



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR281680
Original Issued Date: 08/20/2018
Issued Date: 09/10/2020
Expiration Date: 10/20/2021

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: I.N.S.A., Inc.

Phone Number: 413-206-6339 Email Address: peter@myinsa.com

Business Address 1: 122 Pleasant Street Business Address 2: Suite 144

Business City: Easthampton Business State: MA Business Zip Code: 01027

Mailing Address 1: 122 Pleasant Street Mailing Address 2: Suite 144

Mailing City: Easthampton Mailing State: MA Mailing Zip Code: 01027

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: yes

Priority Applicant Type: RMD Priority

Economic Empowerment Applicant Certification Number:

RMD Priority Certification Number: RP201833

RMD INFORMATION

Name of RMD: INSA

Department of Public Health RMD Registration Number: 17

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

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

If no, describe the circumstances below:

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 30 Percentage Of Control: 50
Role: Owner / Partner Other Role: Chief Executive Officer
First Name: Peter Last Name: Gallagher Suffix:

Gender: Male User Defined Gender:
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)
Specify Race or Ethnicity:

Person with Direct or Indirect Authority 2

Percentage Of Ownership: 30 Percentage Of Control: 50
Role: Owner / Partner Other Role: Chief Operating Officer
First Name: Patrick Last Name: Gottschlicht Suffix:
Gender: Male User Defined Gender:
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)
Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

CLOSE ASSOCIATES AND MEMBERS

No records found

CAPITAL RESOURCES - INDIVIDUALS

No records found

CAPITAL RESOURCES - ENTITIES

Entity Contributing Capital 1

Entity Legal Name: GPM II LLC Entity DBA:
Email: Peter@myinsa.com Phone: 917-623-2368
Address 1: 35 Center Street Address 2: Suite 1A
City: Chicopee State: MA Zip Code: 01013
Types of Capital: Monetary/Equity Other Type of Capital: Total Value of Capital Provided: \$7500000 Percentage of Initial Capital: 100
Capital Attestation: Yes

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

Business Interest in Other State 1

Business Interest of an Owner or the Marijuana Establishment: Business Interest of an Owner

Owner First Name: Owner Last Name: Owner Suffix:
Entity Legal Name: INSA LLC Entity DBA:
Entity Description: Licensed Medical Marijuana Cultivation and Processing Facility
Entity Phone: 570-431-3531 Entity Email: Entity Website:
peter@myinsa.com
Entity Address 1: 2384 N. Old Trail Entity Address 2:
Entity City: Shamokin Dam Entity State: PA Entity Zip Code: 17876 Entity Country: USA
Entity Mailing Address 1: 2384 N. Old Trail Entity Mailing Address 2:
Entity Mailing City: Shamokin Entity Mailing State: PA Entity Mailing Zip Code: Entity Mailing Country:
Dam 17876 USA

DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 122 Pleasant Street

Establishment Address 2: Suite 144

Establishment City: Easthampton

Establishment Zip Code: 01027

Approximate square footage of the establishment: 88000

How many abutters does this property have?: 5

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	Host Agreement.pdf	pdf	5b3a7b53a208e331ed150cb2	07/02/2018
Community Outreach Meeting Documentation	Community Outreach.pdf	pdf	5b3a7b78109eba32018efd66	07/02/2018
Plan to Remain Compliant with Local Zoning	Plan to remain compliant.pdf	pdf	5b3a7ba0a074053215dda737	07/02/2018
Community Outreach Meeting Documentation	INSA Commuinity Notice to City.pdf	pdf	5b47d8f285e0cc3ea5b90321	07/12/2018
Community Outreach Meeting Documentation	INSA Community Hearing Notice to Abutters.pdf	pdf	5b47d8f5a208e331ed1514c7	07/12/2018
Community Outreach Meeting Documentation	Planner letter re municipal filing.pdf	pdf	5b47d8f6b0153b3eaf4b3bc4	07/12/2018
Community Outreach Meeting Documentation	Publication of General Circulation.PDF	pdf	5b47d8fd5af6a93eb9cd8601	07/12/2018
Community Outreach Meeting Documentation	Stamped Notice.pdf	pdf	5b47d9004b1b3a3ec37eb4e5	07/12/2018

Total amount of financial benefits accruing to the municipality as a result of the host community agreement. If the total amount is zero, please enter zero and provide documentation explaining this number.: \$1030859.18

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Plan to Positivity Impact Areas of Disproportionate Impact.pdf	pdf	5b3a7bdfa18777320b0d76a0	07/02/2018

ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Other Role:
First Name: Peter Last Name: Gallagher Suffix:
RMD Association: RMD Owner

Background Question: no

Individual Background Information 2

Role: Other Role:
First Name: Patrick Last Name: Gottschlicht 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: GPM II LLC Entity DBA:
Entity Description: Holding Company
Phone: 917-623-2368 Email: Peter@myinsa.com
Primary Business Address 1: 122 Pleasant Street Primary Business Address 2: Suite 144
Primary Business City: Easthampton Primary Business State: MA Principal Business Zip Code: 01027
Additional Information:

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Department of Revenue - Certificate of Good standing	DOR_CertofGoodStanding.pdf	pdf	5b3a83db08716131e75c6e29	07/02/2018
Secretary of Commonwealth - Certificate of Good Standing	MA Sec of State - Certificate of good standing.pdf	pdf	5b3a83e6a208e331ed150cc8	07/02/2018
Bylaws	INSA - Bylaws (MA profit corporation).pdf	pdf	5b3a83fca18777320b0d76b8	07/02/2018
Articles of Organization	HCF Articles of Organization Executed.pdf	pdf	5b3a8409a074053215dda74b	07/02/2018
Articles of Organization	INSA - Articles of Amendment (name change).pdf	pdf	5b3a84195c57ce321fac4d45	07/02/2018
Articles of Organization	20180710_BoardLetter.pdf	pdf	5b47d94bb0153b3eaf4b3bc8	07/12/2018

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Department of Revenue - Certificate of Good standing	Certificate of Good Standing - MA DOR 08.11.20.pdf	pdf	5f402f0ddaa09e087b89ee4d	08/21/2020
Department of Unemployment Assistance - Certificate of Good standing	DUA Certificate of Good Standing 8.4.2020.pdf	pdf	5f402f12233f7b08653823f2	08/21/2020
Secretary of Commonwealth - Certificate of Good Standing	Cert of Good Standing Sec of State 7.30.20.pdf	pdf	5f402f193a4447086ca97d4f	08/21/2020

Massachusetts Business Identification Number: 001309430

Doing-Business-As Name:

DBA Registration City:

Date generated: 12/03/2020

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for Liability Insurance	Cert Of Insurance.pdf	pdf	5b3a84ba228a4c3e9f187621	07/02/2018
Proposed Timeline	INSA - Adult Use Timeline.pdf	pdf	5b47d9685ed31d3ecdee91e9	07/12/2018
Business Plan	Business Plan_MR281680_v20.1.0.pdf	pdf	5f402f304fa1b607d3b60da2	08/21/2020

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Energy Compliance Plan	Energy Compliance Plan_MR281680_v20.1.0.pdf	pdf	5f402fa35fa28707f4581817	08/21/2020
Qualifications and training	Qualifications and Training Plan_MR281680_v20.1.1.pdf	pdf	5f402fb89fd04f085a9778b2	08/21/2020
Diversity plan	Diversity Plan_MR281680_v20.1.1.pdf	pdf	5f402fcb87ec2b07e9c516cd	08/21/2020
Maintaining of financial records	Maintenance of Financial Records_MR281680_v20.1.1.pdf	pdf	5f402fdc971c7c07c0435b09	08/21/2020
Record Keeping procedures	Recordkeeping Procedures_MR281680_v20.1.0.pdf	pdf	5f402ff09fd04f085a9778b6	08/21/2020
Personnel policies including background checks	Personnel Policies_MR281680_v20.1.0.pdf	pdf	5f402fff9438190840924e49	08/21/2020
Dispensing procedures	Dispensing Procedures_MR281680_v20.1.1.pdf	pdf	5f40300e3595ff084fed5157	08/21/2020
Quality control and testing	Quality Control and Testing Procedures_MR281680_v20.1.1.pdf	pdf	5f40310d3595ff084fed515d	08/21/2020
Inventory procedures	Inventory Procedures_MR281680_v20.1.0.pdf	pdf	5f40311df6d8f5082e4476e5	08/21/2020
Transportation of marijuana	Transportation Plan_MR281680_v20.1.0.pdf	pdf	5f40312c5330a107b966cdb7	08/21/2020
Storage of marijuana	Storage Plan_MR281680_v20.1.0.pdf	pdf	5f40313e4fa1b607d3b60dab	08/21/2020
Prevention of diversion	Prevention of Diversion_MR281680_v20.1.0.pdf	pdf	5f403154b18f5e08358c7343	08/21/2020
Security plan	Security Plan_MR281680_v20.1.0.pdf	pdf	5f4031649fd04f085a9778bb	08/21/2020
Restricting Access to age 21 and older	Restricting Access to Age 21 and Older_MR281680_v20.1.0.pdf	pdf	5f4031883595ff084fed5162	08/21/2020
Separating recreational from medical operations, if applicable	Separation of Medical and Recreational Operations_MR281680_v20.1.0.pdf	pdf	5f40319c9fd04f085a9778bf	08/21/2020
Plan for obtaining marijuana or marijuana products	Plan for Obtaining Cannabis and Ensuring Adequate Patient Supply_MR281680_v20.1.0.pdf	pdf	5f4031ad3595ff084fed5166	08/21/2020

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

Adequate Patient Supply Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Plan for Obtaining Cannabis and Ensuring Adequate Patient Supply_MR281680_v20.1.0.pdf	pdf	5f4031c1971c7c07c0435b15	08/21/2020

Reasonable Substitutions of Marijuana Types and Strains Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Reasonable Substitutions of Marijuana Types and Strains_MR281680_v20.1.0.pdf	pdf	5f4031da4fa1b607d3b60daf	08/21/2020

ATTESTATIONS

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

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

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

Notification: I Understand

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

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

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

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

COMPLIANCE WITH POSITIVE IMPACT PLAN

Progress or Success Goal 1

Description of Progress or Success: 1.1. GOAL:

To provide job opportunities and reduce barriers of entry to disproportionately affected individuals by striving to meet or exceed the following target demographics for each of the Company's facilities:

- Easthampton, MA (MR281680, MC281268, MP281426): 20% Disproportionately Impacted Individuals
- Salem, MA (MR281892): 20% Disproportionately Impacted Individuals
- Springfield, MA (MR282632): 20% Disproportionately Impacted Individuals

1.2. PROGRESS:

As of August 20, 2020, 25.7% of employees at the Company's Easthampton facility are from Areas of Disproportionate Impact exceeding the Company's target.

1.2.1. JOB OUTREACH PROGRAM:

MEASUREMENT 1: At least twice per year the Company will participate in presentations or events in partnership with an organization that provides resources and skill building to disproportionately impacted individuals or communities.

EVENT 1: The Cannabis Education Center: "Emerging Cannabis Industry Forum," October 24, 2019

Holyoke Community College (HCC) and the Cannabis Community Care and Research Network (C3RN) created the Cannabis Education Center to provide education and training opportunities and other business resources to individuals in the region who want to work in the state's newly legalized cannabis industry.

Mark Zatyorka, the Company's chief executive officer (at the time) participated in a panel discussion which also included Meg Sanders, chief executive officer of Canna Provisions, Marcos Marrero, director of Planning and Economic Development for the city of Holyoke, Tessa Murphy-Romboletti, executive director of SPARK EforAll Holyoke, and Dan McCarthy, director of Communication and Content, Cannapreneur Partners.

HCC and C3RN are designated training partners through the Massachusetts Cannabis Control Commission's Social Equity Vendor Training program. The program was designed to provide priority access, training, and technical assistance to those negatively impacted by the drug war.

EVENT 2: Springfield Partners for Community Action, Fall 2020

Due to the serious nature of Coronavirus, the Company's planned job outreach events have been postponed or altered. The Company is currently working with Springfield Partners for Community Action to host a virtual educational event in the fall of 2020.

Springfield Partners for Community Action is an organization dedicated to guiding individuals towards self-sufficiency, economic stability, and a better quality of life by providing economic assistance and educational programming.

The Company partnered with Springfield Partners for Community Action in June of 2019 to put on a presentation describing the Company's operations and job opportunities and to conduct a Q and A with interested applicants. Springfield Partners for Community Action facilitated and assisted applicants by providing education and support to work with individuals to strengthen their applications and interview skills.

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MEASUREMENT 2: At least twice per year the Company will host or participate a job fair in an area of disproportionate impact.

JOB FAIR 1: Cultivating an Industry: A Cannabis Career Fair, November 15, 2019

The Company participated in a job fair hosted by MCR Labs at the Dewitt Community Center in Roxbury on November 15, 2019.

The Dewitt Community Center is the community center for Madison Park Development Corporation, a community-based, non-profit organization which independently develops affordable housing for low- and moderate-income residents. Program activities at the Dewitt Community Center include Youth Development and Education, Workforce Development and Employment Skills training, a technology center for old and young.

Roxbury is a neighborhood of Boston with close proximity to several Areas of Disproportionate Impact.

The job fair included a panel focused on promoting equity in the cannabis industry and included Jason Chavez, the chief operating officer (COO) of Mass Citizens for Social Equity among others.

JOB FAIR 2: Summer Job Fair at Munich Haus, August 12 and 13, 2020

On August 12 and 13, 2020, the Company hosted a socially distanced job fair at the Munich Haus to interview applicants for available positions at the Company.

The Munich Haus is located in Chicopee, MA and was selected for its close proximity to Holyoke and Springfield, both of which are areas of disproportionate impact.

Of the 56 individuals who attended the job fair 51.8% are disproportionately impacted individuals.

1.3. DOCUMENTATION:

- Positive Impact Plan

- MCR Job Fair Flyer
- Summer Job Fair Demographic Information

Progress or Success Goal 2

Description of Progress or Success: 2.1. GOAL:

To provide employees who are disproportionately impacted individuals with the support and resources needed to aid in their professional development and facilitate the achievement of their career goals by ensuring that at least 30% of the resources offered as part of the Company's Career Development and Mentorship Program and Scholarship Program are dedicated to employees who are disproportionately impacted individuals.

2.2. PROGRESS:

The Company launched its Career Development and Mentorship Program in June of 2020 and is currently developing its Scholarship Program for launch in January 2021. Both programs dedicate resources specifically to support disproportionately impacted individuals.

2.2.1. CAREER DEVELOPMENT AND MENTORSHIP PROGRAM

MEASUREMENT 1: Number and percentage of employees who received mentorship or resources through this program that are disproportionately impacted individuals.

On June 16, 2020, the Company launched its Career Development and Mentorship Program. Since the program launched six company employees have applied to participate including three (50%) employees who are members of one of the following groups:

- Minorities
- Women
- Veterans
- People with Disabilities
- Individuals of the LGBTQ+ Community

Applications to receive mentorship or support through this program are accepted on an ongoing basis. While no employees who are disproportionately impacted individuals have applied to participate in the program since its launch, the company will continue to promote this program in order to increase engagement.

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MEASUREMENT 2: At least once per quarter the company will send an email communication related to this program.

The Company launched this program on June 16, 2020 which included an email communication sent to all staff.

2.2.2. SCHOLARSHIP PROGRAM

The Company is currently developing its Scholarship Program and is preparing to launch it in January 2021. Drafts of materials related to this program are included as attached documentation.

2.3. DOCUMENTATION:

- Career Development and Mentorship Announcement Email
- Career Development and Mentorship Program Application
- Scholarship Application Instructions – Employee
- Scholarship Application – Manager Recommendation Form

Progress or Success Goal 3

Description of Progress or Success: 3.1. GOAL:

To help mitigate the effects of cannabis prohibition by providing support and resources to individuals and communities disproportionately impacted by cannabis prohibition through charitable giving and directing Company volunteering efforts to benefit these individuals and communities.

3.2. PROGRESS:

The Company met or exceeded the commitments of its Charitable Giving Program and its Volunteering Program.

3.2.1. CHARITABLE GIVING PROGRAM

MEASUREMENT 1: At least four times a year the Company will make a financial contribution to an organization which benefits disproportionately affected individuals in the amount of \$1,000 or greater.

The following are the financial contributions made by the Company in the previous year which benefits disproportionately affected individuals:

- Forest Park Project: \$4,000, 6/16/20
- Camp Fire North Shore: \$1,000, 5/12/20
- Make-It-Springfield: \$4,108.00, 2/10/10
- The Food Project: \$1,000, 9/9/20
- Blues to Green: \$1,000, 8/2/19

3.2.2. VOLUNTEERING PROGRAM

MEASUREMENT 1: At least twice per year the Company will conduct or participate in volunteer events that benefit disproportionately impacted individuals or communities.

VOLUNTEER EVENT 1: Friends of the Homeless: July 15, 2020

On July 15, 2020 the Company partnered with the Munich Haus in Chicopee, MA to prepare and deliver 150 meals to Friends of the Homeless, a food pantry in Springfield. The donation was valued at \$2880.98.

VOLUNTEER EVENT 2: Lynn Highway Curbside Clean-Up: September 16-18th, 2019

Company staff volunteered to clear the sidewalks of litter, trash, and bottles in Lynn, Massachusetts. Starting on Highland Avenue and Buchanan Bridge, the staff contributed to cleaning up over eight commercial-sized trash bags of trash. This included a local park clean up at nearby Clark Park.

VOLUNTEER EVENT 3: My Brother's Table: September 20th and 30th, October 1st and 3rd, 2019

Company staff assisted in lunch and dinner preparation, serving food and catering at My Brother's Table, a food pantry in Lynn, Massachusetts. My Brother's Table serves free meals to Lynn residents from 5:30pm-7:30pm Monday-Friday. Company staff helped with kitchen prep from 1:00-3:00pm, preparing soup and baked goods for the following day and making meals for a meal delivery program.

VOLUNTEER EVENT 4: Lynn Woods Clean-Up: October 2, 2019

The Company partnered with Lynn Woods Park Ranger Daniel Small to initiate a cleaning expedition in Lynn's largest woods. Employees helped maintain the woods by completing trash pickups, invasive weed control, trail widening, painting picnic tables, and gates.

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MEASUREMENT 2: At least once per year the Company will host a clothing or food drive that benefits disproportionately impacted individuals or communities.

DRIVE 1: Open Pantry, Mayflower Marathon Food Drive, November 20, 2019

The Company collected food items and donations for the benefit of Open Pantry. The Company's donation was valued at \$2,330.00.

DRIVE 1: MaryAnne's Kids Toy Drive, December 20, 2019

The Company collected toys and donations for the benefit of MaryAnne's Kids. The Company collected and donated a total of \$446.90 and 88 toys.

3.3. DOCUMENTATION:

- Forest Park Project donation receipt
- Camp Fire North Shore donation receipt
- Make-It-Springfield donation receipt
- The Food Project donation receipt
- Blues to Green donation receipt
- Open Pantry Community Services donation receipt
- Friends of the Homeless donation receipt

COMPLIANCE WITH DIVERSITY PLAN Diversity Progress or Success 1

Description of Progress or Success: 1.1. GOAL:

To maintain a diverse workforce that is representative of the communities in which the Company operates by striving to meet or exceed the following target demographics for each of the Company's facilities:

Easthampton, MA (MR281680, MC281268, MP281426):

- o 30% Minorities
- o 50% Women
- o 5% Veterans
- o 5% People with Disabilities
- o 20% Individuals of the LGBTQ+ Community

Salem, MA (MR281892):

- o 30% Minorities
- o 50% Women
- o 5% Veterans
- o 5% People with Disabilities
- o 20% Individuals of the LGBTQ+ Community

Springfield, MA (MR282632):

- o 40% Minorities
- o 50% Women
- o 5% Veterans
- o 5% People with Disabilities
- o 20% Individuals of the LGBTQ+ Community

1.2. PROGRESS:

As of August 20, 2020, the percentage of employees at the Company's Easthampton facility of the targeted groups is as follows:

- Minorities: 23%

- Women: 32%
- Veterans: N/A*%
- People with Disabilities: N/A*%
- Individuals of the LGBTQ+ Community: N/A*%

*The Company is in the process of migrating to a new human resource information system (HRIS) and as such some Company demographic data is not currently available.

The Company is currently reevaluating its target demographic goals to ensure that they are representative of the workforce in the communities in which the Company operates.

This examination will include the nature of the jobs offered by the Company. The United States Census Bureau reported that in 2016 manufacturing industry workers were 71% men and 29% women. The majority of jobs in the Company's Easthampton facility are manufacturing jobs. According to the Company's recruiting data, 33% of job applicants self-identify as women. This is consistent with the Company's demographics.

The Company will focus its efforts to further ensure that women and minority applicants are appropriately represented. In particular, the Company's Diversity and Inclusion Committee will identify community organizations geared toward women and minorities to establish partnerships with.

1.2.1. JOB OUTREACH PROGRAM

MEASUREMENT 1: At least twice per year the Company will participate in presentations or events in partnership with an organization that provides resources and skill building to individuals who are members of the groups listed above.

EVENT 1: The Cannabis Education Center: "Emerging Cannabis Industry Forum," October 24, 2019

Holyoke Community College (HCC) and the Cannabis Community Care and Research Network (C3RN) created the Cannabis Education Center to provide education and training opportunities and other business resources to individuals in the region who want to work in the state's newly legalized cannabis industry.

Mark Zatyorka, the Company's chief executive officer (at the time) participated in a panel discussion which also included Meg Sanders, chief executive officer of Canna Provisions, Marcos Marrero, director of Planning and Economic Development for the city of Holyoke, Tessa Murphy-Romboletti, executive director of SPARK EforAll Holyoke, and Dan McCarthy, director of Communication and Content, Cannapreneur Partners.

HCC and C3RN are designated training partners through the Massachusetts Cannabis Control Commission's Social Equity Vendor Training program. The program was designed to provide priority access, training, and technical assistance to those negatively impacted by the drug war, many individuals of which are minorities.

EVENT 2: Springfield Partners for Community Action, Fall 2020

Due to the serious nature of Coronavirus, the Company's planned job outreach events have been postponed or altered. The Company is currently working with Springfield Partners for Community Action to host a virtual educational event in the fall of 2020.

Springfield Partners for Community Action is an organization dedicated to guiding individuals towards self-sufficiency, economic stability, and a better quality of life by providing economic assistance and educational programming.

The Company partnered with Springfield Partners for Community Action in June of 2019 to put on a presentation describing the Company's operations and job opportunities and to conduct a Q and A with interested applicants. Springfield Partners for Community Action facilitated and assisted applicants by providing education and support to work with individuals to strengthen their applications and interview skills.

-

MEASUREMENT 2: At least twice per year the Company will host or participate in a job fair in an area in which individuals who are members of

the groups listed above are represented.

JOB FAIR 1: Cultivating an Industry: A Cannabis Career Fair, November 15, 2019

The Company participated in a job fair hosted by MCR Labs at the Dewitt Community Center in Roxbury on November 15, 2019.

The Dewitt Community Center is the community center for Madison Park Development Corporation, a community-based, non-profit organization which independently develops affordable housing for low- and moderate-income residents. Program activities at the Dewitt Community Center include Youth Development and Education, Workforce Development and Employment Skills training, a technology center for old and young.

Roxbury is a neighborhood of Boston with close proximity to several Areas of Disproportionate Impact where many individuals who are minorities are represented.

The job fair included a panel focused on promoting equity in the cannabis industry and included Jason Chavez, the chief operating officer (COO) of Mass Citizens for Social Equity among others.

JOB FAIR 2: Summer Job Fair at Munich Haus, August 12 and 13, 2020

On August 12 and 13, 2020, the Company hosted a socially distanced job fair at the Munich Haus to interview applicants for available positions at the Company.

The Munich Haus is located in Chicopee, MA and was selected for its close proximity to Holyoke and Springfield, both of which are areas of disproportionate impact where many individuals who are minorities are represented.

Of the 56 individuals who attended the job fair the following are the percentage of attendees who are members of the following groups:

- Minorities: 26.8%
- Women: 32.1%
- Veterans: 3.6%
- People with Disabilities: 1.8%
- Individuals of the LGBTQ+ Community: 16.1%

1.3. DOCUMENTATION:

- MCR Job Fair Flyer
- Summer Job Fair Demographic Information

Diversity Progress or Success 2

Description of Progress or Success: 2.1. GOAL:

To provide employees who are members of the groups listed above with the support and resources needed to aid in their professional development and facilitate the achievement of their career goals by ensuring that at least 50% of the resources offered as part of the Company's Career Development and Mentorship Program and Scholarship Program are dedicated to employees who are members of the groups listed above.

2.2. PROGRESS:

The Company launched its Career Development and Mentorship Program in June of 2020 and is currently developing its Scholarship Program for launch in January 2021. Both programs dedicate resources specifically to support diverse individuals.

2.2.1. CAREER DEVELOPMENT AND MENTORSHIP PROGRAM

MEASUREMENT 1: Number and percentage of employees who received mentorship or resources through this program that are members of the groups listed above.

On June 16, 2020, the Company launched its Career Development and Mentorship Program. Since the program launched six company employees have applied to participate including three (50%) employees who are members of one of the following groups:

- Minorities
- Women
- Veterans
- People with Disabilities
- Individuals of the LGBTQ+ Community

Applications to receive mentorship or support through this program are accepted on an ongoing basis.

-

MEASUREMENT 2: At least once per quarter the company will send an email communication related to this program.

The Company launched this program on June 16, 2020 which included an email communication sent to all staff.

2.2.2. SCHOLARSHIP PROGRAM

The Company is currently developing its Scholarship Program and is preparing to launch it in January 2021. Drafts of materials related to this program are included as attached documentation.

2.3. DOCUMENTATION:

- Career Development and Mentorship Announcement Email
- Career Development and Mentorship Program Application
- Scholarship Application Instructions – Employee
- Scholarship Application – Manager Recommendation Form

Diversity Progress or Success 3

Description of Progress or Success: 3.1. GOAL:

To ensure that employees who are members of the groups listed above are actively engaged with developing the Company's vision and goals by forming a Diversity and Inclusion Committee composed of at least 60% of employees who are members of the groups listed above.

3.2. PROGRESS:

Due to the Coronavirus and the resulting furloughing of a majority of Company staff during the forced closure of its adult-use facilities by the governor's emergency actions, the Company was forced to pause its Diversity Advisory Board's activities.

After the Company restarted adult-use operations it expanded the role of this group and renamed it the Diversity and Inclusion Committee. The reformed committee has resumed meeting regularly.

3.2.1. DIVERSITY AND INCLUSION COMMITTEE

MEASUREMENT 1: The Diversity and Inclusion Committee will meet at minimum once a month and will maintain attendance of at least 75% of its members at any one meeting.

After the Diversity Advisory Board meeting schedule was disrupted and many members were furloughed or terminated due to the economic impact of Coronavirus the Company formed a new Diversity and Inclusion Committee. The Diversity and Inclusion Committee met on 7/31/2020 and will continue to meet at minimum once monthly.

-

MEASUREMENT 2: In order to ensure representation among the groups listed above, the Diversity and Inclusion Committee will be composed of at least 60% of employees who are members of the groups listed above.

The current demographic composition of the Diversity and Inclusion Committee is as follows:

- Minorities: 33%
- Women: 44%
- Veterans: 11%
- People with Disabilities: 0%
- Individuals of the LGBTQ+ Community: 0%

The Company will continue to accept applications for the Diversity and Inclusion Committee to ensure that individuals from the above groups are appropriately represented.

3.3. DOCUMENTATION:

- Diversity and Inclusion Committee Announcement Email
- Diversity and Inclusion Committee Bylaws
- Diversity and Inclusion Committee Meeting Agenda 7/31/20
- Diversity and Inclusion Committee Meeting Minutes 7/31/20

HOURS OF OPERATION

Monday From: 10:00 AM	Monday To: 11:00 PM
Tuesday From: 10:00 AM	Tuesday To: 11:00 PM
Wednesday From: 10:00 AM	Wednesday To: 11:00 PM
Thursday From: 10:00 AM	Thursday To: 11:00 PM
Friday From: 10:00 AM	Friday To: 11:00 PM
Saturday From: 10:00 AM	Saturday To: 11:00 PM
Sunday From: 10:00 AM	Sunday To: 11:00 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

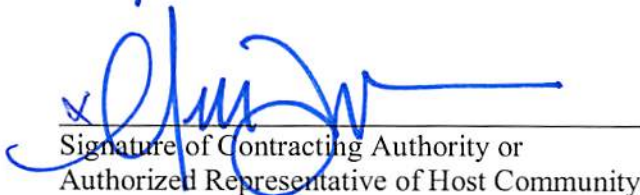
I, Peter Gallagher, (insert name) certify as an authorized representative of T.N.S.A., Inc. (insert name of applicant) that the applicant has executed a host community agreement with Easthampton (insert name of host community) pursuant to G.L.c. 94G § 3(d) on 4/24/18 (insert date).



Signature of Authorized Representative of Applicant

Host Community

I, NICOLE VACHAPÉLLE, (insert name) certify that I am the contracting authority or have been duly authorized by the contracting authority for EASTHAMPTON (insert name of host community) to certify that the applicant and EASTHAMPTON (insert name of host community) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on 4/24/18 (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, Peter Gallagher, (insert name) attest as an authorized representative of T.N.S.A., Inc. (insert name of applicant) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on 3/30/18 (insert date).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on 3/15/18 (insert date), which was at least seven calendar days prior to the meeting. A copy of the newspaper notice is attached as Attachment A (*please clearly label the newspaper notice in the upper right hand corner as Attachment A and upload it as part of this document*).
3. A copy of the meeting notice was also filed on 3/15/18 (insert date) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on 3/15/18 (insert date), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).

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

**Legals
0900**

**I.N.S.A., INC. NOTICE OF
COMMUNITY OUTREACH
MEETING**

Notice is hereby given that I.N.S.A. Inc. will conduct a COMMUNITY OUTREACH MEETING pursuant to MA Regulation 935 CMR 500.101(2)(b)(7) as part of its application to the Cannabis Control Commission for a MARIJUANA CULTIVATOR license, and an ADULT USE STOREFRONT MARIJUANA RETAILER license, to be located at 122 PLEASANT STREET, EASTHAMPTON, MA. Time of Meeting: March 30, 2018 at 5:30 p.m. Place of Meeting: Zing! Table Tennis Center, 122 Pleasant Street, Ste. 111, Easthampton, MA. Subject Matter of Meeting: This Community Outreach Meeting will be held to afford all Interested Parties an opportunity to receive information and provide testimony on I.N.S.A.'s applications for a Marijuana Cultivator License, and an Adult Use Storefront Marijuana Retailer license, proposed at 122 Pleasant St. Easthampton, MA. Topics discussed by I.N.S.A. will include: the type(s) of adult-use Marijuana Establishment to be located at the proposed address, the steps being taken to keep the location secure and prevent diversion of product to minors, the Establishment's plan to positively impact the community, and information to demonstrate that the location will not constitute a nuisance as defined by law. The meeting will also include a Question and Answer period during which community members will be able to ask questions of and receive answers from representatives of I.N.S.A. regarding the proposal.

3416315

March 19

INSA

Attachment B

March 19, 2018

Barbara LaBombard, MMC/CMMC
City Clerk, Clerk to the City Council, Records Access Officer
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

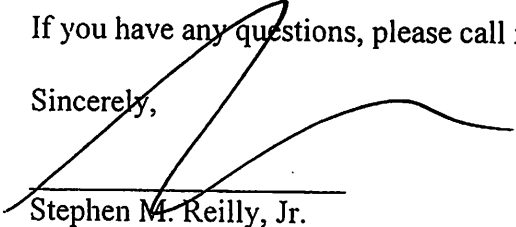
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Dear Ms. LaBombard,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Jesse Belcher-Timme, Chairperson, and
Planning Board Members
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

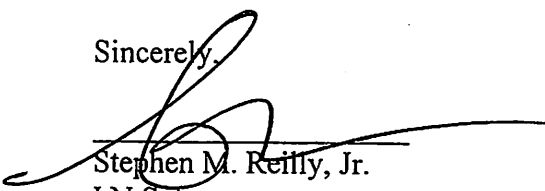
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Dear Mr. Belcher-Timme,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Nicole LaChapelle
Mayor and Contracting Authority
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

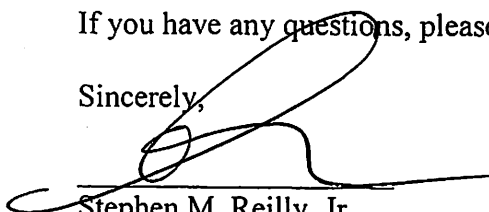
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Mayor
Dear Ms. LaChapelle,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

Attachment C

March 19, 2018

Pleasant Green Park
50 Payson Ave.
Easthampton, MA 01027

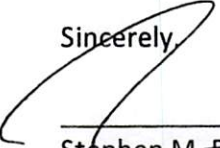
RE: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property- Pleasant Grn Pk

Dear Abutter:

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A., Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

PLAN TO REMAIN COMPLIANT WITH LOCAL ZONING

CITY OF SPRINGFIELD

INSA has been granted zoning approval to operate its RMD at 506 Cottage Street, Springfield, MA. The City has not developed a zoning ordinance applicable to adult use retail sale and enacted a moratorium through the fall of 2018.

Under its current special permit INSA is obligated to provide ongoing information to the City of Springfield and to comply with the conditions set forth on its special permit. INSA intends to continue compliance through its ongoing reporting requirements to the City (which include those contained in INSA's host agreement) and through compliance with the conditions it is subject to. INSA intends to seek local zoning approval for adult use retail sales upon the implementation of the same by the City of Springfield.

CITY OF EASTHAMPTON

INSA currently operates its RMD under a special permit issued by the City of Easthampton at 122 Pleasant Street. The City has developed a zoning ordinance applicable to adult use retail and INSA is in the process of seeking a new special permit for the same to operate as a co-located facility at its existing RMD. The INSA facility in Easthampton meets the zoning requirements for adult-use that were adopted by the City of Easthampton.

Under its current special permit INSA is obligated to provide ongoing information to the City of Easthampton and to comply with the conditions set forth on its special permit. INSA intends to continue compliance through its ongoing reporting requirements to the City and through compliance with the conditions it is subject to.

I.N.S.A., INC.
NOTICE OF COMMUNITY OUTREACH MEETING

Notice is hereby given that I.N.S.A. Inc, will conduct a COMMUNITY OUTREACH MEETING pursuant to MA Regulation 935 CMR 500.101(2)(b)(7) as part of its application to the Cannabis Control Commission for a MARIJUANA CULTIVATOR license, and an ADULT USE STOREFRONT MARIJUANA RETAILER license, to be located at 122 PLEASANT STREET, EASTHAMPTON, MA.

Time of Meeting: March 30, 2018 at 5:30 p.m.

Place of Meeting: Zing! Table Tennis Center, 122 Pleasant Street, Ste. 111, Easthampton, MA

Subject Matter of Meeting: This Community Outreach Meeting will be held to afford all Interested Parties an opportunity to receive information and provide testimony on I.N.S.A.'s applications for a Marijuana Cultivator License, and an Adult Use Storefront Marijuana Retailer license, proposed at 122 Pleasant St. Easthampton, MA. Topics discussed by I.N.S.A. will include: the type(s) of adult-use Marijuana Establishment to be located at the proposed address, the steps being taken to keep the location secure and prevent diversion of product to minors, the Establishment's plan to positively impact the community, and information to demonstrate that the location will not constitute a nuisance as defined by law. The meeting will also include a Question and Answer period during which community members will be able to ask questions of and receive answers from representatives of I.N.S.A. regarding the proposal.

INSA

March 19, 2018

Barbara LaBombard, MMC/CMMC
City Clerk, Clerk to the City Council, Records Access Officer
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

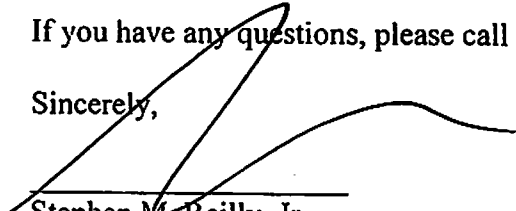
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Dear Ms. LaBombard,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Jesse Belcher-Timme, Chairperson, and
Planning Board Members
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Dear Mr. Belcher-Timme,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Nicole LaChapelle
Mayor and Contracting Authority
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Mayor
Dear Ms. LaChapelle,

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If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

I.N.S.A., INC.
NOTICE OF COMMUNITY OUTREACH MEETING

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Time of Meeting: March 30, 2018 at 5:30 p.m.

