



# Massachusetts Cannabis Control Commission

## Marijuana Retailer

### General Information:

License Number: MR281616  
Original Issued Date: 01/07/2022  
Issued Date: 01/07/2022  
Expiration Date: 01/07/2023

## ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Alfreds Finest, Inc.

Phone Number: 508-457-1301  
Email Address: bob.andrews@alfredsfine.com

Business Address 1: 8 Scobee Circle  
Business City: Plymouth  
Business State: MA  
Business Zip Code: 02360  
Business Address 2:  
Mailing Address 1: 99 Main St.  
Mailing City: Plympton  
Mailing State: MA  
Mailing Zip Code: 02367

## CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Minority-Owned Business

## PRIORITY APPLICANT

Priority Applicant: no  
Priority Applicant Type: Not a Priority Applicant  
Economic Empowerment Applicant Certification Number:  
RMD Priority Certification Number:

## RMD INFORMATION

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

## PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 100  
Percentage Of Control: 100  
Role: Owner / Partner  
Other Role: President and Chairman of the

Board

First Name: Robert

Last Name: Andrews

Suffix: Jr.

Gender: Male

User Defined Gender:

What is this person's race or ethnicity?: Some Other Race or Ethnicity, Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali), White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity: Cape Verdean, White, and Native American

#### ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

#### CLOSE ASSOCIATES AND MEMBERS

No records found

#### CAPITAL RESOURCES - INDIVIDUALS

No records found

#### CAPITAL RESOURCES - ENTITIES

No records found

#### BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

#### DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

#### MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 8 Scobee Circle

Establishment Address 2:

Establishment City: Plymouth

Establishment Zip Code: 02360

Approximate square footage of the establishment: 3000

How many abutters does this property have?: 7

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	AlfredsFinest HCA Certification Form.pdf	pdf	5de6b6a1170b4c5353e3cf92	12/03/2019
Community Outreach Meeting Documentation	AlfredsFinest Community Outreach Documentation.pdf	pdf	5de6b730d5b0805341c64cca	12/03/2019
Plan to Remain Compliant with Local Zoning	AlfredsFinest Local Zoning Compliance.pdf	pdf	5de6b777fd468857b99bef4e	12/03/2019

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

#### PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
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Plan for obtaining marijuana or marijuana products	AlfredsFinest RETAIL Obtaining Cannabis Plan.pdf	pdf	5de5410db4f83557d6cc93b6	12/02/2019
Security plan	AlfredsFinest RETAIL Security Plan.pdf	pdf	5de5412e9c1081532b9a7ddb	12/02/2019
Prevention of diversion	AlfredsFinest RETAIL Diversion Prevention.pdf	pdf	5de5413f160e3b57a3dd4cc8	12/02/2019
Storage of marijuana	AlfredsFinest RETAIL Storage Protocol.pdf	pdf	5de541b99c1081532b9a7de1	12/02/2019
Transportation of marijuana	AlfredsFinest RETAIL Transport Protocol.pdf	pdf	5de541c47aad8653363bf848	12/02/2019
Inventory procedures	AlfredsFinest RETAIL Inventory Procedures.pdf	pdf	5de541dc9c1081532b9a7de5	12/02/2019
Dispensing procedures	AlfredsFinest RETAIL Dispensing Procedures.pdf	pdf	5de54207b4f83557d6cc93bc	12/02/2019
Personnel policies including background checks	AlfredsFinest RETAIL Personnel Policies.pdf	pdf	5de5421a0f35e05798b39a51	12/02/2019
Record Keeping procedures	AlfredsFinest RETAIL Record Keeping Procedures.pdf	pdf	5de54229160e3b57a3dd4cce	12/02/2019
Maintaining of financial records	AlfredsFinest RETAIL Financial Records Maintenance.pdf	pdf	5de54236fd468857b99beb61	12/02/2019
Diversity plan	AlfredsFinest RETAIL Diversity Plan.pdf	pdf	5de542527aad8653363bf84e	12/02/2019
Qualifications and training	AlfredsFinest RETAIL Staffing & Training Plan.pdf	pdf	5de54260170b4c5353e3cb99	12/02/2019
Restricting Access to age 21 and older	AlfredsFinest RETAIL Plan to Restrict Access to 21+.pdf	pdf	5de5471e26aa77532085de80	12/02/2019
Diversity plan	Diversity Plan - Alfreds Finest - 040920.pdf	pdf	5e9610c19a385038d9d8c858	04/14/2020
Plan for obtaining marijuana or marijuana products	Plan for Obtaining Marijuana - Manufacturing - Alfreds Finest - 040920.pdf	pdf	5e96198c482e703583b7d5e1	04/14/2020
Quality control and testing	Quality Control and Testing - Alfred's Finest - 041420.pdf	pdf	5e9625ea81ed8a355b8daa43	04/14/2020

#### MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

#### ATTESTATIONS

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

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

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

Notification: I Understand

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

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

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

#### ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

#### COMPLIANCE WITH POSITIVE IMPACT PLAN

No records found

#### COMPLIANCE WITH DIVERSITY PLAN

No records found

#### HOURS OF OPERATION

Monday From: 9:00 AM	Monday To: 8:00 PM
Tuesday From: 9:00 AM	Tuesday To: 8:00 PM
Wednesday From: 9:00 AM	Wednesday To: 8:00 PM
Thursday From: 9:00 AM	Thursday To: 8:00 PM
Friday From: 9:00 AM	Friday To: 8:00 PM
Saturday From: 9:00 AM	Saturday To: 8:00 PM
Sunday From: 9:00 AM	Sunday To: 8:00 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).

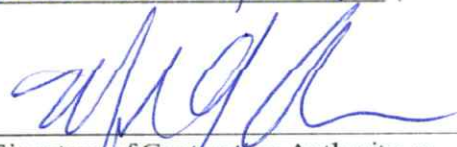
### Applicant

I, Robert Andrews, (*insert name*) certify as an authorized representative of Alfred's Finest (*insert name of applicant*) that the applicant has executed a host community agreement with Plymouth (*insert name of host community*) pursuant to G.L.c. 94G § 3(d) on 11-19-19 (*insert date*).

  
Signature of Authorized Representative of Applicant

### Host Community

I, Melissa Arrighi, (*insert name*) certify that I am the contracting authority or have been duly authorized by the contracting authority for Plymouth, MA (*insert name of host community*) to certify that the applicant and Plymouth, MA (*insert name of host community*) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on November 19, 2019 (*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, Edward T. Angle, (insert name) attest as an authorized representative of Alfreds Finest, 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 August 2, 2019 (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 July 24, 2019 (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 July 9, 2019 (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 July 11, 2019 (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.



COMMUNITY  
NEWSPAPER  
COMPANY

GateHouse Media New England

**Community Newspaper Co. – Legal Advertising Proof**  
15 Pacella Park Drive, Randolph, MA 02368 1800-624-7355 phone |  
781-961-3045 fax

Attachment (A)  
Newspaper Notice  
Alfred's Finest  
Community Outreach

**Order Number:** CN13815419

**Salesperson:** Carol Hoyen

Paul Brennan  
Alfred's Finest, Inc.  
99 Main Street  
Plympton, MA 02367

<b>Title:</b>	<b>Old Colony Memorial</b>	<b>Class:</b>	<b>Legals OCM</b>
<b>Start date:</b>	<b>7/24/2019</b>	<b>Stop date:</b>	<b>7/24/2019</b>
<b>Insertions:</b>	<b>1</b>	<b>#Lines:</b>	<b>48 ag</b>
<b>Price:</b>	<b>\$101.76</b>		

Payment Information

**Receipt#**  
**Pmt. Type:** Invoice  
**CC. Number:** CC. Exp.:  
**Invoice Total:** \$101.76

Marijuana Establishment

**LEGAL NOTICE**  
**Community Outreach Meeting for**  
**Marijuana Establishment in Plymouth**

Notice is hereby given that a Community Outreach Meeting for proposed Retail Marijuana Establishment "Alfred's Finest, Inc." is scheduled for Friday, August 2, 2019, at 6 p.m. at the American Legion Post 40 at 199 Federal Furnace Road in Plymouth. The proposed marijuana cultivator, manufacturer, and retailer is anticipated to be located at 8 & 10 Scobee Circle, Plymouth, MA. The company will discuss its plans and intentions for the site, as well as state laws and regulations and local town zoning bylaws. This event is open to the public and there will be an opportunity to comment and ask questions.

AD#13815419  
OCM 7/24/19

Attachment (B)  
Municipal Notice  
Alfred's Finest  
Community Outreach



AMERICA'S HOMETOWN CANNABIS COMPANY

19 JUL -9 P 3 29  
RECEIVED  
TOWN CLERK  
PLYMOUTH

July 10, 2019

Laurence R. Pizer  
Plymouth Town Clerk  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

Dear Mr. Pizer,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "Alfred's Finest, Inc.". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

199 Federal Furnace Road, Plymouth MA

This meeting is open to the public to learn about *Alfred's Finest* and our team, with the opportunity to comment and ask questions about our business and the marijuana industry, laws, and regulations in MA.

*Alfred's Finest* is seeking a Special Permit and Host Community Agreement from the Town of Plymouth and Licensing from the Massachusetts Cannabis Control Commission to conduct the business of Retail Marijuana Cultivation, Manufacturing, and Sales at the abutting properties of 8 & 10 Scobee Circle in Plymouth Industrial Park.



