



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR282621
Original Issued Date: 05/19/2020
Issued Date: 05/19/2020
Expiration Date: 05/19/2021

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Heal Provincetown, Inc

Phone Number: 671-965-3500 Email Address: kadams@sab-law.com

Business Address 1: 48 Shank Painter Rd

Business Address 2:

Business City: Provincetown Business State: MA

Business Zip Code: 02657

Mailing Address 1: 4 Irving Road

Mailing Address 2:

Mailing City: Weston

Mailing State: MA

Mailing Zip Code: 02493

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: no

Priority Applicant Type: Not a Priority Applicant

Economic Empowerment Applicant Certification Number:

RMD Priority Certification Number:

RMD INFORMATION

Name of RMD: Heal Inc.

Department of Public Health RMD Registration Number:

Operational and Registration Status: Obtained Provisional Certificate of Registration only

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

If no, describe the circumstances below:

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: Percentage Of Control:

Role: Manager

Other Role:

First Name: Patricia

Last Name: Faass

Suffix:

Gender: Female

User Defined Gender:

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

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 2

Percentage Of Ownership: Percentage Of Control:

Role: Owner / Partner Other Role:

First Name: Alexander Last Name: Oliphant Suffix:

Gender: Male User Defined Gender:

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

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 3

Percentage Of Ownership: Percentage Of Control:

Role: Owner / Partner Other Role:

First Name: James Last Name: Bonaccorsi Suffix:

Gender: Male User Defined Gender:

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

Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

Entity with Direct or Indirect Authority 1

Percentage of Control: 100 Percentage of Ownership: 100

Entity Legal Name: TAJ Green, LLC

Entity DBA:

DBA

City:

Entity Description: management company

Foreign Subsidiary Narrative:

Entity Phone: 671-930-5304

Entity Email: tfaass@gmail.com

Entity Website:

Entity Address 1: 4 Irving Road

Entity Address 2:

Entity City: Weston

Entity State: MA

Entity Zip Code: 02493

Entity Mailing Address 1: 4 Irving Road

Entity Mailing Address 2:

Entity Mailing City: Weston

Entity Mailing State: MA

Entity Mailing Zip Code:

02493

Relationship Description: TAJ Green, LLC owns 100% of Heal Provincetown, Inc. TAJ is a management company which also owns the following entities: Heal, Inc. (medical licenses) and Heal Cultivation, LLC (cultivation license).

CLOSE ASSOCIATES AND MEMBERS

No records found

CAPITAL RESOURCES - INDIVIDUALS

No records found

CAPITAL RESOURCES - ENTITIES

Entity Contributing Capital 1

Entity Legal Name: TAJ Green, LLC

Entity DBA:

Email: tfaass@gmail.com

Phone: 671-930-5304

Address 1: 4 Irving Road

Address 2:

City: Weston

State: MA

Zip Code: 02493

Types of Capital: Monetary/Equity Other Type of Capital: Total Value of Capital Provided: \$826565.83 Percentage of Initial Capital: 100

Capital Attestation: Yes

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 48 Shank Painter Road

Establishment Address 2:

Establishment City: Provincetown

Establishment Zip Code: 02657

Approximate square footage of the establishment: 748

How many abutters does this property have?: 3

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	CCC HCA Certification Form.pdf	pdf	5cbe552adf25934c58f85969	04/22/2019
Community Outreach Meeting Documentation	Ptown_Community_Outreach_Attestation_signed.pdf	pdf	5cbf8588b10c2044c5597d45	04/23/2019
Plan to Remain Compliant with Local Zoning	Heal Ptown plan to remain compliant with local zoning.pdf	pdf	5e050d8eef24345344e4f331	12/26/2019

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	MA Community Impact Plan Ptown updated.pdf	pdf	5e2090a8c1912d0730a52f52	01/16/2020
Other	Turning_Point_email_12102019.pdf	pdf	5e20921ac1912d0730a52f5c	01/16/2020
Other	Wareham Fighting Addiction.pdf	pdf	5e2092214c3b1606ec2b8721	01/16/2020
Other	Damiens Place Letter.pdf	pdf	5e20922b49a38606cba83709	01/16/2020
Other	Wareham Care Program email.pdf	pdf	5e5565645b05c304785ea292	02/25/2020

ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Owner / Partner

Other Role:

First Name: Patricia Last Name: Faass Suffix:

RMD Association: RMD Owner

Background Question: no

Individual Background Information 2

Role: Owner / Partner Other Role:

First Name: Alexander Last Name: Oliphant Suffix:

RMD Association: RMD Owner

Background Question: no

Individual Background Information 3

Role: Owner / Partner Other Role:

First Name: James Last Name: Bonaccorsi Suffix:

RMD Association: RMD Owner

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

Entity Background Check Information 1

Role: Parent Company Other Role:

Entity Legal Name: TAJ Green, LLC Entity DBA:

Entity Description: management company

Phone: 617-930-5304 Email: tfaass@gmail.com

Primary Business Address 1: 4 Irving Road Primary Business Address 2:

Primary Business City: Weston Primary Business State: MA Principal Business Zip Code: 02493

Additional Information:

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	Heal Provincetown Certificate of Good Standing from MA SOS.pdf	pdf	5cbe6548e2695d45078d71ac	04/22/2019
Department of Revenue - Certificate of Good standing	Heal Provincetown MADOR Secretary of Good Standing.pdf	pdf	5cbe656a0a957444d5908e85	04/22/2019
Articles of Organization	Heal Provincetown, Inc - Articles of Organization [FILED] (M1290922-3xB1386).pdf	pdf	5cbe657e8e20fa4c3aba6fe4	04/22/2019
Bylaws	Heal Provincetown, Inc - Bylaws (M1338354xB1386).pdf	pdf	5cbe6581bf7c9d44e9106b8a	04/22/2019

No documents uploaded

Massachusetts Business Identification Number: 001364023

Doing-Business-As Name:

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for Liability Insurance	Plan to obtain insurance.pdf	pdf	5e053d72f76dd253236e2508	12/26/2019
Business Plan	Heal Business Plan_final_revised.pdf	pdf	5e30454d69dc9d0456db5dfc	01/28/2020
Proposed Timeline	Revised Provincetown Timeline.pdf	pdf	5e56a846d29b0704447da124	02/26/2020

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for obtaining marijuana or marijuana products	Heal Plan to Obtain M.J.pdf	pdf	5cbe68d2bf7c9d44e9106b90	04/22/2019
Restricting Access to age 21 and older	Heal Plan for Restricting Access to Ages 21 and Older.pdf	pdf	5cbe692bdf25934c58f8597f	04/22/2019
Security plan	Heal Security Plan.pdf	pdf	5cbe69599b1a9b44dfe4dae5	04/22/2019
Prevention of diversion	Heal Prevention of Diversion.pdf	pdf	5cbe69a4df25934c58f85983	04/22/2019
Dispensing procedures	Heal, Inc Dispensing.pdf	pdf	5cbe6ce00a957444d5908e92	04/22/2019
Inventory procedures	Heal Inventory Procedures.pdf	pdf	5cbe6ce29b1a9b44dfe4dae	04/22/2019
Transportation of marijuana	Heal Transportation.pdf	pdf	5cbe6ce4bf7c9d44e9106b98	04/22/2019
Record Keeping procedures	Heal Recordkeeping Plan.pdf	pdf	5cbe6cfa942dc34c4ebe0a73	04/22/2019
Maintaining of financial records	Heal, Inc Maintaining of Financial Records.pdf	pdf	5cbe6cfb73349d44fd62a750	04/22/2019
Qualifications and training	Heal, Inc Qualifications and Training.pdf	pdf	5cbe6cfee2695d45078d71bc	04/22/2019
Storage of marijuana	Heal, Inc Storage of Marijuana.pdf	pdf	5cbe6dc09b1a9b44dfe4daf2	04/22/2019
Quality control and testing	Heal Quality Control and Testing Updated.pdf	pdf	5e208ad9cc187d076e3ca460	01/16/2020
Separating recreational from medical operations, if applicable	Heal Plan for Separating Adult Use from Medical Operations Updated.pdf	pdf	5e208adabcf9aa06f3897aba	01/16/2020
Personnel policies including background checks	Heal, Inc Personnel Policies including Background Checks Updated.pdf	pdf	5e208adb3824dd075849e570	01/16/2020
Diversity plan	Final Provincetown Diversity Plan.pdf	pdf	5e20942c49a38606cba8370f	01/16/2020

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 Understand

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

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

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

COMPLIANCE WITH POSITIVE IMPACT PLAN

No records found

COMPLIANCE WITH DIVERSITY PLAN

No records found

HOURS OF OPERATION


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

Host Community Agreement Certification Form

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

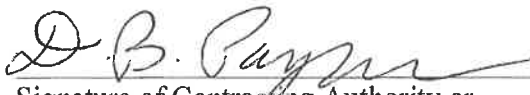
Applicant

I, PATRICIA FAASS, (insert name) certify as an authorized representative of HEAL PROVINCETOWN INC (insert name of applicant) that the applicant has executed a host community agreement with TOWN OF PROVINCETOWN (insert name of host community) pursuant to G.L.c. 94G § 3(d) on DECEMBER 21, 2018 (insert date).


Signature of Authorized Representative of Applicant

Host Community

I, DAVID B. PANAGORE, (insert name) certify that I am the contracting authority or have been duly authorized by the contracting authority for TOWN OF PROVINCETOWN (insert name of host community) to certify that the applicant and TOWN OF PROVINCETOWN (insert name of host community) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on DECEMBER 24 2018 (insert date).


Signature of Contracting Authority or
Authorized Representative of Host Community



Community Outreach Meeting Attestation Form

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

I, Patricia Faass, (insert name) attest as an authorized representative of Heal, Provincetown Inc. (insert name of applicant) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on October 25, 2018 (insert date).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on October 18, 2018 (insert date), which was at least seven calendar days prior to the meeting. A copy of the newspaper notice is attached as Attachment A (*please clearly label the newspaper notice in the upper right hand corner as Attachment A and upload it as part of this document*).
3. A copy of the meeting notice was also filed on October 11, 2018 (insert date) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on October 17, 2018 (insert date), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).



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

LEGALS

NOTICE OF COMMUNITY OUTREACH MEETING REGARDING PROPOSAL OF HEAL, INC. TO OPERATE ADULT-USE MARIJUANA RETAIL ESTABLISHMENT AT 48 SHANK PAINTER ROAD UNIT B, PROVINCETOWN, MASSACHUSETTS

Heal, Inc. ("Heal") will be hosting a Community Outreach Meeting ("the Meeting") on October 25, 2018 at 48 Shank Painter Road (Unit B), Provincetown, Massachusetts at 6:00 p.m. Members of the public are encouraged to attend the Meeting, at which Heal will outline its proposal to apply for an Adult-use Marijuana Retailer license at the Property pursuant to M.G.L. Chapter 94G and Chapter 55 of the Acts of 2017, and other applicable laws and regulations promulgated thereunder, including those promulgated by the Massachusetts Cannabis Control Commission.

Information presented at the Community Outreach Meeting will include, but not be limited to, the following:

1. The type of Adult-Use Marijuana

Establishment to be located at the Property.

2. Information adequate to demonstrate that the Adult-Use Marijuana Establishment location will be maintained securely.

3. Steps to be taken by the Adult-Use Marijuana Establishment to prevent diversion to minors.

4. A plan by the Adult-Use Marijuana Establishment to positively impact the community.

5. Information adequate to demonstrate that the location will not constitute a nuisance to the community by noise, odor, dust, glare, fumes, vibration, heat, or other conditions likely to cause nuisance.

Members of the Provincetown community will be encouraged to ask questions and to engage in discussions with representatives of Heal.

A copy of this notice is on file with the office of the Town Clerk and with the office of the Planning Board, Provincetown Town Hall, 250 Commercial Street, Provincetown, Massachusetts. A copy of this notice was mailed at least seven calendar days prior to the Community Outreach Meeting to abutters of the Property, abutters to abutters within three hundred feet of the Property, and the owners of land directly opposite the Property on any public or private street or way, all 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.

PT Banner 10/18/2018
CN 13736910

PROVINCETOWN

REQUEST FOR PROPOSALS Community Preservation Act – Applications for Funding – December 20, 2018 Deadline

The Provincetown Community Preservation Committee is seeking funding proposals for projects that meet Community Preservation Fund goals. The Deadline for Proposals is Thursday, December 20, 2018 by 4:00 pm for consideration at the April 2019 Town Meeting.

The CPA mandates that each fiscal year Provincetown must spend, or set aside for later spending, at least 10% of the annual revenues in the Town of Provincetown Community Preservation Fund for each of the three CPA target areas: community housing, open space/recreation, and historic preservation. As revised in April 2014, the Town of Provincetown has adopted a bylaw that further directs that 60% of CPA funds target community housing with 10% for historic preservation and 10% for open space/recreation with the remaining 20% of CPA funds be undesignated and available for any category including administration. Given the projected debt service for already approved projects, that debt service must be deducted from receipts first, and that we anticipate very limited state matching funds, the Community Preservation Committee anticipates granting a maximum of approximately \$300,000 in total new grants for FY 2020 for ALL categories. This is a guideline and not intended to restrict applications.

the Selectmen/Town Manager's Office, Provincetown Town Hall, 260 Commercial Street, Provincetown, MA 02657 or from Housing Specialist Michelle Jarusiewicz. Completed proposals must be submitted to the Town Manager's office by Thursday, December 20, 2018 by 4:00 pm. For further information, contact Housing Specialist Michelle Jarusiewicz, at 508-487-7087, or mjarusiewicz@provincetown-ma.gov

Kristin Hatch, Chair
Community
Preservation
Committee

Provincetown Banner
October 18 & 25, 2018
CN13737054

PUBLIC HEARING November 7, 2018

The Provincetown Historic District Commission will hold a Public Hearing at 4:00 P.M. on Wednesday, November 7, 2018, in the Judge Welsh Hearing Room, Town Hall, 260 Commercial Street, Provincetown, MA.