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INSA

March 19, 2018

Pleasant Green Park
50 Payson Ave.
Easthampton, MA 01027

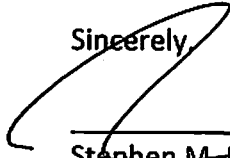
RE: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property- Pleasant Grn Pk

Dear Abutter:

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A., Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Pascommuck Cons Trust Inc.
PO Box 806
Easthampton, MA 01027

RE: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property- Pleasant St. RR Easthampton, MA

Dear Abutter:

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A., Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Burek Relaty Trust
13 Wintergreen Lane
Westfield, MA 01085

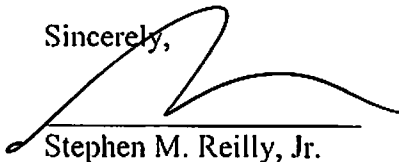
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 105 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Tamer H. Mahdy
111 Pleasant St.
Easthampton, MA 01027

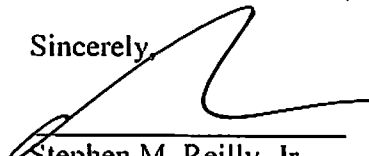
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 111-113 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Marjory Zaik
111 Pleasant St. Apt. #A
Easthampton, MA 01027

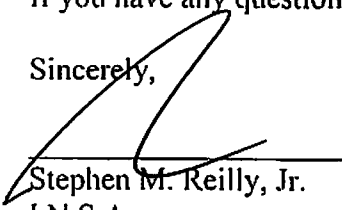
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 111 Pleasant St. #A Easthampton, MA

Dear Ms. Zaik,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Aimee Briggs
111 Pleasant St. Apt. #B
Easthampton, MA 01027

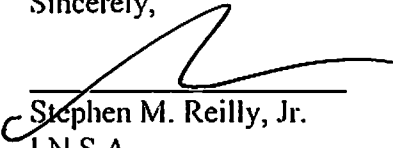
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 111 Pleasant St. #B Easthampton, MA

Dear Ms. Briggs,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Caleb Ritter
111 Pleasant St. Apt. #B
Easthampton, MA 01027

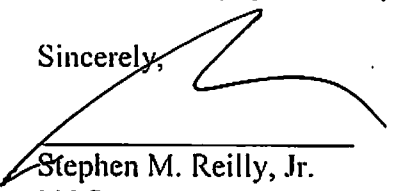
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 111 Pleasant St. #B Easthampton, MA

Dear Mr. Ritter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Joan O'Brien Smith
111 Pleasant St. Apt. #C
Easthampton, MA 01027


Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 111 Pleasant St. #C, Easthampton, MA

Dear Ms. O'Brien Smith,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Lori J McSheffrey
113 Pleasant St. Apt. #A
Easthampton, MA 01027

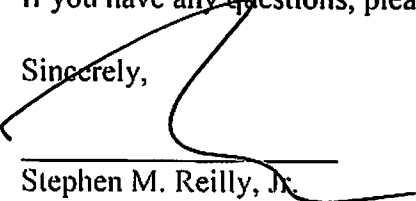
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 113 Pleasant St. #A, Easthampton, MA

Dear Ms. McSheffrey,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Christina I. Huebner
113 Pleasant St. Apt. B
Easthampton, MA 01027

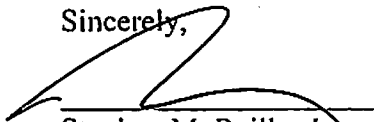
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 113 Pleasant St. #B, Easthampton, MA

Dear Ms. Huebner,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,


Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Shawna M Biscone
113 Pleasant St. Apt. #B
Easthampton, MA 01027

Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 113 Pleasant St. #B, Easthampton, MA

Dear Ms. Biscone,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Matthew Kaufmann
8520 Geren Rd.
Silver Springs, MD 20901-4320


Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 113 Pleasant St. #C, Easthampton, MA

Dear Mr. Kaufmann,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Seachange Endeavors, LLC
117 Pleasant St.
Easthampton, MA 01027

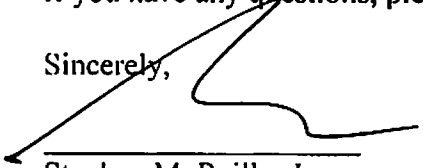
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 117 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Keystone Enterprises
142 Pleasant St.
Easthampton, MA 01027

Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
 Abutting Property - 121 Pleasant St. Easthampton, MA
St 136-148 Pleasant St. Easthampton, MA
122 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,

Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Kevin C. Netto
90 Southampton Rd.
Westhampton, MA 01027

Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Properties - 131-135 Pleasant St. Easthampton, MA
40-42 Ridgewood Terr. Easthampton, MA

Dear Mr. Netto,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Jovita B. Netto
90 Southampton Rd.
Westhampton, MA 01027

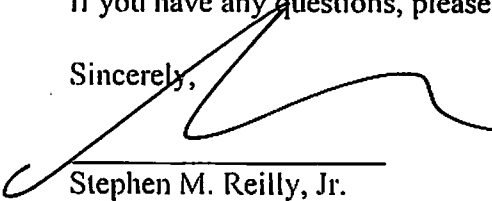
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Properties - 131-135 Pleasant St. Easthampton, MA
40-42 Ridgewood Terr. Easthampton, MA

Dear Ms. Netto,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Naresh K Patel
139 Pleasant St.
Easthampton, MA 01027

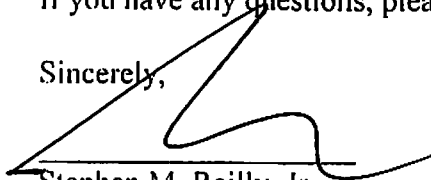
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 139 Pleasant St. Easthampton, MA

Dear Mr. Patel,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Roberta A Roberts
32-34 Ridgewood Terr.
Easthampton, MA 01027

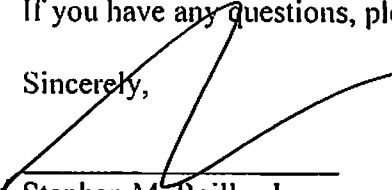
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 32-34 Ridgewood Terr. Easthampton, MA

Dear Ms. Roberts,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Carol L. Desmarais
36 Ridgewood Terr.
Easthampton, MA 01027

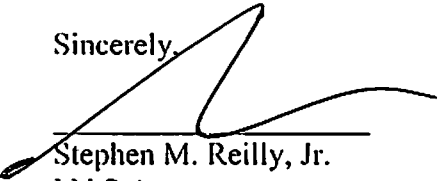
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 36-38 Ridgewood Terr. Easthampton, MA

Dear Ms. Demarais,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Cheryl Campbell
46 Ridgewood Terr.
Easthampton, MA 01027

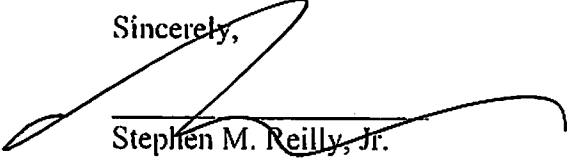
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 44-46 Ridgewood Terr. Easthampton, MA

Dear Ms. Campbell,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Ann Marcia Salls
50 Ridgewood Terr.
Easthampton, MA 01027

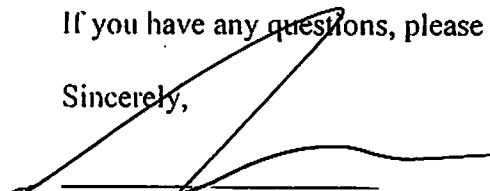
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 48-50 Ridgewood Terr. Easthampton, MA

Dear Ms. Salls,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Robert P Morin
50 Ridgewood Terr.
Easthampton, MA 01027

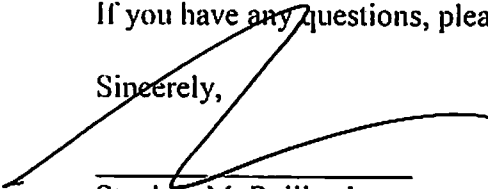
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 48-50 Ridgewood Terr. Easthampton, MA

Dear Mr. Morin,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

FiveRobin, LLC
2 Grove St.
Easthampton, MA 01027

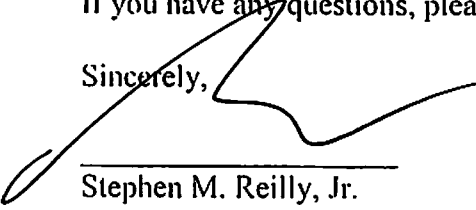
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 37-39 Ridgewood Terr. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Bartholomew A Niswonger
PO Box 1331
Easthampton, MA 01027

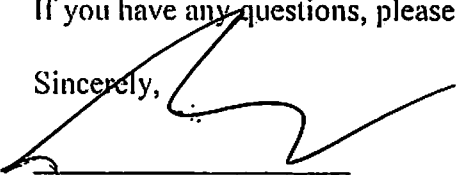
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 33-35 Ridgewood Terr. Easthampton, MA

Dear Mr. Niswonger,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Paula Verson
90 Conz St.
Northampton, MA 01060

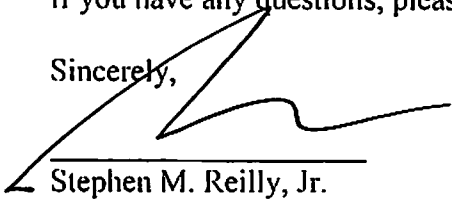
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 141-143 Pleasant St. Easthampton, MA

Dear Ms. Verson,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Scott M. Tundermann
145 Pleasant St.
Easthampton, MA 01027-1163

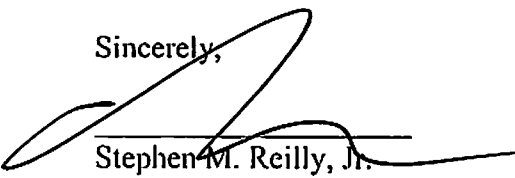
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 145 Pleasant St. Easthampton, MA

Dear Mr. Tundermann,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Scott Harlow
336 Coles Meadow Rd.
Northampton, MA 01060-1100

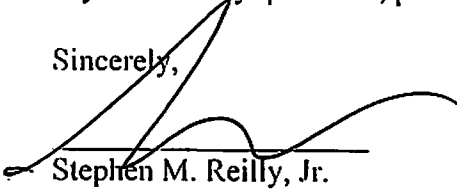
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 2-12 Pleasant Green W. Easthampton MA

Dear Mr. Harlow,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Ronmar, LLC
PO Box 565
Easthampton, MA 01027


Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 150 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Kheper, LLC
142 Pleasant St.
Easthampton, MA 01027

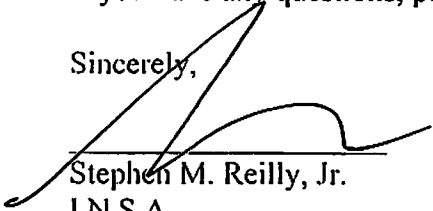
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 142 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

Eastworks LLP
116 Pleasant St.
Easthampton, MA 01027

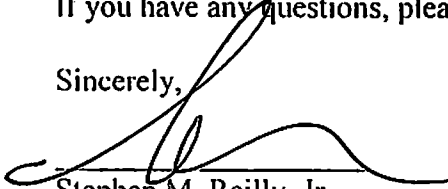
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Property - 116 Pleasant St. Easthampton, MA

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.

INSA

March 19, 2018

City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

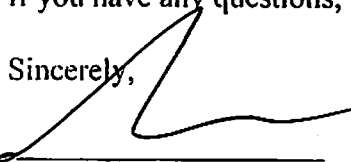
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)
Abutting Properties - 2 Ferry St. Easthampton, MA Map 135, Block 244
Ferry St. Easthampton, MA Map 135, Block 245
Pleasant Grn Pk. Easthampton, MA Map 136, Block 40
Everett St. RR Easthampton, MA Map 136, Block 98
160 Pleasant St. Easthampton, MA Map 136, Block 101

Dear Abutter,

I am sending you this letter and attached notice as an abutter in order to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,



Stephen M. Reilly, Jr.
I.N.S.A.



**CITY OF EASTHAMPTON
PLANNING DEPARTMENT**
50 Payson Avenue, Easthampton, MA 01027

July 11, 2018

Cannabis Control Commission
101 Federal Street
Boston, MA 02110

RE: *Application of I.N.S.A., Inc.*
Receipt of Community Outreach Hearing Notice

Dear Sir or Madam:

I am the City Planner for the City of Easthampton. I am writing to confirm receipt of the enclosed Notice of Community Outreach Hearing from INSA by the Easthampton Planning Department on March 23, 2018. Easthampton's planning office does not have a stamp for documents received. In lieu of the stamp I am writing to confirm timely receipt of said notice.

Please contact me if you have any questions.

Sincerely,

Jeffrey Bagg
Easthampton City Planner

<div>Legals0900</div> <div>The Town of Amherst is inviting sealed bids for water and sewer chemicals. Invitations for Bids may be obtained by visiting www.amherstma.gov/bids, by contacting delaney@amherstma.gov, at the Town Accountant's Office, Town Hall, 4 Boltwood Ave, Amherst, MA 01002, or by calling (413) 259-3025. All water treatment chemicals must meet American Water Works specifications for use in potable water treatment. Bids shall be submitted no later than 2:00PM on Tuesday, April 3, 2018, to the Town Accountant's Office at the above address, where the bids will be publicly opened and recorded at that time. The Town of Amherst reserves the right to reject any and all bids in whole or in part, and to waive informalities, when at its sole discretion is deemed to be in the best interests of the Town and to the extent permitted by law.</div> <div>March 193415982</div>	<div>Legals0900</div> <div>CITY OF NORTHAMPTON LICENSE COMMISSION The following application for Transfer of License and Change of Location is hereby advertised in accordance with Chapter 138, General Laws, Commonwealth of Massachusetts. Application has been made by Veracruz Foods, Inc. d/b/a La Veracruzana, 31 Main Street, Northampton, MA, for the transfer and change of location of an Annual Alcoholic Restaurant liquor license from One Bar & Grill, Inc. d/b/a One Bar & Grill, said licensed premises situated at 1 Pearl Street, Northampton, MA. BY ORDER OF THE LICENSE COMMISSION, hearing to be held on Tuesday, April 3, 2018, at 3:00 p.m. in City Council Chambers, Municipal Building, 212 Main Street, Northampton, MA. Brian Campedelli Chairman March 193416106</div>	<div>Legals0900</div> <div>(SEAL) COMMONWEALTH OF MASSACHUSETTS LAND COURT DEPARTMENT OF THE TRIAL COURT 18SM000975 ORDER OF NOTICE To: Patricia A. Pezzote and to all persons entitled to the benefit of the Servicemembers Civil Relief Act, 50 U.S.C. c. 50 §3901 et seq.: Nationstar Mortgage LLC d/b/a Champion Mortgage Company, claiming to have an interest in a Mortgage covering real property in Easthampton, numbered 41 Pomeroy Street, given by The Estate of Frances M. Banas and Patricia A. Pezzote to Wells Fargo Bank, N.A., dated December 11, 2006, and recorded in the Hampshire County Registry of Deeds in Book 8981, Page 49, and now held by the Plaintiff by assignment has/ have filed with this court a complaint for determination of Defendant's/Defendants' Servicemembers status. If you now are, or recently have been, in the active military service of the United States of America, then you may be entitled to the benefits of the Servicemembers Civil Relief Act. If you object to a foreclosure of the above mentioned property on that basis, then you or your attorney must file a written appearance and answer in this court at Three Pemberton Square, Boston, MA 02108 on or before April 16, 2018 or you will be forever barred from claiming that you are entitled to the benefits of said Act. Witness, JUDITH C. CUTLER Chief Justice of said Court on March 2, 2018. Attest: Deborah J. Patterson Recorder 201507-0168-TEA March 193416254</div>	<div>Legals0900</div> <div>I.N.S.A., INC. NOTICE OF COMMUNITY OUTREACH MEETING Notice is hereby given that I.N.S.A., Inc., will conduct a COMMUNITY OUTREACH MEETING pursuant to MA Regulation 935 CMR 500.101(2) (b)(7) as part of its application to the Cannabis Control Commission for a MARIJUANA CULTIVATOR license, and an ADULT USE STOREFRONT MARIJUANA RETAILER license, to be located at 122 PLEASANT STREET, EASTHAMPTON, MA. Time of Meeting: March 30, 2018 at 5:30 p.m. Place of Meeting: Zing! Table Tennis Center, 122 Pleasant Street, Ste. 111, Easthampton, MA Subject Matter of Meeting: This Community Outreach Meeting will be held to afford all Interested Parties an opportunity to receive information and provide testimony on I.N.S.A.'s applications for a Marijuana Cultivator License, and an Adult Use Storefront Marijuana Retailer license, proposed at 122 Pleasant St., Easthampton, MA. Topics discussed by I.N.S.A. will include: the type(s) of adult-use Marijuana Establishment to be located at the proposed address, the steps being taken to keep the location secure and prevent diversion of product to minors, the Establishment's plan to positively impact the community, and information to demonstrate that the location will not constitute a nuisance as defined by law. The meeting will also include a Question and Answer period during which community members will be able to ask questions of and receive answers from representatives of I.N.S.A. regarding the proposal. March 193416315</div>	<div>Legals0900</div> <div>COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT PROBATE AND FAMILY COURT Docket No. HS18P0129EA INFORMAL PROBATE PUBLICATION NOTICE Estate of STEPHEN M. HOWES Date of Death: January 9, 2018 Hampshire Division 33 King Street Northampton, MA 01060 413-586-8500 To all persons interested in the above captioned estate, by Petition of Petitioner BETSY H. BARROWS of HUNTINGTON, MA a Will has been admitted to informal probate BETSY H. BARROWS of HUNTINGTON, MA has been informally appointed as the Personal Representative of the estate to serve without surety on the bond. The estate is being administered under informal procedure by the Personal Representative under the Massachusetts Uniform Probate Code without supervision by the Court. Inventory and accounts are not required to be filed with the Court, but interested parties are entitled to notice regarding the administration from the Personal Representative and can petition the Court in any matter relating to the estate, including distribution of assets and expenses of administration. Interested parties are entitled to petition the Court to institute formal proceedings and to obtain orders terminating or restricting the powers of Personal Representatives appointed under informal procedures. A copy of the Petition and Will, if any, can be obtained from the Petitioner. March 193416076</div>	<div>Legals0900</div> <div>COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT PROBATE AND FAMILY COURT Docket No. HS18P0121EA INFORMAL PROBATE PUBLICATION NOTICE Estate of Nancy R. Lanning Date of Death: December 16, 2017 Hampshire Division 33 King Street Northampton, MA 01060 413-586-8500 To all persons interested in the above captioned estate, by Petition of Petitioner Stephen R. Lanning of Hatfield, MA a Will has been admitted to informal probate Stephen R. Lanning of Hatfield, MA has been informally appointed as the Personal Representative of the estate to serve without surety on the bond. The estate is being administered under informal procedure by the Personal Representative under the Massachusetts Uniform Probate Code without supervision by the Court. Inventory and accounts are not required to be filed with the Court, but interested parties are entitled to notice regarding the administration from the Personal Representative and can petition the Court in any matter relating to the estate, including distribution of assets and expenses of administration. Interested parties are entitled to petition the Court to institute formal proceedings and to obtain orders terminating or restricting the powers of Personal Representatives appointed under informal procedures. A copy of the Petition and Will, if any, can be obtained from the Petitioner. March 193416173</div>	<div>Legals0900</div> <div>CARE AND PROTECTION TERMINATION OF PARENTAL RIGHTS SUMMONS BY PUBLICATION DOCKET NUMBER: 17CP0348SP Trial Court of Massachusetts Juvenile Court Department COMMONWEALTH OF MASSACHUSETTS, Hampden County Juvenile Court 80 State Street Springfield, MA 01103 TO: The father of Jason Michael Seymour, born on 08/28/2017, to Sara Jean Seymour in Northampton, MA: A petition has been presented to this court by DCF Springfield, seeking, as to the following child, Jason Michael Seymour, that said child be found in need of care and protection and committed to the Department of Children and Families. The court may dispense the rights of the person(s) named herein to receive notice of or to consent to any legal proceeding affecting the adoption, custody, or guardianship or any other disposition of the child named herein, if it finds that the child is in need of care and protection and that the best interests of the child would be served by said disposition. You are hereby ORDERED to appear in this court, at the court address set forth above, on the following date and time: 04/05/2018 09:00 AM Other Hearing You may bring an attorney with you. If you have a right to an attorney and if the court determines that you are indigent, the court will appoint an attorney to represent you. If you fail to appear, the court may proceed on that date and any date thereafter with a trial on the merits of the petition and an adjudication of this matter. For further information, call the Office of the Clerk-Magistrate at (413) 748-7714. WITNESS: Hon. Lois M. Eaton, FIRST JUSTICE Paul A. Viets, CLERK-MAGISTRATE. DATE ISSUED: 03/07/2018 March 16, 19, 263415970</div>	<div>Legals0900</div> <div>(SEAL) COMMONWEALTH OF MASSACHUSETTS LAND COURT DEPARTMENT OF THE TRIAL COURT 18 SM 001143 ORDER OF NOTICE TO: Suzanne D. Blair Robroy Chalmers and to all persons entitled to the benefit of the Servicemembers Civil Relief Act, 50 U.S.C. c. 50 § 3901 et. Seq.: The Bank of New York Mellon Trust Company, National Association, fka The Bank of New York Trust Company, N.A. as successor to JP Morgan Chase Bank, National Association, as Trustee for Residential Asset Mortgage Products, Inc., GMACM Home Equity Loan Trust 2006-HE1 claiming to have an interest in a Mortgage covering real property in Chesterfield, numbered 62 East Street, given by Suzanne D. Blair and Robroy Chalmers to Greenpark Mortgage Corporation DBA GFMC, dated December 23, 2005, and recorded in Hampshire County Registry of Deeds in Book 8570, Page 16 (the "Mortgage"), and now held by the Plaintiff by assignment, has/ have filed with this court a complaint for determination of Defendant's/Defendants' Servicemembers status. If you now are, or recently have been, in the active military service of the United States of America, then you may be entitled to the benefits of the Servicemembers Civil Relief Act. If you object to a foreclosure of the above-mentioned property on that basis, then you or your attorney must file a written appearance and answer in this court at Three Pemberton Square, Boston, MA 02108 on or before April 23, 2018 or you will be forever barred from claiming that you are entitled to the benefits of said Act. Witness, JUDITH C. CUTLER Chief Justice of said Court on March 6, 2018. Attest: Deborah J. Patterson Recorder 17-029624 / Blair, Suzanne D. March 193416253</div>	<div>Legals0900</div> <div>LEGAL NOTICE CITY OF EASTHAMPTON CONSERVATION COMMISSION Pursuant to the Massachusetts Wetlands Protection Act, M.G.L. c 131, s 40, the Easthampton Conservation Commission will hold a public meeting on a Request for Determination of Applicability filed by Kot Kasom for the redevelopment of property located at 19 Wemelco Way in Easthampton (Map 164, Lot 2). The public meeting will be held on March 26th, 2018, at 6:00 PM, at the Municipal Office Building, 50 Payson Avenue. The filing is available for public review at the Easthampton Planning Department. Melissa Coady, Chair Easthampton Conservation Commission March 19, 23, 2018 3415669</div> <div>CITY OF NORTHAMPTON REQUEST FOR BIDS FOR A FY 2019 PERSONAL PROPERTY UPDATE AND FY 2020 AND 2021 COLLECTION AND VALUATION SERVICES IN THE CITY OF NORTHAMPTON, MASSACHUSETTS INVITATION FOR BID The City of Northampton, Massachusetts acting through its' Board of Assessors is accepting sealed bids for the listing, coding and systems assistance on all personal property in the City of Northampton for implementation in Fiscal 2019, 2020 and 2021. Bid documents are available at the Assessors' Office, 210 Main St., Northampton, MA 01060 from 8:30-4:30, M-F until the bid deadline, 2:00 p.m. April 9th, 2018. The City of Northampton reserves the right to reject any and all bids. March 193416196</div> <div>LEGAL NOTICE AMHERST-PELHAM REGIONAL SCHOOL DISTRICT At a regular meeting of the Amherst-Pelham Regional School District School Committee duly called and held March 12, 2018, after which proper notice given to the public and to each member of the Committee, said meeting was attended by eight (8) of the nine (9) members constituting a quorum, the following votes were adopted by the vote of eight (8) members voting in the affirmative. VOTED: That the District hereby appropriates the sum of \$322,000 for the purpose of paying costs of the following projects, including the payment of all costs incidental or related thereto: (i) Building Use Study in the amount of \$90,000; (ii) Roof Repairs for the Middle School in the amount of \$20,000; (iii) Replacement of the Middle School Boiler in the amount of \$115,000 and (iv) Summit Academy Relocation renovation costs in the amount of \$97,000, said sum to be expended at the direction of the Regional School District School Committee. To meet this appropriation, the District Treasurer is authorized to borrow said amount, under and pursuant to Chapter 71, Section 16(d), of the General Laws, and the District Agreement, as amended, or pursuant to any other enabling authority. The amounts indicated above for each project are estimates and the Director of Finance may allocate more funds to any one or more of such projects, and to any others, as he or she determines, in the judgment of the Director of Finance, each of the projects described above can be completed within the total appropriation made by this vote. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. FURTHER VOTED: That within forty-eight hours from the date on which this vote is adopted the Secretary be and hereby is instructed to notify the Board of Selectmen of each of the member towns of this District in writing as to the amount and general purposes of the debt herein authorized, as required, by Chapter 71, Section 16(d), of the General Laws, and by the District Agreement. In addition, the Committee shall cause the same information to be published within 10 days after such authorization as a paid notice in a newspaper circulating in the District. March 193416077</div>
<div>NOTICE OF MORTGAGEE'S SALE OF REAL ESTATE By virtue and in execution of the Power of Sale contained in a certain mortgage given by Gary E. Skarzynski and Joyce A. Skarzynski to Town and Country Credit Corp dated July 27, 2004, recorded at the Hampshire County Registry of Deeds in Book 7944, Page 216; said mortgage was then assigned to Ameriquet Mortgage Company by virtue of an assignment dated August 6, 2004, and recorded in Book 8100, Page 268; and further assigned to Mortgage Electronic Registration Systems, Inc. by virtue of an assignment dated August 6, 2004, and recorded in Book 9100, Page 271; and further assigned to LaSalle Bank National Association, as Trustee for Certificateholders of Bear Stearns Asset Backed Securities I LLC Asset Backed Certificates, Series 2004-HE10 by virtue of an assignment dated October 21, 2008, and recorded in Book 9674, Page 294; and further assigned to U.S. Bank NA, successor trustee to Bank of America, NA, successor in interest to Lasalle Bank National Association, as trustee, on behalf of the holders of the Bear Stearns Asset Backed Securities I Trust 2004-HE10, Asset-Backed Certificates, Series 2004-HE10 by virtue of an assignment dated June 8, 2017, and recorded in Book 12659, Page 54; of which mortgage the undersigned is the present holder for breach of conditions of said mortgage and for the purpose of foreclosing the same will be sold at PUBLIC AUCTION at 09:00 AM on April 10, 2018, on the mortgaged premises. This property has the address of 27 Clark Wright Road, Middlefield, MA 01243. The entire mortgaged premises, all and singular, the premises as described in said mortgage: parcel of land in Middlefield, in the County of Hampshire and Commonwealth of Massachusetts bounded and described as follows: Being a lot captioned "5.16 AC." as shown on a plan entitled "Plan of Land in Middlefield, MA. to be conveyed to James M. and Pamela J. Zimmerman" dated September, 1980, recorded in the Hampshire County Registry of Deeds in Book of Plans 115, Page 81. Said lot being more particularly bounded and described as follows: Beginning at an iron pipe in the southeasterly sideline or a town way known as Clark Wright Road. Said iron pipe is located by a course N. 49° 45' 00" E., Two hundred (200) feet from an iron pipe at the northeast corner of land owned now or formerly by the Town of Middlefield. Said land owned now or formerly by said Town of Middlefield is commonly known as the Piney Grove Cemetery; thence N. 49° 45' 00" E. along said sideline of said Clark Wright Road, One hundred fifty and 00/100 (150.00) feet to a point; thence N. 47° 00' 00" E. continuing along said sideline of said Clark Wright Road, Seventy and 00/100 (70.00) feet to an iron pipe; thence S. 39° 25' 00" E. along land of Rudolph E. Schutz, Jr. and Annemarie G. Schutz, Two hundred and 00/100 (200.00) feet to an iron pipe; thence S. 27° 26' 48" E. along land of said Schutz, Nine hundred twenty-two and 32/100 (922.32) feet to an iron pipe; thence N. 82° 27' 50" W. along land of said Schutz, Two hundred thirty five and 00/100 (235.00) feet to an iron pipe; thence N. 31° 17' 43" W. nine hundred thirty-three and 34/100 (933.34) feet along land of said Schutz to the point or beginning. The above described parcel contains 5.16 acres of land. Meaning and intending to convey the same premises conveyed to Gary Skarzynski and Joyce A. Skarzynski by Deed dated November 25, 2003 recorded with the Hampshire County Registry of Deeds in Deed Book 7594, Page 95. Meaning and intending to convey and hereby conveying the same premises conveyed to me/us by deed dated // and recorded with Registry of Deeds in Book, Page. Subject to and with the benefit of easements, reservation, restrictions, and taking of record, if any, insofar as the same are now in force and applicable. In the event of any topographical error set forth herein in the legal description of the premises, the description as set forth and contained in the mortgage shall control by reference. Together with all the improvements now or hereafter erected on the property and all easements, rights, appurtenances, rents, royalties, mineral, oil and gas rights and profits, water rights and stock and all fixtures now or hereafter a part of the property. All replacements and additions shall also be covered by this sale. Terms of Sale: Said premises will be sold subject to any and all unpaid taxes and assessments, tax sales, tax titles and other municipal liens and water or sewer liens and State or County transfer fees, if any there are, and TEN THOUSAND DOLLARS (\$10,000.00) in cashier's or certified check will be required to be paid by the purchaser at the time and place of the sale as a deposit and the balance in cashier's or certified check will be due in thirty (30) days, at the offices of Doonan, Graves & Longoria, LLC ("DG&L"), time being of the essence. The Mortgagee reserves the right to postpone the sale to a later date by public proclamation at the time and date appointed for the sale and to further postpone at any adjourned sale-date by public proclamation at the time and date appointed for the adjourned sale date. The premises is to be sold subject to and with the benefit of all easements, restrictions, leases, tenancies, and rights of possession, building and zoning laws, encumbrances, condominium liens, if any and all other claim in the nature of liens, if any there be. In the event that the successful bidder at the foreclosure sale shall default in purchasing the within described property according to the terms of this Notice of Sale and/or the terms of the Memorandum of Sale executed at the time of foreclosure, the Mortgagee reserves the right to sell the property by foreclosure deed to the second highest bidder, providing that said second highest bidder shall deposit with the Mortgagee's attorneys, the amount of the required deposit as set forth herein. If the second highest bidder declines to purchase the within described property, the Mortgagee reserves the right to purchase the within described property at the amount bid by the second highest bidder. The foreclosure deed and the consideration paid by the successful bidder shall be held in escrow by DG&L, (hereinafter called the "Escrow Agent") until the deed shall be released from escrow to the successful bidder at the same time as the consideration is released to the Mortgagee, whereupon all obligations of the Escrow Agent shall be deemed to have been properly fulfilled and the Escrow Agent shall be discharged. Other terms, if any, to be announced at the sale. Dated: March 8, 2018 U.S. Bank NA, successor trustee to Bank of America, NA, successor in interest to Lasalle Bank National Association, as trustee, on behalf of the holders of the Bear Stearns Asset Backed Securities I Trust 2004-HE10, Asset-Backed Certificates, Series 2004-HE10 By its Attorney DOONAN, GRAVES & LONGORIA, LLC, 100 Cummings Center, Suite 225D, Beverly, MA 01915 (978) 921-2670 www.dganll.com 52862 (SKARZYNSKI A/K/A GARY SKARZYNKI) March 19, 26, April 23415921</div>	<div>MORTGAGEE'S NOTICE OF SALE OF REAL ESTATE By virtue and in execution of the Power of Sale contained in a certain Mortgage given by Josephine T. Kozash to Wells Fargo Bank, N.A., dated September 10, 2009 and recorded with the Hampshire County Registry of Deeds at Book 9965, Page 211 subsequently assigned to Nationstar Mortgage LLC D/B/A Champion Mortgage Company by Wells Fargo Bank, N.A. by assignment recorded in said Hampshire County Registry of Deeds at Book 12739, Page 214 and subsequently assigned to Nationstar Mortgage LLC D/B/A Champion Mortgage Company by Nationstar Mortgage LLC D/B/A Champion Mortgage Company by assignment recorded in said Hampshire County Registry of Deeds at Book 12761, Page 128; of which Mortgage the undersigned is the present holder for breach of the conditions of said Mortgage and for the purpose of foreclosing same will be sold at Public Auction at 3:00 PM on April 2, 2018 at 88 Autumn Drive, Northampton (Florence), MA, all and singular the premises described in said Mortgage, to wit: That tract of land, with the buildings thereon, situated on the westerly side of Autumn Drive, a private way, in the City of Northampton, Massachusetts, and designated as Lot 12 on a plan of land entitled "Park Hill Acres, Definitive Subdivision Plan of Land in Northampton, Massachusetts, Prepared by Theodore Blauvelt" and recorded in the Hampshire County Registry of Deeds in Plan Book 80, Page 15, more particularly bounded and described as follows: Beginning at an iron pin set in the westerly sideline of Autumn Drive in said Northampton, Massachusetts at the northeast corner of the tract of land herein conveyed and at the southeast corner of other land now or formerly of Plantation Valley Homes, Inc. and thence turning and running S. 09 deg. 30' 00" E. one hundred and no one-hundredths (100.00) feet, more or less, along the westerly sideline of Autumn Drive to an iron pin at other land now or formerly of said Plantation Valley Homes, Inc.; thence turning and running S. 80 deg. 30' 00" W. one hundred seventy-two and fifty-four one-hundredths (172.54) feet, more or less, along other land of Plantation Valley Homes, Inc. to an iron pin; thence turning and running N. 19 deg. 52' 11" W. one hundred one and sixty-six one-hundredths (101.66) feet, more or less, along land now or formerly of George Adams, Jr. to an iron pin; thence turning and running N. 80 deg. 30' 00" E. one hundred ninety and eighty-four one-hundredths (190.84) feet, more or less, along other land now or formerly of Plantation Valley Homes, Inc. to an iron pin and the point of beginning. Containing 18,169 square feet, more or less. The above described premises are subject to a drainage easement ten feet in width running along the entire southerly sideline of said premises as delineated and shown on the aforementioned plan recorded in the Hampshire County Registry of Deeds in Plan Book 80, Page 15. The grantor, its successors and assigns shall have the right to enter said ten-foot wide drainage easement running along the southerly side of the above described premises for the purposes of maintaining, repairing, and relaying any drainage pipes running there-through. The above described premises are also subject to those restrictions placed upon said premises by Plantation Valley Homes, Inc. recorded in the Hampshire County Registry of Deeds in Book 1622, Page 242. The above described premises are conveyed together with the right of way over Autumn Drive as shown on the aforementioned plan, in common with others, for all purposes for which public streets are used, which right of way shall cease upon the acceptance of said way known as Autumn Drive by the City of Northampton, Massachusetts. For title see Deed recorded in Book 1781, Page 136. The premises are to be sold subject to and with the benefit of all easements, restrictions, building and zoning laws, liens, attorney's fees and costs pursuant to M.G.L.Ch.183A, unpaid taxes, tax titles, water bills, municipal liens and assessments, rights of tenants and parties in possession. TERMS OF SALE: A deposit of FIVE THOUSAND DOLLARS AND 00 CENTS (\$5,000.00) in the form of a certified check, bank treasurer's check or money order will be required to be delivered at or before the time the bid is offered. The successful bidder will be required to execute a Foreclosure Sale Agreement immediately after the close of the bidding. The balance of the purchase price shall be paid within thirty (30) days from the sale date in the form of a certified check, bank treasurer's check or other check satisfactory to Mortgagee's attorney. The Mortgagee reserves the right to bid at the sale, to reject any and all bids, to continue the sale and to amend the terms of the sale by written or oral announcement made before or during the foreclosure 16-010563/1008/NOTOP_DR sale. If the sale is set aside for any reason, the Purchaser at the sale shall be entitled only to a return of the deposit paid. The purchaser shall have no further recourse against the Mortgagor, the Mortgagee or the Mortgagee's attorney. The description of the premises contained in said mortgage shall control in the event of an error in this publication. TIME WILL BE OF THE ESSENCE. Other terms if any, to be announced at the sale. Nationstar Mortgage LLC d/b/a Champion Mortgage Company Present Holder of said Mortgage, By Its Attorneys, ORLANDS PC PO Box 540540 Waltham, MA 02454 Phone: (781) 790-7800 16-010563 March 12, 19, 263415487</div>	<div>COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT PROBATE AND FAMILY COURT Docket No. HS18P0129EA INFORMAL PROBATE PUBLICATION NOTICE Estate of STEPHEN M. HOWES Date of Death: January 9, 2018 Hampshire Division 33 King Street Northampton, MA 01060 413-586-8500 To all persons interested in the above captioned estate, by Petition of Petitioner BETSY H. BARROWS of HUNTINGTON, MA a Will has been admitted to informal probate BETSY H. BARROWS of HUNTINGTON, MA has been informally appointed as the Personal Representative of the estate to serve without surety on the bond. The estate is being administered under informal procedure by the Personal Representative under the Massachusetts Uniform Probate Code without supervision by the Court. Inventory and accounts are not required to be filed with the Court, but interested parties are entitled to notice regarding the administration from the Personal Representative and can petition the Court in any matter relating to the estate, including distribution of assets and expenses of administration. Interested parties are entitled to petition the Court to institute formal proceedings and to obtain orders terminating or restricting the powers of Personal Representatives appointed under informal procedures. A copy of the Petition and Will, if any, can be obtained from the Petitioner. March 193416076</div>	<div>COMMONWEALTH OF MASSACHUSETTS THE TRIAL COURT PROBATE AND FAMILY COURT Docket No. HS18P0121EA INFORMAL PROBATE PUBLICATION NOTICE Estate of Nancy R. Lanning Date of Death: December 16, 2017 Hampshire Division 33 King Street Northampton, MA 01060 413-586-8500 To all persons interested in the above captioned estate, by Petition of Petitioner Stephen R. Lanning of Hatfield, MA a Will has been admitted to informal probate Stephen R. Lanning of Hatfield, MA has been informally appointed as the Personal Representative of the estate to serve without surety on the bond. The estate is being administered under informal procedure by the Personal Representative under the Massachusetts Uniform Probate Code without supervision by the Court. Inventory and accounts are not required to be filed with the Court, but interested parties are entitled to notice regarding the administration from the Personal Representative and can petition the Court in any matter relating to the estate, including distribution of assets and expenses of administration. Interested parties are entitled to petition the Court to institute formal proceedings and to obtain orders terminating or restricting the powers of Personal Representatives appointed under informal procedures. A copy of the Petition and Will, if any, can be obtained from the Petitioner. March 193416173</div>	<div>CARE AND PROTECTION TERMINATION OF PARENTAL RIGHTS SUMMONS BY PUBLICATION DOCKET NUMBER: 17CP0348SP Trial Court of Massachusetts Juvenile Court Department COMMONWEALTH OF MASSACHUSETTS, Hampden County Juvenile Court 80 State Street Springfield, MA 01103 TO: The father of Jason Michael Seymour, born on 08/28/2017, to Sara Jean Seymour in Northampton, MA: A petition has been presented to this court by DCF Springfield, seeking, as to the following child, Jason Michael Seymour, that said child be found in need of care and protection and committed to the Department of Children and Families. The court may dispense the rights of the person(s) named herein to receive notice of or to consent to any legal proceeding affecting the adoption, custody, or guardianship or any other disposition of the child named herein, if it finds that the child is in need of care and protection and that the best interests of the child would be served by said disposition. You are hereby ORDERED to appear in this court, at the court address set forth above, on the following date and time: 04/05/2018 09:00 AM Other Hearing You may bring an attorney with you. If you have a right to an attorney and if the court determines that you are indigent, the court will appoint an attorney to represent you. If you fail to appear, the court may proceed on that date and any date thereafter with a trial on the merits of the petition and an adjudication of this matter. For further information, call the Office of the Clerk-Magistrate at (413) 748-7714. WITNESS: Hon. Lois M. Eaton, FIRST JUSTICE Paul A. Viets, CLERK-MAGISTRATE. DATE ISSUED: 03/07/2018 March 16, 19, 263415970</div>	<div>LEGAL NOTICE CITY OF EASTHAMPTON CONSERVATION COMMISSION Pursuant to the Massachusetts Wetlands Protection Act, M.G.L. c 131, s 40, the Easthampton Conservation Commission will hold a public meeting on a Request for Determination of Applicability filed by Kot Kasom for the redevelopment of property located at 19 Wemelco Way in Easthampton (Map 164, Lot 2). The public meeting will be held on March 26th, 2018, at 6:00 PM, at the Municipal Office Building, 50 Payson Avenue. The filing is available for public review at the Easthampton Planning Department. 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The amounts indicated above for each project are estimates and the Director of Finance may allocate more funds to any one or more of such projects, and to any others, as he or she determines, in the judgment of the Director of Finance, each of the projects described above can be completed within the total appropriation made by this vote. Any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. FURTHER VOTED: That within forty-eight hours from the date on which this vote is adopted the Secretary be and hereby is instructed to notify the Board of Selectmen of each of the member towns of this District in writing as to the amount and general purposes of the debt herein authorized, as required, by Chapter 71, Section 16(d), of the General Laws, and by the District Agreement. In addition, the Committee shall cause the same information to be published within 10 days after such authorization as a paid notice in a newspaper circulating in the District. March 193416077</div>			
<div>3415921</div>	<div>3415487</div>	<div>3416076</div>	<div>3416173</div>	<div>3415970</div>	<div>3416253</div>	<div>3415988</div>	<div>3416077</div>	

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EASTHAMPTON, MASS.
OFFICE OF THE CITY CLERK

March 19, 2018

Barbara LaBombard, MMC/CMMC
City Clerk, Clerk to the City Council, Records Access Officer
City of Easthampton
50 Payson Ave.
Easthampton, MA 01027

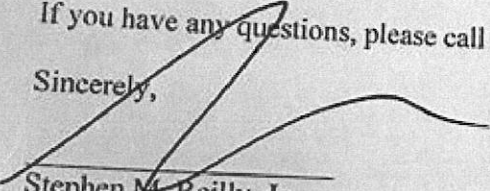
Re: Community Outreach Meeting pursuant to 935 CMR 500.101(2)(b)(7)

Dear Ms. LaBombard,

I am sending you this letter and attached notice to inform you of a Community Outreach Meeting to be held by I.N.S.A. Inc. regarding the creation of their proposed adult-use marijuana establishment at 122 Pleasant Street, Easthampton, MA.