RECEIVED

JUL 09 2019

PLANNING BOARD  
PLYMOUTH, MA

AMERICA'S HOMETOWN CANNABIS COMPANY

July 10, 2019

Robin Carver, Town Planner  
Plymouth Dept. of Planning & Development  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

Dear Ms. Carver,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

199 Federal Furnace Road, Plymouth MA

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RECEIVED

JUL 09 2019

PLANNING BOARD  
PLYMOUTH, MA



AMERICA'S HOMETOWN CANNABIS COMPANY

July 10, 2019

Lee Hartman, Director of Planning & Development  
Plymouth Dept. of Planning & Development  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

Dear Mr. Hartman,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

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RECEIVED

JUL 09 2019

PLANNING BOARD  
PLYMOUTH, MA

AMERICA'S HOMETOWN CANNABIS COMPANY

July 10, 2019

Malcolm MacGregor, Chairman  
Plymouth Planning Board  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

Dear Chairman MacGregor,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

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**AMERICA'S HOMETOWN CANNABIS COMPANY**

July 10, 2019

Peter Conner, Chairman  
Plymouth Zoning Board of Appeals  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

RECEIVED  
JUL 09 2019  
BOARD OF APPEALS  
PLYMOUTH, MA

Dear Chairman Conner,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

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AMERICA'S HOMETOWN CANNABIS COMPANY

July 10, 2019

Melissa Arrighi  
Plymouth Town Manager  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

RECEIVED  
JUL 09 2019  
SELECTMEN'S OFFICE  
PLYMOUTH, MA

Dear Ms. Semcken,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

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**AMERICA'S HOMETOWN CANNABIS COMPANY**

July 10, 2019

Honorable Kenneth A. Tavares, Chairman  
Plymouth Board of Selectmen  
Plymouth Town Hall  
26 Court Street  
Plymouth, MA 02360

**RECEIVED**  
**JUL 09 2019**  
**SELECTMEN'S OFFICE**  
**PLYMOUTH, MA**

Dear Chairman Tavares,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "*Alfred's Finest, Inc.*". The meeting will be held:

Friday, August 2<sup>nd</sup> at 6 pm at the American Legion Post 40

199 Federal Furnace Road, Plymouth MA

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Information presented at the meeting will include:

- The type of marijuana establishment & business conducted at Scobee Circle;
- That the marijuana business must be licensed by the MA Cannabis Control Commission;
- That the proposed location is within the approved zone for marijuana cultivators, manufacturers, and retailers under the zoning bylaws for the Town of Plymouth;
- Information demonstrating that the location will be maintained securely and will meet or exceed all requirements set forth in the Cannabis Control Commission Security Regulations;
- Information demonstrating that operations at the proposed location will not constitute a nuisance to the community as defined by law;
- Information demonstrating that all necessary steps will be taken to prevent the diversion of cannabis or cannabis products to the black market or to minors;
- A plan for how *Alfred's Finest* will positively impact the community.

Notice of this meeting will be published in the local newspaper of general circulation "The Old Colony Memorial" and filed with the Plymouth Board of Selectmen, Planning Board, ZBA, and Town Clerk at least seven (7) calendar days prior to the meeting.

Notice of this meeting will also be mailed at least seven (7) calendar days prior to the meeting to all abutters of 8 and 10 Scobee Circle and residents within 300 feet of those properties as they appear on the most recent applicable tax list as provided to *Alfred's Finest* by the Town of Plymouth Assessor's Office.

This meeting is being noticed and held in accordance with all applicable state statutes and regulations.

*Alfred's Finest, Inc.* is committed to being a good neighbor, respectable business, and active member of the Plymouth community. We look forward to being one of the first locally-owned companies to bring legal cannabis production and sales to America's home town, and we look forward to meeting you on Friday, August 2<sup>nd</sup> at 6 pm at the American Legion.

Warm Regards,

The Alfred's Finest Management Team





Attachment ©  
Abutters' Notice  
Alfred's Finest  
Community Outreach

July 10, 2019

**Community Outreach Meeting hosted by Alfred's Finest, Inc.  
for 8 -10 Scobee Circle, Plymouth, Massachusetts**

Dear Neighbor,

We would like to invite you to attend our Community Outreach Meeting for proposed Recreational Marijuana Establishment "Alfred's Finest, Inc.". The meeting will be held:

**Friday, August 2<sup>nd</sup> at 6 p.m.**

**at the American Legion Post 40, 199 Federal Furnace Rd, Plymouth MA**

This meeting is open to the public to learn about *Alfred's Finest* and our team, with the opportunity to comment and ask questions about our business and the marijuana industry, laws, and regulations in MA.

*Alfred's Finest* is seeking a Special Permit & Host Community Agreement from the Town of Plymouth and licensing from the Massachusetts Cannabis Control Commission to conduct the business of Retail Marijuana Cultivation, Manufacturing, and Sales at the abutting properties of 8 & 10 Scobee Circle in Plymouth Industrial Park.

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- Information demonstrating that operations at the proposed location will not constitute a nuisance to the community as defined by law;
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Warm Regards,

The Alfred's Finest Management Team





**Certificate Of Mailing**

To pay fee, affix stamps or meter postage here.

This Certificate of Mailing provides evidence that mail has been presented to USPS® for mailing. This form may be used for domestic and international mail.



**Alfred's Finest**  
99 Main Street  
Plympton Ma. 02367



[Redacted]  
NORTH TRIANGLE DR  
PLYMOUTH, MA 02360

PS Form 3817, April 2007 PSN 7530-02-000-9065



1000

U.S. POSTAGE PAID  
FCM LETTER  
PLYMPTON, MA  
02367  
JUL 11, 19  
AMOUNT  
**\$1.45**  
R2305H128387-10



**ALFRED'S FINEST, INC.**

**"AMERICA'S HOMETOWN CANNABIS COMPANY"**

**PLAN FOR LOCAL COMPLIANCE:**

*Alfred's Finest* shall remain compliant with all local ordinances and bylaws.

The Company has already received its Special Permit to operate a recreational cannabis establishment at 8 Scobee Circle in Plymouth, MA.



# TOWN OF PLYMOUTH

00083244

26 Court Street  
Plymouth, Massachusetts 02360  
(508) 747-1620

RECEIVED  
TOWN CLERK'S OFFICE  
BOOK 51743 PAGE 69  
Recorded On:

Oct 03, 2019 at 12:59P  
19 SEP 12 09:31  
PLYMOUTH COUNTY REGISTRY OF DEEDS

John R. Buckley Jr. Register

## Board of Appeals

### Decision

Case No. 3961



**LANDOWNER:** Sheava, LLC

**PETITIONER:** Alfred's Finest, Inc.

**SUBJECT PROPERTY:** 8 Scobee Cir, Plymouth, Massachusetts

**PARCEL ID NO:** 103-000-014K-139 & 103-000-014K-142

**TITLE REFERENCE:** Plymouth Registry of Deeds, Book 21726, Page 225

**DATE OF PUBLIC HEARING:** August 7, 2019, concluding thereon September 4, 2019

\*\*\*\*\*

In exercise of its discretionary powers, the Plymouth Zoning Board of Appeals (Members: Peter Conner, Michael Leary, William Keohan, Michael Main, and Erin Semcken) voted unanimously (5-0) to **GRANT** the petition **Alfred's Finest, Inc.**, requesting a Special Permit required per Section 203-16 to operate a marijuana establishment and per Section 203-1 D (2)(b) to have more than one building on lot on the property of **Sheava, LLC** located at **8 Scobee Cir** and shown as Lots 14K-139 & 14K-142 on Plat 103 of the Assessors Maps dated January 1, 2019 in a LI Zone.

### SUBMITTED DOCUMENTATION:

- a. ZBA Petition Application
- b. Deed recorded Book 21726, Page 225
- c. Inspectional Services Denial 2/8/19 modified 6/17/19
- d. Site Plan
- e. Drainage Calculations
- f. Fire Comments 7/10/19
- g. Engineering Comments 7/2/19
- h. Planning Comments 7/16/19
- i. Peer Review Security 8/5/19
- j. Police Comments 8/19/19
- k. West Plymouth Steering Committee Letter 7/17/19
- l. Revised Site Plan (8/29/19)
- m. Off-site overflow parking agreement (9/4/19)

### THE PLYMOUTH ZONING BOARD OF APPEALS (THE "BOARD") FINDS THE FOLLOWING FACTS:

1. The Petitioner is requesting a Special Permit to create two (2) buildings on one (1) lot (one existing and one proposed) and create a Marijuana Establishment that includes cultivation, processing, manufacturing and retail within the Light Industrial (LI) District. This use must comply with the

dimensional, intensity, and setback requirements of the underlying district and the following requirements:

- a. A minimum separation of 2,000 feet is required between Marijuana Retailers, not including Marijuana Treatment Centers. *Complies*
  - b. A minimum setback of 500 feet is required from any public or private school (with Kindergarten through Grade 12 students). *Complies*
  - c. Adequate provisions for security must be provided. *The Security Program has been peer reviewed by a peer review consultant, who found:*