Public Hearings will be held for the following applications requesting a Certificate to be issued in accordance with the Provincetown Historic District Commission established under the General By-Laws, Chapter 15 of the Town of Provincetown.

HDC 19-068
Application by Deborah Paine, Inc., on behalf of Kenneth Fulk, requesting to re-side and replace a door on an east elevation, widen a door and replace first floor walls on a north elevation, replace sills as needed, repair and replace wood windows and rebuild two chimneys on the structure located at 466 Commercial Street.

HDC 19-073
Application by A.J. Santos, on behalf of

Meck, requesting to raise a structure 18"; add dormers on the northeast and southwest elevations; add two new wood decks with stairs on the southeast and, along with a pergola structure, on the northwest elevation; relocate a door, adding a door hood and stairs, and a mechanical access door on the northeast elevation; replace, add and relocate existing wood windows; replace an existing asphalt shingle roof; reconstruct a chimney and replace a white picket fence on the property located at 72A Commercial Street.

HDC 19-077

Application by Tom Thompson, on behalf of Martin Kessler, requesting to increase wall height, rebuild a shed roof on a rear ell and replace two doors and three awning windows on the structure located at 42 Commercial Street.

HDC 19-078

Application by David McMahon, on behalf of Marianne Colacray, requesting to replace a small portion of a structure with a new, slightly larger addition and add a new foundation at the property located at 12 Franklin Street, #1.

Thomas Biggert,
Chairman

Provincetown Banner
October 18 & 25, 2018
CN13736853

Licensing Board Public Hearing

Special Liquor License

The Provincetown Licensing Board will hold a Public Hearing at 5:15 p.m. on Tuesday, October 23, 2018 in the Town Hall Auditorium, 260 Commercial Street, Provincetown, Massachusetts, to hear a petition from Jonathan Urbach d.b.a. Bay State Marauders, for a Special Liquor License for an event on March 29 from 6 pm to 1 am & March 30, 2019 from 8 am to 1

1, 2018 classified
Provincetown Banner
requests for placing
e handled from our
To place a classified
624-7355 or email

**NOTICE OF COMMUNITY OUTREACH MEETING
REGARDING PROPOSAL OF HEAL, INC.
TO OPERATE ADULT-USE MARIJUANA RETAIL ESTABLISHMENT
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Information presented at the Community Outreach Meeting will include, but not be limited to, the following:

1. The type of Adult-Use Marijuana Establishment to be located at the Property.
2. Information adequate to demonstrate that the Adult-Use Marijuana Establishment location will be maintained securely.
3. Steps to be taken by the Adult-Use Marijuana Establishment to prevent diversion to minors.
4. A plan by the Adult-Use Marijuana Establishment to positively impact the community.
5. Information adequate to demonstrate that the location will not constitute a nuisance to the community by noise, odor, dust, glare, fumes, vibration, heat, or other conditions likely to cause nuisance.

Members of the Provincetown community will be encouraged to ask questions and to engage in discussions with representatives of Heal.

A copy of this notice is on file with the office of the Town Clerk and with the office of the Planning Board, Provincetown Town Hall, 250 Commercial Street, Provincetown, Massachusetts. A copy of this notice was mailed at least seven calendar days prior to the Community Outreach Meeting to abutters of the Property, abutters to abutters within three hundred feet of the Property, and the owners of land directly opposite the Property on any public or private street or way, all 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.

**NOTICE OF COMMUNITY OUTREACH MEETING
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- mailed to abutters 10.17.18 - Jm

Heal Provincetown Inc Plan to Remain Compliant with Local Zoning

48 Shank Painter Road is in the General Commercial District, where the use is allowed by special permit. Heal received a special permit from the Provincetown Zoning Board on November 1, 2018 for a parking waiver. Heal received an Order of Conditions from the Provincetown Conservation Commission on November 20, 2018. Heal executed a Host Community Agreement with the Provincetown Board of Selectmen on December 24, 2018. Heal received a special permit from the Provincetown Planning Board on January 10, 2019 for the proposed use as a co-located medical and adult use marijuana establishment. 48 Shank Painter Road complies with local zoning except for the minor areas in which it has already received waivers. Heal has retained the law firm of Schlesinger and Buchbinder to ensure ongoing compliance with all local codes and by-laws.

PLAN TO POSITIVELY IMPACT AREAS OF DISPROPORTIONATE IMPACT

Overview

Heal is dedicated to serving and supporting the areas around it, including in particular Wareham, which was classified as an area of disproportionate impact in the Commission's *Guidance for Identifying Areas of Disproportionate Impact*. Marijuana businesses have an obligation to support the health and well-being of their customers as well as the communities that have had historically high rates of arrest, conviction, and incarceration related to marijuana crimes. It is Heal's intention to be a contributing, positive force in areas of disproportionate impact and to assist in changing the perception of these areas.

Communities for Planned Positive Impact and Plan Goals

In compliance with the Commission's interpretation of 935 CMR 500.101(1)(a), Heal's plan will positively impact residents of communities of Wareham, which has been designated among the "areas disproportionate impact," as designated by the Commission. Specifically, Heal's goals will be to

- Foster positive relationships with our communities of impact by having 80% of our employees working at least 30 hours per week participate in one paid day off service day per year at at least four organizations that address the collateral consequences of disproportionate enforcement, such as malnutrition, poverty, access to educational programs, and substance abuse, in Wareham:
- 1. Donate a minimum of \$1000.00 on an annual basis to at least four organizations that address the collateral consequences of disproportionate enforcement, such as malnutrition, poverty, access to educational programs, and substance abuse, in Wareham:

Positive Impact Plan Programs

The Dispensary Manager ("DM") will administer the Plan to Positively Impact Areas of Disproportionate Impact (the "Plan"). The DM will be responsible for ensuring that Heal continues to meet its commitment to provide support and make positive contributions to areas of disproportionate impact. The DM will explore opportunities to form philanthropic partnerships in the community to implement and enhance the Plan.

Heal will look to build relationships in areas of disproportionate impact by working with nonprofit organizations that are located in these communities. The closest area of disproportionate impact to Heal's Provincetown location is Wareham (70 miles).

Heal will foster relationships with communities of impact through providing time off to employees who participate in service days in impacted communities. Employees working at least 30 hours

per week will be given 1 paid day off each year to participate in a service day in a community of impact.

At least once per quarter, the DM will make available a list of potential service days to eligible employees. Heal's DM has identified and established a relationship to meet its goals with the following organization in Wareham working to address collateral consequences of disproportionate impact, such as malnutrition, poverty, access to educational programs, and substance abuse.

- Church of the Good Shepherd/Wareham Fighting Addiction
- Damien's Place Food Pantry
- Turning Point
- Wareham CARE Program (Adventure Camp at Redbrook Scholarship Fund)

To find new and innovative ways to help areas of disproportionate impact, Heal will also provide its customers opportunities to suggest charities or other service organizations in Wareham that Heal could potentially assist in future service days.

Measurement and Accountability

In order to ensure that Heal is both meeting its community impact goals and ascertaining that the goals are having the desired impact, the company will take the following measurement and accountability steps:

- Management will meet at least once annually (first meeting no later than one-year after provisional licensing) to assess community impact goals of donations and service days and document in an annual report
- In assessing the goals and their impact, the following data will be collected
 - The number of additional organizations Heal contacted for donations service days
 - The responses from each organization
 - Service days
 - A list of all potential service days from each organization collected by the DM that were made available to employees
 - The number of employees who participated in each specific day of service at the organizations
 - The percentage of eligible employees who took part in a day of service with the goal of 80% employee participation
 - Donations
 - Annual amount donated and organizations that received the donations with a goal of \$1000.00 annual minimum to a minimum of 3 Wareham organizations, not limited to, but including:
 - Church of the Good Shepherd/Wareham Fighting Addiction
 - Damien's Place Food Pantry

Heal Provincetown, Inc.

- Turning Point
- Wareham CARE Program (Adventure Camp at Redbrook Scholarship Fund)

Upon review of the annual data, management may make recommendations to modify the Plan in order to improve Heal's ability to assist areas of disproportionate impact.

Acknowledgments

Heal 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 every Marijuana Establishment. Any actions taken, or programs instituted, by Heal 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

Date: March 13, 2019

To Whom It May Concern :

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

HEAL PROVINCETOWN, INC.

is a domestic corporation organized on **January 15, 2019** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

A handwritten signature in blue ink, reading "William Francis Galvin".

Secretary of the Commonwealth

Certificate Number: 19030242310

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

Processed by:



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

mass.gov/dor

Letter ID: L1087344000
Notice Date: March 15, 2019
Case ID: 0-000-695-416



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



PATRICIA FAASS
HEAL PROVINCETOWN, INC.
4 IRVING RD
WESTON MA 02493-1122

Why did I receive this notice?

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

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

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

What if I have questions?

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

Visit us online!

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

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

Edward W. Coyle, Jr., Chief
Collections Bureau

The Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

FORM MUST BE TYPED

Articles of Organization (General Laws Chapter 156D, Section 2.02; 950 CMR 113.16)

FORM MUST BE TYPED

ARTICLE I

The exact name of the corporation is:

Heal Provincetown, Inc.

ARTICLE II

Unless the articles of organization otherwise provide, all corporations formed pursuant to G.L. Chapter 156D have the purpose of engaging in any lawful business. Please specify if you want a more limited purpose:

ARTICLE III

State the total number of shares and par value, * if any, of each class of stock that the corporation is authorized to issue. All corporations must authorize stock. If only one class or series is authorized, it is not necessary to specify any particular designation.

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE
Common	275,000			

*G.L. Chapter 156D eliminates the concept of par value, however a corporation may specify par value in Article III. See G.L. Chapter 156D, Section 6.21, and the comments relative thereto.

ARTICLE IV

Prior to the issuance of shares of any class or series, the articles of organization must set forth the preferences, limitations and relative rights of that class or series. The articles may also limit the type or specify the minimum amount of consideration for which shares of any class or series may be issued. Please set forth the preferences, limitations and relative rights of each class or series and, if desired, the required type and minimum amount of consideration to be received.

Not applicable

ARTICLE V

The restrictions, if any, imposed by the articles of organization upon the transfer of shares of any class or series of stock are:

None

ARTICLE VI

Other lawful provisions, and if there are no such provisions, this article may be left blank.

See attached statement

The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

Attachment Sheet

ARTICLE VI

Other lawful provisions:

1. Minimum number of Directors. The Board of Directors may consist of one or more individuals, notwithstanding the number of shareholders.

2. Personal liability of Directors to corporation. No Director shall have personal liability to the corporation for monetary damages for breach of his or her fiduciary duty as a Director notwithstanding any provision of law imposing such liability, provided that this provision shall not eliminate or limit the liability of a Director (a) for any breach of the Director's duty of loyalty to the corporation or its shareholders, (b) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law, (c) for improper distributions under Section 6.40 of Chapter 156D of the General Laws of Massachusetts, or (d) for any transaction from which the Director derived an improper personal benefit.

3. Shareholder vote required to approve matters acted on by shareholders. With respect to any matter as to which the affirmative vote of more than a majority of the shares in any voting group shall be required by any provision of Chapter 156D of the General Laws of Massachusetts for the approval of the matter, the affirmative vote of a majority of all the shares in any such voting group eligible to vote on the matter shall be sufficient for the approval of the matter notwithstanding that such greater vote on the matter would be otherwise required.

4. Shareholder action without a meeting by less than unanimous consent. Action required or permitted by Chapter 156D of the General Laws of Massachusetts to be taken at a shareholders' meeting may be taken without a meeting by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting.

5. Authorization of Directors to make, amend or repeal bylaws. The Board of Directors may make, amend or repeal the bylaws in whole or in part, except with respect to any provision thereof which by virtue of an express provision in Chapter 156D of the General Laws of Massachusetts, the Articles of Organization or the bylaws requires action by the shareholders.

6. Authority of directors to create new classes and series of shares. The Board of Directors, acting without the shareholders, may (a) reclassify any unissued shares of any authorized class or series into one or more existing or new classes or series, and (b) create one or more new classes or series of shares, specifying the number of shares to be included therein, the distinguishing designation thereof and the preferences, limitations and relative rights applicable thereto, provided that the Board of Directors may not approve an aggregate number of authorized shares of all classes and series which exceeds the total number of authorized shares specified in the Articles of Organization approved by the shareholders.

ARTICLE VII

The effective date of organization of the corporation is the date and time the articles were received for filing if the articles are not rejected within the time prescribed by law. If a later effective date is desired, specify such date, which may not be later than the 90th day after the articles are received for filing.

ARTICLE VIII

The information contained in this article is not a permanent part of the articles of organization.

- a. The street address of the initial registered office of the corporation in the commonwealth:
4 Irving Road, Weston, MA 02493
- b. The name of its initial registered agent at its registered office:
Patricia Faass
- c. The names and street addresses of the individuals who will serve as the initial directors, president, treasurer and secretary of the corporation (an address need not be specified if the business address of the officer or director is the same as the principal office location):

President: Patricia Faass

Treasurer: James Bonaccorsi

Secretary: Alexander Oliphant

Director(s): Patricia Faass, Gary Einsidler, James Bonaccorsi, Ted Karwoski, W. Thomas Gutowski

- d. The fiscal year end of the corporation:
December 31
- e. A brief description of the type of business in which the corporation intends to engage:
To provide business licensing management services and any other related activities
- f. The street address of the principal office of the corporation:
4 Irving Road, Weston, MA 02493
- g. The street address where the records of the corporation required to be kept in the commonwealth are located is:

4 Irving Road, Weston, MA 02493, which is
(number, street, city or town, state, zip code)

- ☒ its principal office;
☐ an office of its transfer agent;
☐ an office of its secretary/assistant secretary;
☐ its registered office.