If you have any questions, please call me at 413-788-6674.

Sincerely,


Stephen M. Reilly, Jr.
I.N.S.A.

I.N.S.A., INC.
NOTICE OF COMMUNITY OUTREACH MEETING

Notice is hereby given that I.N.S.A. Inc, will conduct a COMMUNITY OUTREACH MEETING pursuant to MA Regulation 935 CMR 500.101(2)(b)(7) as part of its application to the Cannabis Control Commission for a MARIJUANA CULTIVATOR license, and an ADULT USE STOREFRONT MARIJUANA RETAILER license, to be located at 122 PLEASANT STREET, EASTHAMPTON, MA.

Time of Meeting: March 30, 2018 at 5:30 p.m.

Place of Meeting: Zing! Table Tennis Center, 122 Pleasant Street, Ste. 111, Easthampton, MA

Subject Matter of Meeting: This Community Outreach Meeting will be held to afford all Interested Parties an opportunity to receive information and provide testimony on I.N.S.A.'s applications for a Marijuana Cultivator License, and an Adult Use Storefront Marijuana Retailer license, proposed at 122 Pleasant St. Easthampton, MA. Topics discussed by I.N.S.A. will include: the type(s) of adult-use Marijuana Establishment to be located at the proposed address, the steps being taken to keep the location secure and prevent diversion of product to minors, the Establishment's plan to positively impact the community, and information to demonstrate that the location will not constitute a nuisance as defined by law. The meeting will also include a Question and Answer period during which community members will be able to ask questions of and receive answers from representatives of I.N.S.A. regarding the proposal.

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MAR 26 2018

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Easthampton Planning Department

Published by Jeff Bagg [?] · March 27 ·

We've just been notified: Easthampton's first recreational Marijuana Establishment "community outreach meeting" will be THIS Friday (March 30, 2018) at 5:30 p.m.

Come hear about their proposal to sell retail Adult Use Cannabis from the existing medical dispensary.

Back in December the State regulations identified that applicants must host this informational meeting as one of two steps with a town before applying to the State Cannabis Control Commission. ... See More

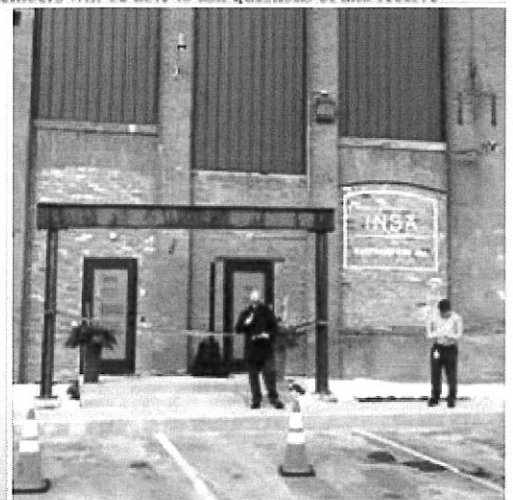
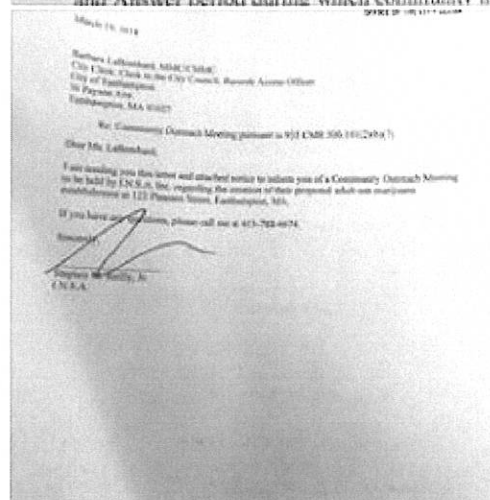
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433 people reached

Boost Post

PLAN TO POSITIVELY IMPACT THE COMMUNITY

JOBS

INSA currently has approximately 75 employees with hourly and salary positions in leadership, management, security, cultivation, trim/harvest, processing/packaging and retail. Positions range from hourly to salary and include competitive pay benefits. INSA's employees represent a diverse cross section of the communities in which we operate with female, minority and Springfield/Easthampton residents constituting a large percentage of the workforce. INSA intends to continue expanding which will require the creation of additional positions and hiring of additional employees in its two current locations of Springfield and Easthampton.

SITE IMPROVEMENTS

INSA has invested millions of dollars in its current facilities in Easthampton and Springfield. This investment includes the redevelopment of previously vacant space in both municipalities. These once vacant spaces are now vibrant high end retail and cultivating facilities that offer exterior security upgrades benefitting the community. The site improvements made by INSA have necessitated the use of many local vendors and contractors in the trades. INSA anticipates continued relationships with many of these vendors as upgrades are needed or expansion occurs.

COMMUNITY/CHARITABLE INVOLVEMENT

INSA seeks to participate in the community in a number of ways. First and foremost INSA seeks to educate the public on responsible consumption of cannabis including the prevention of diversion and in particular to those members of the community that are under 21. To that end INSA has conducted patient seminars and engaged in local community youth groups to develop and implement best practices for safe cannabis consumption and prevention of use by children.

INSA also seeks to positively impact the community through charitable involvement and donations. This has included the financial sponsorship of numerous events as well as the contribution of time for community events by INSA employees.

GO GREEN INITIATIVES

INSA has implemented numerous go green initiatives at its facilities and always seeks to reduce its footprint on the environment. Some of the steps implemented to INSA to effectuate this goal include the use of fabric pots, coco coir, reusable exit bags and ongoing implementation of best energy use practices for the cultivation of marijuana.

HOST AGREEMENTS

INSA has entered into a Host Community Agreement with the City of Springfield for the conduct of its medical marijuana sales. This agreement although not required by law at the time guarantees financial support to the City as well as a preference for the hiring of City employees at INSA. INSA intends to seek an agreement with the City that will provide for adult use retail sale of cannabis which INSA anticipates will provide additional benefits to the City in addition to the 3% local opt in tax.

INSA has executed a host community agreement with the City of Easthampton to conduct adult use retail sales of cannabis and provides for a 3% gross sales host fee in addition to Easthampton's ability to seek

the 3% local opt in tax. The Easthampton agreement contains additional terms regarding resident hiring and other benefits to the City.



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

mass.gov/dor

Letter ID: L0150601472
Notice Date: March 19, 2018
Case ID: 0-000-253-935



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



INSA INC.
35 CENTER ST STE 1
CHICOPEE MA 01013-2692

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, INSA 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
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

MARCH 16, 2018

TO WHOM IT MAY CONCERN:

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

I.N.S.A., INC.

is a domestic corporation organized on **JANUARY 23, 2018**, 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.

William Francis Galvin
Secretary of the Commonwealth

BYLAWS

OF

I.N.S.A, INC.

Dated January 23, 2017

BYLAWS
OF
I.N.S.A, 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.


Examiner

The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

ARTICLES OF ORGANIZATION (General Laws, Chapter 180)


Name
Approved

ARTICLE I

The exact name of the corporation is:


Hampden Care Facility, Inc.

ARTICLE II

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

See Attached.

C ☐
P ☐
M ☐
R.A. ☐


P.C.

Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on one side only of separate 8 1/2 x 11 sheets of paper with a left margin of at least 1 inch. Additions to more than one article may be made on a single sheet so long as each article requiring each addition is clearly indicated.

Hampden Care Facility, Inc.
Articles of Organization
Article II: Purposes

The corporation is organized for nonprofit purposes including, but not limited to, promoting patient care, encouraging medical research, and supporting community development throughout Massachusetts. The corporation may, as permitted by law, engage in any and all activities in furtherance of, related to, or incidental to these purposes which may lawfully be carried on by a corporation formed under Chapter 180 of the General Laws of Massachusetts. Any revenue from the corporation shall be used solely in furtherance of the corporation's nonprofit purpose.

ARTICLE III

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

May Be Set Forth in Bylaws.

ARTICLE IV

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

See Attached.

ARTICLE V

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

****If there are no provisions, state "None".**

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

The corporation is organized exclusively for nonprofit purposes. No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its directors, officers, or other private persons, except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes of the corporation.

In the event of dissolution of the corporation, the board of directors shall, after paying or making provisions for the payment of all of the liabilities of the corporation, dispose of all the assets of the corporation exclusively for the purposes of the corporation, as the board of directors shall determine, in accordance with the statutes of the Commonwealth of Massachusetts.

No officer or director of the corporation shall be personally liable to the corporation for monetary damages for or arising out of a breach of fiduciary duty as an officer or director notwithstanding any provision of law imposing such liability; provided, however, that the foregoing shall not eliminate or limit the liability of an officer or director to the extent that such liability is imposed by applicable law (i) for a breach of the officer's or director's duty of loyalty to the corporation or its members, (ii) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of the law, or (iii) for any transaction from which the officer or director derived an improper personal benefit.

The corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as an officer or director of the corporation against all expenses and liabilities, including, without limitation, counsel fees, judgments, fines, excise taxes, penalties and settlement payments, reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or proceeding in which he or she may become involved by reason of his or her service in such capacity; provided that no indemnification shall be provided for any such person with respect to any matter as to which he or she shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that such action was in the best interests of the corporation; and further provided that any compromise or settlement payment shall be approved by a majority vote of a quorum of directors who are not at that time parties to the proceeding.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of persons entitled to indemnification hereunder. The right of indemnification under this Article shall be in addition to and not exclusive of all other rights to which any person may be entitled.

This Article constitutes a contract between the corporation and the indemnified officers and directors. No amendment or repeal of the provisions of this Article which adversely affects the right of an indemnified officer or director under this Article shall apply to such officer or director with respect to those acts or omissions which occurred at any time prior to such amendment or repeal.

ARTICLE VI

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

ARTICLE VII

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

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

180 Orange Street
Springfield, MA 01108

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

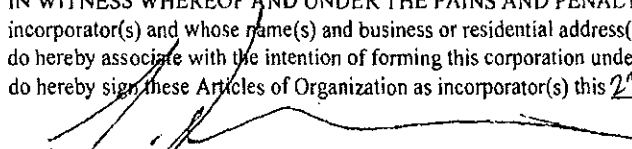
	NAME	RESIDENTIAL ADDRESS	POST OFFICE ADDRESS
President:			
Treasurer:	See Attached.		
Clerk:			
Directors: (or officers having the powers of directors)			

c. The fiscal year of the corporation shall end on the last day of the month of: December

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

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

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose signature(s) appear below as incorporator(s) and whose name(s) and business or residential address(es) *are clearly typed or printed* beneath each signature, do hereby associate with the intention of forming this corporation under the provisions of General Laws, Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 2nd day of August, 2013.



Tracey Bolotnick
Huryit & Associates, 1150 Walnut Street, Newton, MA 02461

Note: If an existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.

Hampden Care Facility, Inc.
Articles of Organization
Article VII: Officers and Directors

Officers

Tom Gallagher, President
34 Mountainview St
Springfield, MA 01108

Tom Gallagher, Treasurer
34 Mountainview St
Springfield, MA 01108

Tom Gallagher, Clerk
34 Mountainview St
Springfield, MA 01108

Directors

Tom Gallagher
34 Mountainview St
Springfield, MA 01108

Peter Gallagher
1 University Place, 22H
New York, NY 10003

THE COMMONWEALTH OF MASSACHUSETTS

ARTICLES OF ORGANIZATION
(General Laws, Chapter 180)

6884

I hereby certify that, upon examination of these Articles of Organization, duly submitted to me, it appears that the provisions of the General Laws relative to the organization of corporations have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$35 having been paid, said articles are deemed to have been filed with me this 5 day of August 2013.

1203751

Effective date: _____

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

SECRETARY OF THE COMMONWEALTH
2013 AUG -5 PM 2:33
CORPORATION DIVISION

TO BE FILLED IN BY CORPORATION
Contact information:

Adam Fine
Vicente Sederberg LLC
77 Franklin Street, Floor 3
Boston, MA 02110

Telephone: (617) 299-6650

Email: Adam@VicenteSederberg.com

A copy this filing will be available on-line at www.state.ma.us/sec/cor once the document is filed.

D
PC

The Commonwealth of Massachusetts

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

FORM 100-1 (1-15-17)

Articles of Amendment

FORM MUST BE TYPED

(General Laws Chapter 156D, Section 10.06; 950 CMR 113.34)

(1) Exact name of corporation: INSA, Inc.

(2) Registered office address: 35 Center Street, Suite 1A, Chicopee, MA 01013
(number, street, city or town, state, zip code)

(3) These articles of amendment affect article(s): I
(specify the number(s) of article(s) being amended (I-VI))

(4) Date adopted: January 25, 2018
(month, day, year)

(5) Approved by:

(check appropriate box)

- ☐ the incorporators.
☐ the board of directors without shareholder approval and shareholder approval was not required.
☒ the board of directors and the shareholders in the manner required by law and the articles of organization.

(6) State the article number and the text of the amendment. Unless contained in the text of the amendment, state the provisions for implementing the exchange, reclassification or cancellation of issued shares.

ARTICLE I

The exact name of the corporation is:

I.N.S.A., Inc.

To change the number of shares and the par value, * if any, of any type, or to designate a class or series, of stock, or change a designation of class or series of stock, which the corporation is authorized to issue, complete the following:

Total authorized prior to amendment:

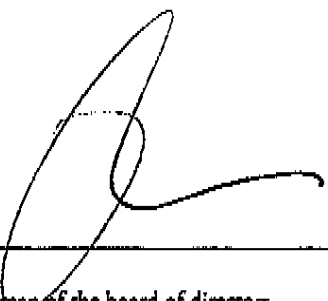
WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE

Total authorized after amendment:

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE

- (7) The amendment shall be effective at the time and on the date approved by the Division, unless a later effective date not more than 90 days from the date and time of filing is specified: _____

*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.

Signed by:  _____
(signature of authorized individual)

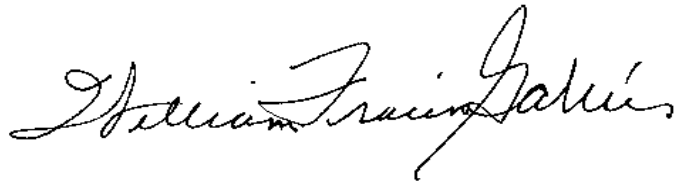
☐ Chairman of the board of directors,
☒ President,
☐ Other officer,
☐ Court-appointed fiduciary,

on this 25th day of January, 2018

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 26, 2018 09:35 AM

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

INSA

July 10, 2018

Massachusetts Cannabis Control Commission
101 Federal Street, 13th Floor,
Boston, MA
02110

To whom it may concern:

Thomas Gallagher, Bruce Nassau, Alexa Gallagher and Jennifer Gottschlicht are no longer associated with INSA, Inc. Upon converting from a not-for-profit to a for-profit company the board of directors were removed and a new board was appointed by the new shareholder, GPM II LLC. Peter Gallagher is currently the sole director of INSA, Inc.

Enclosed is:

- (i) The Written Consent of the Board of Directors (Thomas Gallagher, Bruce Nassau, Alexa Gallagher and Jennifer Gottschlicht) to the Conversion Plan and Articles of Conversion, and
- (ii) Election of the New Director.

Please feel free to contact me if you have any questions.

Regards,

Peter Gallagher

HAMPDEN CARE FACILITY, INC.
a Massachusetts non-profit corporation

Written Consent of the Board of Directors

December 19, 2017

The undersigned, being all of the members of the Board of Directors of Hampden Care Facility, Inc., a Massachusetts non-profit corporation (the “Corporation”), hereby consent to the adoption, in accordance with Massachusetts General Laws Chapter 156D, Section 8.21 and Chapter 180, Section 10A, of the following actions by written consent and without a meeting:

Ratification of Prior Acts

RESOLVED: That all prior actions of the Board of Directors of the Corporation in the name and on behalf of the Corporation, including without limitation the preparation and execution of any and all agreements, contracts, instruments, certificates and other documents, and the form, terms and provisions of any such agreements, contracts, instruments, certificates and other documents, be, and hereby are, ratified, confirmed and approved with full retroactive effect.

Approval of Plan of Conversion

RESOLVED: That it is desirable and in the best interest of the Corporation to convert to a profit corporation named “Hampden Care Facility, Inc.” (“HCF”) existing under Massachusetts General Laws Chapter 156D, pursuant to Section 72 of Chapter 55 of the Acts of 2017 pursuant to the Plan (defined below).

RESOLVED: That the Corporation be and hereby is authorized to adopt the Plan of Conversion in substantially the form attached hereto as Exhibit A, including each of the exhibits thereto, (the “Plan”), pursuant to which, among other things, the Corporation will convert to HCF; and that the Corporation be and hereby is authorized to enter into, and the proper officer and director be and hereby is, authorized to negotiate, execute and deliver, in the name of and on behalf of the Corporation, any and all ancillary documents contemplated by the Plan, including without limitation Articles of Conversion in the form attached hereto as Exhibit B (the “Articles of Conversion”), such documents to be in such form as the proper officer or director shall approve and shall be filed in the office of the Secretary of the Commonwealth of Massachusetts (such officer or director’s execution and delivery thereof to be conclusive evidence of such approval).

RESOLVED: That the proper officer or director be and hereby is authorized, in the name and on behalf of the Corporation, to execute and deliver all such other agreements,

certificates, letters and other documents, and to take any such actions required by, contemplated by or related to the Plan and Articles of Conversion, the execution of any such documents and the taking of any such actions by any such member or manager to be conclusive evidence of his or their approval and authority hereunder.

Omnibus

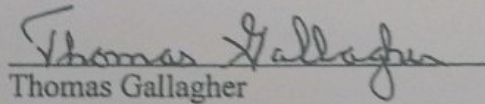
RESOLVED: That the proper officers of the Corporation be, and each of them acting individually hereby is, authorized in the name and on behalf of the Corporation to execute and deliver all certificates, instruments, documents, agreements or other writings (including, without limitation, any amendments to the agreements and other documents approved by the foregoing resolutions) and to take any and all other action as the officer or officers so acting may deem necessary or advisable to carry out the intent, terms and purposes of the foregoing resolutions and to cause the consummation of the transactions contemplated thereby.

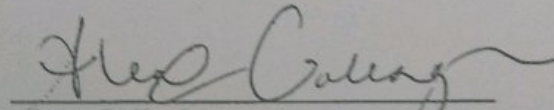
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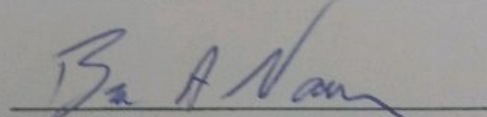
HAMPDEN CARE FACILITY, INC.
a Massachusetts non-profit corporation

Written Consent of the Board of Directors

IN WITNESS WHEREOF, the undersigned, being all of the members of the Board of Directors the Corporation, have executed this written consent on the date set forth above. This consent may be executed in counterparts, and when the signatures are combined shall be deemed an integrated instrument. This consent may be executed and delivered by PDF electronic delivery, by facsimile transmission, via hand delivery or other available means, and its execution and delivery may be confirmed via electronic mail.


Thomas Gallagher


Alexa Gallagher


Bruce Nassau

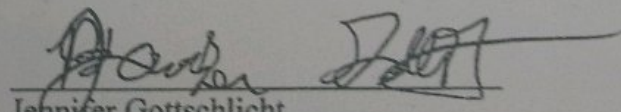

Jennifer Gottschlicht

EXHIBIT A

Plan of Conversion

{M1143287.1 }

Hampden Care Facility, Inc.
Board Consent, Conversion to a profit corporation

INSA, INC.
(f/k/a, Hampden Care Facility, Inc.)

PLAN OF CONVERSION

Effective Date: January 23, 2018

This Plan of Conversion (“Plan”) sets forth the terms and conditions upon which INSA, Inc., a Massachusetts non-profit corporation (the “Corporation”), will convert to a Massachusetts profit corporation in accordance with Section 72 of Chapter 55 of the Acts of 2017 (the “2017 Act”) and Massachusetts Business Corporation Act (the “MBAC”). The conversion of INSA to the Corporation is referred to herein as the “Conversion.”

Background

The Board of Directors of the Corporation has proposed that the Corporation be converted into a Massachusetts profit corporation named “INSA, Inc.” (“INSA”).

1. Articles of Conversion and Incorporation; Effective Date. The Conversion shall be effected by the filing, in the office of the Secretary of Commonwealth of Massachusetts, of Articles of Conversion of a Domestic Other Entity to a Domestic Business Entity in the form attached hereto as **Exhibit A** (the “Articles of Conversion”). The effective date of the Conversion (the “Effective Date”) shall be January 23, 2018 as provided on the Articles of Conversion filed in the office of the Secretary of Commonwealth of Massachusetts. The Board of Directors of the Corporation shall have the authority to act as incorporator of the Corporation for purposes of executing and filing the Articles of Conversion.

2. Continuation of the Corporation. The Conversion shall have the effects set forth in the applicable provisions of the 2017 Act. Without limiting the generality of the foregoing, the Conversion shall not constitute a dissolution of the Corporation or require the Corporation to wind up its affairs, pay its liabilities or distribute its assets. Instead, as of the Effective Date, the Corporation shall be converted into INSA, which shall continue the existence of the Corporation without any effect on the obligations and liabilities incurred, or on the property, interests, assets, rights, privileges, immunities, powers, franchises and authority acquired, by the Corporation before the Effective Date. The employees and agents of the Corporation shall be the employees and agents of INSA and shall continue to be entitled to the same rights and benefits which they enjoyed as employees and agents of the Corporation.

3. Capital Stock. As of the Effective Date:

(a) the authorized capital stock of INSA shall consist of 100 shares of Common Stock, without par value per share (the “Common Stock”); and

(b) the rights, preferences and privileges of the holders of shares of Common Stock shall be as set forth in the Articles of Conversion and in the Bylaws of the Corporation, in

the form attached hereto as **Exhibit B** (the “Bylaws”), without change or amendment until thereafter amended in accordance with the provisions thereof and applicable laws.

4. Directors and Officers.

(a) That the number of directors constituting the Board of Directors of INSA shall be fixed at four (4) and the initial Directors of INSA shall be Thomas Gallagher, Alexa Gallagher, Bruce Nassau and Jennifer Gottschlicht.

(b) Initially, the following individuals shall hold the offices set forth opposite their names, each to hold office in accordance with the Bylaws of INSA:

President:	Thomas Gallagher
Treasurer:	Thomas Gallagher
Secretary:	Alexa Gallagher

5. Further Assurances. From time to time as and when required or otherwise deemed advisable by INSA or by its successors and assigns, there shall be executed and delivered on behalf of the Corporation such instruments and other writings, and there shall be taken or caused to be taken by it such further and other action, as shall be appropriate or necessary in order to vest, protect or confirm, of record or otherwise, in INSA the title to and possession of all property, interests, assets, rights, privileges, immunities, powers, franchises, and authority of the Corporation, and otherwise to carry out the purposes of this Plan, and the officers and directors of INSA are fully authorized in the name and on behalf of the Corporation or otherwise and are hereby granted an irrevocable power of attorney to take any and all such action and to execute and deliver any and all such deeds and other instruments.

7. Effectiveness; Member Approval. This Plan is subject to, and shall be effective upon, its adoption and approval by the Board of Directors of the Corporation.

8. Amendment. Subject to applicable law, this Plan may, by written consent of the Board of Directors of the Corporation, be amended, modified or supplemented at any time prior to the Effective Date with respect to any of the terms contained herein.

9. No Third Party Beneficiaries. This Plan is not intended to, and does not, create any rights or benefits of any party other than the Corporation, INSA and their owners.

10. Governing Law. This Plan shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts.

* * * *

Exhibit A

Articles of Conversion

The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

FORM MUST BE TYPED

**Articles of Entity Conversion of a
Domestic Non-Profit with a Pending Provisional
or Final Certification to Dispense Medical Use Marijuana
to a Domestic Business Corporation
(General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)**

FORM MUST BE TYPED

- (1) Exact name of the non-profit: INSA, Inc.
- (2) A corporate name that satisfies the requirements of G.L. Chapter 156D, Section 4.01:
-
- (3) The plan of entity conversion was duly approved in accordance with the law.
- (4) The following information is required to be included in the articles of organization pursuant to G.L. Chapter 156D, Section 2.02(a) or permitted to be included in the articles pursuant to G.L. Chapter 156D, Section 2.02(b):

ARTICLE I

The exact name of the corporation upon conversion is:

INSA, 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:*

Producing, acquiring, and distributing medical and wellness supplies, services and cannabis, and engaging in any other business activities related thereto, and conducting and other lawful business activities permissible under the Massachusetts General Laws.

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	100			

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 or 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 continuation sheet

Note: The preceding six (6) articles are considered to be permanent and may be changed only by filing appropriate articles of amendment.

**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.*

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:
35 Center Street, Suite 1A, Chicopee, MA 01013
- b. The name of its initial registered agent at its registered office:
Thomas Gallagher
- c. The names and 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: **Thomas Gallagher**

Treasurer: **Thomas Gallagher**

Secretary: **Alexa Gallagher**

Director(s): **Thomas Gallagher, Alexa Gallagher, Bruce Nassau, Jennifer Gottschlicht**

If a professional corporation, include a list of shareholders with residential addresses and attach certificates of the appropriate regulatory board.

- 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 natural products to patients
- f. The street address of the principal office of the corporation:
35 Center Street, Suite 1A, Chicopee, MA 01013
- g. The street address where the records of the corporation required to be kept in the commonwealth are located is:

35 Center Street, Suite 1A, Chicopee, MA 01013, 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 by: _____,
(signature of authorized individual)

- ☐ Chairman of the board of directors,
- ☒ President,
- ☐ Other officer,
- ☐ Court-appointed fiduciary,

on this **21st** day of **December**, **2017**

COMMONWEALTH OF MASSACHUSETTS

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

Articles of Entity Conversion of a Domestic Non-Profit with a Pending Provisional or Final Certification to Dispense Medical Use Marijuana to a Domestic Business Corporation (General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)

I hereby certify that upon examination of these articles of conversion, duly submitted to me, it appears that the provisions of the General Laws relative thereto have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$_____ having been paid, said articles are deemed to have been filed with me this _____ day of _____, 20_____, at _____ a.m./p.m.

time

Effective date: _____
(must be within 90 days of date submitted)

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

Examiner

Name approval

C

M

Filing fee: Minimum \$250

TO BE FILLED IN BY CORPORATION
Contact Information:

Yongha Lee, Paralegal

Morse, Barnes-Brown & Pendleton, P.C.

230 Third Avenue, 4th Floor, Waltham, MA 02451

Telephone: 781-697-2248

Email: ylee@mbbp.com

Upon filing, a copy of this filing will be available at www.sec.state.ma.us/cor. If the document is rejected, a copy of the rejection sheet and rejected document will be available in the rejected queue.

Exhibit B

Bylaws

BYLAWS

OF

I.N.S.A, INC.

Dated January 23, 2017

BYLAWS
OF
I.N.S.A, 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.

EXHIBIT B

Articles of Conversion

D

The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

FO
FORM VI

Articles of Entity Conversion of a Domestic Non-Profit with a Pending Provisional or Final Certification to Dispense Medical Use Marijuana to a Domestic Business Corporation (General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)

INSA, Inc. is a registrant
with the Department of Public Health
in accordance with 105 CMR 725.100(C)
as of December 27, 2017.

Bryan Harter

Bryan Harter

Director

Medical Use of Marijuana Program
Bureau of Healthcare Safety and Quality
Massachusetts Department of Public Health

- (1) Exact name of the non-profit: INSA, Inc.
- (2) A corporate name that satisfies the requirements of G.L. Chapter 156D, Section 4.01:
- _____
- (3) The plan of entity conversion was duly approved in accordance with the law.
- (4) The following information is required to be included in the articles of organization pursuant to G.L. Chapter 156D, Section 2.02(a) or permitted to be included in the articles pursuant to G.L. Chapter 156D, Section 2.02(b):

ARTICLE I

The exact name of the corporation upon conversion is:

INSA, 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:*

Producing, acquiring, and distributing medical and wellness supplies, services and cannabis, and engaging in any other business activities related thereto, and conducting and other lawful business activities permissible under the Massachusetts General Laws.

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	100			

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 or 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 continuation sheet

Note: The preceding six (6) articles are considered to be permanent and may be changed only by filing appropriate articles of amendment.

**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.*

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:
35 Center Street, Suite 1A, Chicopee, MA 01013
- b. The name of its initial registered agent at its registered office:
Thomas Gallagher
- c. The names and 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: Thomas Gallagher

Treasurer: Thomas Gallagher

Secretary: Alexa Gallagher

Director(s): Thomas Gallagher, Alexa Gallagher, Bruce Nassau, Jennifer Gottschlicht

If a professional corporation, include a list of shareholders with residential addresses and attach certificates of the appropriate regulatory board.

- 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 natural products to patients and the community, and selling and dispensing cannabis.
- f. The street address of the principal office of the corporation:
35 Center Street, Suite 1A, Chicopee, MA 01013
- g. The street address where the records of the corporation required to be kept in the commonwealth are located is:

35 Center Street, Suite 1A, Chicopee, MA 01013, 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 by: Thomas Gallagher
(signature of authorized individual)

- ☐ Chairman of the board of directors,
- ☒ President,
- ☐ Other officer,
- ☐ Court-appointed fiduciary,

on this 21st day of December, 2017

COMMONWEALTH OF MASSACHUSETTS

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

**Articles of Entity Conversion of a
Domestic Non-Profit with a Pending Provisional or
Final Certification to Dispense Medical Use Marijuana
to a Domestic Business Corporation**
(General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)

I hereby certify that upon examination of these articles of conversion, duly submitted to me, it appears that the provisions of the General Laws relative thereto have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$_____ having been paid, said articles are deemed to have been filed with me this _____ day of _____, 20_____, at _____ a.m./p.m.
time

Effective date: _____
(must be within 90 days of date submitted)

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

Examiner

Name approval

C

M

Filing fee: Minimum \$250

TO BE FILLED IN BY CORPORATION
Contact Information:

Yongha Lee, Paralegal

Morse, Barnes-Brown & Pendleton, P.C.

230 Third Avenue, 4th Floor, Waltham, MA 02451

Telephone: 781-697-2248

Email: ylee@mbbp.com

Upon filing, a copy of this filing will be available at www.sec.state.ma.us/cor. If the document is rejected, a copy of the rejection sheet and rejected document will be available in the rejected queue.

INSA, INC.

WRITTEN CONSENT OF SHAREHOLDERS IN LIEU OF A MEETING

Pursuant to Section 7.04 of the Massachusetts Business Corporation Act, the undersigned, being the sole shareholder of INSA, Inc., a Massachusetts corporation (the “Corporation”), does hereby consent to the adoption of the following resolutions by written consent without a meeting:

Election of Director

RESOLVED: That pursuant to the Bylaws of the Corporation, Thomas Gallagher, Alexa Gallagher, Bruce Nassau and Jennifer Gottschlicht be, and they hereby are, removed as directors of the Corporation.

RESOLVED: That the number of directors constituting the Board of the Corporation shall be fixed at one (1); and that *Peter Gallagher* is hereby elected to serve as the sole director of the Corporation, to hold office until the next annual meeting of shareholders and until his successor is duly elected and qualified, or until his earlier death, resignation or removal.

Omnibus

RESOLVED: That the officers of the Corporation be, and each of them acting individually hereby is, authorized for and on behalf of the Corporation to execute and deliver any and all agreements, instruments, certificates or other writings, with such changes thereto as the officer or officers so acting may deem necessary or desirable, and to take any and all other action as the officer or officers so acting may deem necessary or desirable to carry out the intent, terms and purposes of the foregoing votes and to cause the consummation of the transactions contemplated thereby, and all such actions heretofore taken by any officer of the Corporation be and hereby are ratified and confirmed.

[Remainder of page intentionally left blank]

INSA, INC.

Written Consent of Shareholders in Lieu of a Meeting

IN WITNESS WHEREOF, the undersigned, being the sole shareholder of the Corporation has executed this Written Consent as of the date set forth below. This consent may be executed and delivered by PDF electronic delivery, by facsimile transmission, via hand delivery or other available means, and its execution and delivery may be confirmed via electronic mail.

GPM II LLC

By: 

Name: Peter Gallagher

Title: President and CEO

Date: January 25, 2018



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/23/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lighthouse Insurance Agency, Ltd 470 West Broadway South Boston MA 02127	CONTACT NAME: Ralph Lambert PHONE (A/C, No, Ext): (617) 464-3777 FAX (A/C, No): (617) 464-3888 E-MAIL ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A: Hannover SE INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
INSURED Hampden Care Facility Inc 35 Center St Chicopee MA 01013	NAIC #

COVERAGES**CERTIFICATE NUMBER:** CL1762332946**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY			TBA	6/23/2017	6/23/2018	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000
							MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$ 2,000,000
	OTHER:						Employee Benefits \$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> HIRED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						\$
	<input type="checkbox"/> NON-OWNED AUTOS						
A	<input checked="" type="checkbox"/> UMBRELLA LIAB			TBA	6/23/2017	6/23/2018	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> EXCESS LIAB						AGGREGATE \$ 1,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate is provided to Holder as proof of active coverage for above Named Insured.

CERTIFICATE HOLDER**CANCELLATION**

Massachusetts Department of Public Health
250 Washington St
Boston, MA 02108

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Brian Boucher/JACK

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Business Plan

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1. Executive Summary

I.N.S.A., Inc (the “Company”) is a vertically integrated medical and adult-use cannabis company operating in multiple states with experience cultivating, manufacturing, and dispensing high quality cannabis products.