“This consultant has found Alfred's Finest security plan to meet not only the mandates of the Cannabis Control Commission (CMR 935-500-110) but has satisfied any questions of this consultant and made appropriate changes to enhance security.”
  - d. Advertisements, displays of merchandise, signs or any other exhibit depicting the activities of the dispensary placed within the interior of buildings or premises shall be arranged or screened to prevent public viewing from outside such building or premises. *Under purview of Building Commissioner*
  - e. Only one historic identification sign as defined by Section 205-19B of the Zoning Bylaw is allowed. All other identification signs are prohibited. *Under purview of Building Commissioner*
2. The property consisted of two combined lots (139 & 142) to create Lot 182 consisting of 7.9 acres on the northeast end of Scobee Circle in the Plymouth Industrial Park. The property currently contains a one-story building with parking and an equipment yard for vehicles and equipment storage in the rear that is occupied by Northeast Traffic Control Services. The site wraps around a portion of the west side of North Triangle Pond. Approximately 3.0 acres of the site remains naturally vegetated including the fifty-foot (50') wetland buffer along the pond and the southeastern leg of the property. The overall site is within the Aquifer Protection Area 2- Zone II and Area 3- Contributing Areas to Significant Recreational Water Bodies; and the naturally vegetated area has NHESP Estimated & Priority Habitats for Rare Wildlife and Species.
  3. The existing 10,158 SF one-story building at the front of the site closest to Scobee Circle is proposed to be renovated to create a facility that includes a recreational cannabis retail store, office and storage area; indoor cultivation lab for generic testing; and corporate offices. To the rear of the existing facility is a proposed 45,374 SF building to be constructed that will house a hybrid greenhouse for cultivation and a two-story processing facility, extraction lab and manufacturing kitchen. The facility also must comply with the detailed design and security requirements of the Commonwealth's Cannabis Commission.
  4. Similar facilities have experienced an initial spike in traffic, however potential long-term traffic volume is addressed in Condition 1. of this report.
  5. The existing parking and vehicular circulation around the front building will remain with a modification to reduce the two-way travelway along the western side of the building to a one-way lane with six (6) new parallel parking spaces along the building. The existing driveway access to the rear contractor's yard on the western side of the site will be eliminated with a proposed 25' wide driveway planned on the southeastern side that extends down past the rear of the proposed building. Retaining walls and guard rails are planned to address the approximate 20' elevation change along the parking areas and driveway. The new building is designed with one and two-story structures to address the site

topography and needs of the building uses and operations. The Fire Department has requested an overlay diagram to demonstrate the ability of fire apparatus to maneuver at the site with a sufficient turn around feature to reverse direction.

PARKING REQUIREMENTS					
USE			AREA (SF)	REQUIRED SPACES	PROPOSED SPACES
<b>Existing</b>	<b>Building-</b>	22	<b>10,158</b>	<b>31</b>	<b>33</b>
employees/shift					
Gen Business / Retail (1 space / 200 SF)			2,160	11	
Office (1 space / 200 SF)			3,056	16	
Cultivation/Storage/Shipping (1 space / 1500 SF)			4,942	4	
<b>Proposed</b>	<b>Building-</b>	27	<b>45,374</b>	<b>50</b>	<b>57</b>
employees/shift					
Manufacturing (1 space / 400 SF)			10,129	26	
Cultivation/Storage/Shipping (1 space / 1500 SF)			35,245	24	
			<b>Total</b>	<b>81</b>	<b>90</b>

The Petitioner has submitted a detailed Project Overview report; however, due to State-required confidentiality, the Petitioner cannot submit their Security Plan as part of the application to become public record. A peer review consultant has been retained by the Town and has met with the Petitioner and reviewed the Security Plan which includes floor plans with placement of security equipment and specification sheets for the specific security equipment proposed to be used on the site and in their vehicles. Peer Review Consultant found that "This consultant has found Alfred's Finest security plan to meet not only the mandates of the Cannabis Control Commission (CMR 935-500-110) but has satisfied any questions of this consultant and made appropriate changes to enhance security."

- 6.
7. The Petitioner is working with the Town of Plymouth on a community host agreement for marijuana. Requirements such as security measures, CORI checks, quality control, and independent testing of all plants and products are required by the Commonwealth's Cannabis Control Commission as well. The process of finalizing Cannabis Control Commission regulations for recreational sales.
8. The site is currently serviced by Town water and sewer. Electric, telephone, cable and gas utilities shall be placed underground connecting to the facility.

9. According to the Stormwater Drainage Analysis provided, the existing stormwater infrastructure at the front of the site will remain in place. The stormwater system for the rear portion of the site to be developed will include a series of Best Management Practices (BMPs) to prevent direct discharge of untreated stormwater to North Triangle Pond.
10. The site work is proposed outside of the 35-foot wetland buffer zone and all buildings are planned outside of the 50-foot wetland buffer zone. If necessary, the Petitioner shall submit a NOI to the Conservation Commission for their approval.

**THE GRANTING OF THIS SPECIAL PERMIT IS BASED ON THE FOLLOWING REASONS:**

1. The proposed use is appropriate in the Light Industrial (LI) zone and on this specific site. At the 2017 Annual Fall Town Meeting, the Town of Plymouth voted to allow recreational marijuana establishments only within the LI zones.
2. Adequate and appropriate facilities are in place to assure proper operation of the use.
3. There will be no hazard to pedestrians or vehicles.
4. There will be no nuisance or adverse effects anticipated to the surrounding commercial businesses. Marijuana Establishments are allowed by special permit in the Light Industrial (LI) Districts and must comply with the dimensional, intensity, and setback requirements of the underlying district and the following requirements:
  5. A minimum separation of 2,000 feet is required between Marijuana Retailers, not including Marijuana Treatment Centers.

*There are no other Marijuana Retailers within 2,000 feet of the proposed use. Triple M marijuana retailer is over 4,590 LF from the proposed facility.*
  6. A minimum setback of 500 feet is required from any public or private school (with Kindergarten through Grade 12 students).

*The nearest school, Map Academy at 11 Resnik Road, is approximately 860 lineal feet away from the proposed marijuana retail facility.*
  7. Adequate provisions for security must be provided.

*The Security Program has been reviewed by a peer review consultant.*
  8. Advertisements, displays of merchandise, signs or any other exhibit depicting the activities of the dispensary placed within the interior of buildings or premises shall be arranged or screened to prevent public viewing from outside such building or premises.

*Per the Commonwealth of Massachusetts regulations, all product displays and signage will be screened from view from the outside of the building.*
  9. Only one historic identification sign as defined by Section 205-19B of the Zoning Bylaw is allowed. All other identification signs are prohibited.

*Only one sign will be approved by the Town of Plymouth.*

**THE GRANTING OF THIS SPECIAL PERMIT IS SUBJECT TO THE FOLLOWING CONDITIONS:**

1. If determined necessary by the Plymouth Chief of Police, the Petitioner shall provide police details to monitor unexpected traffic volumes and safety.
2. Any advertisements, displays of merchandise, signs or any other exhibit depicting the activities of the dispensary placed within the interior of buildings or premises shall be arranged or screened to prevent public viewing from outside such building or premises.
3. Only one historic identification sign as defined by Section 205-19B of the Zoning Bylaw is allowed. All other identification signs are prohibited.
4. The Petitioner shall provide documentation as to the acceptability of the proposed project from NHESP.
5. The applicant must get sign-off from the Fire Department for site access.
6. The applicant must provide detail for the proposed retaining wall and guardrail.
7. The applicant must consult with the Building Commissioner to determine if a fence is also required on top of the retaining wall.
8. The applicant's proposed grading exceeds the allowed slope of 5% for parking areas.
9. **A Street Opening Permit is required for all projects.** The applicant could be subject to Federal NPDES or State Storm Water Permit for construction activities. According to the Engineering Department "It is not intended that this approval warrants or certifies any portion of the design. Our review has been limited to conceptual conformity with local regulations. There will not be any forthcoming correspondence unless this office receives additional instruction."
10. The applicant must provide provisions for shut down and containment for any Stormwater systems discharging to a critical area "Zone II" as required by The Town of Plymouth Drainage Guide.
11. The applicant must specify the proposed roof material for these buildings on the plans. Per Massachusetts Stormwater Regulations "Runoff from non-metal roofs may be discharged to a dry well without any pretreatment. Runoff from metal roofs may be discharged to a dry well without pretreatment, only if the roof is located outside the Zone II or Interim Wellhead Protection Area of public water supply and outside an industrial site. Infiltration of runoff from a metal roof that is located within the Zone II or Interim Wellhead Protection Area of public water supply and/or at an industrial site requires pretreatment by means of a BMP capable of removing metals, such as a sand filter, organic filter, filtering bioretention area or equivalent."
12. The applicant must provide detail for the proposed filter strip/pea-gravel diaphragm.
13. The applicant must relocate the proposed infiltration basin at the rear of the site to provide the required 50' setback from any slope exceeding 15% as required by Massachusetts Stormwater Regulations Vol. 2 Chapter 2.
14. The applicant is utilizing the infiltration structures to provide the required treatment volume. The applicant must revise the drainage calculations to utilize a 2.41 inches/hour infiltration rate per the Town of Plymouth drainage Guide.
15. The applicant must provide 72-hour drawdown calculations.