Signed this 29 day of NOVEMBER, 2018 by the incorporator(s):

Signature: 

Name: Patricia Faass

Address: 4 Irving Road, Weston, MA 02493

Heal, Inc.
4 Irving Road, Weston, MA 02493

CONSENT TO USE OF NAME

Heal, Inc., a corporation organized under the laws of the Commonwealth of Massachusetts, hereby consents to the registration of Heal Provincetown, Inc. as a domestic corporation in the Commonwealth, and the use by such corporation of the name "Heal Provincetown, Inc."

IN WITNESS WHEREOF, Heal, Inc. has caused this consent to be executed by its duly authorized officer this 29 day of NOVEMBER, 2018.

By: 
Name: Patricia Faass
Title: Treasurer

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:

January 15, 2019 04:01 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
HEAL PROVINCETOWN, INC.

Dated January 15, 2019

BYLAWS
OF
HEAL PROVINCETOWN, INC.

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ARTICLE I

SHAREHOLDERS

Section 1. Annual Meeting. The Corporation shall hold an annual meeting of shareholders at a time fixed by the Directors. The purposes for which the annual meeting is to be held, in addition to those prescribed by the Articles of Organization, shall be for electing directors and for such other purposes as shall be specified in the notice for the meeting, and only business within such purposes may be conducted at the meeting. In the event an annual meeting is not held at the time fixed in accordance with these Bylaws or the time for an annual meeting is not fixed in accordance with these Bylaws to be held within 13 months after the last annual meeting was held, the Corporation may designate a special meeting held thereafter as a special meeting in lieu of the annual meeting, and the meeting shall have all of the effect of an annual meeting.

Section 2. Special Meetings. Special meetings of the shareholders may be called by the President or by the Directors, and shall be called by the Secretary, or in case of the death, absence, incapacity or refusal of the Secretary, by another officer, if the holders of at least 10 per cent, or such lesser percentage as the Articles of Organization permit, of all the votes entitled to be cast on any issue to be considered at the proposed special meeting sign, date, and deliver to the Secretary one or more written demands for the meeting describing the purpose for which it is to be held. Only business within the purpose or purposes described in the meeting notice may be conducted at a special shareholders' meeting.

Section 3. Place of Meetings. All meetings of shareholders shall be held at the principal office of the Corporation unless a different place is specified in the notice of the meeting or the meeting is held solely by means of remote communication in accordance with Section 11 of this Article.

Section 4. Requirement of Notice. A written notice of the date, time, and place of each annual and special shareholders' meeting describing the purposes of the meeting shall be given to shareholders entitled to vote at the meeting (and, to the extent required by law or the Articles of Organization, to shareholders not entitled to vote at the meeting) no fewer than seven nor more than 60 days before the meeting date. If an annual or special meeting of shareholders is adjourned to a different date, time or place, notice need not be given of the new date, time or place if the new date, time or place, if any, is announced at the meeting before adjournment. If a new record date for the adjourned meeting is fixed, however, notice of the adjourned meeting shall be given under this Section to persons who are shareholders as of the new record date. All notices to shareholders shall conform to the requirements of Article III.

Section 5. Waiver of Notice. A shareholder may waive any notice required by law, the Articles of Organization, or these Bylaws before or after the date and time stated in the notice. The waiver shall be in writing, be signed by the shareholder entitled to the notice, and be delivered to the Corporation for inclusion with the records of the meeting. A shareholder's attendance at a meeting: (a) waives objection to lack of notice or defective notice of the meeting, unless the shareholder at the beginning of the meeting objects to holding the meeting or transacting business at the meeting; and (b) waives objection to consideration of a particular

matter at the meeting that is not within the purpose or purposes described in the meeting notice, unless the shareholder objects to considering the matter when it is presented.

Section 6. Quorum.

(a) Unless otherwise provided by law, or in the Articles of Organization, these Bylaws or a resolution of the Directors requiring satisfaction of a greater quorum requirement for any voting group, a majority of the votes entitled to be cast on the matter by a voting group constitutes a quorum of that voting group for action on that matter. As used in these Bylaws, a voting group includes all shares of one or more classes or series that, under the Articles of Organization or the Massachusetts Business Corporation Act, as in effect from time to time (the "MBCA"), are entitled to vote and to be counted together collectively on a matter at a meeting of shareholders.

(b) A share once represented for any purpose at a meeting is deemed present for quorum purposes for the remainder of the meeting and for any adjournment of that meeting unless (1) the shareholder attends solely to object to lack of notice, defective notice or the conduct of the meeting on other grounds and does not vote the shares or otherwise consent that they are to be deemed present, or (2) in the case of an adjournment, a new record date is or shall be set for that adjourned meeting.

Section 7. Voting and Proxies. Unless the Articles of Organization provide otherwise, each outstanding share, regardless of class, is entitled to one vote on each matter voted on at a shareholders' meeting. A shareholder may vote his or her shares in person or may appoint a proxy to vote or otherwise act for him or her by signing an appointment form, either personally or by his or her attorney-in-fact. An appointment of a proxy is effective when received by the Secretary or other officer or agent authorized to tabulate votes. Unless otherwise provided in the appointment form, an appointment is valid for a period of 11 months from the date the shareholder signed the form or, if it is undated, from the date of its receipt by the officer or agent. An appointment of a proxy is revocable by the shareholder unless the appointment form conspicuously states that it is irrevocable and the appointment is coupled with an interest, as defined in the MBCA. An appointment made irrevocable is revoked when the interest with which it is coupled is extinguished. The death or incapacity of the shareholder appointing a proxy shall not affect the right of the Corporation to accept the proxy's authority unless notice of the death or incapacity is received by the Secretary or other officer or agent authorized to tabulate votes before the proxy exercises his or her authority under the appointment. A transferee for value of shares subject to an irrevocable appointment may revoke the appointment if he or she did not know of its existence when he or she acquired the shares and the existence of the irrevocable appointment was not noted conspicuously on the certificate representing the shares or on the information statement for shares without certificates. Subject to the provisions of Section 7.24 of the MBCA and to any express limitation on the proxy's authority appearing on the face of the appointment form, the Corporation is entitled to accept the proxy's vote or other action as that of the shareholder making the appointment.

Section 8. Action at Meeting. If a quorum of a voting group exists, favorable action on a matter, other than the election of Directors, is taken by a voting group if the votes cast within the group favoring the action exceed the votes cast opposing the action, unless a greater number of

affirmative votes is required by law, or the Articles of Organization, these Bylaws or a resolution of the Board of Directors requiring receipt of a greater affirmative vote of the shareholders, including more separate voting groups. Directors are elected by a plurality of the votes cast by the shares entitled to vote in the election at a meeting at which a quorum is present. No ballot shall be required for such election unless requested by a shareholder present or represented at the meeting and entitled to vote in the election.

Section 9. Action without Meeting by Written Consent.

(a) Action taken at a shareholders' meeting may be taken without a meeting if the action is taken either: (1) by all shareholders entitled to vote on the action; or (2) to the extent permitted by the Articles of Organization, by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting. The action shall be evidenced by one or more written consents that describe the action taken, are signed by shareholders having the requisite votes, bear the date of the signatures of such shareholders, and are delivered to the Corporation for inclusion with the records of meetings within 60 days of the earliest dated consent delivered to the Corporation as required by this Section. A consent signed under this Section has the effect of a vote at a meeting.

(b) If action is to be taken pursuant to the consent of voting shareholders without a meeting, the Corporation, at least seven days before the action pursuant to the consent is taken, shall give notice, which complies in form with the requirements of Article III, of the action (1) to nonvoting shareholders in any case where such notice would be required by law if the action were to be taken pursuant to a vote by voting shareholders at a meeting, and (2) if the action is to be taken pursuant to the consent of less than all the shareholders entitled to vote on the matter, to all shareholders entitled to vote who did not consent to the action. The notice shall contain, or be accompanied by, the same material that would have been required by law to be sent to shareholders in or with the notice of a meeting at which the action would have been submitted to the shareholders for approval.

Section 10. Record Date. The Directors may fix the record date in order to determine the shareholders entitled to notice of a shareholders' meeting, to demand a special meeting, to vote, or to take any other action. If a record date for a specific action is not fixed by the Board of Directors, and is not supplied by law, the record date shall be the close of business either on the day before the first notice is sent to shareholders, or, if no notice is sent, on the day before the meeting or, in the case of action without a meeting by written consent, the date the first shareholder signs the consent. A record date fixed under this Section may not be more than 70 days before the meeting or action requiring a determination of shareholders. A determination of shareholders entitled to notice of or to vote at a shareholders' meeting is effective for any adjournment of the meeting unless the Board of Directors fixes a new record date, which it shall do if the meeting is adjourned to a date more than 120 days after the date fixed for the original meeting.

Section 11. Meetings by Remote Communications. Unless otherwise provided in the Articles of Organization, if authorized by the Directors: any annual or special meeting of shareholders need not be held at any place but may instead be held solely by means of remote

communication; and subject to such guidelines and procedures as the Board of Directors may adopt, shareholders and proxyholders not physically present at a meeting of shareholders may, by means of remote communications: (a) participate in a meeting of shareholders; and (b) be deemed present in person and vote at a meeting of shareholders whether such meeting is to be held at a designated place or solely by means of remote communication, provided that: (1) the Corporation shall implement reasonable measures to verify that each person deemed present and permitted to vote at the meeting by means of remote communication is a shareholder or proxyholder; (2) the Corporation shall implement reasonable measures to provide such shareholders and proxyholders a reasonable opportunity to participate in the meeting and to vote on matters submitted to the shareholders, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with such proceedings; and (3) if any shareholder or proxyholder votes or takes other action at the meeting by means of remote communication, a record of such vote or other action shall be maintained by the Corporation.

Section 12. Form of Shareholder Action.

(a) Any vote, consent, waiver, proxy appointment or other action by a shareholder or by the proxy or other agent of any shareholder shall be considered given in writing, dated and signed, if, in lieu of any other means permitted by law, it consists of an electronic transmission that sets forth or is delivered with information from which the Corporation can determine (i) that the electronic transmission was transmitted by the shareholder, proxy or agent or by a person authorized to act for the shareholder, proxy or agent; and (ii) the date on which such shareholder, proxy, agent or authorized person transmitted the electronic transmission. The date on which the electronic transmission is transmitted shall be considered to be the date on which it was signed. The electronic transmission shall be considered received by the Corporation if it has been sent to any address specified by the Corporation for the purpose or, if no address has been specified, to the principal office of the Corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of shareholders.

(b) Any copy, facsimile or other reliable reproduction of a vote, consent, waiver, proxy appointment or other action by a shareholder or by the proxy or other agent of any shareholder may be substituted or used in lieu of the original writing for any purpose for which the original writing could be used, but the copy, facsimile or other reproduction shall be a complete reproduction of the entire original writing.

Section 13. Shareholders List for Meeting.

(a) After fixing a record date for a shareholders' meeting, the Corporation shall prepare an alphabetical list of the names of all its shareholders who are entitled to notice of the meeting. The list shall be arranged by voting group, and within each voting group by class or series of shares, and show the address of and number of shares held by each shareholder, but need not include an electronic mail address or other electronic contact information for any shareholder.

(b) The shareholders list shall be available for inspection by any shareholder, beginning two business days after notice is given of the meeting for which the list was prepared and continuing through the meeting: (1) at the Corporation's principal office or at a place

identified in the meeting notice in the city where the meeting will be held; or (2) on a reasonably accessible electronic network, provided that the information required to gain access to such list is provided with the notice of the meeting. If the meeting is to be held solely by means of remote communication, the list shall be made available on an electronic network.

(c) A shareholder, his or her agent, or attorney is entitled on written demand to inspect and, subject to the requirements of Section 2(c) of Article VI of these Bylaws, to copy the list, during regular business hours and at his or her expense, during the period it is available for inspection.

(d) The Corporation shall make the shareholders list available at the meeting, and any shareholder or his or her agent or attorney is entitled to inspect the list at any time during the meeting or any adjournment.

Section 14. Adjournment of Meetings. Subject to the provisions of Sections 4, 6(b) and 10 of this Article I relating to adjourned meetings, any meeting of shareholders may be adjourned from time to time to any other time and to any other place at which a meeting of shareholders may be held under these Bylaws (including the adjournment of a meeting held at a place to a meeting held solely by means of remote communication and *vice versa*) by the holders of a majority of the shares present in person or represented by proxy at the meeting and entitled to vote though less than a quorum with respect to any one or more matters to be voted upon at the meeting, or, if no shareholder is present or represented by proxy, by any officer entitled to preside at or to act as secretary of such meeting, without notice other than announcement at the meeting before adjournment of the time and place (if any), and the means of remote communication, if any, by which shareholders and proxy holders may be deemed to be present in person and vote at such adjourned meeting, until a quorum shall be present or represented. At any such adjourned meeting at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the original meeting.

ARTICLE II

DIRECTORS

Section 1. Powers. All corporate power shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be managed under the direction of, its Board of Directors.

Section 2. Number and Election. The Board of Directors shall consist of one or more individuals, with the number fixed by the shareholders at the annual meeting or by the Board of Directors, but, unless otherwise provided in the Articles of Organization, if the Corporation has more than one shareholder, the number of Directors shall not be less than three, except that whenever there shall be only two shareholders, the number of Directors shall not be less than two. Except as otherwise provided in these Bylaws or the Articles of Organization, the Directors shall be elected by the shareholders at the annual meeting.