- The Company is an operating medical and adult-use cannabis company with experience in all aspects of the supply chain.
- The Company serves both the medical and adult-use markets. All medical and adult-use products are virtually separated, and medical and adult-use products are physically separated in the dispensary to protect patient privacy.
- The Company offers a broad selection of products to medical patients and adult-use purchasers. All adult-use edible products are produced and sold in 5 mg units. All products (medical and adult-use) are sold in child-resistant, re-sealable containers and customers are provided with opaque exit packaging.
- The majority of the Company’s production capacity is allocated to producing adult-use products in order to meet demand. However, the Company allocates resources to ensure the adequate supply of medical cannabis products for its medical patients.
- The Company is well capitalized and has sufficient financial resources to successfully expand its operations. Additionally, the Company is highly confident in its ability to access debt or/equity financing if necessary.
- The Company’s management team has a breadth of experience in healthcare, medical and adult-use cannabis, finance, development, retail, and compliance.

The Company currently operates three cannabis dispensaries in Massachusetts located in Easthampton, Salem, and Springfield. The Company also operates a state-of-the-art indoor cultivation and product manufacturing facility which includes an extraction laboratory and a commercial kitchen in Easthampton.

The Company received its Final Certificate of Registration in July 2017 in Easthampton and began cultivating medical cannabis shortly thereafter. The Company’s cultivation facility is licensed as a Tier 7-Indoor facility. As part of its product manufacturing license the Company also constructed an extraction laboratory that uses hydrocarbon solvents to extract cannabinoids from plant material for concentrated products and infused edibles. The extraction laboratory and commercial kitchen commenced operations in January of 2018.

The company opened its first medical cannabis dispensary in Easthampton in January of 2018 and its Springfield dispensary opened in May of 2018. Adult-use sales begin at the Company’s Easthampton dispensary in December of 2018. The Company’s Salem dispensary opened for adult-use sales in November of 2018.

2. Operations Plan

The Company intends to continue to expand and improve its current infrastructure and systems to develop and dispense medical and adult-use cannabis products.

2.1. Cultivation and Production Operations

All products produced by the Company are made in compliance with the Cannabis Control Commission's (the "Commission") regulations and guidance and following industry best practices. The Company bases its cultivation and production forecasting on total projected demand for both medical and adult-use operations. Adequate patient supply of medical cannabis is ensured following the Company's Patient Supply Plan and managed by the Company's demand planning and forecasting manager who has substantial experience in commercial forecasting and supply chain management.

The Commission's inventory compliance system of record, Metrc's seed-to-sale tracking capabilities along with the Company's own inventory management and point of sale software system, LeafLogix, make it possible to virtually separate both medical and adult-use plants and inventory and to ensure that the Company is able to identify and differentiate between adult-use and medical inventory in all stages of production. A further check to ensure that patient supply is maintained is provided by the Company's inventory manager who coordinates the Company's inventory operations to ensure compliance with the Patient Supply Plan and that a sufficient variety of medical products are available to satisfy patient's needs based on historical and projected demand.

For facilities that the Company operates as colocated marijuana operations (CMOs), medical and adult-use inventories are both physically and virtually separated. The Company's inventory policy for CMOs dictates that its inventory teams are responsible for ensuring that all products that are available to adult-use purchasers will also be available for medical patients.

2.2. Dispensary Operations

Upon entering a Company dispensary, a Company receptionist will verify the credentials of the medical or adult-use customer. Customers will be required to present a valid government identification verifying their age. Customers will only be able to purchase one ounce of cannabis or five grams of cannabis concentrates. The Company will provide a full selection of cannabis products including flower, edibles, concentrates, vaporizers, topicals, and accessories. The

Company will employ a VeriScan card scanning system to verify the authenticity of identifications and prevent over-service.

2.3. Products and Services

The Company currently offers a broad selection of medical and adult-use cannabis products to customers. While the Company seeks to offers to both its medical and adult-use customers with the same products, for some specific products (e.g. capsules and edibles) the Company will provide higher dosed medical products to provide patients with an appropriate dose to treat their medical condition. Below is a list of the Company's medical and adult-use products by dose:

Table 1. Company Products by Dose

	Medical	Adult-Use
Flower:		
Dried Flower	12 cultivars pre-packaged in 1.0, 1.75, 3.5, 7.0, 14.0, 28.0 gram units	12 cultivars pre-packaged in 1.0, 1.75, 3.5, 7.0, 14.0, 28.0 gram units
Ground Flower	Limited cultivars pre- packaged in 3.5, 7.0, 14.0 gram units	Limited cultivars pre- packaged in 3.5, 7.0, 14.0 gram units
Pre-rolls	0.5 and 1.0 gram pre-rolls	0.5 and 1.0 gram pre-rolls
Edibles:		
Chocolate Bars	50 mg bars with ten 5mg bites	50 mg bars with ten 5mg bites
Lozenges	5 mg unit packaged in 50	5 mg unit packaged in 50
Fruit Chew	5 mg unit packaged in 50	5 mg unit packaged in 50
Tincture	150 mg 10ml unit	150 mg 10ml unit
Mints	5 mg units packaged in 50	5 mg units packaged in 50
Concentrates:		
Wax	0.5 g units	0.5 g units
Live Sugar	0.5 g units	0.5 g units
Shatter	0.5 g units	0.5 g units
Crumble	0.5 g units	0.5 g units
Disposable Vaporizer	350 mg pen	350 mg pen
Reusable Cartridge	500 mg and 1,000 mg carts	500 mg and 1,000 mg carts

Capsules	10 mg capsules in 50 and 100 mg packages	5 mg capsules in 50 mg packages
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All products will be pre-packaged prior to reaching the dispensary in child-resistant, re-sealable containers. Additionally, all customers will be provided with opaque exit packaging.

3. Market Analysis

3.1. Massachusetts Outlook

In 2019, adult-use cannabis sales in Colorado were approximately \$1.5 billion¹. Assuming \$7/gram pricing, the implied cannabis demand was approximately 472,000 lbs. (38 grams / person). Massachusetts has a population of 6.9 million persons. If demand is comparable to Colorado, then demand could be 573,000 lbs. of cannabis. As of August 2020, there are 222 approved adult-use retailers in Massachusetts compared to 597 licensed retail in Colorado².

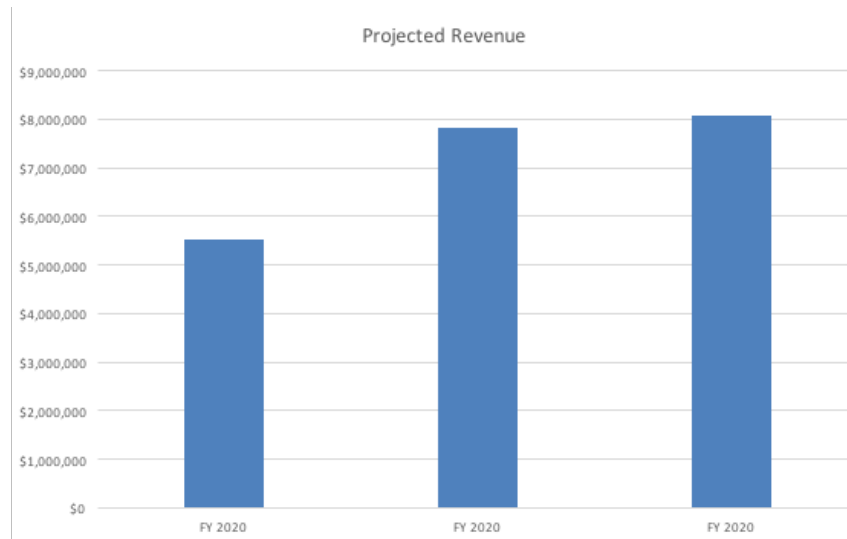
The Company expects there to continue to be a supply-demand imbalance in Massachusetts.

¹ Marijuana Sales Reports. (2020, August 11). Retrieved August 20, 2020, from <https://www.colorado.gov/pacific/revenue/colorado-marijuana-sales-reports>

² MED Licensee Information. (2020, August 06). Retrieved August 20, 2020, from <https://www.colorado.gov/pacific/enforcement/med-licensee-information>

4. Financial Projections

Figure 1. Projected Revenue FY 2020



The Company has an established cannabis brand in Massachusetts. The Company believes these assumptions are extremely conservative given that they do not reflect any cannabis tourism or a broader service area. the Company currently attracts medical patients from as far away as Worcester and Boston to its Springfield and Easthampton dispensaries. These estimates serve as a conservative operating scenario for planning purposes. However, the Company has ample production capacity to meet demand well beyond what is contemplated in this scenario.

5. Capitalization

The Company has sufficient financial resources to operate successfully in the adult-use market. The Company is currently profitable. The Company currently has over \$1M in cash on deposit at financial institutions. The Company expects to generate significant cash flow with the onset of adult-use sales in Easthampton. If necessary, the Company is highly confident in its ability to raise additional debt and/or equity financing from private and institutional investors.

6. Management & Operating Team

The Company's management team has a breadth of experience in healthcare, medical cannabis, finance, development, retail, and compliance. Additionally, the Company's management team has years of experience operating in the Massachusetts medical and adult-use cannabis markets. Below are the biographies of some of the Company's key staff.

6.1. Peter Gallagher – Chief Executive Officer

Peter Gallagher is the Chief Executive Officer (“CEO”) and co-founder of the Company. Since joining the Company in 2017, Mr. Gallagher has grown the company's financial and accounting operations providing the necessary foundation for success. He has developed the company's Accounting and Finance Department, setting up the proper financial infrastructure and controls, managing payables and receivables, monitoring cash balances, and managing cash flow. Additionally, Mr. Gallagher actively evaluates investment opportunities and is responsible for preparing budgets and forecasts, and providing monthly, quarterly, and annual reports to regulators, investors and banking partners. Mr. Gallagher led the Company's equity financing through which the company raised \$10MM in equity capital. From his experience as healthcare investor, he has access to institutional and high net worth capital markets which the Company may access to fund future growth initiatives.

Prior to joining the Company, Mr. Gallagher was a healthcare investor at Ziff Brothers Investments, a multi-billion dollar family office, where he helped to manage the company's healthcare investments. More recently, he was a Managing Director and Partner at Signpost Capital Advisors, a New York based investment fund with several hundred million dollars in assets under management. At Signpost Capital Mr. Gallagher was responsible for managing the healthcare investments for the fund.

Through his experience as a healthcare investor, Mr. Gallagher developed a strong understanding of the financial model for healthcare manufacturing and service businesses including the margin profile, cost structure, working capital requirements, and cash flow profile. Additionally, Mr. Gallagher has been an investor in the medical cannabis industry since 2015. Through his investments he has developed a deep understanding of the regulatory, operational, and financial requirements and challenges in the industry.

Mr. Gallagher is a passionate community member and a community leader of Springfield, MA where he lives. He is a co-founder of the Forest Park Project, a non-profit organization dedicated to multi-faceted approach to opioid abuse and addiction. The Project recently secured a property to be used as transitional housing for those in recovery from opioid abuse.

6.2. Patrick Gottschlicht – Chief Operating Officer

Patrick Gottschlicht is a co-founder and the Chief Operating Officer (“COO”) of Insa. Mr. Gottschlicht has developed and currently oversees the cultivation, manufacturing, and dispensing operations at all the Company’s sites since its inception in 2017. He is experienced in developing production schedules, scaling and streamlining operations, and managing costs. Additionally, he also has experience recruiting, hiring, developing, and managing employees.

Mr. Gottschlicht has extensive knowledge and experience managing construction projects. He served as the project manager for the Company’s Easthampton, Salem, and Springfield construction projects. He was responsible for overseeing the development of the architectural and mechanical plans, preparing the construction budget and timeline, contracting the project, and delivering the project on schedule and budget.

Mr. Gottschlicht has a successful track record as an operator and an entrepreneur. Mr. Gottschlicht is a co-founder and owner of the Munich Haus Restaurant in Chicopee, MA. Munich Haus is a family owned German-style restaurant and event space that has been a fixture of Chicopee since 2004. Mr. Gottschlicht has also built a real estate development and management company.

Inspired by the loss of a close friend and the ongoing opioid epidemic, Mr. Gottschlicht co-founded the Forest Park Project, a non-profit organization dedicated to multi-faceted approach to opioid abuse and addiction. The Project recently secured a property to be used as transitional housing for those in recovery from opioid abuse.

Energy Compliance Plan

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1. Overview

Pursuant to 935 CMR 500.105(15), 935 CMR 501.105(15), and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed an Energy Compliance Plan to more accurately measure and reduce its use of electricity and lessen the Company’s environmental impact. This plan includes the Company’s deliberative process for making energy use and environmental decisions and the Company’s objectives for energy use reduction and future programs.

2. Energy Use Reduction

The Company’s facility manager, cultivation manager, and operations manager - cultivation, periodically review the facility's power and water usage with members of the Company’s Senior Leadership Team in order to identify opportunities to reduce overall resource usage and capital expenditure—including total electric demand and peak load.

2.1. Lighting Schedules

As part of the review of the facility’s overall resource usage, the Company performs a comparison of the electric usage information contained in the facility's utility bills to the lights per room/scheduled light cycles for each room to calculate energy use, illumination density, and peak load.

In the past year, the light cycle for Phases 1 and 2 of the Company’s cultivation facility have been revised to minimize the number of rooms operating simultaneously. The cultivation facility’s lighting schedule is included as Table 1.

Table 1. Cultivation Facility Lighting Schedule

Room	Time On	Time Off
Bloom 1.1	7:30 AM	7:30 PM
Bloom 1.2	7:15 AM	7:15 PM
Bloom 1.3	7:00 AM	7:00 PM
Bloom 1.4	12:15 AM	12:15 PM
Bloom 1.5	12:00 AM	12:00 PM
Bloom 1.6	12:20 PM	12:20 AM
Bloom 1.7	12:30 PM	12:30 AM
Vegetative 1.1	6:15 AM	12:00 AM
Vegetative 1.2	6:00 AM	12:00 AM
Vegetative 1.3	5:30 AM	11:30 PM
Bloom 2.1	7:30 AM	7:30 PM
Bloom 2.2	7:15 AM	7:15 PM
Bloom 2.3	7:00 AM	7:00 PM
Bloom 2.4	6:45 AM	6:45 PM
Bloom 2.5	6:30 AM	6:30 PM
Bloom 2.6	6:15 AM	6:15 PM
Bloom 2.7	6:00 AM	6:00 PM
Bloom 2.8	5:45 AM	5:45 PM
Vegetative 2.1	5:30 AM	11:30 PM
Vegetative 2.2	5:15 AM	11:15 PM

3. Energy Use Reduction Opportunities

As part of the Company’s periodic review of facility resource usage, the facility manager, cultivation manager, and operations manager – cultivation will identify energy reduction opportunities throughout the facility and consider strategies for their implementation. The highest priority areas of opportunity for energy use reduction along with the progress or strategies for their implementation are included on the following page as Table 2.

Table 2. Energy Use Reduction Opportunities

Energy Use Reduction Strategy	Implementation
Install additional electric metering devices	Additional meters are in the process of being installed to allow electric usage on each floor of the Company's facility to be assessed separately.
Install additional water metering devices	Additional meters are not needed. The facility's water usage can be assessed using the data from the GPod controllers used to control environmental conditions in the cultivation facility.
High Efficiency LED Horticultural Lighting	<p>Will be purchased and installed in Phase 3 of the cultivation facility (currently under construction).</p> <p>After a trial period to determine efficacy and proper use of this equipment, it will also be installed in the Phase 1 and Phase 2 areas of the facility – allowing for compliance with the Commission's lighting efficiency and illumination density requirements for cannabis cultivation after the expiration of the Energy Compliance Extension at the beginning of 2021.</p>
Peak Load Assessment and Lighting Schedule	The facility's lighting schedule was revised in Q4 of 2019 to optimize resource efficiency.
Electric or Hybrid Electric Transport Vehicles	The Company purchased and equipped an additional transport vehicle but determined that neither electric or hybrid electric vehicles would meet the Company's specifications for the range and cost.
Natural Lighting in Retail Facilities	<p>The Company's Springfield and Easthampton retail facilities were determined to have the potential to reduce energy use by relying on the skylight in Springfield, and the large south-facing (but covered/frosted) windows in Easthampton.</p> <p>It was determined that this would detract from customer experience.</p>

3.1. Mass Save Energy Audit

In addition to its own periodic review of overall facility resource usage, the Company commissions an annual energy audit conducted by Mass Save to assist in identifying opportunities for efficiency or upgrades that will reduce total facility energy usage.

4. Renewable Energy

The Company's Easthampton facility is located in a renovated mill building surrounded by other buildings and residences. This makes on site generation and storage of renewables challenging. The Company has explored the possibility of installing solar panels on the facility's roof and found that the roof does not have an appropriate load limit to support such a system.

Other options that are under consideration include the purchase and construction of an off-site solar or wind farm to offset the energy used in the Company's operations, or the purchase and retire of renewable energy credits (RECs) to offset the energy used in the Company's cultivation facility.

5. Energy Compliance Waiver

The Company has received a compliance extension from the Commission allowing it to provide reporting on its energy use in order to extend the compliance deadline for some of the Commission's cultivation lighting efficiency requirements.

The Company will complete this survey twice, once on October 1, 2020 (reporting on the period between July 1, 2020 and September 30, 2020) and again on January 4, 2021 (reporting on the period between October 1, 2020 and December 31, 2020).

Qualifications and Training Plan

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1. Overview

Pursuant to 935 CMR 500.105(2), 935 CMR 501.105(2), and 935 CMR 502.105(2) and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed the following Qualifications and Training Plan in order to fully and effectively train its employees and to hire the most qualified candidates. This plan describes in detail the Company’s policies and procedures developed to provide employees with comprehensive trainings in order to maintain regulatory compliance, uphold Company values and standards, and to protect the health and safety of employees, customers, and the general public.

This plan also describes the Company’s hiring and recruiting practices, developed to ensure that the Company hires the most qualified candidates in a fair and lawful manner.

2. Staffing Plan

Pursuant to 935 CMR 500.105(1)(i) and 935 CMR 501.105(1)(i) the Company has developed the following Staffing Plan in order to adequately staff its proposed facility to cultivate, manufacture, and dispense cannabis in a lawful, effective, and efficient manner. Table 1 contains a complete listing of positions projected for the effective operation of the Company’s facilities.

Table 1. Staffing Plan Table

Home Location	Department	Position	FT Positions
Corporate	Accounting and Finance	Bookkeeper	1
Corporate	Accounting and Finance	Chief Financial Officer	1
Corporate	Accounting and Finance	Staff Accountant	3
Corporate	Business Operations	Chief Executive Officer	1
Corporate	Business Operations	Chief Operating Officer	1
Corporate	Business Operations	Demand Planning and Forecasting Manager	1
Corporate	Business Operations	Director of Operations	1
Corporate	Business Operations	Inventory Data Specialist	1
Corporate	Business Operations	New Markets Manager	1

Home Location	Department	Position	FT Positions
Corporate	Business Operations	Operations Manager – Cultivation	1
Corporate	Business Operations	Operations Manager – Production	1
Corporate	Business Operations	Purchasing Manager	1
Corporate	Compliance	Compliance Officer	2
Corporate	Compliance	Director of Compliance	1
Corporate	Human Resources	Community Outreach & Training Coordinator	1
Corporate	Human Resources	Director of Human Resources	1
Corporate	Human Resources	Employee Development Specialist	1
Corporate	Human Resources	Human Resources Assistant	1
Corporate	Sales and Marketing	Chief Marketing Manager	1
Corporate	Sales and Marketing	Marketing Manager	1
Easthampton	Cultivation	Assistant Cultivation Manager	2
Easthampton	Cultivation	Cultivation Floor Supervisor	1
Easthampton	Cultivation	Cultivation Lead	3
Easthampton	Cultivation	Cultivation Manager	1
Easthampton	Cultivation	Cultivation Technician	16
Easthampton	Facility Management	Facility Manager	1
Easthampton	Facility Management	Facility Management Associate	1
Easthampton	Facility Management	HVAC Technician	1
Easthampton	Facility Management	Sanitation Associate	1
Easthampton	Inventory Management	Inventory Coordinator (Cultivation)	1
Easthampton	Inventory Management	Inventory Coordinator (Production)	1
Easthampton	Inventory Management	Inventory Coordinator (Retail)	1
Easthampton	Inventory Management	Inventory Manager	1
Easthampton	Inventory Management	Inventory Specialist (Cultivation)	2

Home Location	Department	Position	FT Positions
Easthampton	Inventory Management	Inventory Specialist (Production)	2
Easthampton	Inventory Management	Inventory Specialist (Retail)	2
Easthampton	Kitchen	Kitchen Associate	1
Easthampton	Kitchen	Kitchen Lead	1
Easthampton	Kitchen	Kitchen Manager	1
Easthampton	Laboratory	Laboratory Lead	1
Easthampton	Laboratory	Laboratory Manager	1
Easthampton	Laboratory	Laboratory Technician	5
Easthampton	Packaging	Packaging Associate	12
Easthampton	Packaging	Packaging Lead	8
Easthampton	Packaging	Packaging Manager	1
Easthampton	Retail	Retail Assistant Manager	2
Easthampton	Retail	Retail Associate	18
Easthampton	Retail	Retail District Manager	1
Easthampton	Retail	Retail Lead	4
Easthampton	Retail	Retail Manager	1
Easthampton	Trim	Trim Associate	8
Easthampton	Trim	Trim Lead	2
Easthampton	Trim	Trim Manager	1
Salem	Asset Protection	Security Associate	3
Salem	Asset Protection	Security Lead	2
Salem	Inventory Management	Inventory Coordinator	1
Salem	Inventory Management	Inventory Specialist	4
Salem	Retail	Retail Assistant Manager	3
Salem	Retail	Retail Associate	16
Salem	Retail	Retail Lead	4
Salem	Retail	Retail Manager	1
Springfield	Asset Protection	Security Associate	2
Springfield	Asset Protection	Security Lead	1
Springfield	Inventory Management	Inventory Coordinator	1
Springfield	Inventory Management	Inventory Specialist	2

Home Location	Department	Position	FT Positions
Springfield	Retail	Retail Assistant Manager	1
Springfield	Retail	Retail Associate	8
Springfield	Retail	Retail Lead	2
Springfield	Retail	Retail Manager	1
		Total:	180

2.1. Recruiting and Hiring

The Company's Human Resources Department has developed effective hiring and recruiting practices consistent with all applicable state and federal labor laws. Under the direction of the director of human resources, the Company has created materials and procedures including an internal hiring approval process and forms, standardized interview questions and practices, and detailed onboarding and orientation procedures to identify the most qualified candidates for each position and to prevent any bias or discrimination.

3. Employee Training Program

The Company has developed a comprehensive Employee Training Program to ensure employees receive the training required for the safe, lawful, and effective cultivation, manufacturing, and dispensing of cannabis and cannabis products. This program includes all required trainings pursuant to 935 CMR 500.105(2), 935 CMR 501.105(2), and 935 CMR 502.105(2) and also includes in-depth trainings on security measures, relevant operational procedures, product knowledge, and on any other area critical to maintaining compliance with state, local, and federal laws.

3.1. Training and Education Coordinator

The Company's Employee Training Program is administered by the Company's training and education coordinator. The training and education coordinator is responsible for the creation of new hire training materials, such as Quick Start Guides (QSG) which are concise step-by-step reference materials. The training and education coordinator also develops and creates additional

training materials such as handouts, posters, and presentations to supplement continued training and employee education.

The training and education coordinator maintains and revises training materials as needed in accordance with regulatory, procedural, or operational changes. Additionally, the training and education coordinator maintain a training database containing all training and materials as well as records of training sessions completed by employees.

The Company's director of human resources works with the training and education coordinator to review employee training records on a regular basis to ensure completion of mandatory trainings by all employees.

3.2. Learning Management System

The Company is currently expanding its training program to utilize a learning management system (LMS) to provide virtual trainings and evaluations. This will allow the Company to disseminate trainings more quickly and efficiently across the Company.

Additionally, the Company will leverage the data collected by trainings and evaluations completed in the LMS to measure the success of its training program and target areas for improvement.

4. Responsible Vendor Training Program

The training and education coordinator schedules and arranges for employee completion of the state-mandated responsible vendor training. All Company employees complete responsible vendor training by an approved responsible vendor within 90 days of employment and annually thereafter pursuant to 935 CMR 500.105(2)(b).

The training and education coordinator maintains records related to responsible vendor training that include, at minimum, the following:

- Employee Name
- Agent Identification Card Number
- Date of Hire
- Date of Responsible Vendor Training Completion
- Proof of Responsible Vendor Training Completion
- Approved Responsible Vendor Name

The director of human resources reviews records related to the Responsible Vendor Training Program on a quarterly basis to ensure the Company maintains compliance with 935 CMR 500.105(2)(b). The Company will only complete responsible vendor training with vendors listed by the Commission as approved responsible vendors.

5. Employee Training Materials and Procedure

The following is a description of the materials and procedures the Company has developed to ensure employees are trained in compliance with all Commission regulations and guidance, and all company policies and standards.

5.1. Standard Operating Procedures

The Employee Training Program utilizes the Company's set of standard operating procedures (SOPs). The Company's SOPs are a comprehensive set of documents containing step-by-step instructions describing in detail all procedures that occur as part of the Company's regular operations. The Company's SOPs help to ensure compliance with Company policies, external regulation, quality control and consistency of process, improving performance management, and standardizing training and implementation of new processes.

SOPs are organized in a digital library allowing for ease of access and use. SOP development and review is managed by the Compliance Department in collaboration the Operations Team and applicable department leadership to ensure compliant, accurate, and effective SOPs. SOPs are regularly audited by the Compliance Department and are reviewed and updated in a timely manner after any change in applicable regulations or operational procedures.

All new and updated SOPs are issued to the training and education coordinator who is responsible for updating training materials accordingly. The training and education coordinator also initiates employee retraining for new procedures when applicable.

5.2. Training Schedule

The training and education coordinator is responsible for ensuring all employees complete state and company mandated trainings compliantly and promptly. In order to ensure that all employees complete the state mandated responsible vendor training, the Company will schedule employees to attend a state approved webinar offered by a responsible vendor within 90 days of hire. The Company may also arrange for in person classes conducted by an approved responsible vendor.

After the employee has completed their initial responsible vendor training, The Company will maintain receipt of completion for a period of seven years following the termination of the employee pursuant to 935 CMR 500.105(9)(d) and 935 CMR 501.105(9)(d). The Company also maintains a digital tracking system to ensure employees complete responsible vendor training on an annual basis.

Employees receive a minimum eight hours of training per year pursuant to 935 CMR 500.105(2)(a), 935 CMR 501.105(2), and 935 CMR 502.105(2) including responsible vendor training. Additional ongoing training includes presentations, informational meetings, and team building activities that emphasizes necessary skills and procedures. The training and education coordinator tracks all records of employee training in the digital tracking system to ensure completion of this requirement.

5.3. Training Modules and Profiles

The Company utilizes training modules and training profiles as organizational units to aid in the implementation of the Employee Training Program. Each is outlined in detail in the following sections.

5.3.1. Training Modules

The Company divides training into cohesive and manageable segments called training modules. Training modules include SOPs, QSGs, policies, along with other materials and may also include informational presentations on topics such as product knowledge and customer service skills.

Training modules are organized in order to maximize information retention. All employee training begins with federal, state, and local laws and security procedures, then proceeds to specialized job responsibilities such as register training. For example, pursuant to 935 CMR 500.110(4)(d) and 935 CMR 501.110(4)(d), all employees are trained on proper agent identification card protocols. Each module will have a training portion, daily review, and culminates with a final examination. An up to date list of Training Modules will be available upon request pursuant to 935 CMR 500.105(9)(d), 935 CMR 501.105(9)(d), and 935 CMR 502.105(9).

5.3.2. Training Profiles

Training profiles are collections of training modules applied to different Company positions or job responsibilities. As the Company continues to develop, more training profiles may be developed and added by the training and education coordinator. In addition to receiving training

based on the appropriate training profile, all employees receive required trainings. The following table is example of Retail Department training profiles and their corresponding courses.

Table 2. Retail Training Profiles

Profile Name	Staff included in profile (Job Titles)	Names of Training Courses in Profile
Company Leadership	Executives, Directors, Managers	Sexual Harassment
Retail Basics	Retail Associate, Retail Lead, Retail Assistant Manager, Retail Manager, Retail GM	Policy & Employee Conduct Opening, Closing, & Store Maintenance Customer Service The Front Desk The Register & Cash Handling General Policies for Leadership Customer Troubleshooting Drawers, Deposits, & Discounts Leadership Opening and Closing Menu Updating Sales Floor Inventory
Management Training	Retail Lead, Retail Assistant Manager, Retail Manager, Retail GM	Manager Trainer Concierge Role Prevention of Overselling Purchaser Confidentiality Incident Reporting Denial of Service Returns and Exchanges Transaction Troubleshooting Cash Deposit Creation Change Fund Verification Drawer Setup Final Asset Collection Employee Purchases Drawer Setup Daily Summary Manager Opening/Closing Drawer Reset

6. Retail Department Training

Due to the high degree of knowledge and skill required of Retail Department staff, including technical product knowledge, high standards of customer service and adherence to regulatory compliance, the Company has developed a training program specifically for Retail Department staff. The following is a brief overview of some of the features of this program.

6.1. Designated Trainers

The training and education coordinator works with Retail Department managers to select designated trainers from its staff. To be considered for selection, an employee must have completed their 90-day introductory period and be in good standing with the Company with no major disciplinary actions. Once selected, a designated trainer receives in depth training by the training and education coordinator including instruction on conducting employee training and retraining. Designated trainers also receive access to additional training and reference materials such as answer keys to review portions and final examinations.

6.2. Daily Training Checklists

In order to ensure that all training modules are completed and conducted in the appropriate order, and that all relevant standard operating procedures (SOPs) and QSGs are explicitly covered, the Company maintains daily training checklists. These checklists contain a list of all components required for each module. At the completion of the training module, both the employee being trained, and the designated trainer check off each item listed. After all items have been completed, the sheet is signed and dated by both parties.

If a certain material or procedure was not covered, the item is highlighted on the checklist for completion at the next training session. When that item has been completed, it is dated and initialed by the employee and designated trainer.

6.3. Daily Training Reviews

Each daily training checklists includes a review portion. These reviews utilize written tests that focus on compliance, federal, state, and local laws, product knowledge, safety training, and other topics. Each training module has a daily training review portion that the employee completes the day after receiving the training.

If an employee scores less than 70% on a daily training review, they are required to retake the training module. This Review prepares employees for the final training examination, as these tests are built upon the daily training reviews. The review questions help reinforce areas of importance.

6.4. Final Examinations

On the final day of a Retail Department employee's initial training, employees are required to take multiple final training examinations. In order to successfully complete the training, the employee must pass every test with a score of 80% or better. This ensures employees have established the required knowledge to conduct their responsibilities safely, compliantly, and effectively. Upon successful completion, the employee receives a certificate from the training and education coordinator.

If an employee does not pass a final training examination, the employee may receive up to two days of additional training to cover the materials and procedures of which the employee's knowledge was deficient. These trainings are facilitated by a Retail Department manager or member of Company Leadership. At the end of the extended training period the final training examinations will be retaken. If a failure occurs again, there will be a meeting held between the employee and management on the employee's suitability for the role or to investigate and identify areas the training may have failed.

6.5. Employee Observations

Trainees progress also is evaluated regularly using the two following methods. The first is competency checklists. After the initial phase of training, an employee may be asked to perform a task while being observed by a designated trainer or Retail Department manager. The observer will have a checklist listing the procedures the employee must follow while performing the task. After the checklist is complete, it is reviewed with the employee to reinforce success and correct any mistakes.

Additionally, another method used by the Company to evaluate and provide feedback are periodic performance observations. These observations are performed by Retail Department management while an employee conducts their regular responsibilities. Observations are carried out using a standardized form that include metrics such as register accuracy, product knowledge, and adherence to regulatory compliance, among others.

7. Employee Retraining

In addition to trainings required annually or during an employee's introductory period, there are circumstances where additional training will be required. Further, the Company recognizes the importance of keeping its employees informed on all subjects related to cannabis, particularly regarding federal, state, and local regulations.

7.1. Training Briefs

The training and education coordinator works closely with department managers and Company Leadership in order to establish areas of need and to monitor operational or regulatory changes and developing concerns. The training and education coordinator develops lesson plans and creates training materials such as informational presentations, and training briefs. Training briefs are 15-minute retraining sessions conducted while staff is gathered at morning and/or nightly meetings.

These sessions are reinforced by physical training materials such as handouts and posters hung in employee high visibility areas. Additionally, the training and education coordinator utilizes the library of educational presentations developed by the Company, covering various topics such as safety protocols, safe and lawful cannabis use, the history of cannabis legality, and the chemical composition of cannabis, among others. These presentations and materials are adapted to suit any retraining opportunity, including sudden regulatory changes that require additional training.

7.2. Events Which Initiate Retraining

The following are events or circumstances which initiate employee retraining. The type and scope of retraining required are determined on a case-by-case basis by the training and education coordinator and applicable department managers and Company Leadership depending on the nature of the event or circumstance.

7.2.1. Regulatory, Operational or Procedural Changes

In the event of a regulatory, operational, or procedural change, the Compliance Department will revise or develop a new SOP. After the approval process is completed, the Compliance Department will issue the SOP to the applicable department manager and the training and education coordinator. The training and education coordinator will then revise all training materials and procedures to reflect the newly issued SOP.

In collaboration with the department managers and Company Leadership, the training and education coordinator will determine the scope and type of retraining required and will oversee implementation of the required training.

Corrective Actions

There are several types of corrective actions that the Company may initiate in the instance of employee error or substandard work. The employees' department manager may assign the employee to retake one or more training modules or request personalized training to address the issue.

If personalized training is requested, the training and education coordinator will design and oversee the training. In the case of trainings initiated by corrective action, the trainings will be evaluated and established on a case by case basis.

8. Compliance Training

All employees receive in-depth compliance training. Compliance training is tailored to an employee's role and responsibilities but includes, at a minimum, a detailed overview of all pertinent Commission regulations, and any other applicable federal, state, and local laws. These trainings will also cover issues related to diversion, education, and the safe and lawful handling of cannabis. In addition to receiving compliance training during their initial training period, all employees receive compliance training on an annual basis.

8.1. HIPAA and OSHA Training

The Company also conducts training on the Health Insurance Portability and Accountability Act (HIPAA) and the Occupational Safety and Health Act (OSHA). The Company ensures employees understand these regulations as they relate to their job duties and responsibilities and are informed of the procedures the Company has established to identify and correct safety concerns.

9. Security Training

All employees receive comprehensive training on the Company's security and safety procedures. This training includes, where appropriate, a facility tour and a detailed overview of the Company's Emergency Action Plan and any other relevant security protocols. The facility tour

includes a walkthrough of the facility's limited access areas, the locations of all emergency exits, and the locations of panic buttons. Emergency exits are shown immediately and will be reinforced through annual fire drills.

Employees are also trained on the usage and policy regarding radio-frequency identification (RFID) card access system and other security features present in the facility. Security training will be completed by all employees on an annual basis.

Employees working in the Asset Protection Department will be trained to fulfill all requirements of 935 CMR 500.110, 935 CMR 501.110, and 935 CMR 502.110.

9.1. Safety Training

In order to maintain a safe and clean work environment, all applicable employees will undergo safety training. Employees will be trained on cleanliness standards, such as acceptable hygiene and cleanliness standards. This training also emphasizes instances when additional protective and/or sanitary equipment is to be used, and where appropriate personal protective equipment (PPE) is located.

10. Recordkeeping and Oversight

Pursuant to 935 CMR 500.105(9)(d), 935 CMR 501.105(9)(d), and 935 CMR 502.105(9) all training records will be maintained by the training and education coordinator. The training and education coordinator will record, at a minimum, the following information:

1. Employee name
2. Employee department
3. Number of training hours fulfilled
4. Date of completed training
5. Date of retraining, if required
6. Employee quiz score, if applicable
7. Name of trainer
8. Trainer overall evaluation score

Once a training has been completed, the Human Resources Department will enter all information into the Company's human resources information system (HRIS) for recordkeeping purposes. This system allows the training and education coordinator to be notified when employees' annual trainings are approaching renewal. In addition to this digital database, the training and education

coordinator generates a certificate of completion of the Employee Training Program to be given to employees. A copy of this certificate is maintained in employees' personnel files.

Diversity Plan

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1. Overview

Pursuant to 935 CMR 500.101(1)(c)8.k., 935 CMR 501.101(1)(c)8.k., and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed the following Diversity Plan to promote equity among the following groups as defined:

1. Minorities
2. Women
3. Veterans
4. People with disabilities
5. Individuals of the LGBTQ+ Community

This plan, and any actions taken by the Company, will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of marijuana establishments.

Additionally, any actions taken, or programs instituted by the Company will not violate the Commission’s regulations with respect to limitations on ownership or control or other applicable state laws.

1.1. Goals

The Company has defined the following goals in order to promote equity among individuals of the groups listed above:

1. To maintain a diverse workforce that is representative of the communities in which the Company operates by striving to meet or exceed the following target demographics for each of the Company’s facilities:

Table 1. Target Demographics

	Easthampton, MA: MR281680, MC281268, MP281426	Salem, MA: MR281892	Springfield, MA: MR282632
Minorities	30%	30%	40%
Women	50%	50%	50%
Veterans	5%	5%	5%
People with disabilities	5%	5%	5%
Individuals of the LGBTQ+ Community	20%	20%	20%

2. To provide employees who are members of the groups listed above with the support and resources needed to aid in their professional development and facilitate the achievement of their career goals by ensuring that at least 50% of the resources offered as part of the Company's Career Development and Mentorship Program and Scholarship Program are dedicated to employees who are members of the groups listed above.
3. To ensure that employees who are members of the groups listed above are actively engaged with developing the Company's vision and goals by forming a Diversity and Inclusion Committee composed of at least 60% of employees who are members of the groups listed above.