16. The applicant must perform soil testing in the proposed drainage areas. The applicant must show test pit locations and soil logs on the plans. The applicant must provide groundwater mounding calculations if the bottom of the infiltration structure is within 4' feet of high groundwater.
17. The applicant must model the proposed water quality swales and sediment forebay in their drainage calculations.
18. The applicant must revise their TSS removal calculations. The proposed sediment forebay is required for the 80%TSS removal credit for infiltration basins. No separate credit is given for a sediment forebay in this case as stated in the Massachusetts Stormwater Regulation Volume 2 Chapter 2 Page 13.
19. The applicant must provide sizing calculations for the proposed water quality swales conforming to Massachusetts Stormwater Regulations Volume 2 Chapter 2. The swales must be designed to treat the required water quality volume and sized to convey a ten-year storm event. The swales must be lined since the project lies within a critical area unless 44% TSS is removed prior to stormwater being discharged to the swale.
20. The applicant must provide a construction detail for the proposed water quality swales.
21. The applicant must provide a maintenance access way to maintain these drainage structures.
22. The applicant must label the design points on the pre & post-watershed construction plans.
23. The applicant must demonstrate through hydrant flow testing that the water system can deliver adequate fire flow and static pressure to the proposed facility. In addition, the developer shall be required to work with the Town's consultant to perform a hydraulic model assessment to ascertain the impacts of the facility on the West Plymouth Pressure Zone.
24. Prior to the start of construction, the applicant shall submit construction plans and meet with the Plymouth DPW for final review and approval of proposed utilities. The DPW Water Division will not sign off on building permits until construction plans have been submitted and approved. Construction plans must show adequate detail on the size and material of the proposed water mains and any fire service lines, including valves, fittings, hydrants, post indicator valves, and other related appurtenances. All water mains shall be made of Class 52, ductile iron pipe. All valves and hydrants shall OPEN RIGHT. Additionally, the applicant shall coordinate with the Plymouth Water Division to schedule an inspector to oversee the abandonment, construction, chlorination and pressure testing of all water mains and services. The applicant is responsible for paying all fees associated with the inspector's services. Upon completion of water main construction, the applicant shall submit copies of water main as-built plans and service connection tie cards to the DPW Engineering Division (1 copy) and DPW Water Division (1 copy). The DPW Water Division will not sign off on occupancy until as-built plans have been submitted.
25. Final plans shall show the existing water service on the plans.
26. The DPW Water Division encourages the applicant to employ water saving devices and fixtures throughout the facility. Irrigation systems connected to the Town's water distribution network are discouraged.
27. The plans indicate that the proposed facility shall be connected to the Town of Plymouth's sewer collection system. All connections to Town sewer are subject to wastewater flow availability and payment of all applicable sewer connection fees. The applicant must submit wastewater flow calculations to the Plymouth DPW for review and approval. The DPW Sewer Division will not

sign off on building permits until all sewer connection fees have been paid and construction plans have been submitted and approved. Construction plans must show adequate detail on the size and material of the proposed and existing sewers, including service laterals, cleanouts, and manhole locations. Sewer laterals shall be a minimum of 6-inch diameter SDR 35 with two-way, 6-inch exterior cleanout, located at the property line. Additionally, the applicant shall coordinate with the Plymouth Sewer Division to schedule an inspector to oversee the construction and testing of all sewers and appurtenances. The applicant is responsible for paying all fees associated with the inspector's services. Upon completion of sewer construction, the applicant shall submit copies of sewer as-built plans and service connection tie cards to the DPW Engineering Division (1 copy) and DPW Sewer Division (1 copy). The DPW Sewer Division will not sign off on occupancy until as-built plans have been submitted.

28. The proposed sewer use must be reviewed by the Plymouth Sewer Division to determine if the discharge is subject to the Industrial Pretreatment Program.
29. The plans indicate that the floor drains shall be connected to oil-water separators and then flow into the sewer collection system. Approval of the floor drain, oil-water separator connection to the municipal sewer collection system and its operation and maintenance plans are subject to DPW Sewer Division review and approval. The applicant shall provide documentation detailing the monitoring and maintenance procedures that will be adopted to ensure that hazardous substances do not enter the municipal sewer collection system.
30. Final plans shall show the size and material of the proposed sewer force main on the plans.
31. The plans show a proposed 8-inch diameter sewer lateral. Records indicate that the existing sewer lateral stub in Scobee Circle is 6-inch PVC. In addition, the plans do not show the existing septic system serving the property. Please update the plans accordingly. The existing septic system on the property shall be abandoned per the Board of Health specifications.
32. On-street parking is prohibited.
33. As agreed to by the Petitioner, a change in ownership of more than 50% of the original owners will require a review of the Marijuana Establishment special permit by the Zoning Board of Appeals. Change in ownership means different owners, not a change of the form of ownership.
34. Petitioner has agreed to place a deed restriction on the unused portion of the land it owns which prohibits further development.

If substantial use or construction permitted by this Special Permit has not commenced within two years from the date on which a copy of this decision is filed with the Town Clerk, excluding the amount of time required for an appeal period to expire and the amount of time required to pursue and await the determination of any such appeal, then this Special Permit shall expire.

Any relief not expressly granted hereunder is hereby denied.

ZONING BOARD OF APPEALS:

Peter Conner  
Peter Conner, Chairman

Michael Main  
Michael Main, Member

NOT SEATED ON THIS CASE  
David Peck, Vice-Chairman

NOT SEATED ON THIS CASE  
Edward Conroy, Member

William Keohan  
William Keohan, Clerk

Michael Leary  
Michael Leary, Alternate

Erin Semcken  
Erin Semcken, Alternate

We hereby certify that copies of this decision were filed with the Town Clerk, Building Inspector, and the Planning Board on: 9/12/19

This decision shall not take effect until a copy of this decision certified by the Town has been recorded in the Plymouth County Registry of Deeds or with the Assistant Register of the Land Court for Plymouth County, and a certified copy indicating such Registry recording has been filed with the Board.

Any person aggrieved by a decision of the Board of Appeals has the right to appeal such Decision to the Plymouth Superior Court, the Land Court, or the Plymouth Division of the District Court of the Commonwealth of Massachusetts pursuant to Massachusetts General Laws, Chapter 40A, Section 17, by filing such appeal within twenty (20) days after the date on which the Decision was filed with the Town Clerk.

Copy to Applicant via Certified Mail on: 9/12/19  
Notice of Decision to interested parties on: 9/12/19

# Positive Impact Plan, Alfred's Finest

## Introduction

This direct mentor-to-mentee program will be hosted in West Springfield, MA, a community that is an Area of Disproportionate Impact (ADI) as defined by the Commission. Alfred's Finest Inc. has committed to funding the *Green Gateway Positive Impact Program* for a minimum of five years. Execution of this program will commence at the receipt of a provisional Marijuana Establishment license. Quarterly scheduled seminars will be promoted and advertised through print media, social media, poster campaigns, and any other means to acquire mentees.

## Acknowledgements

The applicant will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment.

No actions taken, or programs instituted by the applicant will violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

No donation or program to support any specifically named organizations or the furtherance of their goals have been proposed as this is a direct mentor-to-mentee program.

## Goals:

This program will meet the spirit and objectives of state law M.G.L. Ch. 94G §4 that requires Licensed Marijuana Establishments to, *"...engage in processes and policies that promote and encourage full participation in the regulated cannabis industry by people from communities that have previously been disproportionately harmed by marijuana prohibition and enforcement and to positively impact those communities."*

The Commission has identified the groups this plan is intended to impact as the following:

- Past or present residents of the geographic ADI, which have been defined by the Commission and identified in its *Guidance for Identifying Areas of Disproportionate Impact*.
- Commission-designated Economic Empowerment Priority applicants;
- Commission-designated Social Equity Program participants;
- Massachusetts residents who have past drug convictions; and
- Massachusetts residents with parents or spouses who have drug convictions.
- The above persons are hereinafter be referred to as the **Primary Target Group (PTG)**.

The goal of the program is to provide ADI communities access to the following training, educational and mentorship resources, with a goal of attracting 25% of attendees from the PTG described above:

- Access to **quarterly** training seminars (see seminar content below)
  - PTG participants will acquire or adapt some of the tools and skills necessary to achieve success as either an entrepreneur or employee within the licensed marijuana industry.
  - PTG participants will be empowered to better understand and recognize if, and where, their interest within the licensed marijuana industry lies.

- PTG participants will have access to guidance and support in the job-seeking process for those looking to gain employment within the industry.
- Provide PTG participants open access to expert, proactive, post-seminar mentorship and counseling, a resource center providing documents and information of use to both PTG entrepreneurs and those seeking employment in the licensed marijuana industry, and access to weekly group and individual conference calls with leading industry consultants and ancillary professionals.
- Promote PTG attendee participation in a wide-reaching survey designed to identify and overcome the obstacles to success in the industry, and thus make a positive impact on others seeking to contribute or participate in the licensed marijuana industry.

**Programs:**

The *Green Gateway Positive Impact Program* comprises three main elements:

**One day seminar** - This free, quarterly seminar will be conducted at a suitable venue in the above ADI or for PTG participants remotely. The goal of these seminars is to directly assist members of the PTG by providing participants with knowledge, resources, tools and guidance to strengthen, promote and empower their successful participation in this industry as an entrepreneur, business owner, or employee.