Section 3. Vacancies. If a vacancy occurs on the Board of Directors, including a vacancy resulting from an increase in the number of Directors: (a) the shareholders may fill the

vacancy; (b) the Board of Directors may fill the vacancy; or (c) if the Directors remaining in office constitute fewer than a quorum of the Board, they may fill the vacancy by the affirmative vote of a majority of all the Directors remaining in office. A vacancy that will occur at a specific later date may be filled before the vacancy occurs but the new Director may not take office until the vacancy occurs. If the vacant office was held by a director elected by a voting group of shareholders, only the holders of shares of that voting group or the Directors elected by that voting group are entitled to vote to fill the vacancy.

Section 4. Change in Size of the Board of Directors. The number of Directors may be fixed or changed from time to time by the shareholders or the Board of Directors, and the Board of Directors may increase or decrease the number of Directors last approved by the shareholders.

Section 5. Tenure. The terms of all Directors shall expire at the next annual shareholders' meeting following their election. A decrease in the number of Directors does not shorten an incumbent Director's term. The term of a Director elected to fill a vacancy shall expire at the next shareholders' meeting at which Directors are elected. Despite the expiration of a Director's term, he or she shall continue to serve until his or her successor is elected and qualified or until there is a decrease in the number of Directors.

Section 6. Resignation. A Director may resign at any time by delivering written notice of resignation to the Board of Directors, its chairman, or to the Corporation. A resignation is effective when the notice is delivered unless the notice specifies a later effective date.

Section 7. Removal. The shareholders may remove one or more Directors with or without cause but if a Director is elected by a voting group of shareholders, only the shareholders of that voting group may participate in the vote to remove him or her. A Director may be removed for cause by the Directors by vote of a majority of the Directors then in office but, if a Director is elected by a voting group of shareholders, only the Directors elected by that voting group may participate in the vote to remove him or her. A Director may be removed by the shareholders or the Directors only at a meeting called for the purpose of removing him or her, and the meeting notice must state that the purpose, or one of the purposes, of the meeting is removal of the Director.

Section 8. Regular Meetings. Regular meetings of the Board of Directors may be held at such times and places as shall from time to time be fixed by the Board of Directors without notice of the date, time, place or purpose of the meeting.

Section 9. Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Secretary, by any two Directors, or by one Director in the event that there is only one Director.

Section 10. Notice. Special meetings of the Board must be preceded by at least two days' notice of the date, time and place of the meeting. The notice need not describe the purpose of the special meeting. All notices to directors shall conform to the requirements of Article III.

Section 11. Waiver of Notice. A Director may waive any notice before or after the date and time of the meeting. The waiver shall be in writing, signed by the Director entitled to the notice, or in the form of an electronic transmission by the Director to the Corporation, and filed

with the minutes or corporate records. A Director's attendance at or participation in a meeting waives any required notice to him or her of the meeting unless the Director at the beginning of the meeting, or promptly upon his or her arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Section 12. Quorum. A quorum of the Board of Directors consists of a majority of the Directors then in office, provided always that any number of Directors (whether one or more and whether or not constituting a quorum) constituting a majority of Directors present at any meeting or at any adjourned meeting may make any reasonable adjournment thereof.

Section 13. Action at Meeting. If a quorum is present when a vote is taken, the affirmative vote of a majority of Directors present is the act of the Board of Directors. A Director who is present at a meeting of the Board of Directors or a committee of the Board of Directors when corporate action is taken is considered to have assented to the action taken unless: (a) he or she objects at the beginning of the meeting, or promptly upon his or her arrival, to holding it or transacting business at the meeting; (b) his or her dissent or abstention from the action taken is entered in the minutes of the meeting; or (c) he or she delivers written notice of his or her dissent or abstention to the presiding officer of the meeting before its adjournment or to the Corporation immediately after adjournment of the meeting. The right of dissent or abstention is not available to a Director who votes in favor of the action taken.

Section 14. Action Without Meeting. Any action required or permitted to be taken by the Directors may be taken without a meeting if the action is taken by the unanimous consent of the members of the Board of Directors. The action must be evidenced by one or more consents describing the action taken, in writing, signed by each Director, or delivered to the Corporation by electronic transmission, to the address specified by the Corporation for the purpose or, if no address has been specified, to the principal office of the Corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of Directors, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this Section is effective when the last Director signs or delivers the consent, unless the consent specifies a different effective date. A consent signed or delivered under this Section has the effect of a meeting vote and may be described as such in any document.

Section 15. Telephone Conference Meetings. The Board of Directors may permit any or all Directors to participate in a regular or special meeting by, or conduct the meeting through the use of, any means of communication by which all Directors participating may simultaneously hear each other during the meeting. A Director participating in a meeting by this means is considered to be present in person at the meeting.

Section 16. Committees. The Board of Directors may create one or more committees and appoint members of the Board of Directors to serve on them. Each committee may have one or more members, who serve at the pleasure of the Board of Directors. The creation of a committee and appointment of members to it must be approved by a majority of all the Directors in office when the action is taken. Article III and Sections 10 through 15 of this Article shall apply to committees and their members. To the extent specified by the Board of Directors, each committee may exercise the authority of the Board of Directors. A committee may not, however: (a) authorize distributions; (b) approve or propose to shareholders action that the MBCA requires

be approved by shareholders; (c) change the number of the Board of Directors, remove Directors from office or fill vacancies on the Board of Directors; (d) amend the Articles of Organization; (e) adopt, amend or repeal Bylaws; or (f) authorize or approve reacquisition of shares, except according to a formula or method prescribed by the Board of Directors. The creation of, delegation of authority to, or action by a committee does not alone constitute compliance by a Director with the standards of conduct described in Section 18 of this Article.

Section 17. Compensation. The Board of Directors may fix the compensation of Directors.

Section 18. Standard of Conduct for Directors.

(a) A Director shall discharge his or her duties as a Director, including his or her duties as a member of a committee: (1) in good faith; (2) with the care that a person in a like position would reasonably believe appropriate under similar circumstances; and (3) in a manner the Director reasonably believes to be in the best interests of the Corporation. In determining what the Director reasonably believes to be in the best interests of the Corporation, a Director may consider the interests of the Corporation's employees, suppliers, creditors and customers, the economy of the state, the region and the nation, community and societal considerations, and the long-term and short-term interests of the Corporation and its shareholders, including the possibility that these interests may be best served by the continued independence of the Corporation.

(b) In discharging his or her duties, a Director who does not have knowledge that makes reliance unwarranted is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by: (1) one or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent with respect to the information, opinions, reports or statements presented; (2) legal counsel, public accountants, or other persons retained by the Corporation, as to matters involving skills or expertise the Director reasonably believes are matters (i) within the particular person's professional or expert competence or (ii) as to which the particular person merits confidence; or (3) a committee of the Board of Directors of which the Director is not a member if the Director reasonably believes the committee merits confidence.

(c) A Director is not liable for any action taken as a Director, or any failure to take any action, if he or she performed the duties of his or her office in compliance with this Section.

Section 19. Conflict of Interest.

(a) A conflict of interest transaction is a transaction with the Corporation in which a Director of the Corporation has a material direct or indirect interest. A conflict of interest transaction is not voidable by the Corporation solely because of the Director's interest in the transaction if any one of the following is true:

(1) the material facts of the transaction and the Director's interest were disclosed or known to the Board of Directors or a committee of the Board of Directors and the Board of Directors or committee authorized, approved, or ratified the transaction;

(2) the material facts of the transaction and the Director's interest were disclosed or known to the shareholders entitled to vote and they authorized, approved, or ratified the transaction; or

(3) the transaction was fair to the Corporation.

(b) For purposes of this Section, and without limiting the interests that may create conflict of interest transactions, a Director of the Corporation has an indirect interest in a transaction if: (1) another entity in which he or she has a material financial interest or in which he or she is a general partner is a party to the transaction; or (2) another entity of which he or she is a director, officer, or trustee or in which he or she holds another position is a party to the transaction and the transaction is or should be considered by the Board of Directors of the Corporation.

(c) For purposes of clause (1) of subsection (a), a conflict of interest transaction is authorized, approved, or ratified if it receives the affirmative vote of a majority of the Directors on the Board of Directors (or on the committee) who have no direct or indirect interest in the transaction, but a transaction may not be authorized, approved, or ratified under this Section by a single Director. If a majority of the Directors who have no direct or indirect interest in the transaction vote to authorize, approve, or ratify the transaction, a quorum is present for the purpose of taking action under this Section. The presence of, or a vote cast by, a Director with a direct or indirect interest in the transaction does not affect the validity of any action taken under clause (1) of subsection (a) if the transaction is otherwise authorized, approved, or ratified as provided in that subsection.

(d) For purposes of clause (2) of subsection (a), a conflict of interest transaction is authorized, approved, or ratified if it receives the vote of a majority of the shares entitled to be counted under this subsection. Shares owned by or voted under the control of a Director who has a direct or indirect interest in the transaction, and shares owned by or voted under the control of an entity described in clause (1) of subsection (b), may not be counted in a vote of shareholders to determine whether to authorize, approve, or ratify a conflict of interest transaction under clause (2) of subsection (a). The vote of those shares, however, is counted in determining whether the transaction is approved under other Sections of these Bylaws. A majority of the shares, whether or not present, that are entitled to be counted in a vote on the transaction under this subsection constitutes a quorum for the purpose of taking action under this Section.

Section 20. Loans to Directors. The Corporation may not lend money to, or guarantee the obligation of a Director of, the Corporation unless: (a) the specific loan or guarantee is approved by a majority of the votes represented by the outstanding voting shares of all classes, voting as a single voting group, except the votes of shares owned by or voted under the control of the benefited Director; or (b) the Corporation's Board of Directors determines that the loan or guarantee benefits the Corporation and either approves the specific loan or guarantee or a general plan authorizing loans and guarantees. The fact that a loan or guarantee is made in violation of this Section shall not affect the borrower's liability on the loan.

ARTICLE III

MANNER OF NOTICE TO SHAREHOLDERS AND DIRECTORS

All notices to shareholders and Directors hereunder shall conform to the following requirements:

(a) Notice shall be in writing unless oral notice is reasonable under the circumstances. Notice by electronic transmission is written notice.

(b) Notice may be communicated in person; by telephone, voice mail, telegraph, teletype, or other electronic means; by mail; by electronic transmission; or by messenger or delivery service. If these forms of personal notice are impracticable, notice may be communicated by a newspaper of general circulation in the area where published; or by radio, television, or other form of public broadcast communication.

(c) Written notice, other than notice by electronic transmission, if in a comprehensible form, is effective upon deposit in the United States mail, if mailed postpaid and correctly addressed to the shareholder's address shown in the Corporation's current record of shareholders.

(d) Written notice by electronic transmission, if in comprehensible form, is effective: (1) if by facsimile telecommunication, when directed to a number furnished by the shareholder for the purpose; (2) if by electronic mail, when directed to an electronic mail address furnished by the shareholder for the purpose; (3) if by a posting on an electronic network together with separate notice to the shareholder of such specific posting, directed to an electronic mail address furnished by the shareholder for the purpose, upon the later of (i) such posting and (ii) the giving of such separate notice; and (4) if by any other form of electronic transmission, when directed to the shareholder in such manner as the shareholder shall have specified to the Corporation. An affidavit of the Secretary or an Assistant Secretary of the Corporation, the transfer agent or other agent of the Corporation that the notice has been given by a form of electronic transmission shall, in the absence of fraud, be prima facie evidence of the facts stated therein.

(e) Except as provided in subsection (c), written notice, other than notice by electronic transmission, if in a comprehensible form, is effective at the earliest of the following: (1) when received; (2) five days after its deposit in the United States mail, if mailed postpaid and correctly addressed; (3) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested; or if sent by messenger or delivery service, on the date shown on the return receipt signed by or on behalf of the addressee; or (4) on the date of publication if notice by publication is permitted.

(f) Oral notice is effective when communicated if communicated in a comprehensible manner.

ARTICLE IV

OFFICERS

Section 1. Enumeration. The Corporation shall have a President, a Treasurer, a Secretary and such other officers as may be appointed by the Board of Directors from time to time in accordance with these Bylaws. The Board may appoint one of its members to the office of Chairman of the Board and from time to time define the powers and duties of that office notwithstanding any other provisions of these Bylaws.

Section 2. Appointment. The officers shall be appointed by the Board of Directors. A duly appointed officer may appoint one or more officers or assistant officers if authorized by the Board of Directors. Each officer has the authority and shall perform the duties set forth in these Bylaws or, to the extent consistent with these Bylaws, the duties prescribed by the Board of Directors or by direction of an officer authorized by the Board of Directors to prescribe the duties of other officers.

Section 3. Qualification. The same individual may simultaneously hold more than one office in the Corporation.

Section 4. Tenure. Officers shall hold office until the first meeting of the Directors following the next annual meeting of shareholders after their appointment and until their respective successors are duly appointed, unless a shorter or longer term is specified in the vote appointing them.

Section 5. Resignation. An officer may resign at any time by delivering notice of the resignation to the Corporation. A resignation is effective when the notice is delivered unless the notice specifies a later effective date. If a resignation is made effective at a later date and the Corporation accepts the future effective date, the Board of Directors may fill the pending vacancy before the effective date if the Board of Directors provides that the successor shall not take office until the effective date. An officer's resignation shall not affect the Corporation's contract rights, if any, with the officer.

Section 6. Removal. The Board of Directors may remove any officer at any time with or without cause. The appointment of an officer shall not itself create contract rights. An officer's removal shall not affect the officer's contract rights, if any, with the Corporation.

Section 7. President. The President when present shall preside at all meetings of the shareholders and, if there is no Chairman of the Board of Directors, of the Directors. He or she shall be the chief executive officer of the Corporation except as the Board of Directors may otherwise provide. The President shall perform such duties and have such powers additional to the foregoing as the Directors shall designate.