In order to achieve these goals, the Company has developed a set of programs described in the following section.

2. Programs

The Company has developed the following programs in order to achieve its goals, as stated above. Each program includes specific qualitative and quantitative measures that the Company will use to determine the success of each program.

The Company's Human Resources Department under the direction of the director of human resources will utilize these measurements to conduct an annual review of these programs to ensure that the conditions of this plan are being met and that the Company is achieving its stated goals. As part of this annual review the Human Resources Department will generate a report detailing the Company's progress to achieve its stated goals to be presented to Company Leadership.

Baseline Measurements:

The Company will review the demographics of the Company and the communities in which the Company operates on an annual basis to evaluate the effectiveness of the programs and ensure that the Company meets its demographic goals as listed above:

1. Number of employees that are members of the groups listed above, per facility.
2. Number of employees who have been hired in the previous year who are members of the groups listed above, per facility.
3. Demographic data on each of the following groups for each municipality in which the Company's facilities are located, if available.

2.1. Job Outreach Program

The Company has developed a Job Outreach Program to ensure candidates who are members of the groups listed above have the opportunities and resources to needed access positions at the Company. The Job Outreach Program consists of two components:

1. Partnerships with organizations that provide resources and skill building for individuals who are members of the groups listed above.
2. Job fairs in areas in which individuals in the groups listed above are represented.

Measurements:

The following measurements will be used to track the success of the Job Outreach Program:

1. At least twice per year the Company will participate in presentations or events in partnership with an organization that provides resources and skill building to individuals who are members of the groups listed above.
 - a. Number of individuals who are members of the groups listed above that attend these presentations or events.
2. At least twice per year the Company will host or participate in a job fair in an area in which individuals who are members of the groups listed above are represented.
 - a. Number of individuals who are members of the groups listed above that attend these job fairs.
 - b. Number of employees who are members of the groups listed above that are hired through these job fairs.

2.2. Career Development and Mentorship Program

In order to ensure that employees who members of the groups listed above receive adequate support in their professional development and in achieving their career goals, the Company has developed a Career Development and Mentorship Program. Resources provided to employees as part of this program include the following:

- Scheduled mentorship sessions with members of Company Leadership
- Hands-on training with experienced employees
- Access to industry training courses or relevant certification
- Resume and cover letter writing training and resources
- Networking opportunities

The Company's Human Resources Department will process all employee requests and administer the appropriate resources.

All company employees will be eligible to apply to participate in the Career Development and Mentorship Program, however, requests submitted by employees who are members of the groups listed above will be given priority and at least 50% of the resources available as part of this program will be reserved for employees who are members of the groups listed above.

Upon hire, all employees will receive an informational handout describing this program. Additionally, all employees will be regularly notified of updates and opportunities related to this program through email memoranda and flyers located in high visibility areas such as bulletin boards in breakrooms.

Measurements:

The following measurements will be used to track the success of this program:

1. Number and percentage of employees who received mentorship or resources through this program that are members of the groups listed above.
2. At least once per quarter the company will send an email communication related to this program.
 - a. Number of company-wide emails sent to employees related to this program.

2.3. Scholarship Program

In order to provide employees who are members of the groups listed above with financial assistance for continuing education and training the Company has developed a Scholarship

Program. The Company will award four scholarships of up to \$2,500 annually to four employees to use toward continuing education programs through a college or university or through an organization that provides a course or license relevant to the employee's work at the Company.

The Company will conduct a month-long application period on an annual basis to collect applications from employees for participation in its Scholarship Program. Applications will take into consideration a candidate's Company work record, career and volunteer accomplishments including letters of reference, a personal statement, and career goals.

Applications will be reviewed by the Human Resources Department for completion and scored. Company Leadership will review applications and vote to award the top four applicants with scholarships. At least one scholarship per year will be awarded to an employee who is a member of one of the groups listed above.

Upon hire, all employees will receive an informational handout describing this program. Additionally, all employees will be regularly notified of updates and opportunities related to this program through email memoranda and flyers located in high visibility areas such as bulletin boards in breakrooms.

Measurements:

The following measurements will be used to track the success of this program:

1. At least one scholarship per year will be awarded to an employee who is a member of one of the groups listed above.
 - a. Number of scholarships awarded to employees who are members of the groups listed above.
 - b. Number of scholarship applications received from employees who are members of the groups listed above.

2.4. Diversity and Inclusion Committee

In order to ensure employees who are members of the groups listed above are actively engaged with developing the Company's vision and goals, the Company has established a Diversity and Inclusion Committee. The scope of the committee includes, but is not limited to, the following:

1. Providing input to Company Leadership on supporting the Company's diversity and inclusion efforts and new initiatives.
2. Participating in Company-sponsored community events, as needed.
3. Preparing recommendations for Company Leadership to meet and exceed diversity goals and commitments.

-
4. Reviewing and recommending updates to training programs.
 5. Providing suggestions for hiring strategies to create a more diverse workforce.

Upon hire, all employees will receive an informational handout describing the Diversity and Inclusion Committee. Additionally, all employees will be regularly notified of updates and opportunities related to the Diversity and Inclusion Committee through email memoranda and flyers located in high visibility areas such as bulletin boards in breakrooms. All employees will be informed of opportunities to join the Diversity and Inclusion Committee through company-wide email memoranda.

Measurements:

The Company will utilize the following measurements to ensure the effectiveness and employee participation in the Diversity and Inclusion Committee:

1. The Diversity and Inclusion Committee will meet at minimum once a month and will maintain attendance of at least 75% of its members at any one meeting.
 - a. Documentation of Diversity and Inclusion Committee meetings including agendas and minutes.
2. In order to ensure representation among the groups listed above, the Diversity and Inclusion Committee will be composed of at least 60% of employees who are members of the groups listed above.
 - a. Number of individuals who are members of the groups listed above that are members of the Diversity and Inclusion Committee.
3. At least once per quarter the company will send an email communication related to the Diversity and Inclusion Committee.
 - a. Number of company-wide emails sent to employees related to this program.

Maintenance of Financial Records

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1. Overview

Pursuant to 935 CMR 500.105(9), 935 CMR 500.140, 935 CMR 501.105(9), 935 CMR 501.140 and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed the following plan describing in detail the Company’s policies and procedures related to the maintenance of financial records. For the purposes of this plan financial records will include the following:

- Assets and liabilities
- Monetary transactions
- Books of accounts with supporting documents
- Sales records including the quantity, form, and cost of cannabis products
- Salary and wages paid to each employee
- Any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with the Company.

Pursuant to 935 CMR 501.140(5)(d), records relating to medical-use patient purchases will also include: the date and time of the transaction; name of the establishment agent conducting the transaction; the specific name, strength, dose, quantity, and type of cannabis products sold; the name of the patient, and when applicable, the name of the personal caregiver receiving the product.

All contracts, purchase orders, invoices, payroll reports, receipts, and sales reports are stored electronically and are available to the Commission upon request. All records are stored in accordance with the Company’s record keeping policies. Additionally, records are maintained pursuant to 830 CMR 62C.25.1: Record Retention and Department of Revenue (DOR) Directive 16-1 regarding record keeping requirements.

2. Retail Financial Records and Policies

The Company produces several types of financial records and data during the course of retail operations including records related to cash handling, deposits, transaction processing, inventory data, and daily closing reports.

2.1. Cash Handling

All retail transactions are processed under video surveillance and may be reviewed in the event that an incident occurs relating to cash handling or inventory accuracy. Cash tendered and

change returned is counted casino style within full view of the facility's surveillance cameras. Large bills (\$20 or greater) are marked with counterfeit pen to ensure their validity.

2.2. Change Fund

Company dispensaries maintain change cash of approximately 20% of the rolling 30-day average daily sales on hand for change. Requests for change are made by the Company's retail managers and are recorded using a Change Request Form. The change cash is counted by two different members of Retail Department management who sign off on a Transportation Verification Form once they have confirmed the quantity of change received. Completed Change Request Forms and Transportation Verification Forms are then submitted to the Asset Protection Department for filing and retention.

2.3. Cash Deposits

At the end of the business day, the retail manager will complete a bank deposit slip for the cash collected. The cash and bank deposit slip are then sealed and stored in an approved, insured safe in a Limited Access Area that is under constant video surveillance. Bank deposits are collected by Snyder Security, an armored transport service licensed pursuant to M.G.L. c. 147, § 25 and 935 CMR 500.110(7) and transported to one of the financial institutions where the Company has an account. The cash transport courier prepares a report documenting that amount of cash transport which is reviewed and signed by the retail manager the cash transport courier. A copy of the cash transport report is filed electronically.

2.4. Closing Reports

At the close of business, the retail managers will compare the cash receipts and point-of-banking (debit) reports to the sales report to ensure that cash collected, and sales processed are balanced. The assistant manager on duty will verify the manager's count. Both the manager and the assistant manager sign off on the accuracy of the sales report. Any variances greater than \$10 are reported to Company Leadership.

All variances between the cash/debit receipts and sales report are investigated immediately. The variances are annotated on the sales report as well as logged on the internal Variance Tracker. The sales reports are filed with the corresponding bank deposit slip. Physical and electronic copies of the sales report are stored for the Accounting and Finance Department to review and enter into QuickBooks.

2.5. Transaction Recording and Reporting

The Accounting and Finance Department records financial transactions (such as expenses and sales receipts) in QuickBooks. At the end of the month, the bookkeeper performs the bank reconciliation comparing the Company's accounting records with the corresponding bank records to ensure the accuracy of the financials. The controller reviews the financials and prepare the quarterly financials for review by Company Leadership. Annually, an outside accounting firm performs a full financial audit.

3. Differentiation of Cannabis and Non-Cannabis Sales

The Company's point of sale (POS) and electronic inventory records system, LeafLogix, can be configured to identify cannabis products and non-cannabis accessory products separately and to apply the appropriate tax rate to each type of item pursuant to 935 CMR 500.140(5)(f) and 935 CMR 501.140(5)(c). Non-cannabis sales are recorded in a manner that complies with Massachusetts tax laws, and DOR rules and regulations including, but not limited to, 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements.

4. Inventory Reporting

The Company's Inventory Management Department is responsible for daily and monthly inventory audits to ensure the accuracy of the Company's inventory records in LeafLogix and that the records in LeafLogix match the records in Metrc. At least annually, the Company conducts a comprehensive inventory audit, the records of which include, at 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 count.

4.1. Patient Supply Requirements

The Company will maintain records differentiating wholesale products from the rest of its inventory in order to ensure compliance with patient supply requirements pursuant to 935 CMR 501.105(8)(j).

4.2. Waste Disposal

The Company will retain all disposal records pursuant to 935 CMR 500.105(12) and 935 CMR 501.105(12). Disposal manifests will be retained for at least three years and any records pertaining to an ongoing investigation or which the Commission instructs the Company to preserve will be retained until notice is received that the investigation is complete or that retention of such records is no longer required.

5. Corporate Financial Records and Policies

In addition to recording and reporting financial and inventory information generated in the course of retail operations, the Company's Accounting and Finance Department maintains all other required financial information including information relating to payroll, accounts payable and receivable, sales tax, and corporate income taxes. The Company maintains all records pursuant to 830 CMR 62C.25.1.

5.1. Payroll

The Company conducts payroll on a bi-weekly schedule. All non-exempt employees are required to record their hours in the timeclock module of the Company's payroll software. At the end of the pay period, department managers review the hours recorded in the timeclock and compare the hours to the employment schedules. If there are any discrepancies, the manager will investigate and resolve the discrepancies before approving the employee's hours. The hourly report is then reviewed by the Accounting and Finance Department. The payroll is approved by the controller then the chief financial officer (CFO) before finalizing with the Company's payroll provider.

5.2. Accounts Payable and Receivable

All capital purchases or orders greater than \$5,000 require a purchase order to be completed by the purchasing department and then are reviewed by the Accounting and Finance Department. Purchase orders are filed and verified against the invoices received from the vendor. After confirming the accuracy of the invoice, the Accounting and Finance Department will submit payment to the vendor. All checks are prepared by the CFO and approved by the chief executive officer (CEO).

Receipts and invoices are required for all purchases. All receipts and invoices are scanned and stored electronically. At the end of the month, the Accounting and Finance Department reviews all the purchases and invoices during the bank reconciliation process. Any discrepancies are reported to the CFO and CEO.

5.3. Sales and Corporate Income Tax

The Company pays sales taxes on a monthly basis. The Company generates a report calculating the monthly sales tax liability based on the sales receipts for items on which sales tax is required. Sales tax is submitted through MassTaxConnect, the Massachusetts Department of Revenue's online tax portal. An outside accounting firm prepares the Company's annual tax returns and calculate income tax liability.

6. Electronic Financial Records Protection

The Company conducts a monthly analysis of its equipment and sales data to ensure that no software has been installed that could be utilized to manipulate or alter sales data and that no other methodology has been employed to manipulate or alter sales data. The Company will maintain records that it has performed this monthly analysis and will produce these records if requested by the Commission or other agency acting within their jurisdiction.

If it is determined that software has been installed for the purpose of manipulation or alteration of sales data or other methods have been utilized to manipulate or alter sales data, the Company will immediately report the incident to the Commission, and will cooperate in any investigation of the security breach and will take any other action directed by the Commission.

Recordkeeping Procedures

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1. Overview

Pursuant to 935 CMR 500.105(1), 935 CMR 500.105(8), 935 CMR 500.105(9), 935 CMR 501.105(1), 935 CMR 501.105(8), 935 CMR 501.105(9), and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed the following Recordkeeping Plan. The Company will maintain physical and electronic records documenting all aspects of its business including:

- Assets and liabilities
- Monetary transactions
- Books of accounts which include journals, ledgers and supporting documents, agreements, checks, invoices, and vouchers
- Sales records including the quantity, form, and cost of cannabis products
- Transfer and inventory records
- Salary and wages paid to each employee
- Stipends paid to board members
- Any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with the Company

To ensure the security of the Company’s data and records, all Company computers will run the latest Windows operating system along with definition-based anti-virus and anti-spyware software. All Company computers will access the internet via a secure local area network (LAN) connection and will be equipped with an enterprise level firewall. Remote connections to the Company’s network will be available only over a triple data encryption virtual private network (VPN). Any written or physical records will be stored in a locked file cabinet in the Company’s Limited Access Area.

The Company’s financial records of a shall be maintained in accordance with generally accepted accounting principles and IRS guidelines. Following closure of the Company, all records will be kept for at least seven years at the expense of the Company and in a form and location acceptable to the Commission.

1.1. Master Records Retention Schedule

The Company maintains a Master Records Retention Schedule that dictates the retention period for its business records. The Company maintain records in the following categories:

- Accounting Systems
- Corporate Records
- Human Resources

- Fixed Assets
- Insurance
- Legal
- Payroll
- Security
- Tax
- Cultivation
- Product Manufacturing
- Maintenance
- Security
- Inventory and Transaction
- Information Technology
- Compliance

2. Personnel Recordkeeping

Detailed employee personnel records will be maintained which will include job descriptions, organizational charts, agent registration documentation, documentation of verification of references, resumes and job applications, background check results, periodic performance evaluations, promotions, compensation, disciplinary records, notice of completed responsible vendor and eight hour related duty training, warnings and any training or career development records. The Company will also maintain a Staffing Plan that is updated on at least annually. Records will be maintained in a form that may be inspected by the Commission and its authorized agents for at least seven year after termination of an employee.

The Company will notify the Commission within one business day after a marijuana establishment agent is terminated. Additionally, the Company will notify the Commission within five business days after becoming aware that a marijuana establishment agent registration card has been lost, stolen, or destroyed. Further, the Company will notify the Commission within five business days after a change in the registration information contained in the application for a marijuana establishment agent.

2.1. Visitor Recordkeeping

A visitor log will be maintained at each of the Company's facilities. Photocopies of visitors' government issued IDs will be retained with the visitor log. The Company will maintain the visitor log and ID photocopies for a period of at least seven years and will make the log available

in a reviewable form to the Commission, state or local law enforcement and other state or local government officials upon request if necessary to perform the government officials' functions and duties. The log will include (at a minimum) the full name of each visitor, the time of arrival, the time of departure, and the purpose of the visit.

3. Inventory and Transaction Recordkeeping

The Company uses LeafLogix, a point of sale (POS) and electronic inventory records system. The Company is committed to using the best available secure technology to support its business operations and provide visibility into areas of regulatory compliance. LeafLogix serves as the foundation of the Company's record keeping system for inventory POS transactions. LeafLogix integrates sales, inventory control, and cultivation process management records. The system tracks cannabis and cannabis products from seed-to-sale. The inventory tracking system is capable of providing real-time inventories of adult-use and medical-use cannabis. The Company performs monthly inventory reviews and a comprehensive annual inventory audit. The reports will include, at a minimum:

- The date of the inventory
- A summary of the inventory findings
- The names, signatures and titles or positions of the individuals who conducted the inventory review or audit

The Company will maintain records of product recalls including the following:

- The total amount of recalled cannabis products including types, forms, harvest batches, harvest lots, and process lots by date and time.
- The amount of recalled cannabis products returned including types, forms, harvest batches, harvest lots, and process lots by date and time.
- The total amount of recalled cannabis products returned including types, forms, harvest batches, harvest lots, and process lots.
- The names of employees administering the recall.
- The means of transport of the recalled medical cannabis.
- The reason for the recall.
- The number of recalled samples or test samples, types, forms, harvest batches, harvest lots, and process lots sent to approved laboratories.
- The names and addresses of the approved laboratories, then dates of testing and the results by sample or test sample.
- The manner of disposal of the recalled cannabis including the name of the employee or individual overseeing the disposal of the recalled cannabis, the name of the

disposal company, the method of disposal, the date of disposal, and the amount disposed of by type, forms, harvest batches, harvest lots, and process lots.

- Any additional information requested by the Commission.

The Company will maintain inventory records, and inventory audit records for a period of a least seven years.

3.1. Waste Disposal Recordkeeping

The Company will record all cannabis waste processing activities in the Waste Management Log which will include the video surveillance footage of the waste processing. The Waste Management Log will include (at a minimum) the following information:

- The date and time of disposal
- The type and quantity of product disposed
- The manner of disposal
- The weight (in grams) of the unground cannabis waste
- The weight (in grams) of the coco/solid waste to be incorporated with the ground cannabis waste
- The weight of ground, unusable, unrecognizable waste material
- The names of the employees responsible for waste processing
- The employee ID numbers for the employees responsible for waste processing
- The signatures of the employees responsible for waste processing
- The name of the dispensary supplying waste, if applicable

Waste Management Logs will be retained for a minimum of seven years. This period shall automatically be extended for the duration of any enforcement action and may be extended by an order of the Commission.

3.2. Transportation Recordkeeping

The Company will generate an electronic transportation manifest in Metrc that accompanies vehicles during the transportation of cannabis. The transport manifest will contain, at a minimum, the following information:

- The Company's corporate name, the address of the cultivation/production facility, and the Company's license number.
- The name, address, and permit number of the dispensary, grower/processor, or approved independent laboratory of origin.

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- The name, address, and permit number of the dispensary, grower/processor, or approved independent laboratory receiving the delivery.
 - The name and signature of the representative at the receiving facility along with the date and anticipated time of receipt.
 - The quantity by, weight or unit, of each cannabis harvest batch, harvest lot, or process lot contained in the transport, along with the identification number for each batch or lot.
 - The date and approximate time of departure.
 - The date and approximate time of arrival.
 - Transportation route.
 - The transport vehicle's make and model and license plate number.
 - The identification number of each member of the delivery team accompanying the transport.
 - Mileage of transporting vehicle at departure from origination and the estimate mileage of the transport route.
 - Signatures of the employees responsible for packaging the cannabis for transport.
 - Signatures of the employees transporting the cannabis.

The Company will retain transport manifests for at least seven years unless directed differently by the Commission.

Additionally, transport vehicle logs describing any emergency stops during the transportation of cannabis products will be maintained describing the reason for any stops, the duration and location, and any activities of personnel exiting the vehicle. Vehicle logs will be maintained by the director of security for a period of at least seven years unless directed otherwise.

3.3. Patient Supply Recordkeeping

The Company's acquisition and distribution of medical-use cannabis complies with the requirements in 935 CMR 501.105(8)(j), 935 CMR 502.105(8)(b), and 935 CMR 502.140(9). All transfers of inventory will be recorded in LeafLogix and Metrc. The Company's demand planning and forecasting manager will periodically evaluate sales data and available inventory to ensure that the Company's medical-use inventory is sufficient to meet projected needs.

4. Production and Cultivation Recordkeeping

The Company has developed the following policies and procedures to maintain records in its production and cultivation departments.

4.1. Production Recordkeeping

The cannabis extraction and refinement process will be tracked in LeafLogix and documented in the Extraction and Processing Log throughout the production process. At each step of the production process, the cannabis extract will be weighed and recorded in the Extraction and Processing Log and LeafLogix. Each production batch will be given a unique serial number to enable tracking and to maintain chain-of-custody. Each production batch number will be tied to a harvest batch number. The Extraction and Processing Log will be maintained for at least seven years.

4.2. Cultivation Recordkeeping

As part of the cultivation process, the Company will maintain a Crop Maintenance Log and Pesticide Application Log. The Crop Maintenance Log will record all aspects of the cultivation process. The daily checks and activities will be documented in the Crop Maintenance Log including:

- Signs of pest infestations
- Changes in biological colonies
- Mold and mildew
- Leaf and tip burn, discoloration, and spotting
- Changes in appearance of the media
- Changes in stalk density and branch elasticity
- Clones feeding needs, root development, and vegetative growth
- Plant overcrowding and pruning need
- Moisture content of harvested plants

The Crop Maintenance Log will include nutrient and additives given to the plant including:

- Type of nutrients and additives applied
- Rate or quantity of nutrients and additives applied
- The plants that received nutrients and additives and the quantity that they received
- The date and time in which the nutrients and additives were applied
- The employee number of the cultivation technician that mixed and applied the nutrients

Additionally, the Cultivation Department will schedule regular in-house testing. The results of these tests will be recorded in the Crop Maintenance Log. Tests that must be performed will include:

- Soil pH

-
- Nutrient pH, total dissolved solids (TDS), and electro-conductivity (EC)
 - Soil EC/pH testing using a saturated media extraction or the leachate pour-through method
 - Air and environmental testing
 - Water oxidation reduction potential (ORP)
 - Periodic Environmental Media testing compliant with the Commission's Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries

The Company will maintain a detailed Pesticide Application Log. After every pesticide application, cultivation technicians are required document the pesticide use in the Pesticide Application Log the following information:

- The date and time (including hour completed) of application
- The cultivation room and the plants identification number to which the pesticide was applied
- The size of the area treated
- The product name of every pesticide used
- The total amount of each pesticide applied to a treated area (in pounds, ounces, gallons, liters)
- The dosage or rate of application of every pesticide used
- The EPA product registration number of the pesticide (this requirement is unnecessary for products exempted under section 25 of the Federal Insecticide, Fungicide, and Rodenticide Act)
- The employee name and identification number that applied the pesticides
- The employee name and identification number involved in making the pesticide and permit or certification numbers of individuals making or supervising the application, and
- The re-entry interval (REI) of the product used

Pesticide Application Logs will be completed immediately after application of pesticides (and under no circumstances greater than 24 hours after applying the pesticide). All Pesticide Application Logs will be maintained for at least seven years. Additionally, the Company will maintain copies of all the pesticide labels and Safety Data Sheets (SDS) for the pesticides used at the facility.

4.3. Laboratory Testing Recordkeeping

All cannabis materials and products will be sent to an independent, licensed laboratory for testing. The laboratory testing records will be entered into Metrc and LeafLogix prior to products

being made available for sale. Additionally, laboratory test reports will be organized by batch number and maintained electronically. The laboratory tests results will be stored electronically for at least seven years.

4.4. Equipment Maintenance Recordkeeping

The Company has developed the following protocols to maintain the sanitation and maintenance of equipment that comes in contact with cannabis in order to prevent contamination and malfunction. Prior to use (or at least weekly), the Company will calibrate, check, and inspect automatic, mechanical, or electronic equipment or scales, balances, or other measurement devices used in the operations. The Company will maintain an Equipment Maintenance Log which records the cleaning and calibration of equipment. The Equipment Maintenance Log will record (at a minimum):

- The date and time of cleaning or recalibration
- The employee name and ID performing the cleaning or recalibration
- The make, model, and serial number of the piece of equipment
- The action performed

Records will be maintained for seven years, and the Company will provide any records to the Commission upon request.

5. Security and Surveillance System Recordkeeping

The Company will retain surveillance footage for at least 90 days. Records shall be retained as long as necessary if the Company is aware of a pending criminal, civil or administrative investigation, or legal proceeding for which the recording may contain relevant information.

The recordings will be in a format that may be easily accessed for investigative purposes. The recordings will be maintained in each facility's Security Office, a locked room in a Limited Access Area.

All security and surveillance rooms (including Security Offices) at the facility shall be locked at all times and may not be used for any other purpose or function. the Company shall maintain a current list of authorized employees and service employees or contractors who have access to any security or surveillance areas and shall make said list available to the Commission upon request. Any incident reports and supporting documentation will be maintained for at least seven year or the duration of the investigation whichever is greater.

5.1. Software System Maintenance Recordkeeping

The Company developed protocols to maintain proper functioning and security of its digital systems. the Company conducts a monthly analysis of its equipment and sales data to determine that no software has been installed that could be utilized to manipulate or alter sales data and that no other methodology has been employed to manipulate or alter sales data.

6. Written Operating Procedures

The Company maintains detailed written operating procedures. These plans are reviewed regularly by the Company's Compliance Department and other applicable managers to ensure accuracy and regulatory compliance. These written operating procedures are indexed electronically on a networked storage drive. These written operating procedures include but are not limited to plans for the following:

- Security Measures pursuant to 935 CMR 501.110
- Employee security policies
- Hours of operation for all Company facilities including afterhours contact information pursuant to 935 CMR 501.104(2)
- Storage and waste disposal of cannabis
- A description of the various strains of cannabis to be cultivated and dispensed and the forms in which cannabis will be dispensed
- Price lists for cannabis products in the Company's inventory and alternate price lists for patients with documented Verified Financial Hardship
- Recordkeeping procedures for inventory, transfer, and integration of the Company's seed to sale tracking software (LeafLogix) and the Commission's system of record (Metr)
- Plans for quality control and product testing for contaminants
- A staffing plan and staffing records
- 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 for handling and maintaining confidential information
- Policies that provide for the immediate dismissal of any MTC agent that has: diverted cannabis (including notification of the Commission within the 24 hours following the incident, and law enforcement authorities); engaged in unsafe practices with regard to the operation of the MTC which include notification of 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 any Other Jurisdiction.

- A list of all board of directors, members and Executives of the Company which will be provided to any party upon request
- Policies and procedures for cash handling and transportation
- Standards for determining the price of cannabis and procedures for providing cannabis to Registered Qualifying Patients with Verified Financial Hardship at less than the market price
- Policies and procedures for energy efficiency and conservation
- Policies and procedures for workplace safety consistent with those standards set by the Occupational Safety and Health Administration including plans to address biological, chemical, or physical hazards with a hazard communication plan, personal protective equipment assessment, a fire protection plan and an emergency action plan.
- A description of the Company's patient education activities

Personnel Policies

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1. Overview

I.N.S.A., Inc. (the “Company”) has developed a comprehensive set of personnel policies to promote a productive workplace culture, manage employment expectations, and ensure workplace safety and regulatory compliance pursuant to 935 CMR 500.105(1) and all other applicable Cannabis Control Commission (the “Commission”) guidance.

The personnel policies contained in this plan are collected in an Employee Handbook. Upon hire, all employees are provided with a copy of the Employee Handbook and signs an acknowledgment of receipt. Insa’s Employee Handbook is maintained by the Company’s Human Resources Department and is available to employees at any time, both digitally and physically.

2. Insa Culture

2.1. Company Mission and Values

Welcome to Insa! We are so excited to have you on our team! Insa is a Massachusetts-based, co-located cannabis company that serves both medical patients and recreational patrons. Our mission is to craft trusted, personalized cannabis products that are tailored to our consumers’ medical needs, lifestyles, and preferences. We first opened our doors to the public as a medical-only cultivation, production, and retail facility on February 9th, 2018. Since that day, we have been driven to improve and enhance the lives of consumers. Through education, our vision is to shed the stigma of cannabis and make it broadly accessible to all individuals who might benefit from its therapeutic effects. One of our goals as a company is to help our employees develop a career in the cannabis industry. At Insa, we grow together! Our company values craft the experience of our patrons, and they start with you, the employee. Here are some of the tenets we believe in.

- Integrity: We are committed to being open and honest, so patrons can trust our products and services.
- Innovation: We are building a culture focused on continuous improvement in order to advance the cannabis industry and enhance the experience for our patrons.
- Quality: We are committed to providing the highest quality service and products for our patrons.
- Community: We strive to improve our local communities through mentorship, financial support, and volunteerism.
- Employees: Our employees are our most valuable resource. We aim to attract talented, motivated individuals and help them develop their skills to be leaders in the industry.

2.2. Code of Conduct

All Insa employees are held to the same standards of conduct, no matter their job titles or positions. Below is a list of our Core Values, which are an expression of the conduct we believe leads to a positive, productive, and fun work environment, and examples of those values in action.

- **Teamwork**
 - We show support for and trust in our colleagues.
 - We inspire others to excel and embrace change and growth.
 - We offer help whenever we are able to provide it, and look for ways to make the work environment better for everyone.
- **Collaboration**
 - We actively listen and communicate effectively with colleagues to solve problems.
 - We know that great ideas come from great minds working together in a respectful way,
- **Integrity**
 - We are passionate about our work.
 - We follow the policies and procedures set in place.
 - We follow through on what we say we'll do.
 - We are able to have open and honest communication, even when it might be difficult.
- **Innovation**
 - We strive for continuous improvement.
 - We are flexible and willing to adapt to change.
- **Quality**
 - We care about the end product.
 - We know that every detail matters.
 - We follow the process from start to finish and don't take shortcuts.
- **Service**
 - We strive to provide a professional, warm and welcoming environment for patrons.
 - We work hard and go the extra mile for our colleagues and our patrons.
- **Commitment**
 - We hold ourselves accountable and own our performance.
 - We set goals and reach them.
- **Being Awesome**
 - We respect each other.
 - We learn from our mistakes.

- We give each other props for a task done well.

2.3. Anti-Harassment Policy

2.3.1. Purpose

It is the goal of Insa to promote a workplace that is free of sexual and other illegal harassment. Sexual and other illegal harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated by this organization. Insa believes that a safe and respectful workplace environment is paramount to the happiness and success of our employees.

2.3.2. Scope

This policy applies to everyone employed by Insa. Additionally, we do not tolerate harassment of employees by non-employees, (e.g. guests, vendors, or customers) nor do we tolerate harassment of non-employees by employees. This policy applies to conduct at an employee's normal worksite, at office parties, off-site meetings, and other work-related events.

Furthermore, harassment between employees that occurs via text messages, video, voicemail, email, social media, graphics, downloaded material, websites, or other forms of digital communication is in violation of this policy.

Insa will not tolerate any harassment that is considered illegal under applicable law, including harassment based on the following:

- Race, color, or ethnicity
- Age
- Religion or religious creed
- Sex, including pregnancy, childbirth, breastfeeding, or related medical conditions
- Sexual orientation
- Gender identity or expression
- National origin, immigration status, citizenship, or ancestry
- Marital status
- Protected military or veteran status
- Physical or mental disability, medical condition, or genetic information
- Status as a victim of domestic violence, sexual assault or stalking
- Such other protected categories as may be adopted by state or federal law

The intent of this policy is to prevent conduct that may embarrass, demean, frighten, or discomfort our employees. Thus, Insa may consider an employee's conduct to be in violation of this policy even if it falls short of unlawful harassment under applicable law. When determining whether conduct violates this policy, we will consider whether a reasonable person could conclude that the conduct created an intimidating, hostile, degrading, or demeaning environment. It does not matter whether the harasser and the employee to whom the harassment is directed are of the same or different gender.

2.3.3. Definitions

In Massachusetts, the legal definition for sexual harassment means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when

- submission to or rejection of such advances, requests or conduct is made either explicitly or implicitly a term or condition of employment or as a basis for employment decisions; or
- such advances, requests or conduct have the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment.

Harassment can range in extremity from physical violence, threats, or assault to less obvious or overt forms like ridicule, teasing, or making insensitive remarks. All types of illegal harassment should be reported and will be handled in the same manner as sexual harassment claims as outlined below.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which, if unwelcome, may constitute sexual harassment depending upon the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwelcome sexual advances—whether they involve physical touching or not.
- Sexual epithets, jokes, written or verbal references to sexual conduct, gossip regarding one's sex life, comment on an individual's body, comments about an individual's sexual activity, deficiencies, or prowess.
- Displaying sexually suggestive objects, pictures, cartoons.
- Unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments.
- Inquiries into one's sexual experiences.

- Discussion of one's sexual activities.

2.3.4. Policy

Complaint Procedure

To achieve our goal of providing a workplace free from sexual and other unlawful harassment, Insa has provided a procedure by which sexual or other illegal harassment will be dealt with, if encountered by employees. Insa has zero tolerance for illegal harassment and takes all allegations of illegal harassment seriously. If any employee believes that they have been subjected to harassment by another employee, manager, customer, visitor, business partner, vendor or supplier, the employee may file a complaint with Insa. This may be done in writing or verbally.

If you would like to file a complaint, you may do so by contacting Human Resources or the Chief Executive Officer. These individuals are also available to discuss any concerns you may have and to provide information to you about our policy against harassment and our complaint process.

In addition to the above, if an employee believes they have been subjected to sexual or other unlawful harassment, the employee may file a formal complaint with either or both of the government agencies set forth below. Using Insa's complaint process does not prohibit you from filing a complaint with these agencies.

The United States Equal Employment Opportunity Commission ("EEOC")	The Massachusetts Commission Against Discrimination ("MCAD")
<p>Boston Office:</p> <p>John F. Kennedy Federal Building</p> <p>475 Government Center</p> <p>Boston, MA 02203</p> <p>(800) 669-4000</p>	<p>Springfield Office:</p> <p>436 Dwight Street, Room 220</p> <p>Springfield, MA 01103</p> <p>(413) 739-2145</p> <p>Boston Office:</p> <p>One Ashburton Place</p> <p>Sixth Floor, Room 601</p> <p>Boston, MA 02108</p>

	(617) 994-6000
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Retaliation

Any retaliation against an individual who has complained about harassment, or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated.

Retaliation is when someone penalizes another person for reporting what they believe, in good faith, to constitute harassment under this policy; expressing an intent to report the same; assisting another employee in reporting a violation of this policy; or participating in any investigation, as a witness or otherwise, under this policy. Retaliating against a coworker who has made a complaint or has otherwise participated in the investigation process is grounds for discipline, up to and including termination.

Bystanders

Insa strives to provide an environment where employees will feel comfortable coming forward with a personal complaint. We would also like to stress that if you are witness to harassment upon another employee, you are also obligated to file a complaint. Retaliation against witnesses or bystanders is not permitted under this policy.

Non-Employees

At Insa, it is our goal to create a workplace that is free from sexual and other illegal harassment. We want our employees to feel comfortable and safe when they enter the workplace, and our zero-tolerance policy against harassment extends to our patients, customers, vendors, contractors, and other visitors to the facility. While we are committed to providing the highest level of customer service to our patrons, this does not extend to allowing harassment against our employees.

The vast majority of our patients, customers, vendors, contractors, and other visitors to the facility are friendly and respectful towards our team members, but in the event that a team member is made to feel uncomfortable or unsafe, the following procedure should be followed:

- If the patron/vendor/contractor is engaging in conduct that feels inappropriate and uncomfortable, kindly inform them verbally that the conduct is unwelcome. If it is a customer interaction, attempt to redirect the conversation back to their purchase-related questions.
- If the individual refuses and/or becomes hostile, seek the assistance of a supervisor or manager.

- If the individual continues to act in a hostile manner, immediately call security, using the code word “lemon.”
- While our lead team members are there to offer support and guidance to our associates, calling for a member of security may supersede step 2. Often, individuals who are behaving in a hostile manner will continue to escalate the more team members become involved, and the best practice is to ask for assistance from an official, trained security member.
- Individuals who become hostile will be identified and may be trespassed from the building under certain circumstances. In addition, the local police may be called for support and assistance at security’s discretion.

Harassment Investigation

When Insa receives a complaint, we will investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed the harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

Supervisors or managers who receive a complaint or learn of information that suggests this policy may have been violated are required to promptly (ideally within 24 hours) forward that complaint to human resources and will be subject to discipline for failing to report the information in a timely manner. As soon as reasonably possible, Insa will investigate any allegations and take appropriate remedial action.

Disciplinary Action

If it is determined that inappropriate conduct has been committed, we will act quickly to eliminate the conduct and impose such corrective action as is necessary, up to and including termination of employment.

2.4. Anti-Bullying Policy

2.4.1. Purpose

Insa takes a firm stance against bullying within the organization. Bullying is harmful to employees and may result in reduced morale, reduced productivity, and increased absenteeism and turnover. In providing a positive and productive working environment, Insa believes that its

employees should be able to enjoy a workplace free from all forms of bullying conduct. The purpose of this policy is to communicate to all employees which behaviors that may constitute bullying, and to outline procedures for handling allegations of violations.