**Seminar Content:**

- Introduction
- A brief history of Marijuana regulation
- Federal Law, State Law, Regulations and Administrative Decisions
- The Cannabis Control Commission
- Developing your vision
- Developing your business plan
- The Application Process - Threading the needle
- Community Resources for Economic Development
- Home-Grown Cannabis regulations
- Employment in the Marijuana Industry
- Open Forum
- Next steps

**Mentorship and Counseling** - Seminar participants will be offered free, **ongoing** access to a “help-desk” facility that provides access to the knowledge and experience of professional industry consultants with expertise in Business Development, Marijuana Licensing, Federal and State law, and Federal and State accounting. This post-seminar mentorship and counseling facility will assist and guide PTG participants by providing the following:

- Exclusive access to licensing, compliance and regulatory resources that provides access to documents, state and local resources, service providers and articles that will benefit the PTG participant.
- Exclusive access to our “Ask me anything” FAQ sessions, where PTG participants may pose questions and receive answers to Marijuana industry related issues.
- A **weekly** telephone conference that comprises a 60-minute check-in with PTG participants, with a Q&A session, followed by a number of, 30-minute, pre-booked individual calls that allow PTG participants to pose or discuss business sensitive or confidential questions and matters without fear of disclosure.

**Positive Impact Survey** - A goal and measurement of our program progress will be our Positive Impact Survey. All participants in the seminar may complete and submit the pre-seminar baseline survey. The goal of the survey is to help identify the “capture” demographics of attendees. A second, follow-up survey will be completed and submitted at the conclusion of the seminar. This will help identify our core survey group.

The goal of the program is to gather a cadre of core survey participants. This group should comprise those participants whose interest in the marijuana industry and the Green Gateway Program extends beyond the initial seminar. Participants in the core survey, while benefiting from ongoing mentorship and counseling, will through a series of in-depth questionnaires, focus groups and feedback opportunities, provide a wealth of data detailing demographics, backgrounds, challenges and advantages encountered or perceived by seminar attendees and survey participants. The qualitative and quantitative findings of our survey will be published in an annual report. This report will help assess and measure the obstacles and routes to success for PTG participants.

### **Measurements:**

**Program Progress and Success** - The success and impact of this program will be measured through the following means:

- **Attendance** - Attendance will be counted and recorded through both the survey and attendee records. Attendance goals will be achieved if at least 25% of attendees are PTGs or from any ADI.
- **Feedback** - All attendees, survey participants, and survey recipients will be asked to complete feedback surveys on the content and delivery of this program. Our feedback goals will be achieved if 75% or more attendees provide feedback and that feedback rating is at least 3.5 out of 5.
- **Sustainability** - One of our benchmarks of success will be sustained participation in our program. We define “sustained participation” as the continued engagement of at least 25% of attendees in our post seminar activities such as mentorship and counseling activities, accessing our resource center, or participating in our weekly telephone conference during the 3 months following their first seminar.
- **Survey Data use** -The success of our survey data efforts may be measured by the circulation of our annual data report to at least two state or area organizations: the governing body of the above ADI, and an independent regional workforce development and/or economic development organization.
- **License Renewal:** A comprehensive annual report that shows the progress or success of this plan will be provided to the CCC prior to annual renewal of the license and each year thereafter, commencing with the date of provisional license.



**The Commonwealth of Massachusetts**  
**William Francis Galvin**

Minimum Fee: \$250.00

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

**Articles of Organization**

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

Identification Number: 001325599

**ARTICLE I**

The exact name of the corporation is:

ALFRED'S FINEST, INC.

**ARTICLE II**

Unless the articles of organization otherwise provide, all corporations formed pursuant to G.L. C156D have the purpose of engaging in any lawful business. Please specify if you want a more limited purpose:

**ARTICLE III**

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

Class of Stock	Par Value Per Share Enter 0 if no Par	Total Authorized by Articles of Organization or Amendments		Total Issued and Outstanding Num of Shares
		Num of Shares	Total Par Value	
CNP	\$0.00000	100,000	\$0.00	100,000

G.L. C156D eliminates the concept of par value, however a corporation may specify par value in Article III. See G.L. C156D Section 6.21 and the comments thereto.

**ARTICLE IV**

If more than one class of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the Business Entity must provide a description of the preferences, voting powers, qualifications, and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class.

**ARTICLE V**

The restrictions, if any, imposed by the Articles of Organization upon the transfer of shares of stock of any class are:

ANY STOCKHOLDER, INCLUDING THE HEIRS AND PERSONAL REPRESENTATIVES OF A DECEASED STOCKHOLDER, DESIRING TO SELL OR TRANSFER STOCK OWNED BY HIM OR HER, SHALL FIRST OFFER IT TO THE CORPORATION THROUGH THE BOARD OF DIRECTORS IN THE FOLLOWING MANNER: HE/SHE SHALL NOTIFY THE DIRECTORS OF HIS/HER DESIRE TO SELL OR TRANSFER BY NOTICE IN WRITING, WHICH NOTICE SHALL CONTAIN THE PRICE AT

WHICH HE/SHE IS WILLING TO SELL OR TRANSFER, AND THE NAME OF ONE ARBITRATOR, THE DIRECTORS SHALL WITHIN THIRTY (30) DAYS THEREAFTER EITHER ACCEPT THE OFFER, OR BY NOTICE TO HIM/HER IN WRITING NAME A SECOND ARBITRATOR, AND THESE TWO SHALL NAME A THIRD. THE ARBITRATORS SHALL ASCERTAIN THE VALUE OF THE STOCK, AND IF ANY ARBITRATOR SHALL NEGLECT OR REFUSE TO APPEAR AT ANY MEETING APPOINTED BY THE ARBITRATORS, A MAJORITY MAY ACT IN THE ABSENCE OF AN ABSENT ARBITRATOR. AFTER THE ACCEPTANCE OF THE OFFER, OR THE REPORT OF THE ARBITRATORS ON THE VALUE OF THE STOCK, THE DIRECTORS SHALL HAVE THIRTY (30) DAYS WITHIN WHICH TO PURCHASE THE SAME AT SUCH VALUATION. AT THE EXPIRATION OF SAID THIRTY (30) DAY PURCHASE PERIOD, HOWEVER, IF THE CORPORATION FAILS TO EXERCISE THE RIGHT TO SO PURCHASE, THE OWNER OF THE STOCK SHALL BE AT LIBERTY TO DISPOSE OF THE SAME IN ANY MANNER HE/SHE SEES FIT. NO SHARES OF STOCK SHALL BE SOLD OR TRANSFERRED ON THE BOOKS OF THE CORPORATION UNTIL THESE PROVISIONS HAVE BEEN COMPLIED WITH, BUT IN ANY PARTICULAR INSTANCE, THE BOARD OF DIRECTORS MAY WAIVE THIS REQUIREMENT.

#### ARTICLE VI

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

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

#### ARTICLE VII

The effective date of organization 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.

**Later Effective Date: Time:**

#### ARTICLE VIII

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

**a,b. The street address of the initial registered office of the corporation in the commonwealth and the name of the initial registered agent at the registered office:**

Name: ROBERT ANDREWS  
No. and Street: 99 MAIN STREET  
City or Town: PLYMPTON State: MA Zip: 02367 Country: USA

**c. The names and street addresses of the individuals who will serve as the initial directors, president, treasurer and secretary of the corporation (an address need not be specified if the business address of the officer or director is the same as the principal office location):**

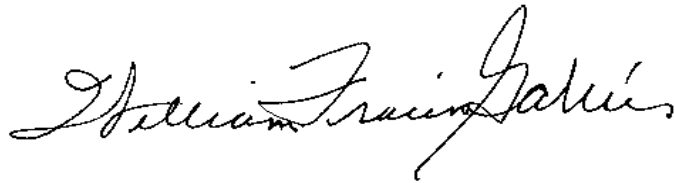
Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
PRESIDENT	ROBERT ANDREWS	99 MAIN STREET PLYMPTON, MA 02367 US
TREASURER	FRANK ANDREWS	216 BOURNE ROAD PLYMOUTH, MA 02360 USA
SECRETARY	MARIA WOOD	83 RIVERVIEW AVE



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:

May 01, 2018 03:56 PM

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

WILLIAM FRANCIS GALVIN

*Secretary of the Commonwealth*



**The Commonwealth of Massachusetts  
William Francis Galvin**

No Fee

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

**Statement of Change of Supplemental Information**

(General Laws, Chapter 156D, Section 2-02 AND Section 8-45, 950 CMR 113.17)

1. Exact name of the corporation: ALFRED'S FINEST, INC.

2. Current registered office address:

Name: ROBERT ANDREWS  
No. and Street: 99 MAIN STREET  
City or Town: PLYMPTON State: MA Zip: 02367 Country: USA

3. The following supplemental information has changed:

     Names and street addresses of the directors, president, treasurer, secretary

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
PRESIDENT	ROBERT ANDREWS	99 MAIN STREET PLYMPTON, MA 02367 US
TREASURER	FRANK ANDREWS	216 BOURNE ROAD PLYMOUTH, MA 02360 USA
SECRETARY	MARIA WOOD	83 RIVERVIEW AVE PAWTUCKET, RI 02860 US
DIRECTOR	ROBERT ANDREWS	99 MAIN STREET PLYMPTON, MA 02367 US
DIRECTOR	FRANK ANDREWS	216 BOURNE ROAD PLYMOUTH, MA 02360 USA
DIRECTOR	ROBERT TAFT	52 OLD FORGE ROAD NORTH FALMOUTH, MA 02556 USA

     Fiscal year end:

April

     Type of business in which the corporation intends to engage:

FARMING AND AGRICULTURAL PRODUCTS

     Principal office address:

No. and Street: 99 MAIN STREET  
City or Town: PLYMPTON State: MA Zip: 02367 Country: USA

     g. Street address where the records of the corporation required to be kept in the Commonwealth are located (post office boxes are not acceptable):

No. and Street: 99 MAIN STREET

# ALFRED'S FINEST, INC.

## By-Laws

### ARTICLE I

#### General Provisions

Section 1. *Name* -- The name of the corporation shall be: Alfred's Finest, Inc.