Section 8. Treasurer. The Treasurer shall, subject to the direction of the Directors, have general charge of the financial affairs of the Corporation and shall cause to be kept accurate books of accounts. He or she shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Directors may otherwise provide. The Treasurer shall perform such duties and have such powers additional to the foregoing as the Directors may designate.

Section 9. Secretary. The Secretary shall have responsibility for preparing minutes of the Directors' and shareholders' meetings and for authenticating records of the Corporation. The Secretary shall perform such duties and have such powers additional to the foregoing as the Directors shall designate.

Section 10. Standards Of Conduct For Officers. An officer shall discharge his or her duties: (a) in good faith; (b) with the care that a person in a like position would reasonably exercise under similar circumstances; and (c) in a manner the officer reasonably believes to be in the best interests of the Corporation. In discharging his or her duties, an officer, who does not have knowledge that makes reliance unwarranted, is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by: (1) one or more officers or employees of the Corporation whom the officer reasonably believes to be reliable and competent with respect to the information, opinions, reports or statements presented; or (2) legal counsel, public accountants, or other persons retained by the Corporation as to matters involving skills or expertise the officer reasonably believes are matters (i) within the particular person's professional or expert competence or (ii) as to which the particular person merits confidence. An officer shall not be liable to the Corporation or its shareholders for any decision to take or not to take any action taken, or any failure to take any action, as an officer, if the duties of the officer are performed in compliance with this Section.

ARTICLE V

PROVISIONS RELATING TO SHARES

Section 1. Issuance and Consideration. The Board of Directors, with the approval of shareholders holding a majority of the outstanding Common Stock of the Corporation, may issue the number of shares of each class or series authorized by the Articles of Organization. The Board of Directors, with the approval of shareholders holding a majority of the outstanding Common Stock of the Corporation, may authorize shares to be issued for consideration consisting of any tangible or intangible property or benefit to the Corporation, including cash, promissory notes, services performed, contracts for services to be performed, or other securities of the Corporation. Before the Corporation issues shares, the Board of Directors shall determine that the consideration received or to be received for shares to be issued is adequate. The Board of Directors, with the approval of shareholders holding a majority of the outstanding Common Stock of the Corporation, shall determine the terms upon which the rights, options, or warrants for the purchase of shares or other securities of the Corporation are issued and the terms, including the consideration, for which the shares or other securities are to be issued.

Section 2. Share Certificates. If shares are represented by certificates, at a minimum each share certificate shall state on its face: (a) the name of the Corporation and that it is organized under the laws of The Commonwealth of Massachusetts; (b) the name of the person to whom issued; and (c) the number and class of shares and the designation of the series, if any, the certificate represents. If different classes of shares or different series within a class are authorized, then the variations in rights, preferences and limitations applicable to each class and

series, and the authority of the Board of Directors to determine variations for any future class or series, must be summarized on the front or back of each certificate. Alternatively, each certificate may state conspicuously on its front or back that the Corporation will furnish the shareholder this information on request in writing and without charge. Each share certificate shall be signed, either manually or in facsimile, by the President or a Vice President and by the Treasurer or an Assistant Treasurer, or any two officers designated by the Board of Directors, and shall bear the corporate seal or its facsimile. If the person who signed, either manually or in facsimile, a share certificate no longer holds office when the certificate is issued, the certificate shall be nevertheless valid.

Section 3. Uncertificated Shares. The Board of Directors may authorize the issue of some or all of the shares of any or all of the Corporation's classes or series without certificates. The authorization shall not affect shares already represented by certificates until they are surrendered to the Corporation. 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 required by the MBCA to be on certificates.

Section 4. Record and Beneficial Owners. The Corporation shall be entitled to treat as the shareholder the person in whose name shares are registered in the records of the Corporation or, if the Board of Directors has established a procedure by which the beneficial owner of shares that are registered in the name of a nominee will be recognized by the Corporation as a shareholder, the beneficial owner of shares to the extent of the rights granted by a nominee certificate on file with the Corporation.

Section 5. Lost or Destroyed Certificates. The Board of Directors of the Corporation may, subject to Massachusetts General Laws, Chapter 106, Section 8-405, determine the conditions upon which a new share certificate may be issued in place of any certificate alleged to have been lost, destroyed, or wrongfully taken. The Board of Directors may, in its discretion, require the owner of such share certificate, or his or her legal representative, to give a bond, sufficient in its opinion, with or without surety, to indemnify the Corporation against any loss or claim which may arise by reason of the issue of the new certificate.

ARTICLE VI

CORPORATE RECORDS

Section 1. Records to be Kept.

(a) The Corporation shall keep as permanent records minutes of all meetings of its shareholders and Board of Directors, a record of all actions taken by the shareholders or Board of Directors without a meeting, and a record of all actions taken by a committee of the Board of Directors in place of the Board of Directors on behalf of the Corporation. The Corporation shall maintain appropriate accounting records. The Corporation or its agent shall maintain a record of its shareholders, in a form that permits preparation of a list of the names and addresses of all shareholders, in alphabetical order by class of shares showing the number and class of shares

held by each. The Corporation shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

(b) The Corporation shall keep within The Commonwealth of Massachusetts a copy of the following records at its principal office or an office of its transfer agent or of its Secretary or Assistant Secretary or of its registered agent:

(i) its Articles or Restated Articles of Organization and all amendments to them currently in effect;

(ii) its Bylaws or restated Bylaws and all amendments to them currently in effect;

(iii) resolutions adopted by its Board of Directors creating one or more classes or series of shares, and fixing their relative rights, preferences, and limitations, if shares issued pursuant to those resolutions are outstanding;

(iv) the minutes of all shareholders' meetings, and records of all action taken by shareholders without a meeting, for the past three years;

(v) all written communications to shareholders generally within the past three years, including the financial statements furnished under Section 16.20 of the MBCA for the past three years;

(vi) a list of the names and business addresses of its current Directors and officers; and

(vii) its most recent annual report delivered to the Massachusetts Secretary of State.

Section 2. Inspection of Records by Shareholders.

(a) A shareholder is entitled to inspect and copy, during regular business hours at the office where they are maintained pursuant to Section 1(b) of this Article, copies of any of the records of the Corporation described in said Section if he or she gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy.

(b) A shareholder is entitled to inspect and copy, during regular business hours at a reasonable location specified by the Corporation, any of the following records of the Corporation if the shareholder meets the requirements of subsection (c) and gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy:

(1) excerpts from minutes reflecting action taken at any meeting of the Board of Directors, records of any action of a committee of the Board of Directors while acting in place of the Board of Directors on behalf of the Corporation, minutes of any meeting of the shareholders, and records of action taken by the shareholders or Board of Directors without a meeting, to the extent not subject to inspection under subsection (a) of this Section;

(2) accounting records of the Corporation, but if the financial statements of the Corporation are audited by a certified public accountant, inspection shall be limited to the financial statements and the supporting schedules reasonably necessary to verify any line item on those statements; and

(3) the record of shareholders described in Section 1(a) of this Article.

(c) A shareholder may inspect and copy the records described in subsection (b) only if:

(1) his or her demand is made in good faith and for a proper purpose;

(2) he or she describes with reasonable particularity his or her purpose and the records he or she desires to inspect;

(3) the records are directly connected with his or her purpose; and

(4) the Corporation shall not have determined in good faith that disclosure of the records sought would adversely affect the Corporation in the conduct of its business.

(d) For purposes of this Section, "shareholder" includes a beneficial owner whose shares are held in a voting trust or by a nominee on his or her behalf.

Section 3. Scope of Inspection Right.

(a) A shareholder's agent or attorney has the same inspection and copying rights as the shareholder represented.

(b) The Corporation may, if reasonable, satisfy the right of a shareholder to copy records under Section 2 of this Article by furnishing to the shareholder copies by photocopy or other means chosen by the Corporation including copies furnished through an electronic transmission.

(c) The Corporation may impose a reasonable charge, covering the costs of labor, material, transmission and delivery, for copies of any documents provided to the shareholder. The charge may not exceed the estimated cost of production, reproduction, transmission or delivery of the records.

(d) The Corporation may comply at its expense, with a shareholder's demand to inspect the record of shareholders under Section 2(b)(3) of this Article by providing the shareholder with a list of shareholders that was compiled no earlier than the date of the shareholder's demand.

(e) The Corporation may impose reasonable restrictions on the use or distribution of records by the demanding shareholder.

Section 4. Inspection of Records by Directors. A Director is entitled to inspect and copy the books, records and documents of the Corporation at any reasonable time to the extent

reasonably related to the performance of the Director's duties as a Director, including duties as a member of a committee, but not for any other purpose or in any manner that would violate any duty to the Corporation.

ARTICLE VII

INDEMNIFICATION

Section 1. Definitions. In this Article the following words shall have the following meanings unless the context requires otherwise:

"Corporation", includes any domestic or foreign predecessor entity of the Corporation in a merger.

"Director" or "officer", an individual who is or was a Director or officer, respectively, of the Corporation or who, while a Director or officer of the Corporation, is or was serving at the Corporation's request as a director, officer, partner, trustee, employee, or agent of another domestic or foreign corporation, partnership, joint venture, trust, employee benefit plan, or other entity. A Director or officer is considered to be serving an employee benefit plan at the Corporation's request if his or her duties to the Corporation also impose duties on, or otherwise involve services by, him or her to the plan or to participants in or beneficiaries of the plan. "Director" or "officer" includes, unless the context requires otherwise, the estate or personal representative of a Director or officer.

"Disinterested Director", a Director who, at the time of a vote or selection referred to in Section 4 of this Article, is not (i) a party to the proceeding, or (ii) an individual having a familial, financial, professional, or employment relationship with the Director whose indemnification or advance for expenses is the subject of the decision being made, which relationship would, in the circumstances, reasonably be expected to exert an influence on the Director's judgment when voting on the decision being made.

"Expenses", includes counsel fees.

"Liability", the obligation to pay a judgment, settlement, penalty, fine including an excise tax assessed with respect to an employee benefit plan, or reasonable expenses incurred with respect to a proceeding.

"Party", an individual who was, is, or is threatened to be made, a defendant or respondent in a proceeding.

"Proceeding", any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, arbitrative, or investigative and whether formal or informal.

Section 2. Indemnification of Directors and Officers.

(a) Except as otherwise provided in this Section, the Corporation shall indemnify to the fullest extent permitted by law an individual who is a party to a proceeding because he or she is a Director or officer against liability incurred in the proceeding if: (1) (i) he or she conducted himself or herself in good faith; and (ii) he or she reasonably believed that his or her conduct was in the best interests of the Corporation or that his or her conduct was at least not opposed to the best interests of the Corporation; and (iii) in the case of any criminal proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful; or (2) he or she engaged in conduct for which he or she shall not be liable under a provision of the Articles of Organization authorized by Section 2.02(b)(4) of the MBCA or any successor provision to such Section.

(b) A Director's or officer's conduct with respect to an employee benefit plan for a purpose he or she reasonably believed to be in the interests of the participants in, and the beneficiaries of, the plan is conduct that satisfies the requirement that his or her conduct was at least not opposed to the best interests of the Corporation.

(c) The termination of a proceeding by judgment, order, settlement, or conviction, or upon a plea of nolo contendere or its equivalent, is not, of itself, determinative that the Director or officer did not meet the relevant standard of conduct described in this Section.

(d) Unless ordered by a court, the Corporation may not indemnify a Director or officer under this Section if his or her conduct did not satisfy the standards set forth in subsection (a) or subsection (b).

Section 3. Advance for Expenses. The Corporation shall, before final disposition of a proceeding, advance funds to pay for or reimburse the reasonable expenses incurred by a Director or officer who is a party to a proceeding because he or she is a Director or officer if he or she delivers to the Corporation:

(a) a written affirmation of his or her good faith belief that he or she has met the relevant standard of conduct described in Section 2 of this Article or that the proceeding involves conduct for which liability has been eliminated under a provision of the Articles of Organization as authorized by Section 2.02(b)(4) of the MBCA or any successor provision to such Section; and

(b) his or her written undertaking to repay any funds advanced if he or she is not wholly successful, on the merits or otherwise, in the defense of such proceeding and it is ultimately determined pursuant to Section 4 of this Article or by a court of competent jurisdiction that he or she has not met the relevant standard of conduct described in Section 2 of this Article. Such undertaking must be an unlimited general obligation of the Director or officer but need not be secured and shall be accepted without reference to the financial ability of the Director or officer to make repayment.

Section 4. Determination of Indemnification. The determination of whether a Director has met the relevant standard of conduct set forth in Section 2 shall be made:

(a) if there are two or more disinterested Directors, by the Board of Directors by a majority vote of all the disinterested Directors, a majority of whom shall for such purpose

constitute a quorum, or by a majority of the members of a committee of two or more disinterested Directors appointed by vote;

(b) by special legal counsel (1) selected in the manner prescribed in clause (a); or (2) if there are fewer than two disinterested Directors, selected by the Board of Directors, in which selection Directors who do not qualify as disinterested Directors may participate; or

(c) by the shareholders, but shares owned by or voted under the control of a Director who at the time does not qualify as a disinterested Director may not be voted on the determination.

Section 5. Notification and Defense of Claim; Settlements.