2.4.2. Definitions

Bullying occurs whenever there is severe, repeated behavior that targets one or more persons which, through verbal abuse, offensive conduct, or interference, creates an intimidating, hostile, or offensive working environment; interferes with a person's work performance; or otherwise adversely affects a person's employment opportunities with the Company.

Bullying conduct could include, but is not limited to:

- Teasing, name-calling, slandering, ridiculing, or maligning a person or their family.
- Screaming, shouting, yelling, or swearing at another employee in public or private.
- Persistent phone calls, voicemails, emails, or postings to or about another person on social media.
- Unreasonable public criticism, reprimands, or trivializing of another's work.
- Excluding others from meetings or social situations or giving the "silent treatment."
- Destructive gossip, rumors, or innuendo.
- Destruction of or damage to an employee's personal property.
- Blocking a person's path of movement.
- Physical pushing, shoving, or throwing objects.
- Non-verbal, threatening gestures or glances; staring or glaring.
- Intentional interference with another's work; for example, through impossible deadlines or supplying insufficient or incorrect resources or information.

2.4.3. Policy

Constructive feedback, counseling, and performance management given by an employee's supervisor is appropriate and reasonable, and does not constitute bullying behavior. However, feedback that is given with the intention of shaming or humiliating the employee, whether in private or in public, may be construed as bullying behavior.

Any employee who believes they have been bullied in violation of this policy should report the conduct immediately to their manager; or, if that person is responsible for the behavior, to Human Resources. The employee always has the option of reporting the conduct directly to Human Resources if they feel more comfortable.

A thorough and impartial investigation of all complaints will be conducted in a timely manner. Insa will protect the confidentiality of complainants to the extent practicable under the

circumstances. All employees are required to cooperate fully with any investigation and resolution of bullying complaints. If the investigation determines that bullying has occurred, Insa will take immediate and appropriate remedial action. Such action may range from counseling to termination of employment, and may include other forms of disciplinary action as deemed appropriate under the circumstances.

Retaliation against the individual reporting the bullying behavior is expressly prohibited.

2.4.4. Open Door and Internal Complaint Procedure

Insa values input from employees and wants to foster a work environment of trust, accountability, ethics, and respect. As such, we encourage staff to be resources for their peers by answering questions and aiding one another whenever possible.

Each department has a manager and supervisory staff such as assistant managers or leads. On a daily basis, most operational questions can be directed to a lead or assistant manager. Help with conflict management, scheduling challenges, or personal issues that may affect work should first be directed to an employee's manager. If that manager is unable to assist, if the issue rises to a greater level of concern or severity, or if the issue is with the manager themselves, employees may always reach out to a member of the Human Resources Department or the Executive Team.

While Insa encourages all employees to follow the appropriate chain of command as outlined above, the doors of leadership are always open to address questions or concerns.

2.5. Internal Hiring Policy

2.5.1. Purpose

Insa is committed to promoting from within whenever possible. The purpose of this policy is to provide an equal opportunity for all Insa employees to move up within the company when positions are available.

2.5.2. Scope

This policy applies to all employees of Insa. All current employees will be eligible to apply for any internal posting in the company regardless of current department, position, or time with the company. Tenure and disciplinary records may be taken into consideration during this process.

2.5.3. Procedure

All hiring requisitions will be categorized as the following:

- Internal Only
- External Only
- Internal/External

Human Resources and the Executive Team will determine how requisitions are classified.

Internal requisitions will be accessible via the Wurk portal, under My Career → Search for Jobs. Each internal requisition will include a posted date, submission deadline, and lists the hiring manager responsible for conducting the interviews. Each position may include a specific questionnaire of “knockout” questions, such as education or experience requirements.

Applicants who do not meet the minimum requirements for the position may not be granted an interview. The hiring manager will explain the reason why a candidate is not selected to move forward with the process and will encourage the individual to apply again for future positions.

All qualified candidates will be interviewed by the hiring manager and given consideration based on their skills and experience. Other considerations that will impact Insa’s decision include feedback from the employee’s current manager related to past attendance, performance, and conduct.

Once the hiring manager has selected a candidate, Human Resources will determine all position details such as the employee’s start date and compensation.

Once a candidate is selected, all other applicants will be notified in an in-person meeting with the hiring manager and constructive feedback will be given about why they were not chosen for the role. Candidates who are awarded the position will be notified last.

Human Resources will then provide the candidate with an offer letter and job description outlining the requirements of their new position prior to their start date in the role.

Transfers

From time to time, employees may be eligible for promotion within their department or may request or be asked to transfer between departments. This process is subject to approval from both the current and future department managers and a member of the Executive Team.

2.6. Confidentiality, Conflicts of Interest, and Outside Employment

During the course of their employment, Insa employees may come across information that is sensitive or confidential, including, but not limited to: its research and development activities; patents; copyrights; trademarks; product or packaging designs; marketing plans and strategies; customer and supplier lists and accounts; or other non-public financial information. Some employees may also come in contact with patient medical information during the course of their job duties.

As such, all Insa candidates must read and sign a No Conflicts of Interest, Nonsolicitation, Nondisclosure & Assignment of Inventions Agreement once a conditional offer of employment has been made. All candidates must agree that they are not obligated to any entity that is in conflict with their employment with Insa, and that they may not bring confidential or proprietary information from a former employer to the Company. During their employment with Insa, employees may not accept remuneration (salary, commissions, fees, or compensation of any kind other than investment income) from any Marijuana Establishment, as defined by Massachusetts law, other than the Company.

3. Employment Expectations

3.1. Progressive Discipline Policy

Insa's progressive discipline policy is designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable behavior and/or performance issues. It has been designed to be consistent with our organizational values.

Outlined below are the steps of our progressive discipline policy and procedure. Insa reserves the right to combine or skip steps depending upon the facts of each situation and the severity of the offense. The level of disciplinary intervention may also vary. Some of the factors that will be considered are whether the offense is repeated despite coaching, counseling and/or training; the employee's work record; the severity of the offense; and the impact the conduct and performance issues have on our organization.

3.1.1. Documented Discussion

Documented discussions occur when disciplinary issues are minor and/or it is the first occurrence of the negative conduct. An employee's supervisor will schedule a meeting with the

employee to bring their attention to an issue of performance or conduct. Documented discussions should always be held in a private area.

The supervisor will discuss the nature of the problem or the violation of company policies and procedures with the employee. The supervisor is expected to clearly outline the expectations and steps the employee must take to improve their performance or resolve the problem. The employee will then be given the opportunity to explain their side of the issue or to correct any miscommunication.

Documented discussions must be reviewed by the department manager and a representative from Human Resources before the record is given to the employee. The form is submitted to Human Resources to be added to the personnel file after the employee has reviewed and signed it.

3.1.2. Initial Written Warning

An initial written warning is necessary when:

- the infraction is too serious to warrant a documented discussion; or
- the conduct has continued after a documented discussion has been had.

The initial written warning follows the same procedures as the documented discussion. Only department managers may give written warnings, and the warning language must be approved by Human Resources before it is given.

The employee and manager will sign off on the warning to acknowledge that the information contained within has been understood, and then the form is submitted to Human Resources to be added to the personnel file.

3.1.3. Secondary/Final Written Warning

While it is hoped that the performance or conduct issues that were identified in steps 1 and 2 have been corrected, Insa recognizes that this may not always be the case. A secondary written warning involves a more formal documentation of the performance or conduct issues and consequences. It may be given if a first offense is particularly serious, or if prior corrective action has not improved the employee's performance or conduct. During the secondary written warning, the manager, if necessary, in conjunction with Human Resources, will meet with the employee and review the issue. Any prior corrective actions for the same issue will be reviewed. The manager will outline the consequences for the employee for any continued failure to meet performance and/or conduct expectations. The employee and manager will sign off on the warning to acknowledge that the information contained within has been understood, and then the form is filed by Human Resources.

3.1.4. Performance Improvement Plans

On occasion, an employee may be placed on a Performance Improvement Plan, or PIP. A PIP is designed to provide a more structured opportunity for performance improvement, including additional training, coaching, and learning initiatives that adhere to a specific deadline. In order for a PIP to be offered, the employee must show dedication toward improving their performance and commitment to their role. The PIP will be written by Human Resources and the department manager. The manager will be responsible for holding the employee accountable for completing their assigned tasks. If, at the end of the PIP, the employee's performance has adequately improved, the employee will be subject to a 6-month time period in which they will be required to maintain the improvement. Following the 6-month period, all corrective actions related to the issue will be removed from the employee's personnel file and replaced by a letter documenting the successful completion of the PIP. The employee will then be able to start with a "clean slate."

3.1.5. Investigatory Suspension

Depending on the situation, an investigatory suspension may be used in order to determine the appropriate remedial action under the circumstances. Investigations may be necessary when a situation is particularly serious; Insa is committed to conducting a fair and thorough investigation into any accusations of misconduct that could threaten an employee's continued employment with the company.

For non-exempt employees, investigatory suspensions are given without pay, in full-day increments, and are consistent with federal, state, and local wage and hour laws. Non-exempt employees may not substitute or use earned time in lieu of the unpaid suspension. Exempt employees will continue to receive their regular salary during an investigatory suspension, in accordance with the Fair Labor Standards Act. Pay may be restored if the investigation of the incident absolves the employee.

3.1.6. Termination of the Employment Relationship

The last and most serious step in the progressive discipline procedure is a recommendation to terminate employment. Generally, Insa will try to exercise the progressive nature of this policy by first providing other disciplinary action. However, Insa reserves the right to combine and skip steps depending upon the circumstances of each situation and the nature of the offense. Furthermore, employees may be terminated without prior notice or disciplinary action. Nothing in this policy provides any contractual rights regarding employee discipline or counseling nor should anything in this policy be read or construed as modifying or altering the employment-at-

will relationship between Insa and its employees. Management's recommendation to terminate employment must be approved by Human Resources.

3.1.7. Employee's Written Statement

Employees will have the opportunity to present information that may supplement information management has used to issue disciplinary action. This can be done in the form of a comment or letter, which will be attached to the disciplinary action and placed in the employee's personnel file. The purpose of this process is to provide insight into extenuating circumstances that may have contributed to the employee performance and/or conduct issues while allowing for an equitable solution.

If the employee does not present this information during any of the disciplinary meetings, they will have three (3) business days after that meeting to present information. All statements **MUST** be submitted in writing and should include any supportive documentation.

3.1.8. Documentation

Insa employees will be provided copies of all progressive discipline documentation, including all performance improvement plans. Employees will be asked to sign copies of this documentation attesting to their receipt and understanding of the corrective action outlined in these documents. If an employee refuses to sign, a third-party witness will be asked to sign to certify that the corrective action has been reviewed. Copies of these documents will be placed in the employee's official personnel file. Insa shall notify an employee within 10 days of the employer placing in the employee's personnel record any information to the extent that the information is, has been used or may be used, to negatively affect the employee's qualification for employment, promotion, transfer, additional compensation or the possibility that the employee will be subject to disciplinary action.

3.1.9. Compliance-Related Infractions

At Insa, compliance with all regulations is of paramount importance. Each department within the Company has compliance-related protocols and compliance-related training. Compliance infractions are considered to be particularly serious because they place liability upon the Company.

All potential compliance infractions related to 935 CMR 500, 501 and 502 will be investigated by the compliance team. If it is discovered that a compliance violation has occurred, a report will be filed with the Cannabis Control Commission. This report will include a description of event, including applicable regulatory language and citations, identifying information of the

involved parties (including CCC license information) and a plan of corrective action. This plan of action may include disciplinary action if applicable. The report will be stored in an investigatory file, and a copy of the resolution will be placed in an employee's personnel file depending on whether an individual or individuals are identified as culpable. Potential courses of action to prevent subsequent compliance violations include re-training and/or disciplinary action, and infractions that are particularly severe, pervasive, or willful may result in immediate termination of employment.

3.1.10. Other Incidents That May Warrant Immediate Termination

The following list includes incidents that are particularly serious and detrimental to both the business as well as the health and safety of our staff, vendors, and patrons. It is not meant to be all-inclusive.

- Diversion of marijuana, which shall be reported to law enforcement officials and to the Commission.
- Engaging in unsafe practices with regard to operation of the Marijuana Establishment, which shall be reported to the Commission.
- Conviction or entering of 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 any like violation of the laws of another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.
- Intentional falsification of employment records, including applications for employment, time records, or any other official Insa documents or records.
- Falsifying time worked or having someone else alter time worked or altering someone else's time records.
- Actions that violate state, federal, or local law, while wearing Insa gear or otherwise representing the Company, whether or not on Company property, whether or not during work time, or at Company events.
- Theft against Insa or another employee or customer, or theft, unauthorized removal, or intentional damage or destruction of Insa products or other property.
- Possession of a firearm, knife, explosive, chemical, or other deadly weapon at work (utility knives or other small knives used in the course of work are excluded from this list, subject to the approval of senior management).
- Job abandonment (not calling and not reporting to work for two (2) consecutive working days).
- Violence and/or physical assault on Insa property or while conducting Insa business.
- Threats of violence and/or physical assault.
- Threatening, intimidating, or using abusive language toward others.
- Violation of Insa's anti-harassment, anti-discrimination, and/or anti-bullying policies.

3.2. Cell Phone Policy

3.2.1. Purpose

The purpose of this policy is to define how personal cell phones and other mobile devices may be used in the workplace.

3.2.2. Scope

This policy applies to all Insa employees.

3.2.3. Definitions

Mobile device” means personal cell phones, tablets, and/or laptops.

3.2.4. Procedure

While Insa permits employees to bring personal cell phones and other mobile devices into the workplace, they may not allow the use of such devices to interfere with their job duties or impact workplace safety and health. Use of personal cell phones and mobile devices at work can be distracting, disruptive, and causes a loss of productivity. In addition, cell phones are a sanitary concern. Nothing in this policy is intended to prevent employees from engaging in protected concerted activity under the NLRA.

Working Time

Use of personal mobile devices is prohibited while working, except in cases of emergency. Mobile devices may not be carried on the retail floor or in production areas and must be left with other personal belongings. Insa will provide at least one Company phone per department and employees may share contact information with loved ones in case of emergencies.

Insa is not responsible for mobile devices. Any employees who are concerned about the security of their mobile devices should store them in their vehicles.

Non-Working Time

Personal mobile devices may only be used during non-working time, such as meal and rest breaks. During this time, devices must in a manner that is courteous to others, i.e. not blasting music or videos without using headphones, or making loud phone calls in common areas.

Exceptions

In certain personal circumstances, employees may ask to check their mobile devices while not on a break. This may only happen with authorization from a supervisor. Mobile devices may never be visible on the retail floor.

Managerial and administrative employees who have been authorized by leadership may use their personal mobile devices for work purposes. This permission may be rescinded if misuse during work time is discovered.

Violation of this policy may result in disciplinary action, up to and including termination of employment.

3.3. Social Media Policy

3.3.1. Purpose

At Insa, we recognize the Internet provides unique opportunities to participate in interactive discussions and share information using a wide variety of social media. However, use of social media also presents certain risks and carries with it certain responsibilities. To minimize risks to the Company, employees are expected to follow our guidelines for appropriate use of social media.

3.3.2. Scope

This policy applies to all employees in Massachusetts.

3.3.3. Definitions

For purposes of this policy, “social media” includes all means of communicating or posting information or content of any sort on the Internet, including to employees’ own or someone else’s web log or blog, journal or diary, personal website, social networking or affinity website, web bulletin board or a chat room, whether associated or affiliated with the Company, as well as any other form of electronic communication.

3.3.4. Procedure

Company principles, guidelines, and policies apply to online activities just as they apply to other areas of work. Ultimately, employees are solely responsible for what they communicate on social media. Employees may be personally responsible for any litigation that may arise should you make unlawful defamatory, slanderous, or libelous statements against any customer, manager, owner, or other employees of the Company.

Respect and Courtesy

The Company cannot force or mandate respectful and courteous activity by employees on social media during non working time. If employees decide to post complaints or criticism, they should avoid using statements, photographs, video, or audio that reasonably could be viewed as unlawful, slanderous, threatening, or that might constitute unlawful harassment. Examples of such conduct might include defamatory or slanderous posts meant to harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, age, national origin, religion, veteran status, or any other status or class protected by law or Company policy. Employees' personal posts and social media activity should not reflect upon or refer to the Company.

Maintain Accuracy and Confidentiality

When posting information, employees must

- maintain the confidentiality of trade secrets, intellectual property, and confidential commercially sensitive information (i.e. financial or sales records/reports, marketing or business strategies/plans, product development, customer lists, patents, trademarks, etc.) related to the Company;
- not create links from their personal blog, website, or other social networking site to a Company website that identifies them as speaking on behalf of the Company;
- not represent themselves as a spokesperson for the Company. If the Company is a subject of the content they are creating, they may not represent themselves as speaking on behalf of the Company. Employees should make it clear in their social media activity that they are speaking on their own behalf; and
- respect copyright, trademark, third-party rights, and similar laws and use such protected information in compliance with applicable legal standards.

Using Social Media at Work

Employees may not use social media while on work time, unless it is work-related as authorized by their manager or consistent with policies that cover equipment owned by the Company.

Employees are not permitted to take photographs or videos of the facility unless given written prior authorization from the Executive Team.

Media Contacts

If employees are not authorized to speak on behalf of the Company, they may not speak to the media on behalf of the Company. Direct all media inquiries for official Company responses to the CEO.

Retaliation and Employee Rights

Retaliation or any other negative action is prohibited against anyone who, based on a reasonable belief, reports a possible deviation from this policy or cooperates in an investigation. Those who retaliate against others for reporting a possible deviation from this policy or for cooperating in an investigation may be subject to disciplinary action, up to and including termination.

Nothing in this policy is designed to interfere with, restrain, or prevent employees from communications regarding wages, hours, or other terms and conditions of employment, or to restrain employees in exercising any other right protected by law. All employees have the right to engage in or refrain from such activities.

Employees should ensure postings are consistent with these guidelines. Postings that include unlawful discriminatory remarks, harassment, and threats of violence or other unlawful conduct will not be tolerated and may subject employees to disciplinary action up to and including termination.

3.4. Drug and Alcohol Abuse Prevention

3.4.1. Purpose

The purpose of this policy is to foster a healthful and safe work environment for all employees, contractors, vendors, customers, or visitors of the Company. Accordingly, all employees must report to and be at work in a condition fit to perform their job functions, in order to protect the health, safety, and wellbeing of themselves and other individuals.

Insa is a cannabis company, so we understand that some employees may find this policy to be in opposition to our messaging that cannabis is part of a healthy lifestyle. However, the nature of this policy is to prevent levels of inebriation that could lead to workplace accidents, financial

errors, or behavior that does not meet our standards of conduct. We hope that employees will act in good faith to respect this policy and understand that these lines must be drawn in order to maintain a productive and safe workplace environment.

Insa employees may purchase legal cannabis products from the dispensary in accordance with Insa's Employee Purchase Procedures and applicable state laws.

Employees taking legally prescribed or over-the-counter medication, including legally-prescribed medical marijuana, that has the potential to negatively impact the employee's ability to perform their job functions in a safe and effective manner (e.g., medications which caution against vehicle use) must report such use to Human Resources, and may be required to present medical documentation describing the effects such medication may have on the employee's ability to perform their essential functions.

3.4.2. Scope

The scope of this policy includes all of Insa's employees who are present on company premises (as defined below) or who are engaged in or traveling to or from any activity, appearance, or other engagement on behalf of Insa while in the course of their employment.

3.4.3. Policy

All Insa employees are prohibited from the following:

- The personal manufacture, possession, use, sale, distribution, dispensation, receipt, or transportation of alcohol or illegal or psychoactive substances, including cannabis, while working or while otherwise engaged in Insa business on or off Company premises or while using the Company equipment or vehicles.
- The consumption of alcoholic beverages or psychoactive substances, including cannabis in any form, either while on duty or immediately-preceding duty, which may affect the employee's fitness for duty and ability to perform the essential functions of their position.

Violation of this policy will not be tolerated and will subject the violator to Insa's Progressive Discipline Policy, up to and including termination of employment.

Reasonable Suspicion Procedures

If an employee is working, is on or using Company property, conducting Company business, or otherwise representing the Company and appears to be under the influence of alcohol or psychoactive substances, including cannabis, and appears unable to perform the essential functions of their position, the following steps may be taken:

1. The department manager will complete a “Reasonable Suspicion Checklist,” following observation of the employee’s behavior and appearance. If the department manager is not on premises, the supervisor who observed the employee or who was alerted to the issue may be designated by the department manager to complete the checklist.
2. The department manager or designee, in conjunction with Human Resources, may take the following course of action:
 - a. Remove the employee from the floor and to a designated, private area.
 - b. Interview the employee, asking a series of standard questions:
 - i. Make a final decision as to whether the employee appears to be under the influence.
 - ii. Ask the employee to sign a “Consent for Substance Abuse Testing” form, refer them for testing to a lab licensed by the state, and suspend them pending the results of the test. Refusal to sign the form may be considered equivalent to a positive test result and may result in discipline, up to and including termination. Transportation to the testing center will be provided by Insa.
 - iii. Return the employee to work if they appear to be fit for duty.

If a positive result is returned, the employee may be disciplined according to Insa’s Progressive Discipline Policy, with the factors listed below taken into account, and/or referred to Insa’s Employee Assistance Program in cases of drug or alcohol dependence. Non-exempt employees may not substitute, or use earned time in lieu of unpaid suspension. Exempt employees will continue to receive their regular salary during an investigatory suspension, in accordance with the Fair Labor Standards Act. Pay may be restored if the investigation of the incident absolves the employee.

In recommending a course of action, Insa will take into consideration the following factors:

- Whether the incident occurred in isolation or was a repeat offense.
- Whether the incident violated laws or regulations, including 935 CMR 500, 501, or 502.
- Whether the employee could have endangered themselves or another employee, contractor, vendor, customer, or visitor.
- Whether the employee’s behavior could have resulted in financial error or a loss of revenue.
- The employee’s response to the accusation.

Insa will keep the employee’s test results confidential, treating them the same as any other medical records and disseminating the results only on a need-to-know basis.

Cannabis Testing

As a leader in the medical and adult use cannabis industry, Insa encourages employees to try our products in a safe and legal way when outside the workplace. For this reason, and because there is no test available that shows whether someone is actively under the influence, if an employee is referred for drug testing, it is the Company's position that we do not test for the presence of cannabis.

As such, if an employee is thought to be under the influence of cannabis to an extent that they are unfit to perform their job duties in a safe and effective manner, and that employee's test results do not show evidence of the presence of other substances, Insa may use its discretion under reasonable suspicion to pursue progressive disciplinary action.

Training

All managers will receive training in proper use of the Reasonable Suspicion Checklist. Senior employees should not initiate the investigation process unless there is clear evidence that an employee may be inebriated.

Workplace Searches

Management may conduct searches of Insa property, including desks and lockers, where there is reason to suspect a violation of this policy. An employee who refuses to cooperate with such searches may be subject to Insa's Progressive Discipline Policy.

Massachusetts Laws

At Insa, we want our employees to be educated about cannabis laws and regulations. The following information was pulled from www.mass.gov. More information about cannabis regulations can also be found at www.mass-cannabis-control.com.

Marijuana is legal in Massachusetts for people 21 and older, but that doesn't mean you can use it anywhere you want.

Here are some basics about the law:

- You can't use marijuana in any form (smoking, vaping, edibles, etc.) in public or on federal land.
- You can have up to 1 oz on you and up to 10 oz in your home.
- You can grow up to 6 plants in your home, and up to 12 plants for 2 or more adults.
- If you have more than 1 oz of marijuana in your home, it has to be locked up. But it's best to keep any amount locked away to keep kids and pets safe.

- Like alcohol, you can't have an open container of any form of marijuana in the passenger area of your car while on the road or at a place where the public has access. It must be stored in a closed container in your trunk or a locked glove compartment.
- It's illegal to drive under the influence of marijuana. If you use, don't get behind the wheel. Instead, use public transportation, ride-shares, or catch a ride with a sober friend.
- Employers, landlords, cities, and towns may have their own policies about the use of marijuana. Check with them to see what is legal.

4. Safety and Compliance

4.1. Restricted Access - Establishment Agents and Visitors

4.1.1. Purpose

The purpose of this policy is to define how Establishment Agents are given access to Insa facilities.

4.1.2. Scope

This policy applies to all Establishment Agents in Massachusetts. Each Insa establishment within the state of Massachusetts has a separate establishment license; or, if co-located, then each type of operation (Medical or Adult Use) has its own establishment license. Adult Use licenses are further defined as either cultivation, production, or retail, and Establishment Agents are authorized to work under one or more Adult Use licenses dependent on their positions.

4.1.3. Definitions

“Establishment Agent” means a board member, director, employee, executive, manager, or volunteer of a Marijuana Establishment, who is 21 years of age or older. Employee includes a consultant or contractor who provides on-site services to a Marijuana Establishment related to the cultivation, harvesting, preparation, packaging, storage, testing or dispensing of marijuana.

“Limited Access Areas,” as defined in 935 CMR 500, are indoor or outdoor areas on the registered premises of a Marijuana Establishment where cannabis or marijuana products or their byproducts are cultivated, stored, weighed, packaged, processed, or disposed, under the control of a Marijuana Establishment, with access limited to only those Marijuana Establishment Agents

designated by the establishment. Depending on an employee's position, they may have access to only one Limited Access Area or several.

A "High Security Area" is a designated area inside a Limited Access Area that has additional access restrictions and protocols. Such areas include:

- All product storage vaults
- All rooms in which cash handling or storage occurs
- Security offices in which security cameras are stored and/or footage is viewed

A "Visitor" is an individual who is not an Establishment Agent, who is given temporary access to a Limited Access Area using the procedure outlined below.

4.1.4. Procedures

Key Card Access to Limited Access Areas

Limited Access Areas are defined by clear signage and have key-card entry to prevent unauthorized access.

Establishment Agents are required to tag their key card on the card reader whenever entering a Limited Access Area, including moving between rooms within their department. Establishment Agents may hold doors open for other Establishment Agents but may not allow "piggybacking," meaning that all parties must tag the card reader before entering the area.

Establishment Agents Granted Permanent Access to High Security Areas

In order to be granted permanent access to High Security Areas, the Establishment Agent must meet the following criteria:

- Be badged under the license that the area is within
- Be required to fulfill all or a significant portion of their duties within that area

Permanent access to High Security Areas is determined by position and can be located in an employee's job description. Contractors who have been licensed as Establishment Agents may be granted permanent access to High Security Areas, but must be escorted by an employee who has been granted permanent access.

Establishment Agents Granted Temporary Access to High Security Areas

Some Establishment Agents may be granted temporary access to High Security Areas in order to fulfill occasional duties.

In order to be granted temporary access to High Security Areas, the Establishment Agent must meet the following criteria:

- Be badged under the license that the area is within
- Be supervised by an employee who has been granted permanent access to that area
- Be signed in using a High Security Area Log by an employee who has been granted permanent access to that area

High Security Area Logs

Asset Protection maintains and audits High Security Area Logs. Logs will be maintained for at least 4 (four) years by the Asset Protection Department in accordance with applicable state and federal guidelines.

Non-Agent Visitor Access

Pursuant to 935 CMR 500.110 (4) and 935 CMR 501.110 (3), Insa's Limited Access Areas will not be open to the general public. Authorized Visitors may be permitted to access Limited Access Areas according to the following procedures.

Upon arrival and at departure from Insa's facility, a Visitor will be required to sign in according to the 2-Party Sign-In Procedure. The 2-Party Sign-In Procedure requires that information pertaining to the Visitor be logged in the Visitor Log and verified by two authorized Insa employees.

The Visitor Log which will include the following information:

- Visitor's full name
- Visitor's company (if applicable)
- Visitor's date/time of arrival
- Visitor's date/time of departure
- Purpose of visit
- Name of reception or security employees
- Name of escorting party

Upon entering the facility, all Visitors will be required to present valid, unexpired, government-issued photo identification. No Visitors under 21 years of age will be permitted to enter the facility. Visitors will be given a Visitor Identification Badge that will be required to be visible and worn at all times during the facility visit.

Insa will maintain the Visitor Log records for, at minimum, 4 (four) years. The Visitor Log will be made available to the Massachusetts Cannabis Control Commission ("CCC") or other state or local government officials upon request.

While at the facility, Visitors will be escorted at all times by an authorized Insa employee. Visitors will be required to wear protective clothing (including, but not limited to, eye protection, coveralls, hair coverings, latex gloves, and shoe coverings) when in areas requiring protection. Visitors are required to follow all sanitization procedures. At a minimum, visitors will be required to wash their hands with hand sanitizer prior to entering the facility to avoid contamination. Visitors will be restricted from handling any marijuana plants or marijuana products. Visitors will not be supplied with RFID Access Cards.

The CCC and other federal, state, and local government officials will be provided access to the facility to perform their official functions and duties.

Visitors Requiring Temporary Access to High Security Areas

All Visitors requiring access to a High Security Area will be required to sign in using the High Security Area Log maintained by Asset Protection and escorted by an Insa employee who has been granted permanent access.

4.2. Insa Safety and Emergency Procedures Manual

Each Insa location has a Safety and Emergency Procedures Manual, which is updated on an annual basis by the Asset Protection and Compliance teams. This manual contains emergency and evacuation procedures and describes Insa's internal alert system. The Safety and Emergency Procedures manual is covered during an employee's New Hire Orientation with Asset Protection.

4.3. Anti-Diversion and Clear Bag Policy

All Insa employees, when entering a Limited Access Area, must carry their belongings in a clear bag. Employees may keep sensitive personal item such as medication inside a small opaque bag within their clear bag. Executive and administrative employees who use Company laptops are given a clear backpack upon hire.

4.4. Background Check and Agent Licensing Policy

4.4.1. Purpose

The purpose of this Background Check and Agent Licensing Policy is to ensure compliance with 935 CMR 500, 501, and 502.

4.4.2. Scope and Administration of this Policy

Insa is a Marijuana Establishment under 935 CMR 500.000, 501.000, and 502.000, and is required to conduct background checks on all prospective Marijuana Establishment Licensees and Marijuana Establishment Agents of the Company within the Commonwealth of Massachusetts.

The Human Resources Department is responsible for the administration of this policy. If you have any questions regarding this policy, or if you have any questions about background checks that are not addressed in this policy, please contact the Human Resources Department.

4.4.3. Definitions

Marijuana Establishment Agents (“Agents”)

In accordance with 935 CMR 500.800 and 500.802: Suitability Standard for Registration as a Marijuana Establishment Agent, Insa is required to conduct background checks for all Agents. Per the law, the term “Agents” includes the following individuals: board members, directors, executives, managers, employees, and volunteers. For an individual to be deemed suitable for registration, they must

- be 21 years of age or older;
- have never been convicted in the Commonwealth of distribution of controlled substances to minors or a like offense in another jurisdiction; and
- be suitable for registration in accordance with 935 CMR 500.800 and 500.802.

Marijuana Establishment (Adult Use)

A Marijuana Cultivator, Craft Marijuana Cooperative, Marijuana Product Manufacturer, Marijuana Retailer, Independent Testing Laboratory, Marijuana Research Facility, Marijuana Transporter, or any other type of licensed marijuana-related business, except a medical marijuana treatment center.

Marijuana Retailer (Adult Use)

An entity licensed to purchase and transport cannabis or marijuana product from Marijuana Establishments and to sell or otherwise transfer this product to Marijuana Establishments and to consumers.

Marijuana Product Manufacturer (Adult Use)

An entity licensed to obtain, manufacture, process and package cannabis or marijuana products and to transfer these products to other Marijuana Establishments, but not to consumers.

Marijuana Cultivator (Adult Use)

An entity licensed to cultivate, process and package marijuana, and to transfer marijuana to other Marijuana Establishments, but not to consumers.

Medical Marijuana Treatment Center

An entity validly registered under 935 CMR 501.100, that acquires, cultivates, possesses, processes (including development of related products such as edible MIPs, tinctures, aerosols, oils, or ointments), transfers, transports, sells, distributes, dispenses, or administers marijuana, products containing marijuana, related supplies, or educational materials to registered qualifying patients or their personal caregivers. Unless otherwise specified, “MTC” refers to the site(s) of dispensing, cultivation, and preparation of marijuana.

Marijuana Establishment Licensees

In accordance with 500.801: Suitability Standard for Licensure, Insa is required to conduct background checks for all Licensees. Per the law, the term “Licensees” applies solely to Marijuana Establishment Agents listed on the application for licensure. For an individual to be deemed suitable for registration, they must

- be 21 years of age or older;
- have never been convicted of a felony, in the Commonwealth, or for an offense in another state that would be a felony in the Commonwealth, except for a prior conviction solely for a marijuana offense or solely for a violation of M.G.L. c. 94C, § 34, unless the offense involved distribution; and
- be suitable for registration in accordance with 935 CMR 500.800 and 500.802.

CORI and Other Background Checks

For the purposes of this policy, “CORI and other background checks” refers to the following:

- Criminal Offender Record Information (CORI)
- A national background check
- A license verification
- Education verification*
- Employment verification
- Reference checks
- A driving record*

*Dependent on a candidate’s position.

Restricted Access

CORI and other background checks used for employment purposes shall only be accessed for applicants who are otherwise qualified for the position for which they have applied. Unless otherwise provided by law, a criminal record will not automatically disqualify an applicant. Rather, determinations of suitability based on background checks will be made consistent with this policy, 935 CMR 500.000, 501.000, and 502.000, and any other applicable state or federal laws or regulations. Candidates are not permitted to begin work until a satisfactory result has been returned.

All CORI and other background checks obtained by Insa are confidential, and access to the information is limited to those individuals who have a “need to know.” This may include, but is not limited to, hiring managers and Human Resources staff submitting background check requests. Insa also reserves the right to provide relevant information to out-of-state agencies, only for the express purpose of obtaining licenses in those states, in compliance with the applicable state licensing laws and regulations of those states, and all applicants consent to such dissemination as needed. Insa maintains a current list of each individual authorized to have access to or view CORI and other background check information. This list is updated every six (6) months and is subject to inspection upon request by the Department of Criminal Justice Information Services (“DCJIS”) and the Cannabis Control Commission (“CCC”) at any time.

Accordingly, all personnel authorized to review or access CORI at Insa will review and will be thoroughly familiar with the educational and relevant training materials regarding CORI laws and regulations made available by the DCJIS. Insa is an agency required by MGL c. 6, § 171A, to maintain a CORI policy, and all personnel authorized to conduct criminal history background checks and/or to review CORI information will review and will be thoroughly familiar with this policy.

CORI and other background check information is stored, both physically and digitally, in accordance with Insa’s Human Resources Recordkeeping Standard Operating Procedures and in compliance with all applicable state and federal laws.

Secondary Dissemination Logs

All CORI obtained from the DCJIS, or any other source, and other background information is confidential and can only be disseminated as authorized by law and regulation. A central secondary dissemination log shall be used to record any dissemination of CORI or other background check information outside this organization, including dissemination at the request of the subject.

4.4.4. Procedures

Insa uses a Consumer Reporting Agency (CRA) to request CORI reports and other background information. All prospective employees, prior to a report being requested, sign the following forms:

1. CORI Acknowledgement Form
2. CRA Authorization Form
3. Federal Fair Credit Reporting Act (FCRA) Disclosure and Authorization

Insa will ensure that all background checks are conducted in compliance with all federal and state statutes, such as the federal Fair Credit Reporting Act (“FCRA”). Through background checks, Insa seeks only information that pertains to the quality and quantity of work performed by the applicant or employee, the applicant’s attendance record, education, and other issues that can impact Insa’s workplace.

As part of background checks, credit information may be collected consistent with FCRA and MCRA. In general, FCRA and MCRA require employers to obtain an applicant’s or employee’s written authorization and consent before obtaining a credit report. In connection with background checks, the Company will

- certify to the consumer-reporting agency that the employer is in compliance with FCRA and will not misuse the information it receives;
- disclose to the applicant or employee, on a separate form, that its plans to obtain a consumer or investigative consumer report and that the information received will be used solely for employment purposes;
- obtain written authorization from the applicant or employee;
- inform the individual of their right to request additional information on the nature of the report and the means through which such information may be obtained;
- inform the applicant that the report may include information about the individual’s character, general reputation, and personal characteristics; and
- provide the individual with a summary of their rights under FCRA.

In addition, MCRA further requires that, if requested by the consumer, the consumer reporting agency must provide the consumer with a copy of the report when completed (M.G.L. Ch. 93, § 53(b)).

If the results of the background check reveal negative information that may affect employment, the Company, prior to initiating any adverse employment action, will inform the applicant or employee of the negative information, provide the applicant or employee with a summary of rights under FCRA and MCRA, provide the applicant or employee with an opportunity to review

a copy of the background check information, and advise the applicant or employee of their right to dispute inaccurate information within a reasonable time.

Pre-Employment

Upon hire, all candidates are provided with a copy of this policy for review and acknowledgement of receipt. Pre-employment CORI and other background checks will only be made with the express, written permission of the candidate or employee by way of the CORI acknowledgement and other required forms as indicated above. CORI checks will only be conducted as authorized by the DCJIS and MGL c. 6, § 172, and only after all required forms have been completed.

Failure to timely complete the required authorizations may result in termination of Insa's consideration of your application. Falsification or omission of information may result in denial of employment or discipline, up to and including termination.

Post-Employment

Post-employment CORI and other background checks are completed annually for the renewal of an employee's agent licenses. Post-employment CORI and other background checks will only be made with the express, written permission of the candidate or employee by way of the CORI acknowledgement and other required forms as indicated above. CORI checks will only be conducted as authorized by the DCJIS and MGL c. 6, § 172, and only after all required forms have been completed.