Section 2. *Purpose* -- The purpose of the corporation shall be as set forth in the Articles of Organization and in compliance with M.G.L. Ch. 94G, and subsequent regulations promulgated at 935 CMR 500.000 et. seq.

Section 3. *Location* -- The principal office of the corporation shall be located at the place set forth in the Articles of Organization of the corporation. The directors may establish other offices and places of business in Massachusetts or elsewhere.

Section 4. *Fiscal Year* -- Except *as* from time to time otherwise determined by the directors, the fiscal year of the corporation shall end on the last day of December of each year.

Section 5. *Shareholders* -- The corporation shall have one class of shareholders which shall be designated as Voting stock. Any action or vote otherwise required or permitted by Chapter 156D or any other law, rule or regulation to be taken by the shareholders shall be taken by action or vote of the Board of Directors of the corporation.

### ARTICLE II

#### Directors

Section 1. *Powers* -- The business and property of the corporation shall be managed by a board of directors who may exercise all the powers of the corporation.

Section 2. *Election and Numbers* -- The board of directors shall be of such number, no less than three (3) nor more than nine (9), as the directors shall determine from time to time. A majority of the shareholders shall elect the board of directors at the annual meeting of the corporation, or at a special meeting in lieu of an annual meeting. All directors shall hold office until the next annual meeting or special meeting in lieu of an annual meeting or until their respective successors are chosen and qualified. All directors are entitled to 1 vote except for the chairman, who may have 2 votes.

Section 3. *Resignation and Removal* -- Any director may resign by delivering a written resignation to the corporation at its principal office or to the president or secretary. Such resignation shall be effective upon receipt unless it is specified to be effective at some later time. Any director may be removed from office with or without cause by the affirmative vote of a majority of the voting Directors.

Section 4. *Annual Meeting* -- The annual meeting of the directors of the corporation shall be held on the third Monday of February in each year (or on the next business day if that day is a legal holiday) at such time and place as the directors may determine. If the annual meeting is not

held on such date, a special meeting in lieu of an annual meeting may be held with all the force and effect of an annual meeting. Notice of the annual meeting setting forth the date, time, and place of any such meeting shall be mailed to all directors not less than seven (7) days prior to the date of the annual meeting. Notice of any special meeting shall be given as directed under Section 6 of these By-laws.

Section 5. *Regular Meetings* -- Regular meetings of the directors may be held without call or notice at such places and times as the directors may from time to time determine, provided that any director who is absent when such determination is made shall be given notice thereof.

Section 6. *Special Meetings* -- Special meetings of the directors may be held at any time and place designated in a call by the president, the treasurer or two or more directors. Notice of all special meetings of the directors shall be given to each director by the secretary or, in case of the death, absence, incapacity or refusal of the secretary, by the officer or one of the directors calling the meeting. Such notice shall be given to each director in person or by telephone, telegram or facsimile transmission sent to each such director's business or home address at least twenty-four (24) hours in advance of the meeting, or by mail addressed to such business or home address and postmarked at least forty-eight (48) hours in advance of the meeting. Except as required by law, notice of a special meeting need not be given: (i) to any director who, either before or after the meeting, delivers a written waiver of notice, executed by the director, which is filed with the records of the meeting; or (ii) to any director who attends the meeting and who, either prior to the meeting or at its commencement, fails to protest the lack of such notice. A notice or waiver of notice need not specify the purpose of any special meeting unless such purpose is the removal of a director or an officer.

Section 7. *Quorum; Action at Meetings* -- A simple majority of the directors then in office shall constitute a quorum but a lesser number may without further notice adjourn the meeting to any other time. At any meeting at which a quorum is present, the vote of a majority of those present shall decide any matter unless the Articles of Organization, these By-laws, or any applicable law requires a different vote.

Section 8. *Action by Consent* -- Any action by the directors or any committee may be taken without a meeting if a written consent thereto is signed by all the directors and filed with the records of the meetings of the directors. Such consent shall be treated for all purposes as a vote at a meeting.

Section 9. *Non-Voting Director* -- The directors may create classes of non-voting directorship such as honorary directors, associate directors, regional directors, friends, alumni and the like, and may elect persons to those classes for such terms and on such conditions as the directors determine and may assign to such persons such responsibilities, duties, and privileges as the directors determine. Persons elected as non-voting directors shall not be directors for the purposes of these By-laws and shall have no votes at any meetings of the directors.

Section 10. *Committees* -- The directors may elect from their own number an Executive Committee, and may elect such other committees as they may from time to time determine necessary or advisable, including without limitation committees to deal with matters affecting

fund raising, planning, development, building and grounds, investments, finances and budgets and other matters affecting the state of the corporation, and may delegate such powers and duties thereto as the board of directors may deem advisable to the extent permitted by law. At any meeting of a committee a quorum for the transaction of all business properly before the meeting shall consist of a majority of the elected members of such committee.

*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 the Directors 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, Directors not physically present at a meeting may, by means of remote communications: (a) participate in a meeting of Directors; and (b) be deemed present in person and vote at a meeting of Directors 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 Director; (2) the Corporation shall implement reasonable measures to provide such Directors a reasonable opportunity to participate in the meeting and to vote on matters submitted to the Directors, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with such proceedings; and (3) if any Director 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.

### ARTICLE III **Officers**

Section 1. *Officers* -- The officers of the corporation shall consist of a president, vice president, treasurer, secretary, and such other officers as the directors may determine.

Section 2. *Election* -- The president, vice president, treasurer and secretary shall be elected annually by the directors. Any other officers determined necessary or desirable by the directors may be elected by the directors. Any two or more offices may be held by the same person. The secretary shall be a resident of the Commonwealth of Massachusetts unless the corporation shall appoint a resident agent for the service of process appointed in the manner prescribed by law. Except as otherwise provided by law, the Articles of Organization or these By-laws, all officers shall hold office until the annual meeting of the directors, or until their respective successors are chosen and qualified.

Section 3. *Resignation and Removal* -- Any officer may resign by delivering a written resignation to the corporation at its principal office or to the president or secretary, and such resignation shall be effective upon receipt unless it is specified to be effective at some later time. The directors may remove any officer with or without cause by a vote of a majority of the directors then in office.

Section 4. *President* -- The president shall be the ultimate executive of the corporation and as such shall have charge of the affairs of the corporation subject to the supervision of the board of directors. The president shall, subject to the direction and control of the board of

directors, preside when present at all meeting of the directors. The president shall have such other powers and duties as are usually incident to that office and as may be vested in that office by the directors.

Section 5. *Vice President* – The Vice President shall serve at the pleasure of the President, and the President may delegate certain matters from time to time his authority to the Vice President. In such instances, the officers of the corporation may be directed by the Vice President with the same authority as though he were the President.

Section 6. *Treasurer* -- The treasurer shall, subject to the direction and control of the board of directors, have general charge of the financial affairs of the corporation and shall keep full and accurate books of account. The treasurer shall maintain custody of all funds, securities and valuable documents of the corporation, except as the directors may otherwise provide. The treasurer shall have such other powers and duties as are usually incident to that office and as may be vested in that office by these By-laws or by the directors.

Section 7. *Secretary* -- The secretary shall give such notices of meetings of directors as are required by these By-laws and shall keep as record of all the meetings of directors. The secretary shall have such other powers and duties as are usually incident to that office and as may be vested in that office by these By-laws or by the directors. In the absence of the secretary from any meeting of directors, a temporary secretary designated by the person presiding at the meeting shall perform the duties of the secretary.

Section 8. *Line of Succession* – Unless and until a vote by the directors should occur for replacement, should any officer be unable or unwilling to serve in that position by reason of death, disability or by other factors, that officer's responsibilities shall be assigned to the next officer in the corporation's line of succession. The line of succession is as follows: 1) President, 2) Vice President, 3) Treasurer, and 4) Secretary.

#### ARTICLE IV

#### **Indemnification of Directors and Officers**

The corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as a director, president, vice president, treasurer, assistant treasurer, secretary, assistant secretary or other officer of the corporation or who at the request of the corporation may serve or at any time has served as a fiduciary or trustee of an employee benefit plan of the corporation (collectively, "Indemnified Officers" or individually, "Indemnified Officer"), 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 whether civil, criminal, administrative or investigative (a "proceeding") in which an Indemnified Officer may become involved by reason of serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless a majority of the full board of directors authorized the proceeding); provided that no indemnification shall be provided for any such Indemnified Officer with respect to any matter as to which the Indemnified Officer shall have been finally adjudicated in any proceeding not to have acted in

good faith in the reasonable belief that such Indemnified Officer's action was in the best interests of the corporation or, to the extent that such matter relates to service with respect to an employee benefit plan, in the best interests of the participants or beneficiaries of such employee benefit plan; and further provided that any compromise or settlement payment shall be approved by the corporation in the same manner as provided below for the authorization of indemnification.