(a) In addition to and without limiting the foregoing provisions of this Article and except to the extent otherwise required by law, it shall be a condition of the Corporation's obligation to indemnify under Section 2 of this Article (in addition to any other condition provide in these Bylaws or by law) that the person asserting, or proposing to assert, the right to be indemnified, must notify the Corporation in writing as soon as practicable of any action, suit, proceeding or investigation involving such person for which indemnity will or could be sought, but the failure to so notify shall not affect the Corporation's objection to indemnify except to the extent the Corporation is adversely affected thereby. With respect to any proceeding of which the Corporation is so notified, the Corporation will be entitled to participate therein at its own expense and/or to assume the defense thereof at its own expense, with legal counsel reasonably acceptable to such person. After notice from the Corporation to such person of its election so to assume such defense, the Corporation shall not be liable to such person for any legal or other expenses subsequently incurred by such person in connection with such action, suit, proceeding or investigation other than as provided below in this subsection (a). Such person shall have the right to employ his or her own counsel in connection with such action, suit, proceeding or investigation, but the fees and expenses of such counsel incurred after notice from the Corporation of its assumption of the defense thereof shall be at the expense of such person unless (1) the employment of counsel by such person has been authorized by the Corporation, (2) counsel to such person shall have reasonably concluded that there may be a conflict of interest or position on any significant issue between the Corporation and such person in the conduct of the defense of such action, suit, proceeding or investigation or (3) the Corporation shall not in fact have employed counsel to assume the defense of such action, suit, proceeding or investigation, in each of which cases the fees and expenses of counsel for such person shall be at the expense of the Corporation, except as otherwise expressly provided by this Article. The Corporation shall not be entitled, without the consent of such person, to assume the defense of any claim brought by or in the right of the Corporation or as to which counsel for such person shall have reasonably made the conclusion provided for in clause (2) above.

(b) The Corporation shall not be required to indemnify such person under this Article for any amounts paid in settlement of any proceeding unless authorized in the same manner as the determination that indemnification is permissible under Section 4 of this Article, except that if there are fewer than two disinterested Directors, authorization of indemnification shall be made by the Board of Directors, in which authorization Directors who do not qualify as disinterested Directors may participate. The Corporation shall not settle any action, suit,

proceeding or investigation in any manner which would impose any penalty or limitation on such person without such person's written consent. Neither the Corporation nor such person will unreasonably withhold their consent to any proposed settlement.

Section 6. Insurance. The Corporation may purchase and maintain insurance on behalf of an individual who is a Director or officer of the Corporation, or who, while a Director or officer of the Corporation, serves at the Corporation's request as a director, officer, partner, trustee, employee, or agent of another domestic or foreign corporation, partnership, joint venture, trust, employee benefit plan, or other entity, against liability asserted against or incurred by him or her in that capacity or arising from his or her status as a Director or officer, whether or not the Corporation would have power to indemnify or advance expenses to him or her against the same liability under this Article.

Section 7. Application of this Article.

(a) The Corporation shall not be obligated to indemnify or advance expenses to a Director or officer of a predecessor of the Corporation, pertaining to conduct with respect to the predecessor, unless otherwise specifically provided.

(b) This Article shall not limit the Corporation's power to (1) pay or reimburse expenses incurred by a Director or an officer in connection with his or her appearance as a witness in a proceeding at a time when he or she is not a party or (2) indemnify, advance expenses to or provide or maintain insurance on behalf of an employee or agent.

(c) The indemnification and advancement of expenses provided by, or granted pursuant to, this Article shall not be considered exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled.

(d) Each person who is or becomes a Director or officer shall be deemed to have served or to have continued to serve in such capacity in reliance upon the indemnity provided for in this Article. All rights to indemnification under this Article shall be deemed to be provided by a contract between the Corporation and the person who serves as a Director or officer of the Corporation at any time while these Bylaws and the relevant provisions of the MBCA are in effect. Any repeal or modification thereof shall not affect any rights or obligations then existing.

(e) If the laws of the Commonwealth of Massachusetts are hereafter amended from time to time to increase the scope of permitted indemnification, indemnification hereunder shall be provided to the fullest extent permitted or required by any such amendment.

ARTICLE VIII

FISCAL YEAR

The fiscal year of the Corporation shall be the year ending with December 31 in each year, or such other fiscal year end date as the Board of Directors shall approve.

ARTICLE IX

AMENDMENTS

(a) The power to make, amend or repeal these Bylaws shall be in the shareholders. If authorized by the Articles of Organization, the Board of Directors may also make, amend or repeal these Bylaws in whole or in part, except with respect to any provision thereof which by virtue of an express provision in the MBCA, the Articles of Organization, or these Bylaws, requires action by the shareholders.

(b) Not later than the time of giving notice of the meeting of shareholders next following the making, amending or repealing by the Board of Directors of any Bylaw, notice stating the substance of the action taken by the Board of Directors shall be given to all shareholders entitled to vote on amending the Bylaws. Any action taken by the Board of Directors with respect to the Bylaws may be amended or repealed by the shareholders.

(c) Approval of an amendment to the Bylaws that changes or deletes a quorum or voting requirement for action by shareholders must satisfy both the applicable quorum and voting requirements for action by shareholders with respect to amendment of these Bylaws and also the particular quorum and voting requirements sought to be changed or deleted.

(d) A Bylaw dealing with quorum or voting requirements for shareholders, including additional voting groups, may not be adopted, amended or repealed by the Board of Directors.

(e) A Bylaw that fixes a greater or lesser quorum requirement for action by the Board of Directors, or a greater voting requirement, than provided for by the MBCA may be amended or repealed by the shareholders, or by the Board of Directors if authorized pursuant to subsection (a).

(f) If the Board of Directors is authorized to amend the Bylaws, approval by the Board of Directors of an amendment to the Bylaws that changes or deletes a quorum or voting requirement for action by the Board of Directors must satisfy both the applicable quorum and voting requirements for action by the Board of Directors with respect to amendment of the Bylaws, and also the particular quorum and voting requirements sought to be changed or deleted.

Heal, Provincetown Inc.
Plan for Obtaining Liability Insurance

The applicant plans to obtain general liability insurance as well as product liability insurance of no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate coverage annually. The deductible for each policy shall not be greater than \$5,000 per occurrence. The policy will be obtained through Cannasure Insurance Services.

Heal Provincetown, Inc.

Business Plan

About Us

Mission Statement

Heal Provincetown, Inc. is committed to creating a professional legal cannabis company with a clear orientation toward providing patient-forward care and services. Our policies and procedures for cultivating, processing, and dispensing marijuana and providing personalized patient experiences ensure safe products and a secure, warm environment to meet the unique needs of patients and consumers. Our Standard Operating Procedures have been reviewed by Americans for Safe Access (ASA) and are compliant with their industry standard for Patient Focused Certification (PFC). We will add value to our community through acts of service, educational offerings, charitable donations, active civic participation and providing medicine at low costs to patients who have limited financial means.

Company Goals and Objectives

Heal Provincetown, Inc is committed to:

- ❖ best-in-class standard operating procedures (SOPs) focused on patient access and safety that are compliant with the industry standard for Patient Focused Certification (PFC) through Americans for Safe Access,
- ❖ prudent financial planning and adequate capital resources based upon significant experience and analysis of existing regulated marijuana markets,
- ❖ unparalleled patient forward service, safety and community building to the patients and surrounding community of our center,
- ❖ industry-leading, battle-tested HR policies to optimize operational efficiency and performance, and
- ❖ a highly competent management team and group of advisors with significant marijuana, security, retail, and general business experience.

As outlined in this business plan, Heal Provincetown, Inc. is committed to maximizing the likelihood of our success. Based upon significant investment in upfront diligence and planning, we are confident in the merits of our strategy and our capabilities to execute our plan. We have successfully executed similar plans and have a comprehensive understanding of what it takes to provide a safe and secure environment for patients and the community.

The hours of operation for Heal Provincetown Inc.'s retail stores will be 9:00 a.m. until 9:00 p.m. (subject to review of same by the Provincetown Licensing Board.)

Personnel

We understand the important role a robust Human Resources platform plays in achieving success. Staffing our facility with the right people provides the greatest opportunity to prevent theft and diversion and provide the highest level of products and services to our guests and safety for the guests and to the community.

We are committed to providing the best possible climate for maximum development and goal achievement for all employees. Our practice is to treat each employee as an individual. We seek to develop a spirit of teamwork: individuals working together to attain a common goal.

In order to maintain an atmosphere where these goals can be accomplished, we provide a comfortable and progressive workplace. Most importantly, we have a workplace where communication is open and problems

can be discussed and resolved in a mutually respectful atmosphere. We take into account individual circumstances and the individual employee.

We have a comprehensive staffing plan in place to guide the recruitment, hiring, training and management of our employees. Highlights of the plan feature:

Precise definitions of responsibility, including job descriptions and employment contracts;

Clearly understood chains of authority, including an organizational chart and supervisory duties (specified in our job descriptions);

Well-paid, well-qualified and well-trained personnel;

Professional recruiting practices;

Thorough training of new hires;

A strong commitment to employee safety and wellness;

A robust and highly documented performance management system, including systematic performance reviews and resolution of performance issues up to and including termination.

Staffing schedules will be based around the needs of our organization and our clients, with attention paid to creating positive working conditions for our employees. Staffing schedules, combined with installed security systems and facility design, will provide a safe and secure environment.

As stated in our Employee Handbook, feedback on job performance is expected to occur regularly. Once each year, an employee's department manager will formally review an employee's job progress within the organization and help set new job performance plans which will be reviewed with the employees, and the employees will acknowledge receipt.

We firmly believe that with direct communication, we can continue to resolve any difficulties that may arise and develop a mutually beneficial relationship. Especially critical to this philosophy is our use of counseling and progressive discipline for employee performance improvement.

We will hire local members of the community to work within our facility. We will provide a living wage as well as a quality benefits package for our workers. Being a responsible employer will help ensure good community relations.

All full time employees will receive medical, vision, and dental insurance coverage in accordance with applicable laws from a reputable carrier that we have selected. We have selected a plan that will afford the most coverage to our employees while also complying with the Affordable Healthcare Act.

We also will put in place a retirement program consisting of a 401(k) savings plan available to all regular employees who have completed six months of employment. We also will offer Workers Compensation coverage for our employees, based on conversations with local insurance providers.

We will employ stringent human resources (HR) compliance practices and documentation relating to our operations and training. With the aid of HR legal counsel, we have developed customized tools and processes to ensure effective hiring, interviewing, managing human resource files and confidentiality, orientation training, completing new hire paperwork, and ensuring understanding of company policies and procedures.

All agents will be hired on a ninety-day probationary status. During this period, they will participate in a rigorous training process, and be evaluated for suitability in a restricted-access medical environment. As referenced earlier, we have engaged the services of 4Front Advisors to help build our company compliance and training platform.

All training will be documented and filed in each employee's human resource file securely located in the management office. It is the responsibility of our General Manager to ensure that all necessary employee

training is conducted and appropriately memorialized in our system of record. It is the further responsibility of our General Manager to ensure that any necessary remedial training is conducted and recorded. All training records will be internally reviewed and audited at least once a year, but can be as needed.

Market Analysis

The Heal family of cannabis companies are owned by TAJ Green, LLC. Collectively, the goal is to establish quality medical and adult-use cannabis brands. We are targeting the boutique end of the market and want to establish ourselves as growing the best medical and adult-use cannabis in the state and New England area. We are dedicated to providing true medical cannabis to patients that need it and adult-use cannabis to patrons choose it. We believe the medical market in this state has yet to have been tapped in any way and the adult-use market is just starting out.

The adult-use Provincetown location is held under Heal Provincetown, Inc., while Provincetown medical is held under Heal, Inc. Our co-located 52,000 sf cultivation and manufacturing facility will be in Warren, MA, under Heal Cultivation, LLC. We plan to establish our Sturbridge retail dispensary location as the go-to for medical cannabis patients, under Heal, Inc. for medical and Heal Sturbridge, Inc. for adult use. Sturbridge lies within an hour drive of the 5 most populated cities in the state and our location is a short drive off the major interstate highways I-90 and I-84. Heal Provincetown, Inc., Heal Cultivation, LLC, Heal Sturbridge, Inc., and Heal, Inc. are all owned by TAJ Green, LLC. We believe we are well positioned to establish Heal Provincetown, Inc. as the leader in the cannabis market.

Our co-located Provincetown dispensary will provide a booming seasonal retail outlet for adult use cannabis and a steady, year-round retail outlet for medical cannabis. The population of Provincetown during the summer season swells from 2,000 to 65,000, as does the population of many other towns on the Cape, and there are many weekend visitors, weekly visitors, and day trippers coming into town from all over the Cape. Given the few medical and adult-use applications that have been filed for the Cape, we believe we will see steady, year-round business for both medical and adult-use cannabis sales.