Suitability for Employment

Marijuana Establishment Agents - New Hires

In order to determine a candidate's suitability for licensure, Insa follows the crime tables as outlined in 500.802: Suitability Standard for Registration as a Marijuana Establishment Agent. Tables B - D pertain to a particular Marijuana Establishment License (Retailer, Product Manufacturer, or Cultivator) and each table has individual restrictions in regard to a Mandatory Disqualification or a Presumptive Negative suitability determination. A copy of these tables is included at the end of this policy.

For purposes of determining suitability based on background checks performed in accordance with 935 CMR 500.030(1):

- All conditions, offenses, and violations are construed to include Massachusetts law or like or similar law(s) of another state, the United States or foreign jurisdiction, a military, territorial or Native American tribal authority, or any other jurisdiction.

- All criminal disqualifying conditions, offenses, and violations include the crimes of attempt, accessory, conspiracy, and solicitation. Juvenile dispositions shall not be considered as a factor for determining suitability.
- Where applicable, all look back periods for criminal conditions, offenses, and violations included in 935 CMR 500.802: Tables B through D commence upon the date of disposition; provided, however, that if disposition results in incarceration in any institution, the look back period shall commence upon release from incarceration.
- All suitability determinations will be made in accordance with the procedures set forth in 935 CMR 500.800. In addition to the requirements established in 935 CMR 500.800, the Suitability Review Committee shall:
 - Consider whether offense(s) or information that would result in a Presumptive Negative Suitability Determination under 935 CMR 500.802: Tables B through D renders the subject unsuitable for registration regardless of the determination of the licensee.
 - Consider appeals of determinations of unsuitability based on claims of erroneous information received as part of the background check during the application process in accordance with 803 CMR 2.17: Requirement to Maintain a Secondary Dissemination Log and 2.18: Adverse Employment Decision Based on CORI or Other Types of Criminal History Information Received from a Source Other than the DCJIS.

Verification of Identity

If a criminal record is received from the DCJIS, or any other source, the information is closely compared with the information on the CORI acknowledgement form and any other identifying information provided by the applicant to ensure the record belongs to the applicant. If a determination is made, based on the information provided, that the criminal record belongs to the subject, and the subject does not dispute the record's accuracy, then the determination of suitability for the position or license will be made.

All candidates for whom the background check result returns a suitability determination of Presumptive Negative will be informed in writing that they may face an adverse hiring decision, are provided with:

- a copy of their CORI and other background check results; and
- the DCJIS document "Information Concerning the Process in Correcting a Criminal Record."

Insa will provide any applicant or employee subject to a potential adverse employment decision based on a criminal history record a reasonable period of time of not less than five (5) business days to dispute the record or otherwise provide explanatory information. As part of this process, candidates will be asked to provide a written account of the offense(s) indicated as well as at

least one letter of reference from a former coworker, preferably a supervisor, whom they have known for a period of at least one (1) year. Insa may proceed with an adverse employment decision notwithstanding any such dispute or explanatory information.

Insa will review the circumstances surrounding the offenses and will take the following factors into consideration when a Presumptive Negative Suitability Determination is made:

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

Once Insa has made its own suitability determination, Insa will

- submit the candidate's application for licensing to the CCC, including all relevant documentation submitted by or on behalf of the candidate; or
- remove the candidate for consideration of employment by informing the individual in writing.

If a candidate is selected to move forward with the licensing process, their information will be reviewed by the Commonwealth's Suitability Review Committee, which will make their own determination based on the above factors. In some cases, the state may conclude, despite Insa's recommendation that the candidate move forward, that the candidate is not suitable for hire. Insa will then inform the individual, in writing, of the adverse hiring decision, including all relevant documentation provided by the CCC.

Marijuana Establishment Licensees

If an individual is included in any Insa license application, additional background checks must be completed, in compliance with 935 CMR 500.101(1) and (2). In addition to the above requirements, these individuals must also sign an authorization to obtain a full set of fingerprints, in accordance with M.G.L. c. 94G, § 21, and will be required to provide all information detailing

all involvement in any criminal or civil or administrative matters, as described in 935 CMR 500.101(1)(b).

Agent License Attestations

Once an individual's background check is complete and the individual has been deemed "suitable" for employment with the Company, Insa will submit an application for licensure to the CCC. Depending on the individual's role within the Company, one or more of the following forms must be completed:

- Agent Registration Attestation and Acknowledgement Form (Adult Use)
- Application for Employment – Attestation Form (Medical)

The Agent Registration Attestation and Acknowledgement Form must be completed for all Massachusetts adult use licenses for which the employee is applying. Employees completing this form must attest that

1. they will not engage in the diversion of marijuana products; and
2. acknowledge any limitations on their authorization to cultivate, harvest, prepare, package, possess, test, transport, or dispense marijuana in the Commonwealth.

The Application for Employment – Attestation Form (Medical) must be completed for all Massachusetts medical licenses for which the employee is applying. Employees completing this form must attest

1. that they are at least 21 years old;
2. that they have not made any false statements or representations about their identity or qualifications;
3. that they have not been convicted of a felony drug offense in Massachusetts, or any like violation of the laws of another state, the United States, or a military, territorial, or Indian tribal authority;
4. that their work activities with marijuana for medical purposes in Massachusetts will be in compliance with Chapter 369 of the Acts of 2012, Chapter 55 of the Acts of 2017, G.L. c. 94I and the Cannabis Control Commission (CCC) regulations, 935 CMR 501.000 and 502.000;
5. that they will not engage in the diversion of Medical Use of Marijuana;
6. that they understand that the protections conferred by Chapter 369 of the Acts of 2012, An Act for the Humanitarian Medical Use of Marijuana, and Chapter 55 of the Acts of 2017, G.L. c. 94I, for possession of marijuana for medical use are applicable only within Massachusetts;
7. that they understand that nothing in Massachusetts law or the Cannabis Control Commission (CCC) regulations, 935 CMR 501.000 and 502.000, purports to give immunity under federal law or poses an obstacle to federal enforcement of federal law;

8. that they understand that they are responsible for notifying their MTC principal within one business day after any change to the information that they have submitted, or after they discover that their ID card has been lost or stolen; and
9. that they understand that they must carry their ID card at all times while in possession of Medical Use of Marijuana, including at all times while at an MTC or while transporting marijuana.

License Application Submission Process

Prospective or current Agents must also submit the following items to Insa:

1. A photo that meets the following criteria:
 - a. Taken in portrait/upright format
 - b. Taken in front of a plain white or off-white background
 - c. Taken within the last 6 months
 - d. Showing only their head and the top of their shoulders
 - e. Taken looking directly at the camera held at eye level
 - f. Taken with both eyes open, and without eyewear
 - g. Taken without any item that covers their face or head, except for religious purposes
2. A state-issued photo ID that meets the following criteria:
 - a. Unexpired
 - b. Has clearly legible text on both sides

If the address listed on the ID is out of date, they must please write their current address on the back of the ID, following the change of address process determined by the state that issued the identification document)

The prospective Marijuana Establishment Agent's application will be submitted by Insa's Human Resources Department. Human Resources will submit the information given by the prospective agent, including any supporting documentation from the background check process as applicable. Once the application has been submitted, the approval process will take 1 – 2 weeks, at which point the Agent will be authorized to be on site in their respective area(s).

Temporary Agent Licenses

Newly approved Agents will be permitted to begin work (or volunteer service, as applicable) on site once a temporary license has been issued by the CCC. These temporary licenses must be worn visibly on the Agent's person at all times while within the facility. Once the temporary license has been replaced by a physical Agent License, the temporary copy will be shredded by Human Resources.

Renewal

All Agent Licenses are renewed annually, in accordance with the expiration date on each ID card. Human Resources will notify the Agent via Company email prior to the renewal period so that the applicable attestations may be completed. Employees must report to the Human Resources office within 3 business days of being notified; any delay caused by the employee's failure to report in a timely manner may result in the existing license expiring before the renewal has processed. As employees may not work with an expired license, Insa reserves the right to suspend work without pay if the employee is at fault. In the case that a license expires and the fault does not rest with the employee, Insa will compensate the employee for any missed work.

Agents must have a current (within 1 year of submission) background check on file prior to submission of the renewal.

Replacement Program ID Card

A Replacement Program ID Card may be requested if a card is lost or stolen. Employees who report a lost or stolen card may not work until Human Resources has submitted a request for a replacement and has notified the employee that they may return to work. Human Resources will ensure that the employee has all required documentation on their person to show that the request has been submitted, per CCC guidance.

Termination of Employment

Upon termination of employment, all Agent Licenses must be returned to Insa for de-registration and disposal. Human Resources is responsible for de-registration and disposal.

Restricted Access

All Agent License information is confidential, and access shall be limited to the Human Resources Department and the CCC.

Retention and Disposal

All CORI and other background checks and Agent License information will be retained and disposed of in accordance with Insa's Master Records Retention schedule.

4.5. Workers' Compensation Claims

Workers' compensation is a no-fault system designed to provide benefits to all employees for work-related injuries. Workers' compensation insurance coverage is paid for by employers and governed by state law. The workers' compensation system provides for coverage of medical treatment and expenses, occupational disability leave, and rehabilitation services, as well as payment for lost wages due to work related injuries. If employees are injured on the job while working at Insa, no matter how slightly, they are to report the incident immediately to their

supervisor. Consistent with applicable state law, failure to report an injury within a reasonable period of time could jeopardize their claim for benefits.

To receive workers' compensation benefits, employees must notify their supervisor immediately of their claim. If an employee's injury is the result of an on-the-job accident, they must fill out an accident report. They will be required to submit a medical release before returning to work. Human Resources is responsible for handling all claim submissions.

4.6. Workplace Violence Prevention

4.6.1. Purpose

Insa is concerned about the well-being and personal safety of its employees and anyone doing business with the Company. Consequently, we have adopted this zero-tolerance policy, which strictly prohibits workplace violence. Acts of or threats of violence, whether clearly expressed or implied toward individuals in the workplace, are prohibited and will not be tolerated. This policy defines prohibited conduct and general procedures and potential responsive steps in the unfortunate event that workplace violence occurs despite these preventive measures.

4.6.2. Scope

This policy applies to everyone employed by Insa. Additionally, we do not tolerate violence against employees by non-employees, (e.g. guests, vendors, or customers) nor do we tolerate violence against non-employees by employees. This policy applies to conduct at an employee's normal worksite, at office parties, off-site meetings, and other work-related events.

Furthermore, threats of violence between employees that occurs via text messages, video, voicemail, email, social media, graphics, downloaded material, websites, or other forms of digital communication is in violation of this policy.

4.6.3. Definitions

Workplace violence is any conduct that is severe, offensive or intimidating enough to make an individual reasonably fear for their personal safety or the safety of family, friends or property.

Examples of conduct that may be considered an act of or threat of violence under this policy include, but are not limited to:

- Fighting or "horseplay," which causes physical injury to another person or other conduct that may be dangerous to others.

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- Aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another person to emotional distress.
 - Conduct that threatens, intimidates or coerces another employee, customer, vendor, etc. in a manner that would make the individual feel unsafe.
 - Use of Insa resources to threaten, stalk or harass anyone at or outside the workplace.
 - Intentionally damaging employer property or property of another employee, customer, vendor, etc.
 - Possession of a weapon while on company property or while on company business. Weapons may include, but not be limited to any firearm, loaded or unloaded, assembled or disassembled, including pellet, "BB" and stun guns; knives (and other similar instruments) other than small utility knives present in the workplace for approved work purposes or for the specific purpose of food preparation and service; any switch-blade knife; brass knuckles, metal knuckles, and similar weapons; bows, cross-bows and arrows; explosives and explosive devices, including fireworks, ammunition and/or incendiary devices; throwing stars, nun-chucks, clubs, saps, and any other item commonly used as, or primarily intended for use as a weapon; self-defense chemical sprays (mace, pepper spray) in canisters or containers larger than two ounces; any object that has been modified to serve as, or has been employed as, a dangerous weapon.

Indirect or direct threats of violence, incidents of actual violence, and suspicious individuals or activities should be reported as soon as possible to a member of the Security team. When reporting a threat or incident of violence, the employee should be as specific and detailed as possible. Employees should not place themselves in peril, nor should they attempt to intercede during an incident.

Employees are encouraged to report safety concerns with regard to intimate partner violence and should promptly inform the Human Resources Department of any protective or restraining order that they have obtained that lists the workplace as a protected area. Insa will not retaliate against employees making good-faith reports. Insa is committed to supporting victims of intimate partner violence by providing community resources, and by providing time off for reasons related to intimate partner violence.

Investigations and Enforcement

Insa will promptly and thoroughly investigate all reports of threats of violence or incidents of actual violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as possible. Insa will not retaliate against employees making good-faith reports of violence, threats, or suspicious individuals or activities. To maintain workplace safety and the integrity of its investigation, Insa may suspend employees suspected of workplace violence or threats of violence, either with or without pay, pending investigation.

Anyone found to be responsible for threats of or actual violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action, up to and including termination of employment.

Insa encourages employees to bring their disputes to the attention of their supervisors or the Human Resources Department before the situation escalates. Insa will not discipline employees for raising such concerns.

Quality Control and Testing Procedures

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1. Overview

Pursuant to 935 CMR 500.105(3), 935 CMR 500.160, 935 CMR 501.105(3), 935 CMR 501.160, and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed the following Quality Control and Testing Procedures. No cannabis products shall be sold or otherwise marketed that have not first passed testing by an independent testing laboratory. Additionally, all testing and sampling procedures described in this plan will conform to the Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries published by the Commission.

1.1. Independent Testing Laboratory

All testing will be conducted by an independent laboratory licensed by the Commission. Testing of environmental media (e.g. soils, solid growing media, and water) will be performed following the guidelines of the Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries. All products will be tested in accordance with all applicable state regulations and testing shall be conducted in accordance with the frequency required by the Commission. All transportation of cannabis to and from laboratories for the purpose of testing services will comply with all applicable state regulations. The Company will ensure that the storage of cannabis at a laboratory providing cannabis testing services will adhere to the following:

- Have adequate lighting, ventilation, temperature, humidity, space, and equipment.
- Have separate areas for storage of cannabis that is outdated, damaged, deteriorated, mislabeled, or contaminated, or whose containers or packaging have been opened or breached, until such products are destroyed.
- Storage areas will be maintained in a clean and orderly condition and free from infestation by insects, rodents, birds, and pests of any kind.
- Have storage areas maintained in accordance with the security requirements required by the Commission (935 CMR 500.110) as well as the Company’s policies and procedures.

The Company will maintain the results of all test results for a period of at least one year. Clones are subject to testing requirements but are exempt from testing for metals.

2. Sampling Procedures

In order to prepare uncontaminated, representative samples of cannabis materials and products, the Company has developed the following sampling procedures in compliance with all Commission regulations and according to best industry practices including standards regarding testing developed by ASTM International.

2.1. Pre-Sampling Preparation

All sampling equipment and information must be collected prior to beginning sampling process. This includes, but is not limited to:

- Sample collection plan for each product type
- Logbook or sample collection forms
- Disposable gloves
- Decontaminated tool(s), such as a spatula, knife, sampling spear, or pipette
- Stainless steel bowl and instrument to homogenize the product (e.g., by stirring, chopping, or grinding)
- Clean, decontaminated surface for sample processing
- Sample containers appropriate for the analyses required
- Container labels and pen with indelible ink
- Electronic scale and/or other measurement equipment
- Supplies to thoroughly clean, decontaminate and dry sampling equipment between samples
- A cooler with ice to keep samples cool until refrigeration or shipment to the laboratory

Sample labels will be prepared and affixed to the sample containers during the sampling process. At a minimum, the labels will include the batch and sample IDs, the date/time of collection, and the employee performing the sample collection.

2.2. General Sampling Protocols

Samples from each production batch must be collected in a ready-to-use condition. Ready-to-use means either ready for packaging/post-packaging for sale or ready to be used as an intermediate product/ingredient in producing other cannabis products. Guidelines are outlined as follows:

-
- Employee performing the collection must wear disposable gloves to mitigate contamination.
 - Sampling tools and surfaces must be cleaned and decontaminated before sampling a new cultivation or production batch. Any tools or equipment needed for sampling will be laid out in advance.
 - The collection of samples from each cultivation or production batch will be done one at a time. After the collection of one cultivation or production batch is complete the person can continue to the next cultivation or production batch.
 - The sample will be collected using the appropriate decontaminated stainless-steel tools (or tools made from another inert material) and placed in an appropriate sample container made of suitable materials. Employees collecting the samples will not touch the samples with their hands or allow the sample to touch anything that would cause cross contamination.
 - Record the time each sample was collected and record any difficulties, inconsistencies with the sampling plan, or other remarks (e.g., environmental conditions) that might be relevant to data analysis or quality assurance.
 - To avoid cross contamination of samples, any tools or equipment that comes in contact with the finished plant material or other cannabis products should be cleaned before collecting the next sample.
 - All samples should be placed in clean, airtight sample containers that are large enough to hold the prescribed sample quantity with minimal headspace. Sample containers must be firmly closed and appropriately labeled.

All samples will be tracked in Metrc and will be manifested for transport to ensure chain of custody is maintained throughout the sampling process.

All excess cannabis must be returned to the Company and be disposed of pursuant to 935 CMR 500.105(12) following the Company's waste disposal policies and procedures.

2.3. Sample Homogeneity

The Company has established the following sample homogeneity protocols for each type of cannabis material or product requiring testing.

2.3.1. Finished Plant Material

In order to ensure that a homogenous sample is collected from each production batch, employees will follow the finished plant material homogeneity protocols:

- Samples will be collected after drying of the inflorescences and representative of the entire production batch in terms of maturity and composition.
- Inflorescences samples will be ground and mixed thoroughly to ensure a homogeneous sample.
- The ground sample will then be divided into a square shape and divided into four equal quarters. Samples will be taken from two opposite corners. This process is repeated until there is adequate a material for sampling. The remaining material may be used for microbiological and contaminant testing.

Minimum Representative Sample

The minimum representative sample (as determined by the independent testing lab) is 4.0 grams. The number of samples will be determined based on size the of production batch:

- Three samples from production batches less than equal to 1 kg
- Five samples from production batches greater than or equal to 1 kg and less than 5 kg
- Ten samples from production batches greater than or equal to 5 kg

2.3.2. Cannabis Oil Concentrates

A homogenous sample will be collected from each production batch. Employees will follow the finished plant material homogeneity protocols:

- Cannabis oil will be thoroughly stirred or mixed before sampling to ensure homogenization of the sample.
- One sample for each production batch of at least 3.2 grams (as determined by the independent testing laboratory) will be collected from each production batch.
- The sample will be collected using clean, stainless steel tools (or tools made from another inert material) and placed in an appropriate sample container made of suitable materials.
- The sample will be submitted to an independent testing laboratory.
- If the sample cannot be adequately mixed, then sampling will be done in accordance with the sample for resins.

Minimum Representative Sample

The minimum representative sample (as determined by the independent testing lab) is 4.0 grams. The number of samples will be determined based on size the of production batch:

- Three samples from production batches less than equal to 1 kg
- Five samples from production batches greater than or equal to 1 kg and less than 5 kg

- Ten samples from production batches greater than or equal to 5 kg

2.3.3. Resins

For material to be deemed homogenized, solid and semi-solid products such as resin should be ground and thoroughly mixed, if possible. A grinding device that minimizes loss will be used. The grinding device must be cleaned thoroughly after each use. Employees are to complete the following steps to ensure compliance with protocols:

- The ground sample will then be divided into a square shape and divided into four equal quarters. Samples will be taken from two opposite corners. This process is repeated until there is adequate a material for sampling. The remaining material may be used for microbiological and contaminant testing.
- If grinding is impracticable, then sub-samples will be collected from the lower, middle, upper sections of the product mass. The product mass will be cut into sections to allow for adequate sampling. This process will be repeated until enough material has been collected for testing. If possible, the sub-sections will be composited into one sample.
- The sample will be collected using clean, stainless steel tools (or tools made out of another inert material) and placed in an appropriate sample container made of suitable materials.

Minimum Representative Sample

The minimum representative sample (as determined by the independent testing laboratory) is 2.9 grams. The number of samples will be determined based on size the of production batch:

- Three samples from production batches less than equal to 1 kg
- Five samples from production batches greater than or equal to 1 kg and less than 5 kg
- Ten samples from production batches greater than or equal to 5 kg

2.3.4. Marijuana Infused Products

Marijuana infused products (MIPs) should be ground and thoroughly mixed, if possible, to be homogenized. A grinding device that minimizes loss will be used. The grinding device must be cleaned thoroughly after each use. Employees should use the following steps to ensure all protocols are met:

- The ground sample will then be divided into a square shape and divided into four equal quarters. Samples will be taken from two opposite corners. This process is repeated until

there is adequate a material for sampling. The remaining material may be used for microbiological and contaminant testing.

- If grinding is impracticable, then sub-samples will be collected from the lower, middle, upper sections of the product mass. The product mass will be cut into sections to allow for adequate sampling. This process will be repeated until enough material has been collected for testing. If possible, the sub-sections will be composited into one sample.
- The sample will be collected using clean, stainless steel tools (or tools made from another inert material) and placed in an appropriate sample container made of suitable materials.

Minimum Representative Sample

The minimum representative sample (as determined by the independent testing laboratory) is 4.0 grams or one product serving. The number of samples will be determined based on size the of production batch:

- Three samples from production batches less than equal to 1 kg
- Five samples from production batches greater than or equal to 1 kg and less than 5 kg
- Ten samples from production batches greater than or equal to 5 kg

2.4. Quality Control

For every 20 samples collected, one duplicate sample will be collected for quality control purposes. The control sample will be collected on the same day as the active sample and derived from the same product batch. The control sample will not be identified to the independent laboratory but will be used by the Company to determine variances in sampling and/or analysis procedures. Quality control samples and results will be documented in the Commission test result tracking sheet.

All cannabis samples are tested for the cannabinoid profile and for contaminants as specified by the Commission including mold, mildew, heavy metals, plant-growth regulators, and the presence of non-organic pesticides

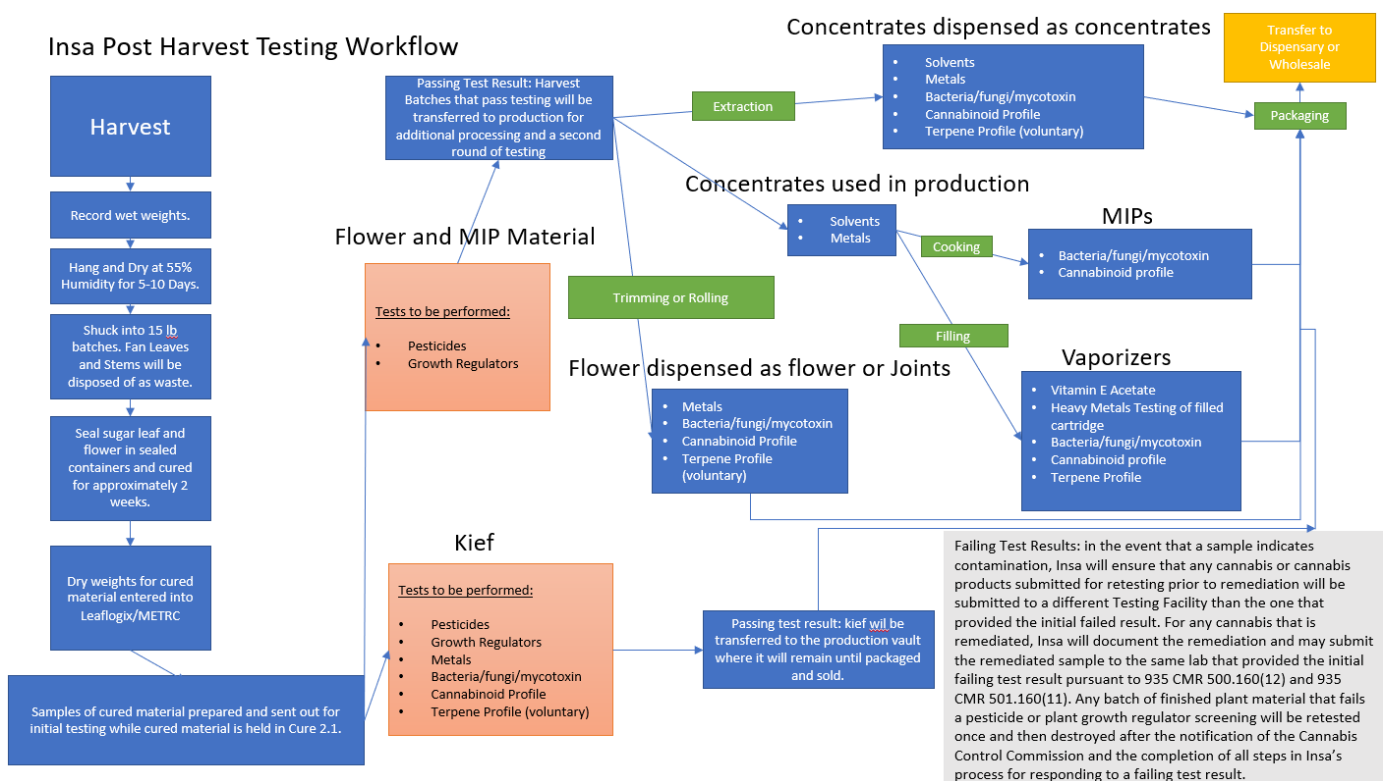
3. Testing Results

Testing results are divided into several categories. Each category must be passed to allow movement of the product to the next step of production/sales. The entire production batch must be stored in a secure, cool, and dry location until analytical results are returned by the laboratory. An overview of the Company's testing and processing workflow is included as Figure 1 below.

Figure 1. Testing Workflow

3.1. Pesticides and Plant Growth Regulators

A harvest batch of finished plant material may be dispensed to purchasers or used to make other cannabis products if no individual pesticide or plant growth regulator is detected above 10 ppb.



The minimum list of pesticides to be tested are as follows:

Table 2. Minimum Analysis Requirements for Residues of Pesticides and Plant Growth Regulators

Minimum Analysis Requirements for Residues of Pesticides and Plant Growth Regulators Commonly Used in Cannabis Cultivation		
Pesticide	Use	Residue Analytical Methods
Bifenazate	Acaricide	LC; LC-MS/MS
Bifenthrin (synthetic pyrethroid)	Insecticide	GC-ECD; GC-MS/MS
Cyfluthrin (synthetic pyrethroid)	Insecticide	LC; GC-MS/MS
Etoxazole	Acaricide	GC-MS(/MS)
Imazalil	Fungicide	GC-ECD; LC-MS/MS
Imidacloprid	Insecticide	LC-MS/MS
Myclobutanil	Fungicide	GC-ECD; GC-NPD; GSMS/MS; LC-MS/MS
Spiromesifen	Insecticide	GC-MS; LC-MS/MS
Trifloxystrobin	Fungicide	GC-NPD; GC-MS/MS; LC-MS/MS

Source AHP (2013)

ECD = Electron capture detector; FLD = Fluorescence detector; GC = Gas chromatography;

MS = Massspectrometry; NPD = Nitrogen phosphorous detector; LC = Liquid chromatography

3.2. Metals

Finished cannabis products must be tested for four metals. A production batch of finished cannabis products (e.g., finished plant material, cannabis resin, or cannabis concentrate) may only be dispensed to purchasers if all four of the metals are below the upper limits for the respective product and intended use. Production batches of concentrate must also pass this screening before they may be used to manufacture other cannabis products.

Table 1. Analysis Requirements and Recommended Limits for Metals in Finished Cannabis Products

Analysis Requirements and Recommended Limits for Metals in Finished Medical Marijuana Products		
	All Uses Upper Limit (µg/kg)	Ingestion Only Upper Limit (µg/kg)
Arsenic (inorganic)	200	1,500
Cadmium	200	500
Lead	500	1,000
Mercury (total)	100	1,500

3.3. Residual Solvents

Residual solvent testing is required only for cannabis resins and concentrates when solvents have been used in the production process. A production batch of cannabis oil may be dispensed as a finished cannabis product or used to make another cannabis product only if laboratory analysis verifies that all solvents used at any stage of cannabis oil production are below the limits described below and the production batch passes all other applicable testing requirements.

Only solvents listed below may be used in the production of cannabis oil and only the solvents used in the production process need to be tested. See the following limits:

Table 4. Concentration Limits for Residual Levels of Propane

Concentration Limits for Residual Levels of Propane, n-Butane, or Iso-Butane	
Solvent (1)	Upper Limit (mg/kg)
Propane (CAS 74-98-6)	1
n-Butane (CAS 106-97-8)	1
Iso-Butane (CAS 75-28-5)	1

(1) The ingredients must be of purity suitable for use in food intended for human consumption. At a minimum, the solvent (gas) must be high-purity (>99%) of propane, n-butane, or isobutane, or a blend these three hydrocarbon gases.

Table 5. Concentration Limits for Residual Solvents

Concentration Limits for Residual Solvents			
Solvent	Concentration Limit (mg/kg)	Solvent	Concentration Limit (mg/kg)
Acetic acid	5,000	Heptane	5,000
Acetone	5,000	Hexane	290
Acetonitrile	410	Isobutyl acetate	5,000
Anisole	5,000	Isopropyl acetate	5,000
1-Butanol	5,000	Methanol	3,000
2-Butanol	5,000	2-Methoxyethanol	50
Butyl acetate	5,000	Methyl acetate	5,000
Tert-Butylmethyl ether	5,000	3-Methyl-1-butanol	5,000
Chlorobenzene	360	Methylbutylketone	50
Chloroform	60	Methylcyclohexane	1,180
Cumene	70	Methylethyl ketone	5,000
Cyclohexane	3,880	Methylisobutyl ketone	5,000
1,2-Dichloroethene	1,870	2-Methyl-1-propanol	5,000
Dichloromethane	600	N-Methylpyrrolidone	530
1,2-Dimethoxyethane	100	Nitromethane	50
N,N -Dimethylacetamide	1,090	Pentane	5,000
N,N -Dimethylformamide	880	1-Pentanol	5,000
Dimethyl sulfoxide	5,000	1-Propanol	5,000
1,4-Dioxane	380	2-Propanol	5,000
Ethanol	5,000	Propyl acetate	5,000
2-Ethoxyethanol	160	Pyridine	200
Ethyl acetate	5,000	Sulfolane	160
Ethylene glycol	620	Tetrahydrofuran	720
Ethyl ether	5,000	Tetralin	100
Ethyl formate	5,000	Toluene	890
Formamide	220	1,1,2-Trichloroethylene	80
Formic acid	5,000	Xylene	2,170

3.4. Microbiological Contaminants and Mycotoxins

Requirements for total viable aerobic bacteria, total yeast and mold, total coliforms, and bile tolerant gram- negative bacteria are given in colony forming unit (CFU) counts per mass of product sample. The requirement for pathogenic E. coli and Salmonella spp. is based on

detection in a 1-gram sample, and the requirement for mycotoxins is based on the concentration per kilogram of sample.

The limits of quantification thresholds for microbiological contaminants and mycotoxins are as follows:

Table 2. Analysis Requirements for Microbiological Contaminants and Mycotoxins

Analysis Requirements for Microbiological Contaminants and Mycotoxins in Medical Marijuana Products ⁽¹⁾						
Cannabis Material	Total Viable Aerobic Bacteria (CFU/g)	Total Yeast and Mold (CFU/g)	Total Coliforms (CFU/g)	Bile-tolerant Gram-negative Bacteria (CFU/g)	E. coli (pathogenic strains) and Salmonella spp.	Mycotoxins ⁽³⁾
Unprocessed Materials ⁽²⁾	10 ⁵	10 ⁴	10 ³	10 ³	Not detected in 1 gram	<20 µg of any mycotoxin/kg of material
Processed Materials ⁽²⁾	10 ⁵	10 ⁴	10 ³	10 ³		
CO ₂ and Solvent-based Extracts	10 ⁴	10 ³	10 ²	10 ²		

CFU: colony forming unit

(1) Except for mycotoxins, analysis requirements are based on AHP (2013).

(2) Unprocessed materials include minimally processed crude cannabis preparations such as inflorescences, accumulated resin glands (kief), and compressed resin glands (hashish). Processed materials include various solid or liquid infused edible preparations, oils, topical preparations, and water-processed resin glands ("bubble hash") (AHP, 2013).

(3) Mycotoxins include aflatoxin B1, aflatoxin B2, aflatoxin G1, aflatoxin G2, and Ochratoxin A.

4. Laboratory Testing Requirements and Workflow

Various products must meet specific testing requirements to allow movement for production/sale. This section outlines the Company's post-harvest workflow as it relates to batching and testing cannabis material as it moves through the facility's production processes.

Before any analytical testing is conducted, plants will be harvested and cultivation team members will record the wet weight of the harvest and will then hang and dry harvested material in a Cure Room at 55% humidity for 5–10 days. Once this preliminary drying is complete, the plants will be shucked into batches with the fan leaves and stems disposed of according to the facility's waste process.

The next step in the post-harvest workflow will be to seal the shucked sugar leaf and flower into sealed containers to cure for up to two weeks. Once this process is complete, the dry weights of the cured material will be recorded in the Company's inventory tracking software, LeafLogix, which transmits all information required for regulatory compliance to the Commission's seed to sale tracking software, Metrc.

Once material has gone through post-harvest processing, it will be held in the Cultivation Secure Storage Vault until it can be appropriately tested for plant growth regulators and pesticides.

Material that has not passed all testing required for compliant retail sale will not be packaged until test results indicating its safety have been received. The following are descriptions of the testing performed on products at the various stages of production.

A diagram describing the required testing for each product type is included at the end of this section as Figure 2.

4.1. Harvest Batches of Flower

Before any harvest batch of flower is permitted to be transferred out of the Company's cultivation facility, it will be subject to the required tests for pesticides and plant growth regulators. The Company allocates its harvested materials to processing based on their cannabinoid profile. In order to minimize the amount of unnecessary labor spent trimming product that will ultimately be used for extraction into concentrates, the Company tests all harvest batches of flower for cannabinoids to determine if they will be trimmed and eventually packaged to be sold as flower or pre-rolls directly or used in MIP production. Batches of harvested material that do not meet the Company's aesthetic standards, sugar leaf, and any material that is low in tetrahydrocannabinol (THC) will be designated as MIP material.

After receiving passing test results, harvested material will be transferred to the Company's production facility where it will be processed into packaged flower, pre rolled joints and kief extracted and processed into concentrates and infused products. Once the material intended for processing into packaged flower, kief or pre rolled joints has been processed it will be subject to the remaining required analytical testing and held in the production facility's Secure Storage Vault until passing test results are received and the products can be packaged.

4.2. Cured Cannabis Flower

Any flower that meet the Company's standards for potency and aesthetics will be trimmed by Trim Department staff. Once this trimming process is complete, the material will be subject to the full panel of required analytical testing including testing for pesticides and growth regulators, metals, bacteria/fungi/mycotoxin, a cannabinoid profile (to account for any possible loss of potency during processing), and a terpene profile. While terpene profiles are not required by the Commission, this information is valuable to purchasers and patients seeking detailed information on the Company's products. Upon receiving passing test results the flower will be packaged appropriately for retail sale and held until it can be transferred to one of the Company's retail facilities or wholesaled to another appropriately licensed cannabis business.

4.3. Pre-Rolled Cannabis Joints

Materials that meets the Company's standards for potency, but not its standards for aesthetics will be ground and used to manufacture pre-rolled joints. Once the material has been determined to be appropriate for use manufacturing pre-rolled joints, it will ground and rolled by Trim Department staff and then a sample will be tested for pesticides and growth regulators, metals, bacteria/fungi/mycotoxin, a cannabinoid profile (to account for any possible loss of potency during processing), and a terpene profile. Upon receiving a passing test result, the pre-rolled joints will be packaged for eventual retail sale.

4.4. Kief

Some of the material generated by processing flower and pre-roll joints is collected as kief, which is a solventless extract that is generally high in THC. This material will be subject to all required state tests including testing for metals, bacteria/fungi/mycotoxin, and cannabinoid profile as well as voluntary terpene testing before it is transferred to the production facility and packaged for eventual retail sale.

4.5. Low THC Harvest Batches and designated MIP Material

Material that tests low in THC or which is designated as MIP material when harvested will be tested for pesticides and plant growth regulators and, upon receiving a passing test result, transferred to the Company's product manufacturing facility where it will be used to produce concentrates.

4.6. Concentrates Dispensed as Concentrate

Once manufactured, concentrates including distillate, shatter, batter, wax, crumble, sugar, and live sugar will be tested for solvents (if any solvents were used to produce them), metals, and cannabinoid profile. If the tests for solvents and metals do not indicate the presence of any contaminants, concentrates will be allocated for sale as a finished product or for use producing MIPs and vaporizers.

Material that will be packaged and sold as concentrate will be subject to the rest of the analytical tests that are required to dispense it as concentrate including testing for bacteria/fungi/mycotoxin, and a terpene profile. The material will then be packaged.

4.7. Disposable Vaporizers

Distillate material that tests high in THC during the initial postproduction concentrate testing will be used to produce disposable vaporizer cartridges and pens. Once the devices have been filled and closed, the Company will ensure that the filled cartridge or pen is tested for heavy metals (testing the filled cartridge rather than only the distillate as required by the Commission's Amended Administrative Order on Vaporizers), microbiological contaminants, Vitamin E acetate, and terpene profile.

All testing required to be performed on finished vaporizers will be carried out by submitting a filled vaporizer cartridge to an independent testing lab.

Under no circumstances does the Company use Vitamin E acetate to manufacture vaporizers.