Such indemnification may, to the extent authorized by the board of directors of the corporation, include payment by the corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the Indemnified Officer to repay such payment if not entitled to indemnification under this article, which undertaking may be accepted without regard to the financial ability of such Indemnified Officer to make repayment.

The payment of any indemnification or advance shall be conclusively deemed authorized by the corporation under this article, and each director and officer of the corporation approving such payment shall be wholly protected, if:

(i) the payment has been approved or ratified (1) by a majority vote of the directors who are not at that time parties to the proceeding or (2) by a majority vote of a committee of two or more directors who are not at that time parties to the proceeding and are selected for this purpose by the full board (in which selection directors who are parties may participate); or

(ii) the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the Corporation) appointed for the purpose by vote of the directors in the manner specified in clauses (1) or (2) of subparagraph (i) or, if that manner is not possible, appointed by a majority of the full board of directors then in office; or

(iii) the directors have otherwise acted in accordance with the standard of conduct applied to directors under Chapter 180 of the Massachusetts General Laws, as amended; or

(iv) a court having jurisdiction shall have approved the payment.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of any Indemnified Officer 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. Nothing contained in this article shall affect any rights to indemnification to which corporation employees, agents, directors, officers and other persons may be entitled by contract or otherwise under law.

This article, as amended, constitutes a contract between the corporation and the Indemnified Officers. No amendment or repeal of the provisions of this article which adversely affects the right of an Indemnified Officer under this article shall apply to that Indemnified Officer with respect to the acts or omissions of such Indemnified Officer that occurred at any time prior to such amendment or repeal, unless such amendment or repeal was voted for by or was made with the written consent of such Indemnified Officer.

## ARTICLE V

### **Miscellaneous Provisions**

Section 1. *Execution of Instruments* -- All contracts, deeds, leases, bonds, notes, checks and other instruments authorized to be executed by an officer of the corporation on its behalf shall be signed by the president or the treasurer except as the directors may generally or in particular cases otherwise determine.

Section 2. *Voting of Securities* -- Except as the board of directors may otherwise designate, the president or treasurer may waive notice of, and appoint any person or persons (with or without power of substitution) to act as proxy or attorney in fact for this corporation at any meeting of stockholders of any other corporation, the securities of which may be held by this corporation.

Section 3. *Corporate Records* -- The original or attested copies of the Articles of Organization, By-laws and records of all meetings of incorporators and directors shall be kept in Massachusetts at the principal office of the corporation or of the secretary, but such corporate records need not all be kept in the same office.

Section 4. *Definitions* -- All references in these By-laws to the Articles of Organization and to these By-laws shall be deemed to refer, respectively, to the Articles of Organization and the By-laws of the corporation as amended and in effect from time to time.

## ARTICLE VI Conflicts of Interest

Section 1. Whenever the Corporation contemplates entering into a transaction that might benefit a director or officer, or a member of a committee with Board-delegated powers, who has a direct or indirect financial interest in the transaction or arrangement (each, a “Disqualified Person”), the following procedures shall apply:

- (a) The Disqualified Person shall disclose the existence and nature of the financial interest to the disinterested directors, officers or committee members considering the transaction or arrangement.
- (b) The Disqualified Person, if present, shall leave the meeting while the disinterested directors, officers or committee members discuss the existence of a conflict of interest and the potential for private inurement to the Disqualified Person, and during the vote on the transaction or arrangement.
- (c) The disinterested directors, officers or committee members shall consider whether the transaction or arrangement is in the Corporation’s best interest, for its own benefit, and whether it is fair and reasonable. Alternatives to the proposed transaction shall be discussed, and comparability data reviewed to assess fair market value. The Corporation may utilize the services or data of independent third parties in making such a determination.
- (d) The minutes of the meeting at which the proposed transaction or arrangement is discussed shall contain the following: (i) the name of the Disqualified Person; (ii) the nature of the financial interest; (iii) the terms of the proposed transaction or arrangement; (iv) the content of the discussions and the summary of any actions taken and/or comparability data reviewed in order to evaluate any alternatives and to assess the fair market value of the proposed transaction or arrangement; and (v) the names of the disinterested persons present for the discussions and votes with respect to the proposed transaction or arrangement; and the record of the vote.

Section 2. *Annual Written Disclosure* – Each director, officer or committee member shall annually disclose in writing his or her business involvements with the Corporation, and his or

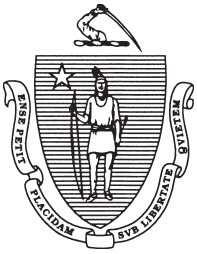
her other board memberships, both for-profit and charitable. The information should be updated throughout the year, as necessary. In addition, each director shall make an annual disclosure of the total amount the director received from the Corporation during the previous year as a vendor of goods to the Corporation, or on account of services rendered to the Corporation. The disclosure described in this section shall be provided to the entire Board of Directors.

Section 3. *Voidable Transactions* – Any transaction or arrangement not in compliance with this Article VI may be voided, retroactive to the date of the purported transaction or arrangement, by a majority vote of a quorum of the directors.

## ARTICLE VII

### **Amendment of By-laws**

Section 1. *Amendment* -- These By-laws may at any time be amended or repealed, in whole or in part, by vote of a majority of the voting Directors.



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

William Francis Galvin  
Secretary of the  
Commonwealth

Date: October 07, 2019

To Whom It May Concern :

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

**ALFRED'S FINEST, INC.**

is a domestic corporation organized on **May 01, 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

Certificate Number: 19100136610

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

Processed by:



## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



ALFRED'S FINEST INC 0  
99 MAIN ST  
PLYMPTON MA 02367-1208

### ***Why did I receive this notice?***

The Commissioner of Revenue certifies that, as of the date of this certificate, ALFRED'S FINEST INC 0 is in compliance with its tax obligations under Chapter 62C of the Massachusetts General Laws.

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

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

### ***What if I have questions?***

If you have questions, call us at (617) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

### ***Visit us online!***

Visit [mass.gov/dor](http://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

This letter serves as an attestation that Alfred's Finest is unable to obtain a certificate of good standing from the department of Unemployment Assistance as Alfred's Finest is unable to register with the department of Unemployment Assistance until hiring employees.

Robert Andrews Jr.  
Bob Andrews, President

4/8/20  
Date



INSURANCE  
RISK MANAGEMENT  
CONSULTING  
Lic # OH58337

Massachusetts Cannabis Control Commission  
101 Federal Street, 13<sup>th</sup> Floor  
Boston MA 02110

April 2, 2020

Dear Chairman Hoffman and Commissioners:

This Letter of Intent is for applicant Alfred's Finest, Inc., whose proposed operations are to be located at 8 Scobee Circle, Plymouth, MA 02360

The Stratton Agency, dba Nine Point Strategies, will provide Alfred's Finest, Inc. the insurance policies listed below as required by MA CCC regulations:

- Commercial General Liability:  
Limits of \$1,000,000 per occurrence, \$2,000,000 Aggregate  
\$2,500 Deductible
- Products Liability:  
Limits of \$1,000,000 per occurrence, \$2,000,000 Aggregate  
\$2,500 Deductible
- Commercial/Business Auto:  
Combined Single Limit of \$1,000,000  
\$1,000 Deductible
- Worker's Compensation:  
\$1,000,000 Each Accident  
\$1,000,000 Each Employee  
\$1,000,000 Policy Limit  
No Deductible

I am available to answer any questions or provide any further information you may require.

Sincerely,

Doug Banfelder  
Executive Producer



**Alfred's Finest, Inc.**

**Alfred's Holdings, LLC**

Cannabis Cultivator, Manufacturer, and Retailer  
in Plymouth, Massachusetts



## ***Executive Summary***

***Funding Request***

***Phase 1 - \$11 million***

***Phase 2 - \$29 million***



*Proprietary and Confidential – Do Not Distribute*

# **DISCLAIMER**

This Business Plan summarizes certain information about a new company (*Alfred's Finest*) that has been formed for the purposes of operating a marijuana cultivation, processing, manufacturing, and retail facility. Except where the context requires otherwise, "*Alfred's Finest*", "Company", "we", "us", and "our" refer to the *Alfred's Finest* company.

## **Disclaimer**

This Business Plan is confidential and proprietary. It is being furnished by *Alfred's Finest* to prospective investors for the sole purpose of evaluation of the transaction. Without the prior written permission of the Company, such potential investors will not release this document or discuss the information contained herein or make a reproduction of or use this Business Plan for any other purpose. Prospective investors should not assume that this Business Plan is complete and should conduct their own analysis and investigation of the Company and consult with their personal financial, legal, tax and other business advisers before investing in the Company. Prospective investors agree that they are responsible for conducting their own due diligence investigation to verify to their satisfaction any information, opinions or estimates in this document.