Regulatory Context Fees

Retail (Provincetown location)

- Retail Application Fee: \$300
- Annual License Fee: \$5,000

Cultivation (Warren location)

- Tier 2 Cultivation (Indoor) Application: \$400
- Annual License Fee: \$2,500

Manufacturing (Warren location)

- Manufacturing Application: \$300
- Annual License Fee: \$5,000

Financial Projections

Key Assumptions

Operations

- We assume Heal Provincetown Inc.'s cultivation and manufacturing facility in Warren will be ready to open in November, 2019 with:
 - One (1) 52,000 ft² cultivation and processing facility
 - Flowering Canopy Capacity: 20,800 ft²
 - 31,200 ft² reserved for offices, processing, packaging, etc.
- Heal Provincetown Inc.'s Warren cultivation and manufacturing facility be able to produce a wide range of products, including: dried and cured flower, concentrates, vape pen cartridges, and infused edible products.
 - Flower wholesale pricing: \$3,000 per pound (decreases by \$200 per pound annually)
 - Oil/concentrate wholesale price: \$40,000 per pound (decreases by 6.67% annually)

Capital Expenditures

- Tenant Improvements (Warren): \$8,000,000
- We are leasing the building in Provincetown for \$120,000 per year (813 sf for unit, \$147.60 per sf annually)
- Pre-Opening Expenses: \$200,000
- Contingency: \$400,000
- Opening Cash Balance: \$50,000
- Retail (Provincetown location)
 - Retail Application Fee: \$300
 - Annual License Fee: \$5,000
- Cultivation (Warren location)
 - Tier 2 or 3 Cultivation (Indoor) Application: \$400
 - Annual License Fee: \$2,500
- Manufacturing (Warren location)
 - Manufacturing Application: \$300
 - Annual License Fee: \$5,000

Lease Rates

- Cultivation and manufacturing: 52,000 ft² total leased @\$3.46 ft² annually

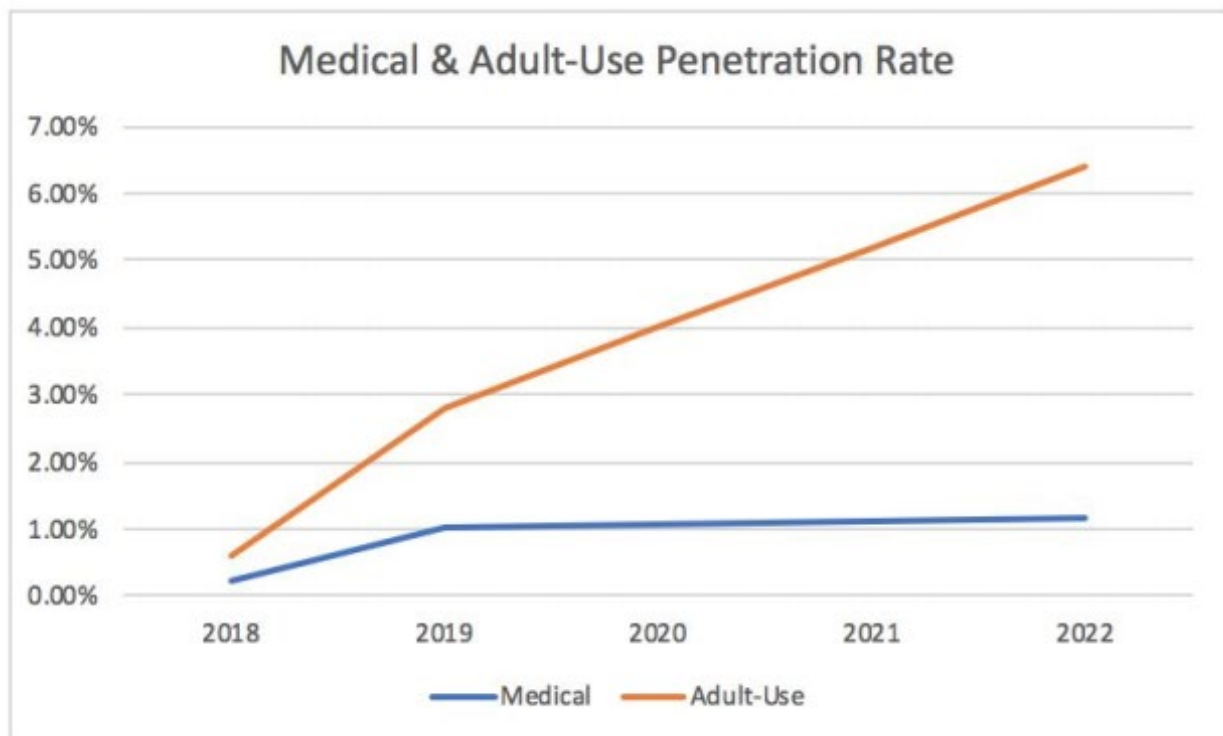
Financing

- Capital expenditures are assumed to be 100% equity financed
- Total equity contribution
 - \$8,650,000 (Warren)

- Lease
- A small portion of working capital may be provided as a loan from members of the ownership group

Penetration Rates

- We have used publicly available data from other legal markets in order to estimate the penetration rate for both medical and adult use marijuana based on similar programs in other states.



Retail Competition

- Assumes three competitors to start and an additional competitor every eighteen months. All competitors receive equal market share of medical and adult use customers.

Annual Forecast

Provincetown Retail

Income Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenues					
Medical Retail Sales	\$204,566	\$391,984	\$476,160	\$476,160	\$476,160
Adult-Use Retail Sales	<u>\$961,600</u>	<u>\$1,347,840</u>	<u>\$1,600,320</u>	<u>\$1,689,600</u>	<u>\$1,689,600</u>
Total Revenues	1,166,166	1,739,824	2,076,480	2,165,760	2,165,760
COGS	<u>583,083</u>	<u>869,912</u>	<u>1,038,240</u>	<u>1,082,880</u>	<u>1,082,880</u>
Gross Profit	583,083	869,912	1,038,240	1,082,880	1,082,880
Gross margin	50%	50%	50%	50%	50%
Rent	20,000	20,600	21,218	21,855	22,510
Staffing	292,650	308,500	308,500	308,500	308,500
Additional SG&A	120,000	120,000	120,000	120,000	120,000
SG&A (Operating)	<u>432,650</u>	<u>449,100</u>	<u>449,718</u>	<u>450,355</u>	<u>451,010</u>
SG&A margin	37%	26%	22%	21%	21%
EBITDA	150,433	420,812	588,522	632,525	631,870
EBITDA margin	13%	24%	28%	29%	29%
D&A	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Operating Income (EBIT)	100,433	370,812	538,522	582,525	581,870
Interest Expense	<u>97,419</u>	<u>93,128</u>	<u>56,688</u>	<u>7,261</u>	<u>0</u>
Pre-Tax Income	3,014	277,684	481,834	575,265	581,870
Reserve for Taxes (280e)	122,447	182,682	218,030	227,405	227,405
Net Income	-\$119,433	\$95,002	\$263,803	\$347,860	\$354,465

Warren Cultivation and Manufacturing

Income Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Gross Revenues					
Flower Revenue	\$21,623,118	\$39,378,687	\$36,622,179	\$34,058,626	\$31,674,522
Oil Revenue	\$28,830,824	\$52,504,447	\$48,829,136	\$45,411,096	\$42,232,319
Total Revenues	50,453,942	91,883,134	85,451,314	79,469,722	73,906,842
COGS	<u>18,061,750</u>	<u>29,182,420</u>	<u>29,182,420</u>	<u>29,182,420</u>	<u>29,182,420</u>
Gross Profit	32,392,193	62,700,714	56,268,895	50,287,303	44,724,422
Gross margin	150%	159%	154%	148%	141%
SG&A margin	15%	13%	11%	11%	11%
SG&A (Operating Expenses)	<u>7,568,091</u>	<u>11,944,807</u>	<u>9,399,645</u>	<u>8,741,669</u>	<u>8,129,753</u>
EBITDA	24,824,101	50,755,907	46,869,250	41,545,633	36,594,669
EBITDA margin	49%	55%	55%	52%	50%
D&A	(853,333)	(853,333)	(853,333)	(853,333)	(853,333)
Operating Income (EBIT)	23,970,768	49,902,573	46,015,917	40,692,300	35,741,336
Interest Expense	<u>172,735</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Pre-Tax Income	23,798,033	49,902,573	46,015,917	40,692,300	35,741,336
Reserve for Taxes (280e)	6,802,360	13,167,150	11,816,468	10,560,334	9,392,129
Net Income	\$16,995,672	\$36,735,423	\$34,199,449	\$30,131,966	\$26,349,207

Plan for Restricting Access to Ages 21 and Older

Pursuant to 935 CMR 500.050(5)(b), Heal, Inc. (“Heal”) will only be accessible to consumers 21 years of age or older with a verified and valid, government-issued photo ID or in possession of a Program ID Card demonstrating the individual is a registered and active qualifying patient with the Medical Use of Marijuana Program.

Upon entry into the premises of the marijuana establishment by an individual, a Heal registered 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 Heal learns of its agents intentionally or negligently sold marijuana to an individual under the age of 21, the agent will be immediately terminated and Heal will be promptly notified, pursuant to 935 CMR 500.105(1)(I). Heal 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).

In accordance with 935 CMR 500.105(4)(b)(13), the website for Heal will require all online visitors to verify they are 21 years of age or older prior to accessing the page.

Pursuant to 935 CMR 500.105(4), Heal 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. Heal will also ensure that, pursuant to 935 CMR 500.150(1)(b), no edible products that are manufactured or sold will feature realistic or fictional human, animal, or fruit, including artistic, caricature or cartoon renderings, and that all 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.

Recordkeeping

To ensure that Heal, Inc. ("Heal") 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 Heal's quarter-end closing procedures. In addition, Heal's operating procedures will be updated on an ongoing basis as needed and will undergo a review by the executive management team on an annual basis. Heal will report to the Commission and law enforcement any loss or unauthorized alteration of records related to marijuana. All records will be made available to the Commission upon request.

Corporate Records

Heal will maintain records regarding the corporation, its structure, contracts, and licenses. These records will include, at a minimum:

- Insurance and Liability Coverage
- Third Party Laboratory Contracts
- Commission requirements, including Annual Agent/Establishment Registration
- Local Compliance (Certificate of Occupancy, Special Permits, etc..,)
- Annual Report
- Secretary of State Filings

Business Records

Heal will maintain records of all business transactions and activity. These records will include, at a minimum:

- 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;
- Vehicle inspection records
- Records of monthly analysis of equipment and sales data, in accordance with 935 CMR 500.140(6)(d)
- Salary and wages paid to each agent, and any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with Heal, including members, if any

Personnel/Training Records

Heal will maintain personnel files for all its employees. These files 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 marijuana establishment agent. Such records will be maintained for at least twelve (12) months after termination of the agent's affiliation with Heal 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; and
 - A record of any disciplinary action taken.
 - Notice of completed responsible vendor and eight-hour related duty
 - Training.
- 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.
- Vendor training compliance records in accordance with 935 CMR 500.105.(2)(b)5.

Heal will also maintain documentation of all required employee training, including training regarding privacy and confidentiality requirements, 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).

Marijuana/Marijuana Product Testing Result Records

Heal will maintain the test results for all marijuana and marijuana products for a minimum of one year. These records will be available to the Commission upon request.

Inventory Records

Heal will use seed-to-sale tracking software (in conjunction with Metrc) to maintain real-time inventory. The tracking software inventory reporting will meet the requirements specified by the Commission and 935 CMR 500.105(8)(c) and (d), 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. Inventory records will 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.

Heal will maintain records of all marijuana products that are reserved for medical patients. Heal will perform audits of patient supply available on a weekly basis and retain those records for a period of six months.

Incident Reporting

Within ten (10) calendar days, Heal will provide written notice to the Commission of any incident described in 935 CMR 500.110(7)(a), by submitting an incident report, detailing the incident, the investigation, the findings, resolution (if any), confirmation that the Police Department 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 Heal 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.

Waste Disposal

When marijuana or marijuana products are disposed of, Heal will create and maintain a written 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 Heal agents present during the disposal or handling, with their signatures. Heal will keep disposal records for at least three (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

A current list of authorized agents and service personnel that have access to the surveillance room will be available to the Commission upon request. Twenty-four (24) hour recordings from all video cameras will also be available for immediate viewing by the Commission upon request and will be retained for at least ninety (90) calendar days.

Transportation Manifests

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

Policies and Procedures

Policies and Procedures related to Heal'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;

- Agent security policies, including personal safety and crime prevention techniques;
- A description of Heal's hours of operation and after-hours contact information, which will be provided to the Commission, made available to law enforcement officials upon request, and updated pursuant to 935 CMR 500.000.
- Storage 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 dispensed;
- Procedures to ensure accurate recordkeeping, including inventory protocols in compliance with 935 CMR 500.160;
- 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);
- 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 will be maintained;
- 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 Heal 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.
- A list of all executives of Heal, and members, if any, of the licensee must be made available upon request by any individual. (935 CMR 500.105(1)(m) requirement may be fulfilled by placing this information on Heal's website.)
- Policies and procedures for the handling of cash on Heal premises including but not limited to storage, collection frequency and transport to financial institution(s).
- 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 will include:

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

Record Retention and Closure

Heal will meet Commission recordkeeping requirements and retain a copy of all records for two years, unless otherwise specified in the regulations.

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

Maintaining of Financial Records

Heal, Inc.'s ("Heal") 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 and any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with a marijuana establishment, including members, if any.
- All sales recording requirements under 935 CMR 500.140(6) 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
 - If co-located with a medical marijuana treatment center, maintaining and providing the Commission on a biannual basis accurate sales data collected by the licensee during the six months immediately preceding this application for the purpose of ensuring an adequate supply of marijuana and marijuana products under 935 CMR 500.140(10).

- 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 500.550 or any other section of the Commission's regulations.

Qualifications and Training

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.

Heal will also ensure that its employees are suitable for registration consistent with the provisions of 935 CMR 500.802. In the event that Heal discovers any of its agents are not suitable for registration as a marijuana establishment agent, the agent's employment will be terminated, and Heal 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 Heal'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 Program and eight (8) hours of on-going training annually. On or after July 1, 2019, all of Heal's current owners, managers, and employees will have attended and successfully completed a Responsible Vendor Program operated by an education provider accredited by the Commission to provide the annual minimum of two hours of responsible vendor training to marijuana establishment agents. Heal's new, non-administrative employees will complete the Responsible Vendor Program within 90 days of the date they are hired. Heal's owners, managers, and employees will then successfully complete the program once every year thereafter. Heal 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. Heal'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 state licensing authority upon request.

As part of the Responsible Vendor program, Heal'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 physical effects based on different types of marijuana products and methods of administration, and recognizing the visible signs of impairment;

2. Best practices for diversion prevention and prevention of sales to minors;
3. Compliance with tracking requirements;
4. Acceptable forms of identification, including verification of valid photo identification and medical marijuana registration and confiscation of fraudulent identifications;
5. Such other areas of training determined by the Commission to be included; and
6. Other significant state laws and rules affecting operators, such as:
 - a. Local and state licensing and enforcement;
 - b. Incident and notification requirements;
 - c. Administrative and criminal liability and license sanctions and court sanctions;
 - d. Waste disposal and health and safety standards;
 - e. Patrons prohibited from bringing marijuana onto licensed premises;
 - f. Permitted hours of sale and conduct of establishment;
 - g. Permitting inspections by state and local licensing and enforcement authorities;
 - h. Licensee responsibilities for activities occurring within licensed premises;
 - i. Maintenance of records and privacy issues; and
 - j. Prohibited purchases and practices.