4.8. MIP Testing

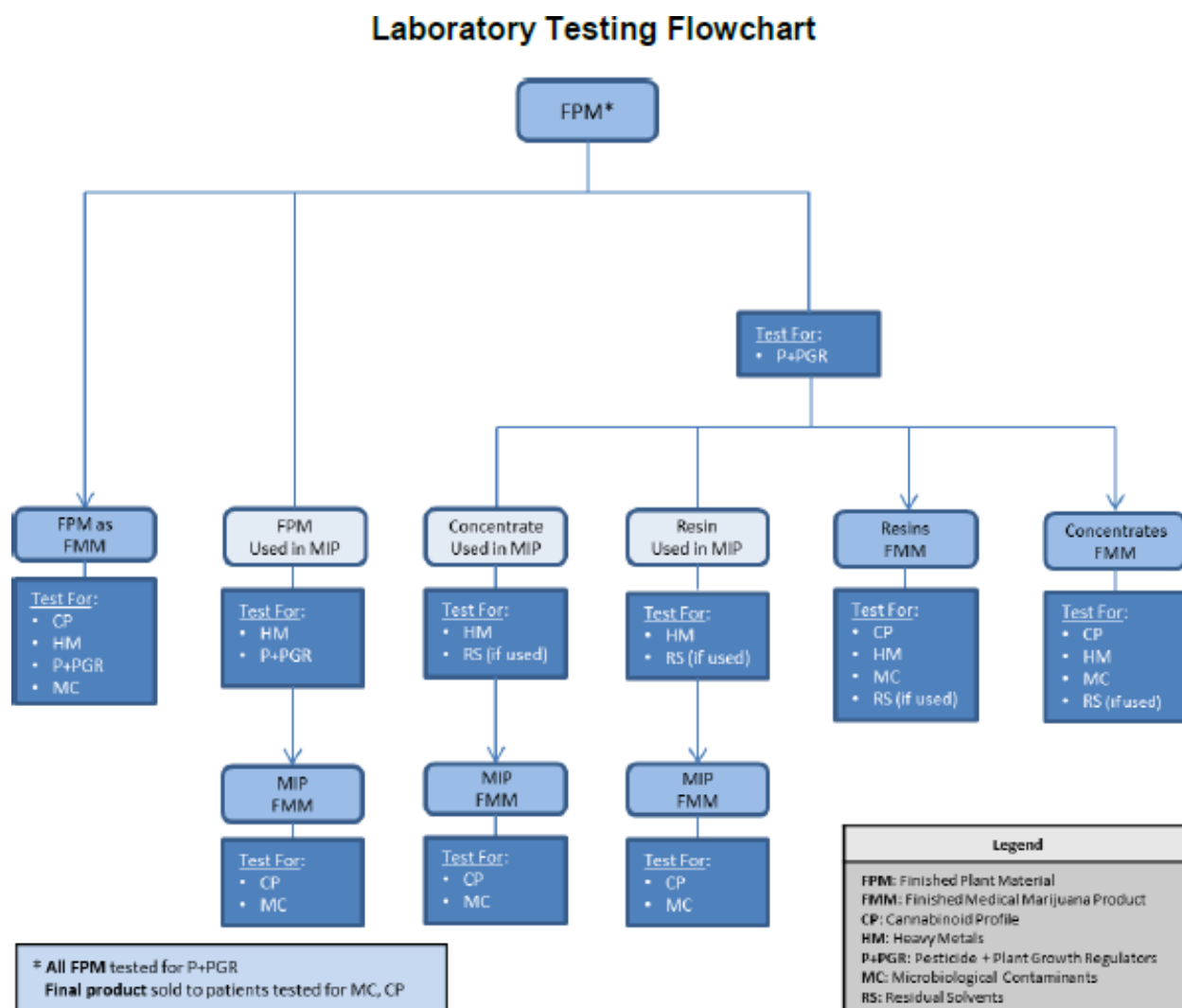
Production batches of concentrate that are designated for MIP production will be transferred from the Laboratory Department to the Kitchen Department after receiving the passing test results described above. Finished MIPs will then be subjected to testing for bacteria/fungi/mycotoxin and cannabinoid testing.

Production batches will be discarded and not dispensed to purchasers if any biological contaminant limit is exceeded.

4.9. Quality Control

After passing their required analytical testing, all products will be transferred to the Company's product manufacturing facility to be packaged. A final visual inspection to ensure quality will occur as part of the packaging process with a quality control sign off on both the quantity of product packaged, and quality of the finished products.

Figure 2. Laboratory Testing Flowchart



5. Responding to Laboratory Results

If any analysis fails to meet all applicable data quality objectives (DQOs), then the finished cannabis product will not be dispensed.

- The production batch may be re-sampled for follow-up testing. A production batch may be retested once, and records of the original analysis must be retained. If applicable

DQOs are not met, the production batch cannot be dispensed to purchasers or used in the production of MIPs.

- If a production batch fails to meet DQOs after being re-tested, then it must be disposed of according to the Waste Disposal Plan. If a batch of finished plant material fails to meet a metal or a bacteria/fungi/mycotoxin standard the finished plant material cannot be dispensed to a patient/patron as finished cannabis.
- If a batch of finished plant material fails to meet a metal or a bacteria/fungi/mycotoxin standard, then it may be used to derive other finished cannabis products (e.g., resins, concentrates).
- While the finished plant material or finished cannabis, product may be treated in a manner to reduce the concentration of metals or bacteria/fungi/mycotoxin contaminants, the finished plant material or finished cannabis product may not be treated to bind or restrict the availability of the metals or bacteria/fungi/mycotoxin in an analysis without reducing the total contaminant content.

If a batch of finished plant material fails to meet a pesticide residue and plant growth regulator limit it cannot be dispensed to purchasers or used to derive other products.

- The batch may be retested once. If the batch fails, the retest it must be destroyed.
- If a production batch of finished plant material fails to meet DQOs after being re-tested, then it must be disposed of according to the Waste Disposal Plan.

If a concentrate or resin exceeds the residual solvent requirements it cannot be dispensed to purchasers.

- The concentrate/resin may be re-processed and re-tested. If upon retest the concentrate/resin meets the residual solvent standard, the ultimate finished cannabis products may be dispensed to customers as long as all applicable limits are met.
- If the re-processed batch fails to meet DQOs after being re-tested, then it must be disposed of according to the Waste Disposal Plan.

Company Leadership, the Compliance Department, and applicable department managers will be responsible for investigating and assessing the source of any contamination and implementing change to eliminate the source of contamination and mitigate the risk of future contamination.

Procedures for investigating and mitigating contamination will include at a minimum:

5.1. Pesticides and Plant Growth Regulators

- Evaluate pesticides, nutrients, and other products used in the cultivation process
- Evaluate soils and/or mediums used in the cultivation process

- Evaluate water sources used in the cultivation
- Review the chain of custody and growing protocols for plants
- Review sampling protocols

5.2. Residual Solvents

- Evaluate the extraction process and solvents used in the extraction process
- Review sampling protocols

5.3. Heavy Metals

- Evaluate pesticides, nutrients, and other products used in the cultivation process
- Evaluate soils and/or mediums used in the cultivation process
- Evaluate water sources used in the cultivation
- Review the chain of custody and growing protocols for plants
- Review sampling protocols

5.4. Microbiological Contamination & Mycotoxin

- Evaluate and clean cultivation areas
- Review cultivation protocols and environmental conditions/controls in the cultivation, trim, and curing rooms
- Review the chain of custody and growing protocols for plants
- Review sampling protocols

See the following response plan below:

6.1. Mandatory Reporting

Upon receiving testing results that cannot be remediated. The Company will notify the Commission within 72 hours. The Company will provide a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination.

7. Protocol for Sampling and Analysis of Environmental Media

The Company conducts testing with an approved independent testing laboratory all soil media and water used in the production of cannabis in accordance with applicable regulations.

7.1. Soil Media Testing

The Company tests all soils and solid growing media initially prior to use for cultivation of cannabis, and at least annually, and within the quarter if amended. Specifically:

- All source soils or solids must be sampled and analyzed prior to use in cultivation and whenever new soils or solids are received from a different source.
- Solid materials used in alternative, non-soil cultivation approaches such as hydroponics including but not limited to clay, rock wool, and vermiculite or other non-soil enhancements must be sampled and analyzed prior to being used for cultivation of cannabis and whenever received from a different source.
- All cultivation soils used in beds or containers to actively cultivate cannabis must be sampled and analyzed annually.
- In cases where cultivation soils (or other solid growing media) are amended with additional solid materials (excluding water and nutrient fertilizers), sampling and analysis in the quarter during which the soil was amended is required.

The Company cultivates cannabis using individual plant containers. As such, solid growing media/soil samples are collected from a minimum of 5% of the total number of growing containers. Solid growing media samples shall be collected to be representative of the horizontal and vertical conditions of the growing configuration. When collected prior to distribution among beds or containers, source soil or solids samples shall be taken to best represent the overall source soils (e.g., collected from different areas and depths of a stockpile).

Cultivation soil and solid samples will be collected to represent the broad range of cultivation units, growth stages, and soil and solid types whether from beds or containers. Samples will be analyzed individually as grab samples unless the analysis methods used allow analytical

reporting limits to be achieved on composite sample analyses that would demonstrate that any single sample in the composite would not exceed the contaminant limits described below.

In no case may more than five primary samples be composited into a single sample for analysis. When analyzed as a composite, the laboratory results of the composite must demonstrate that each composite subsample is below the relevant contaminant limits, not just the composite itself. For example if the results of a five sample composite are reported as 1.0 mg/kg, any one subsample (20% of the total composite) could contain up to 5 mg/kg when accounting for the effective dilution of the other four subsamples (i.e., 1 sample at 5 mg/kg + 4 samples at 0 mg/kg = average of 1 mg/kg). A diagram of the cultivation area, the sampling design, and the horizontal and vertical location of each sample shall be created for each sampling event and maintained on file for review by inspection authorities.

Field duplicate samples shall be collected at least annually and one for every 20 field samples of the solid samples collected to provide verification of field and laboratory procedures. Field duplicate samples shall be collected and analyzed for each analytical method performed on the samples. Field duplicate samples will not be identified to the laboratory. Blank samples are required to provide important information on potential positive bias on any positive results in field samples.

Equipment rinsate blanks are required whenever non-disposable sampling equipment is used to collection samples at multiple locations such as in source soil testing or testing of hydroponic nutrient solutions. Equipment rinsate blanks must be collected at the rate of one per sampling event per sampling equipment type with at least one equipment rinsate blank for every 20 field samples of the same matrix. Where equipment rinsate blanks are not appropriate (i.e., use of disposable sampling equipment, collection of just one sample location, or direct collection into the sampling container), field blanks may be used to evaluate potential for contamination and potential positive bias at the same frequency of one per sampling event per sampling equipment type with at least one for every 20 field samples of the same matrix.

7.1.1. Pre-Sample Collection

Prior to sample collection, an employee will assemble all equipment and information needed before beginning. Items to assemble before sampling include the following:

- Sample collection plan or diagram of locations to ensure representative sample collection
- Logbook or sample collection forms
- Disposable gloves
- Decontaminated soil collection tool(s), such as a corer, spatula, or trowel
- Stainless steel bowl and implement to homogenize soil samples

-
- Clean, decontaminated plastic sheeting or other clean, non-porous surface for sample processing
 - Sample containers appropriate for the analyses required
 - Container labels and pen with indelible ink
 - Supplies to thoroughly clean, decontaminate and dry sampling equipment between samples

Employees should create a new entry for each sampling event in the sample collection logbook or prepare sample collection forms for documentation of sample collection. Sample collection documentation should identify the sample collection date and start time, participating personnel, a general description of the media and locations sampled, relevant environmental conditions, a description of the sampling procedures and equipment decontamination/cleaning used, and a record of plants or batches that would potentially be impacted should analysis results indicate unacceptable contamination.

Sample collection personnel will identify or determine the number and location of soil or other solid growing media grab samples to be collected. Sample locations from containers, beds, or other cultivation units must be recorded in the sample collection logbook or forms. Record the sample location identifier (location ID) for each sample so that it can be utilized to identify the physical location of the cultivation unit. Location identifiers should be consistent across sampling events to allow tracking of repeated sample locations. The location IDs will be included on sample labels (unless the grab samples are used in a composite sample). In addition to the location ID, create a unique sample ID for each sample. Sample identifiers should be unique for a given sample event. Record the location and sample IDs in the sample collection logbook.

In some cases, the Company may sample new solid growing media before placing it in cultivation units. In these circumstances, it is not necessary to record the locations within piles where the grab samples are collected. However, sample locations will be distributed spatially so that they are representative of the whole volume of the media.

Any tools that contact the samples should be made of stainless steel or other inert material to avoid potential contamination of the sample. Sample containers should be made of suitable materials for the methods and analytes being analyzed. The sampler should avoid using insect repellents that may interfere with sample integrity.

Preparing sample labels and affixing them to sample containers immediately before sampling is recommended. Information to include on the label includes at a minimum the location and sample ID and date/time of collection. Additional information that must be recorded in documentation if not on the label includes sample collector's name, media type, collection method, whether the sample is a grab or composite sample, and soil or core depth (if applicable).

7.1.2. Sample Collection

During sample collection and employee will collect the planned samples from each sample location one at a time according to the following steps:

1. Put on disposable gloves to mitigate potential for contamination of samples.
2. Spread clean, decontaminated plastic sheeting or other nonporous surface near the sample location and lay out any tools and equipment needed.
3. Clear the surface of the location if necessary, excluding detritus, dead leaves, stones, pebbles, or other debris from the soil or other solid growing media with a clean trowel or similar tool.
4. Collect the sample using an appropriate tool. Do not touch the sample with your hands or allow the sample to touch anything that might cause contamination.
5. Place the sample in the stainless-steel bowl for homogenizing the sample using either the sample collection tool or separate clean, decontaminated implement.
6. Record the time each sample was collected and record any difficulties, inconsistencies with the sampling plan, or other remarks (e.g., environmental conditions) that might be relevant to data analysis or quality assurance.
7. To avoid cross contamination of samples, any tools or equipment that come in contact with the soil or growing media must be cleaned before moving to the next sampling location.
8. All samples should be placed in clean, airtight sample containers that are large enough to hold the prescribed sample quantity with minimal headspace. Sample containers must be firmly closed and appropriately labeled.
9. If grab samples are planned, place the homogenized sample into the appropriate containers.
10. If the sample is to be composited with other locations, repeat the above steps to collect the other individual samples to be placed into the stainless-steel bowl. Once the planned primary samples are collected, thoroughly homogenize the samples contained in the stainless-steel bowl and place the homogenized composite sample into the appropriate container.
11. Excess soil collected but not shipped to the laboratory for testing should be returned to the cultivation area where it was collected from (composite soils may be spread among the primary sample locations). It is not necessary to send the entire volume of the combined primary samples to the laboratory.
12. Samples should be refrigerated or maintained on ice until shipped to the analytical laboratory.
13. Chain-of-custody paperwork should be completed immediately prior to shipment.

7.2. Water

The Company uses water from a public water system for the cultivation of cannabis. As such, the Company's water source is sampled and analyzed prior to use for cultivation for cannabis and quarterly thereafter.

For traditional watering and irrigation of soil or solid based cultivation, water source samples will be collected from the location as close as possible to the water use. In cases where a water treatment system is used, water samples will be collected both before entering and after leaving the water treatment system, as close as possible to the point of use. The sample collected and analyzed after the water leaves the treatment system reflects the water applied to the plants, while the sample collected and analyzed before entering the treatment system characterizes the water source. In cases where several individual water treatment systems are utilized rather than a central system located on a main water line, one sample representing the water source may be collected prior to entering the treatment systems, but separate samples must be collected after the water leaves each different water treatment system used in cultivation.

Where multiple water treatment systems require multiple samples, there is no requirement to collect water samples from different systems during the same sampling event: samples may be staggered throughout the quarter as long as all systems are tested within each quarter of the year. For all hydroponic cultivation systems (both closed and open loop systems) and any non-solid based cultivation technique, water samples shall be collected to represent each system independently. There is no requirement to collect all water samples from different systems during the same sampling event: samples may be staggered throughout the quarter as long as all systems are tested within each quarter of the year.

The sampling design and layout of tanks sampled shall be retained and presented to the inspection authorities. A diagram of all water sampling locations shall be created for each sampling event and maintained on file for review by inspection authorities. Any major changes to the water system since the last sampling event must be noted in sampling design.

Water samples shall be analyzed individually as grab samples unless the analysis methods used allow analytical reporting limits to be achieved on composite sample analyses that are protective of public health and in line with acceptance requirements. Under no circumstances shall samples collected prior to the water entering a treatment system be composited with samples collected after the water leaves a water treatment system. In no case may more than five primary samples be composited into a single sample for analysis. When analyzed as a composite, the laboratory results of the composite must demonstrate that each composite subsample is below the relevant acceptance limits, not just the composite itself. For example if the results of a five sample composite are reported as 1.0 mg/L, any one subsample (20% of the total composite) could

contain up to 5 mg/L when accounting for the effective dilution of the other four subsamples (i.e., 1 sample at 5 mg/L + 4 samples at 0 mg/L = average of 1 mg/L).

Field duplicate samples shall be collected at least annually and one for every 20 field samples of the water samples collected to provide verification of field and laboratory procedures. Field duplicate samples shall be collected and analyzed for each analytical method performed on the samples. Field duplicate samples will not be identified to the laboratory. Blank samples are required to provide important information on potential positive bias on any positive results in field samples.

Equipment rinsate blanks are required whenever non-disposable sampling equipment is used to collection samples at multiple locations such as in source soil testing or testing of hydroponic nutrient solutions. Equipment rinsate blanks must be collected at the rate of one per sampling event per sampling equipment type with at least one equipment rinsate blank for every 20 field samples of the same matrix. Where equipment rinsate blanks are not appropriate (i.e., use of disposable sampling equipment, collection of just one sample location, or direct collection into the sampling container) field blanks may be used to evaluate potential for contamination and potential positive bias at the same frequency of 1 per sampling event per sampling equipment type with at least one for every 20 field samples of the same matrix.

7.2.1. Sample Collection Overview

Both the untreated and treated water will be tested to document both expected contaminants that might be introduced into cultivation as well as the maximum or untreated levels. Water samples shall be collected to be representative of the process and water quality throughout the time period of sampling, although composite samples are not required. To achieve representativeness, samples should not be collected during any periods of unusual activity such as draining of water lines, immediately after changing treatment cartridges or replenishing of hydroponic nutrient solutions.

7.2.2. Pre-Sample Collection

Prior to sample collection the employee will assemble all equipment and information needed before beginning. Items to assemble before sampling include the following:

- Sample collection plan or diagram of locations to ensure representative sample collection
- Logbook or sample collection forms
- Disposable gloves
- Clean, decontaminated plastic sheeting or other clean, non-porous surface for sample processing

-
- Sample containers appropriate for the analyses required
 - Preservatives as required for the analyses or pre-preserved containers
 - Supplies (such as pH paper or meter) to verify adequate preservation
 - Container labels and pen with indelible ink
 - Supplies to thoroughly clean, decontaminate and dry sampling equipment between samples
 - A cooler with ice to keep samples cool until refrigeration or shipment to the laboratory

Employees should create a new entry for each sampling event in the sample collection logbook or prepare sample collection forms for documentation of sample collection. Sample collection documentation should identify the sample collection date and start time, participating personnel, a general description of the media and locations sampled, relevant environmental conditions, a description of the sampling procedures and equipment decontamination/cleaning used, and a record of plants or batches that would potentially be impacted should analysis results indicate unacceptable contamination.

Employees will identify or determine the number and location of water samples to be collected based on the requirements. Sample locations must be recorded in the sample collection logbook or forms. Record the sample location identifier (location ID) for each sample so that it can be utilized to identify the physical location of the sample location within the facility. Location identifiers should be consistent across sampling events to allow tracking of repeated sample locations. The location IDs will be included on sample labels (unless the grab samples are used in a composite sample). In addition to the location ID, create a unique sample ID for each sample. Sample identifiers should be unique for a given sample event. Record the location and sample IDs in the sample collection logbook or forms as well as the volume of the sample, preservation, and associated sample containers.

Any tools that contact the samples should be made of stainless steel or other inert material to avoid potential contamination of the sample. In addition, all tools that come in contact with the sample media should be rinsed with deionized water between samples to reduce potential cross contamination. Sample containers should be clean and dry, and made of suitable materials appropriate for the methods and analytes being analyzed.

Preparing sample labels and affixing them to sample containers immediately before sampling is recommended. Information to include on the label includes at a minimum the location and sample ID and date/time of collection. Additional information that must be recorded in documentation if not on the label includes sample collector's name, media type, collection method, whether the sample is a grab or composite sample, and preservation (if applicable).

7.2.3. Sample Collection

During sample collection and employee will collect the planned samples from each sample location one at a time according to the following steps:

1. Put on gloves to mitigate potential for contamination of samples.
2. Spread clean, decontaminated plastic sheeting or other nonporous surface near the sample location and lay out any tools and equipment needed.
3. Prepare the sample location by removing faucet aerators if connected. Note the location of any water treatment systems and remove if required to represent pre-treatment location.
4. For sample collection of water lines, purge the lines of standing water and note purge time in sample collection documentation. Generally, for frequently used water 15 minutes run time is considered sufficient but actual time for purge depends on pipe volume and frequency of use. Note that pressurized lines may require additional system specific procedures. Sample collection personnel may monitor parameters including but not limited to temperature, pH, or turbidity for stability to assess sufficiency of purge.
5. For collection of water samples from tanks or other holding bins without valves or taps such as in some hydroponic systems, dip sampling may be used. However, sample collection staff should be aware of potential for vertical distribution of additives and strive to take a sample representative of the overall tank or trough. In cases where contaminants of concern may be stratified and not distributed uniformly throughout a container, a discrete depth sampler such as a Kemmerer or van Dorn sampler may be recommended.
6. Open the pre-labeled sample containers appropriate for the analyses taking care to not allow errant drips or splashes off other surfaces to enter the caps or containers.
7. Samples for all analyses may be collected directly into sample containers or into a larger, inert vessel then poured into containers. During sample collection, make sure that the tap or spigot does not contact the sample container.
8. If water samples are to be composited to represent multiple hydroponic systems, repeat the steps above to collect the primary samples. The individual, primary samples should all be collected as unpreserved samples then combined volumetrically into a single composite sample.
9. Record the time each sample was collected and record any difficulties, inconsistencies with the sampling plan, or other remarks (e.g., environmental conditions) that might be relevant to data analysis or quality assurance.
10. Add preservatives according to the analytical methods as required.
11. Fill an extra sample container to verify adequate preservation and/or residual chlorine as required by analytical methods.

12. If a non-disposable sample collection tool other than the sample container (larger inert vessel, ladle, Kemmerer sampler, van Dorn sampler) is used, rinse the tool with deionized water between samples.
13. Excess sample collected but not shipped to the laboratory for testing should be disposed of properly recognizing that preserved samples may require disposal as hazardous materials. It is not necessary to send the entire volume of the combined primary samples to the laboratory.
14. Samples should be refrigerated or maintained on ice until shipped to the analytical laboratory.
15. Chain-of-custody paperwork should be completed immediately prior to shipment.

8. Sample Handling

The Company has developed the following sample handling procedures to ensure that the integrity of samples is maintained. After samples are properly collected and labeled, they should be delivered for analysis as soon as possible.

- Sample containers both empty and once containing samples should be stored in a contaminant-free environment to the degree possible. Sample containers should not be stored for more than one year.
- Preservatives and pre-preserved sample containers may degrade after several months. Contact the laboratory to verify limits on sample container use.
- All samples should be collected and stored in containers of the appropriate materials based on the analysis method being performed.
- Until the samples are analyzed, they should be preserved to minimize chemical or physical changes according to the analytical method references.

8.1. Sample Storage

- Samples should be refrigerated or maintained on ice (4 °C +/-2°C) until they are shipped to the analytical laboratory.
- Placing the samples in airtight containers with minimal headspace preserves samples by minimizing moisture loss and chemical exchange between the sample medium and air. In addition, protect the samples from excessive light exposure to minimize photochemical degradation. Samples can be protected from light by using an amber sample container, storing the samples in a closed box or other amber container, or in a dark storage location.

- To be considered valid, all samples must be analyzed prior to expiration of the technical holding time as defined in each analytical method. Note that the holding time for some biological components is very short; 24 to 48 hours from the time of collection,
- Note that all collected samples are considered under the custody of sample collection staff following collection and prior to shipment. Samples should be maintained either under the supervision of someone responsible for the integrity of the samples or locked to prevent mishandling.
- Chain of custody seals may be used by sample collection staff to ensure that samples are not tampered with following sample collection.

8.2. Packaging and Shipping Samples

- Package the samples for shipping in a clean area free of contamination.
- Make sure that sample containers are clean, lids are tight and will not leak and that all samples are properly labeled as described above. Covering labels with clear tape is recommended for protection in the event of a leak or damage to the package.
- Conduct an inventory of sample IDs against the Metrc manifest to make sure that all samples and containers are present.
- Seal sample containers in clear plastic bags with labels visible.
- If the samples need to be kept cold during transport, pack the samples in a clean waterproof metal or hard plastic ice chest or cooler with double-bagged ice or ice packs.
- Samples should be maintained at 4 °C +/-2°C at all times. Be sure that the samples are already cool when packaged for shipping.
- When samples are shipped in a cooler, line the cooler with plastic (e.g., large heavy-duty garbage bag) before packing. If the cooler has an external drain, make sure it is plugged.
- Include noncombustible absorbent packing materials to protect the samples from damage.
- Enclose the Metrc manifest (if applicable) and any other necessary documentation in a sealed waterproof plastic bag. If applicable, include instructions or a shipping label for return of the cooler.
- Remove the old shipping labels, if any, and seal the cooler, or other container, with strapping tape.
- Use package tracking, if available from the shipper.

Restricting Access to Age 21 and Older

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1. Overview

Pursuant to 935 CMR 500.000, 501.000, 502.000 and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) has developed a comprehensive set of procedures to prevent access to the Company’s retail facilities by individuals under the age of 21 with the exception of individuals under the age of 21 that are registered qualifying patients.

Upon entering the security vestibule of a Company operated retail facility, an employee will immediately inspect an individual’s proof of identification to determine if the individual is 21 years of age or older pursuant to 935 CMR 500.140(2) and 935 CMR 501.140(2). Only a valid, unexpired government-issued photo identification (ID) will be accepted to verify identity and age. For medical-use patients only a driver’s license, government issued ID, military ID card, or a passport containing the individuals name, photograph, and date of birth will be accepted pursuant to 935 CMR 501.140(2)(a)(1).

At the Company’s medical marijuana treatment center (MTC) and colocated marijuana operations (CMO) facilities an individual’s Patient Registration Card or Personal Caregiver Registration Card will be verified prior to entry to the facility and again at the point of sale before their transaction is processed pursuant to 935 CMR 501.140(2)(a)(2). This includes verifying that the expiration date printed on their Patient Registration Card or Personal Caregiver Registration Card has not expired, that the patient has a valid physician’s certification in the Massachusetts Cannabis Information Platform (MassCIP), and that the patient has sufficient purchase allotment available to process the transaction.

All Company staff will receive adequate training on identifying fraudulent IDs. If an individual is younger than 21 years of age, they will not be permitted to enter the dispensary with the exception of registered qualifying patients. At CMO or MTC facilities operated by the Company, access will be granted to patients that are under the age of 21 who are properly certified pursuant to 935 CMR 501.010(10). Patients under the age of 18 will be required to be accompanied by their designated caregiver in order to access the facility pursuant to 935 CMR 501.025(1)(b)(5) and 935 CMR 502.140(2).

2. Identification Verification

Retail Department staff will use an electronic ID scanner equipped with VeriScan software to verify the authenticity of the individual’s identification prior to entry at the facility and again at the point of sale. At CMO and MTC facilities, an individual’s Patient Registration Card or Personal Caregiver Registration Card will also be checked at this time including looking up the patient or caregiver in MassCIP to ensure that their registration is valid and that they have

sufficient purchase allotment available to conduct a transaction.

The Company's retail facilities will also maintain up-to-date editions of the following guides in order to manually authenticate IDs:

- I.D. Checking Guide, U.S. & Canada Edition
- I.D. Checking Guide, International Edition

2.1. Rejected Identification

In the event that a customer provides an ID that is invalid, or which is not acceptable for entry for any other reason, the manager on duty (MOD) will be notified to address the situation. The individual will not be granted entry into the facility and will be provided with the Company's Acceptable ID Policy and a completed Rejected ID Form providing the reason the individual's ID was not accepted. A copy of this form is included as Appendix A.

2.2. Banning Adult-Use Purchasers

If an adult-use purchaser engages in unsafe, threatening, or illegal behavior on Company premises, they may be banned from the facility to ensure the safety of employees, customers, and the general public. Depending on the nature and severity of the purchaser's behavior, this may occur after a warning to refrain from such problematic behavior has already been issued to the purchaser or after a severe incident. The decision to ban a purchaser is based on the discretion of the MOD.

If a purchaser is banned, their ID is added to a Banned Customer Group in VeriScan which will alert staff when their ID is checked at any Company facility that the individual has been banned from the facility and should not be granted access.

In the event that a ban is necessary to protect the safety of employees, customers, and the general public, the decision will be communicated to the Company's assigned Commission investigator. The decision along with any warnings issued will be communicated to the purchaser using the form included at the end of this plan as Appendix B.

2.3. Banning Medical-Use Patients

If a situation arises where a medical-use patient is exhibiting unsafe, threatening, or illegal behavior they may be similarly subject to a warning to cease their behavior and in cases where the behavior persists or is particularly severe, the MOD will ask the patient to return at a later time and will notify Company Leadership and the Compliance Department that a decision needs

to be made about the best way to facilitate the patient's access to cannabis while protecting the Company's staff and the community.

The following options may be considered as part of that process:

- 1) A warning accompanied by the form included as Appendix B;
- 2) Banning the customer but requiring that they designate a personal caregiver who will be permitted to access the facility on their behalf; and/or
- 3) A lifetime ban.

The Company understands that many people seek out medical cannabis to treat behavioral health issues or to alleviate the behavioral health issues related to chronic pain or other health problems. The decision to ban a patient is serious. Any behavioral health considerations will be considered when weighing the proper steps to be taken to protect staff, the community at large, and the patient in question. In cases where a ban is determined to be necessary, notification will be provided to the patient's Certifying Healthcare Provider within the 24 hours following such a ban pursuant to 935 CMR 501.140(4)(b). An incident report describing the precipitating events and actions taken will be provided to the Commission through the Company's assigned Commission investigator.

3. Appendix A

Figure 1. Rejected ID Form



Rejected ID Form

We're sorry, but the ID that you presented today wasn't acceptable under current Massachusetts Regulations:

935 CMR 501.140 (2): Upon entry into an MTC by a Registered Qualifying Patient or Personal Caregiver, an MTC Agent shall immediately inspect the patient's or caregiver's temporary or annual Registration Card and proof of identification.

The identification must contain a name, photograph, and date of birth, and shall be limited to one of the following:

- Driver's license;*
- Government issued identification card;*
- Military identification card; or*
- Passport*

We want to help you plan what kind of ID to bring along on your next visit. Today your ID was not accepted because of the following reason:

No Photograph	No Date of Birth	No Full Name	Required Information is Illegible	ID is not intact
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Other:

For more information please find Insa's ID Policy attached.

We can't wait to see you once you have a new ID!

4. Appendix B

Figure 2. Purchaser Warning Notice



NOTICE

For the protection of our staff and customers, Insa respectfully insists that dispensary patrons conduct themselves in a manner that upholds the safety and dignity of our workers. The problematic behavior that was exhibited today is described below. If this is a warning, any similar behavior in the future will result in a lifetime ban from Insa's facilities. Thank you for your understanding.

Problematic Behavior:

Physical Threats	Intimidation	Overt or Unwanted Sexual Advances	Inappropriate Language or Gestures	Suspected Diversion
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Other:

Warning / Designate a Caregiver (Medical Patients Only) / Lifetime Ban

For more information please contact Insa's Head of Security at 413-727-6874

Separation of Medical and Recreational Operations

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1. Overview

Pursuant to 935 CMR 500.000, 935 CMR 501.000, and 935 CMR 502.000 and all other applicable Cannabis Control Commission (the “Commission”) guidance, I.N.S.A., Inc. (the “Company”) will designate cannabis products as either intended for sale for adult-use or medical-use.

The Company has designed its packaging, dosing, labeling, and product manufacturing practices to ensure that all products it manufactures are compliant with the requirements set forth in 935 CMR 500.000, 935 CMR 501.000, and 935 CMR 502.000. Additionally, the Company employs a demand planning and forecasting manager to ensure that a sufficient quantity and variety of inventory is produced and properly allocated to maintain an adequate supply of cannabis products for medical-use patients pursuant to 935 CMR 502.140(9).

At the Company’s colocated marijuana operations (CMOs), adult-use and medical-use inventory are separated physically and virtually in the facility’s Secure Storage Vaults in accordance with 935 CMR 502.105(8)(a)(4). The separation of the Company’s adult-use and medical-use inventory is also maintained in Metrc, the Commission’s designated system-of-record, and in Company’s point of sale (POS) and electronic inventory records system, LeafLogix pursuant to 935 CMR 501.105(8).

In retail operations, transactions for adult-use purchasers and medical-use patients are processed through different registers on the sales floors which are programed to report either medical-use or adult-use sales to Metrc pursuant to 935 CMR 502.105(8)(c). Adult-use purchasers and medical-use patients are cued in separate lines with priority given to medical-use patients.

2. Separation of Adult-Use and Medical-Use Inventory

The Company will maintain strict separation of adult-use and medical-use inventory both in Secure Storage Vaults, and throughout the course of Company operations. The Company will transfer inventory to its retail departments based on projected demand to maintain an appropriate quantity and variety of cannabis products for adult-use purchasers and medical-use patients pursuant to 935 CMR 502.105(8)(b).

At CMO facilities, the Company is committed to offering medical-use patients access any products that are available for sale to adult-use purchasers. Transfers of product will be accepted into the CMO’s adult-use inventory both physically and virtually.

Before items are made available for sale, the Inventory Management Department staff at the Company’s CMO facilities will virtually transfer a portion of the product from the facility’s

adult-use inventory to its medical-use inventory. As part of this transfer process, Inventory Management Department staff will also physically separate the inventory into two different packages, each with their own radio frequency identification (RFID) tag and package identification number.

For medical marijuana treatment center (MTC) facilities, the Company's inventory decisions will be calculated to ensure consistent access to a variety of strains and products calculated to meet medical-use patient demand.

Any products that are not compliant for sale to adult-use purchasers will be transferred directly to the Company's medical-use inventory. Inventory will not be transferred into or through a retail establishment license where its sale would be prohibited.

2.1. Physical Separation of Inventory

Adult-use and medical-use products that are available for sale at a CMO facility will be kept in separate locations on the retail sales floor. As a failsafe to ensure the separation of adult-use and medical-use inventory, the Company will require Retail Department staff to scan each item in a transaction into an order individually with an optical scanner. LeafLogix is unable to add items with an adult-use package identification number to a medical-use order and vice versa.

2.1.1. Retail Inventory

All cannabis products in the Company's inventory will be returned to a Retail Secure Storage Vault with its Metrc RFID tag at the close of business each day. For CMO locations, the Company will designate specific areas for adult-use and medical-use inventory in its Secure Storage Vaults. These areas will be labeled with adequate signage to clearly distinguish them.

The separation of adult-use and medical-use inventory will be maintained in an area of the facility's Retail Secure Storage Vault designated for active inventory. Retail Secure Storage Vaults will also contain an area for inventory that has been received but not yet been made available for sale.

Marijuana Retailer or MTC locations will only receive products appropriate to their license type and will not require this separation of inventory.

2.1.2. Production Inventory

Any products manufactured in the Company's facility that are dosed above the limits defined for adult-use sale in 935 CMR 500.150(4) will be kept in an area physically separated from other

inventory and will only be transferred directly to an MTC license where their sale is permitted. As an additional safeguard, any products that exceed the dosing limitation for adult-use sale will be designated in LeafLogix as ‘Medical Only.’

2.2. Virtual Separation of Inventory

Pursuant to 935 CMR 502.105(8)(a)(4), the Company will maintain separate Metrc licenses for adult-use and medical-use inventory at CMO facilities. This separation will also be reflected in LeafLogix where inventory is tracked separately by license. All inventory movement between adult-use and medical-use licenses will be tracked in Metrc and LeafLogix and documented with Metrc transfer manifests.

During cultivation and processing, virtual inventory separation will be overseen by the Company’s demand planning and forecasting manager who will ensure that the Company’s adult-use operations do not negatively impact the availability of products for medical-use patients.

3. Separation of Adult-Use Purchasers and Medical-Use Patients

The Company will provide for physical separation between adult-use and medical-use sales areas at its CMO facilities and will otherwise only sell cannabis for medical-use at MTC facilities and adult-use cannabis will only be sold at marijuana retailer facilities.

At CMO facilities, the Company will utilize a stanchion line system to separate adult-use purchasers from medical-use patients. Retail Department staff will prioritize serving medical-use patients and will only serve adult-use purchasers once all patients have been served.

This method of separation will allow the Company to offer its full range of products to adult-use purchasers and medical-use patients while continuing to put patient care first and minimizing the difficulty of visiting the facility for patients who may have mobility issues, a compromised immune system, or behavioral health issues.

3.1. Private Consultations

The Company’s Retail Department staff will be trained to offer conversational consultation on the types of products and strains of cannabis that are available to medical-use patients. Detailed discrete consultation by phone or in person will be available for patients upon request.