In addition to the training requirements mandated by 935 CMR 500.105(2), all Heal Agents will take part in Heal's 40 hour training program. This program is one of the few in the nation that is fully compliant with Americans for Safe Access' industry standard for Patient Focused Certification. The topics covered in this program will include, but are not limited, to:

Day 1: Intros and tools

- The trainer's mindset
- Framing the dialogue
- History
- Culture
- Today's legal landscape
- Document/SOP review
- Daily recap

Day 2: Leading a world class team

- HR and Employment Law
- Training your team
- Coaching and Development
- Heal Statement/ 10pt checklist
- Collecting and using data
- Daily recap

Day 3: Training operations

- Getting to know the plant and cultivation
- Medical benefits
- State compliance
- Getting help
- Intro to Patient Services
- Intro to Safety and Security
- Intro to Inventory
- Daily recap

Day 4: Data, drills and opening

- Member Services walk through/role play
- Patient Services walk through/role play
- Inventory walk through/role play
- Opening / Closing the Dispensary
- Program recap

Quality Control and Testing

Heal, Inc. will make every effort to ensure product quality and safety for all marijuana and marijuana-infused products (MIPs). All products will be thoroughly inspected before being placed on our shelves. If any concerns are raised, the product will be removed from the shelves until it passes further inspection. Any products that do not meet our strict quality standards will not be made available to consumers. Any product that exhibits a probability that the product might cause adverse health consequences will be recalled and disposed of in accordance with 935 CMR 500.105(12).

Heal will ensure that for the marijuana it sells, only the leaves and flowers of the female marijuana plant are processed accordingly in a safe and sanitary manner as prescribed below:

- Well cured and generally free of seeds and stems;
- Free of dirt, sand, debris, and other foreign matter;
- Free of contamination by mold, rot, other fungus, and bacterial diseases;
- Prepared and handled on food-grade stainless steel tables; and
- Packaged in a secure area.

Any Heal agent whose job includes contact with marijuana is subject to the requirements for food handlers specified in 105 CMR 300.000. Additionally, agents who work in direct contact with marijuana shall conform to sanitary practices while on duty that including, at a minimum, maintaining adequate personal cleanliness and washing hands appropriately. Hand-washing facilities shall be located in production areas and where good sanitary practices require employees to wash and sanitize their hands.

Plumbing at Heal's facility will be of adequate size and design and maintained to carry sufficient quantities of water to required locations throughout the establishment and water supply shall be sufficient for all operations, in compliance with 935 CMR 500.105(3). Heal will provide and maintain adequate and readily accessible toilet facilities for its employees.

Floors, walls, and ceilings will be constructed such that may be adequately kept clean and in good repair. Heal will establish and maintain sufficient space for placement of equipment and storage of materials that are necessary for the maintenance of sanitary operations. All toxic items shall be identified, held, and stored in a manner that protects against contamination of marijuana, per 935 CMR 500.105(3).

Litter and waste shall be properly removed as to minimize development of odor and the potential for the waste to attract and harbor pests. All contact surfaces will be maintenance, cleaned, and sanitized as frequently as necessary to prevent against contamination, in compliance with 935 CMR 500.105(3).

Heal will ensure that storage and transportation of finished products shall be under conditions that protect against physical, chemical, and microbial contamination, as required by 935 CMR 500.105(3).

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 under 935 CMR 500.160. Testing of marijuana products will be performed by an Independent Testing Laboratory.

Heal have a written policy for responding to laboratory results that indicate contaminant levels are above acceptable limits established in the DPH protocols identified above. Any such policy will include:

- Notifying the Commission within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch; and
- The notification must be from both this Marijuana Establishment and the Independent Testing Laboratory, separately and directly; and
- The notification from this Marijuana Establishment must describe a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination.

All transportation of marijuana to and from Independent Testing Laboratories providing marijuana testing services will comply with 935 CMR 500.105(13), and all storage and transportation of marijuana and MIPs will be under conditions that will protect against deterioration and physical, chemical, and microbial contamination.

All storage of marijuana at a laboratory providing marijuana testing services will comply with 935 CMR 500.105(11).

Testing of environmental media (e.g., soils, solid growing media, and water) will be performed in compliance with the Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries published by the DPH.

All excess marijuana must be disposed of in compliance with 935 CMR 500.105(12), either by the Independent Testing Laboratory returning excess marijuana to the source Marijuana Establishment for disposal or by the Independent Testing Laboratory disposing of it directly.

For any recalled products, we will immediately notify the Marijuana Cultivator or Marijuana Product Manufacturer from whom the product was purchased that the product is defective so they make take the proper remedial action. Heal will maintain the results of all testing for no less than one year.

Plan for Separating Adult Use from Medical Operations

Heal, Inc. ("Heal") has developed comprehensive plans to ensure virtual and physical separation between medical and adult use operations, in accordance with 935. CMR.500.101(2)(e)(4).

Heal will utilize its Point of Sale (POS) software to virtually separate medical and adult-use operations by designating at the point of sale whether a particular marijuana product is intended for sale as a medical product or as an adult use product.

In order to ensure compliance with 935 CMR 500.140(10), Heal will ensure that registered patients have access to a sufficient quantity and variety of marijuana and marijuana products to meet their medical needs. Heal will maintain and provide biannual basis accurate sales data collected by the licensee during the six months immediately preceding this application for the purpose of ensuring an adequate supply of marijuana and marijuana products under 935 CMR 500.140(10).

Marijuana products reserved for patient supply shall, unless unreasonably impracticable, reflect the actual types and strains of marijuana products documented during the previous six months. In the event that a substitution must be made, Heal will ensure that the substitution shall reflect the type and strain no longer available as closely as possible. Quarterly, Heal shall submit to the Commission an inventory plan to reserve a sufficient quantity and variety of marijuana for registered patients. On each occasion that the reserved patient supply is exhausted, and a reasonable substitution cannot be made, the retailer shall submit a report to the Commission. Heal shall perform audits of patient supply available at the establishment on a weekly basis and retain those records for a period of six months.

For the first six months of operations, 35% of Heal's inventory will be marked for medical use and reserved for our registered patients. Following this six month period, a quantity and variety of marijuana products for patients that is sufficient to meet the demand indicated by an analysis of sales data collected during the preceding six months will be marked and reserved for registered patients. Products reserved for registered patients will be kept either on site or at another Heal location from which it can be transferred from within 48 hours. Heal may transfer products reserved for medical-use to adult-use within a reasonable time period prior to the expiration date provided that the product does not pose a risk to health or safety.

Heal will provide physical separation between the area designated for sales of medical marijuana products to patients/caregivers and the area designated for sales of adult-use marijuana products to individuals 21 years of age or older. This separation will take the form of divider which creates a separate dedicated queue for medical transactions. The line will be reserved only for patients with a valid Medical Use of Marijuana Program ID Card. While this queue will be reserved for medical purchases, patients are free to utilize any queue while making purchases, and are not only restricted to the medical purchase queue.

There shall be separate lines for Heals sales of adult-use and medical marijuana; however, patients may use either line. Additionally, Heal's retail facility will feature a private area separate from the sales floor where medical patients can receive consultation regarding medical marijuana use and our available medical cannabis products.

Personnel Policies including Background Checks

Heal Inc. ("Heal") will maintain personnel records as a separate category of records due to the sensitivity and importance of information concerning agents, including registration status and background check records. Heal will establish a policy for maintaining confidential information. Heal 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 conditions;
- Personnel policies and procedures; and
- All background check reports obtained in accordance with 935 CMR 500.030.
- A personnel file, maintained for at least 12 months after termination of the individual's affiliation with the Marijuana Establishment and including all required documents in accordance with 935 CMR 500.105(9)(d)2.

Heal will develop a staffing plan and maintain records in compliance with 935 CMR 500.105(9). At a minimum, the plan will demonstrate accessible business hours and (if applicable) safe cultivation conditions. Heal will develop a plan for how confidential information will be maintained.

Alcohol, smoke, and drug-free workplace policies shall be adopted Heal and shall be strictly adhered to by all on the premises of Heal's facility. Any Heal agent who diverts marijuana, engages in unsafe practices, or is convicted or enters a guilty plea for felony charge of distribution to a minor shall be immediately dismissed, per 935 CMR 500.105(1).

DIVERSITY PLAN - PROVINCETOWN

Heal Provincetown, Inc. (“Heal”) believes in creating and sustaining a robust policy of inclusivity and diversity. Heal recognizes that diversity in the workforce is key to the integrity of a company’s commitment to its community. Heal is dedicated to creating a diverse culture with a commitment to equal employment opportunity for all individuals. Heal’s diversity plan is designed to promote equity among minorities, women, veterans, people with disabilities, and people of all gender identities and sexual orientations. Heal will make every effort to employ and advance in employment qualified and diverse people at all levels within the company.

Goals and Program

Heal aims to create an environment where personal identities including race, military service, sexual orientation, and heritage are utilized, celebrated, and valued. Heal’s diversity initiatives and strategies are designed to attract, develop, and advance the most talented individuals regardless of their race, sexual orientation, religion, age, gender, disability status, or any other dimension of diversity. Heal’s goals are to:

- Hire and maintain the number of minorities, women, veterans, people with disabilities, and people who identify as LGBT working in the establishment at the rate of 40% of our workforce; and
- Ensure the success of minorities, women, veterans, people with disabilities, and people who identify as LGBT by providing the necessary tools in order for such individuals to be promoted within the organization at a rate of 20%. Heal’s diversity program includes the Diversity Recruitment and Sourcing and Employee Retention, Training, and Development sections described below.

Diversity Recruitment and Sourcing

Heal will establish and maintain an inclusive and diverse workforce to serve its customers through innovative corporate recruitment of underrepresented and minority communities. Heal will develop strategic corporate initiatives to ensure a diverse and qualified staff stands ready to serve Heal customers’ needs. These strategic corporate initiatives may include, but are not limited to:

- Participating in career fairs in underrepresented and minority communities, particularly those in commuting proximity to Provincetown at least twice per year;
- Providing cultural training on cultural sensitivity and recognizing unconscious

- bias at least once per year; and
- Using suppliers who are also committed to diversity and inclusion.

Heal's recruitment efforts are designed to maintain a steady flow of qualified diverse applicants, and may include taking the following steps:

- Developing relationships with groups serving minorities, women, people of all gender identities and sexual orientations, veterans, and persons with disabilities for employment referrals;
- Work with online recruitment sources concerning current and future job openings;
- Encouraging employees from diverse groups to refer applicants for employment;
- Establishing recruitment efforts at higher learning institutions, and institutions with special programs that reach diverse people;
- Ensuring that job openings are sent to community partners; and
- Utilizing Zip Recruiter to reach over 100 online job websites, plus social media.

Employee Retention, Training, and Development

Heal will offer opportunities for promotions, career counseling, and training to all employees in order to promote growth and minimize turnover. Heal will ensure that all employees are given equal opportunities for professional development by communicating promotion opportunities and training programs, and by creating clearly-defined job descriptions. Heal will ensure that all employees receive career counseling, including counseling related to advancement opportunities and training programs that can assist them in career development. Heal will instruct managers and supervisors to refer employees seeking career counseling to the Human Resources Manager.

Heal's diversity awareness training emphasizes its commitment to its zero-tolerance harassment and discrimination policy. Heal will strictly adhere to and enforce the policy by taking corrective action should any issues, concerns, or complaints arise. All Heal employees will be required to complete the diversity awareness training program during employee orientation. All new employees will be required to participate in an orientation program upon hiring that will introduce and stress the importance of the Diversity Plan. Ongoing diversity training will be required annually.

Measuring Progress

Heal will establish a Diversity Committee (the "Committee") with a minimum of three members to assist the executive management team with the implementation and growth of the Diversity Plan. The initial members of the Committee will be selected based on their diverse status and their personal commitments to diversity. Additional members of

the Committee may be added at the discretion of Heal's executive management team. The Committee will meet at least twice per year and will be responsible for:

- Reviewing the effectiveness of each career fair towards meeting the goals of the diversity plan and consider the following:
 - Number of hires from the above-referenced demographic groups who were hired and retained after the issuance of a license to be 40% of all hires made;
 - Number of promotions for people falling into the above-listed demographics since initial licensure to be 20% of all promotions made;
- Assessing whether cultural sensitivity trainings have been effective;
- Assisting management in arriving at effective solutions to problems regarding issues of diversity and inclusion;
- Auditing Heal's internal and external job postings to ensure the information is in compliance with Heal's diversity policies and procedures.

The Human Resource Manager at Heal will be responsible for auditing the Diversity Plan annually and creating an annual audit report. This report, which will analyze the Company's performance in fulfilling the goals of the Diversity Plan, will contain the following information:

- Diversity Plan goal measurements and if they were met,
- Employment data, including information on minority, women, disabled, and veteran representation all job classifications; average salary ranges; recruitment and training information (all job categories); and retention and outreach efforts;
- A description of efforts made by Heal to monitor and enforce the Diversity Plan and goals;
- Information on diverse group investment, equity ownership, and other ownership or employment opportunities initiated or promoted by Heal; and
- When available, a workforce utilization report including the following information for each job category at Heal:
 - The total number of persons employed;
 - The total number of men employed;
 - The total number of women employed;
 - The total number of veterans employed;
 - The total number of service-disabled veterans employed;
 - The total number of members of each racial minority employed;
 - The total number of individuals of all genders and sexual orientation.

Acknowledgements

Heal 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 every Marijuana Establishment. Any actions taken, or programs instituted, by Heal will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.