Prospective investors in the Company and any other persons who receive this Business Plan agree that they will hold its contents and all related documents in confidence and that they will not utilize such information to the detriment of the Company. Distribution or reproduction of this Business Plan or related materials, in whole or in part, is prohibited.

The Company makes no representations or warranties as to the accuracy or completeness of the information presented herein. Nothing contained herein is or should be relied on as, a promise or representation as to the future performance of the Company.

## **Forward-looking Statements**

Certain statements in this Business Plan constitute forward-looking statements, which may be identified by words such as "will," "expect," "plan," "intend," "anticipate," and other words indicating that the statements are forward-looking. Such forward-looking statements are expectations only and are subject to known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Company, or industry results, to differ materially from any future results, performance or achievement implied by such forward-looking statements. All of the financial information in this Executive Summary is unaudited.



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**About “Alfred’s Finest” ...**

*Alfred’s Finest, Inc.* is a small minority-owned family business, without ties to out-of-state or multinational “Big Canna” firms, founded by Plympton, MA native Robert Andrews. Mr. Andrews is currently the sole shareholder in the company and serves as President and CEO. The company intends to be managed by local Massachusetts residents.

*Alfred’s Finest* has applied for status as a Social Equity applicant with the Cannabis Control Commission and as a Minority Business Enterprise with the Massachusetts Operational Services Division Supplier Diversity Office.

The Company has been awarded a Host Community Agreement by the Town of Plymouth Massachusetts and has already obtained a Special Permit from the Zoning Board of Appeals and the local Conservation Commission to operate a Cannabis Cultivation, Manufacturing, and Retail facility at 8 Scobee Circle in Plymouth. *Alfred’s Finest* will be a vertically integrated recreational cannabis company and has applying for a Cultivation License, a Product Manufacturing License, and a Retail License with the MA Cannabis Control Commission.

The *Alfred’s Finest* Team is excited to be among the first local citizens to bring legalized recreational cannabis commerce to the adult consumers of America’s Hometown!



## Executive Summary

### **BUSINESS SNAPSHOT: *Alfred's Finest, Inc.***

- Plymouth-based producer and supplier of premium recreational cannabis and other cannabis products, capitalizing on the emerging legalized market in Massachusetts.
- Locally owned Minority-owned business enterprise with an experienced management and advisory team and professional cannabis industry connections.
- Integrated business model controlling seed-to-sale.
- Will construct a two story vertically-farmed cultivation - building with attached manufacturing facility, and will outfit the existing warehouse building into a cannabis retail store, lab and corporate offices at 8 Scobee Circle in Plymouth, MA.
- Will Produce and Sell a wide variety of the highest quality THC and CBD flower, extracts, edibles, and infused products to meet ever-increasing recreational consumer demand, including providing discounts to those with medical marijuana cards and veterans.
- Cultivating proprietary strains of top-shelf cannabis within a state-of-the-art, fully automated grow facility, allowing for superior quality control and maximum energy efficiency.
- Manufacturing a variety of different cannabis oils and concentrates in a sophisticated extraction lab utilizing several methods of extraction.
- Producing a wide range of edibles, beverages, tinctures, and topicals of varying proprietary formulation in a professional specialty commercial kitchen.
- Retail sales of our own flower & processed cannabis products packaged and sold under the *Alfred's Finest* brand within our own boutique retail store in Plymouth.
- Wholesale curation and retail sales of other recognized & in-demand Massachusetts-based brands of high-quality cannabis products.
- Retail sales of non-cannabis products that are associated with the use and storage of cannabis and/or the “cannabis culture”.
- Wholesale distribution of branded *Alfred's Finest* products in cannabis retailers across the Commonwealth, targeting both independent and chain retail stores.
- Become recognized as a socially responsible company committed to environmental sustainability, social equity, public safety, and having a positive impact on the community while also offering competitive prices.



## **Project Overview:**

*Alfred's Finest* is a Massachusetts-registered corporation, established to achieve licensing for the legalized cultivation, manufacture, and retail sales of high-quality cannabis and cannabis-infused products. The executive team at *Alfred's Finest* brings a diverse background from the business sector and cannabis industry experience to create a solid foundation for success in the Massachusetts market. Our intimate connection to the local cannabis community and understanding of the cultural mindset and consumer preferences, combined with decades of first-hand cannabis growing experience, will ensure that *Alfred's Finest* brand products will become the local trusted name for superior quality. Our production methods and business model will allow the *Alfred's Finest* retail store to offer consumers a high-quality product at the best prices, drawing the highest return of customers and establishing brand longevity in the ever-expanding cannabis marketplace.

*Alfred's Finest* headquarters, primary retail store, and main production facility will be located in Plymouth, Massachusetts at 8 Scobee Circle in the Plymouth Industrial Park. This site will include approximately:

- 35,000 sq. ft. indoor cultivation facility
- 19,000 sq. ft. processing and manufacturing facility
- 3,000 sq. ft. indoor genetics lab / cultivation
- 2,000 sq. ft. recreational cannabis retail store, office, and storage
- 3,000 sq. ft. corporate offices

The proposed operations will consist of a two story, multi-room cultivation facility, processing facility, extractions lab, manufacturing kitchen, genetics lab, administration offices, and retail facilities. The vertically integrated model will let *Alfred's Finest* control every aspect of the business from seed to sale. The building will allow our company to grow the highest quality cannabis at the lowest possible prices and operating its own extraction lab and kitchen will further increase profitability. This location is conveniently located to Route 3, the major highway between Boston and Cape Cod and Route 44, the main east/west road from Plymouth to Providence, RI and will serve the retail needs of large number of Plymouth residents, commuters from surrounding towns that have banned cannabis retail, as well as the influx of summer tourists coming to Plymouth and passing through destined for Cape Cod, which has largely banned cannabis businesses. A wide selection of only the best cannabis products will drive brand recognition and secure the *Alfred's Finest* position as a leader in the local cannabis industry and put Plymouth County on the map as *the* destination for top-shelf craft cannabis.

Under existing permitting, the Company is permitted to operate up to three retail stores and expand to neighboring communities in Southeastern Massachusetts, with licensing for the maximum amount of cultivation space, manufacturing capabilities, and retail locations allowed locally and by State law.



### **Use of Proceeds:**

The capital requirements for Alfred's Finest to execute this multi-phased business plan are approximately \$40,000,000, predominantly capital expenditures, but allocated an extra \$1,500,000 for contingency working capital. The Company will be renovating an existing building, that it will acquire, as part of the Use of Proceeds in Phase 1. This allows the Company to start selling its own product as part of Phase 1 renovations and cultivation. Construction and outfitting of a multi-story, vertical-farming building on the adjacent property will be started once full funding for Phase 2 has been raised. Revenue generated in Years 2 and 3 will help offset Phase 2 construction and outfitting costs, minimizing the Company's debt/equity needs. An ultra-conservative contingency cost of fifteen percent (15%) of construction and ten percent (10%) of outfitting equipment, or approximately \$3,500,000, has been baked into the ten-year proforma financials. A ten percent (10%) contingency for all non-compensation related expenses has also been included in the ten-year proformas.

Select Financial Data:

● Land and Building	\$4,050,000
● Existing Building Renovations	\$2,065,000
● New Cultivation/Manufacturing Facility Construction	\$19,003,523
● Equipment & Outfitting	\$10,329,838
● Construction and Outfitting Contingency	\$3,503,442
● Excess Working Capital	\$1,500,000

## **FINANCIALS**



Profit and Loss	Year 1	Year 2 Phase 1 Rev 2 Mos	Year 3 Phase 2 Rev	Year 4	Year 5	Year 6 Phase 3 Rev	Year 7	Year 8	Year 9	Year 10
Retail Product Revenue	\$0	\$1,502,304	\$25,681,837	\$10,687,836	\$9,118,113	\$13,432,963	\$11,347,595	\$10,505,363	\$10,968,818	\$9,846,219
Wholesale Product Revenue	\$0	\$0	\$39,949,524	\$90,132,024	\$116,481,606	\$233,043,615	\$245,023,537	\$263,587,628	\$303,876,840	\$290,613,556
Accessories	\$0	\$20,000	\$126,000	\$132,300	\$138,915	\$145,861	\$153,154	\$160,811	\$168,852	\$177,295
<b>Total Revenue</b>	<b>\$0</b>	<b>\$1,522,304</b>	<b>\$65,757,361</b>	<b>\$100,952,160</b>	<b>\$125,738,634</b>	<b>\$246,622,439</b>	<b>\$256,524,286</b>	<b>\$274,253,802</b>	<b>\$315,014,510</b>	<b>\$300,637,069</b>
Deductible COGS	\$261,581	\$1,334,561	\$5,464,709	\$5,953,542	\$8,696,605	\$10,253,337	\$10,608,197	\$11,149,273	\$12,060,268	\$12,253,070
Non-Deductible Expenses	\$1,979,475	\$4,827,938	\$5,612,262	\$6,538,734	\$7,385,976	\$11,269,247	\$11,681,212	\$12,331,455	\$13,676,184	\$13,370,426
State and Federal Income Tax	\$0	\$74,762	\$22,932,754	\$36,122,098	\$44,499,725	\$89,845,201	\$93,474,303	\$100,007,220	\$115,151,486	\$109,616,237
<b>EBIDA</b>	<b>(\$2,241,055)</b>	<b>(\$4,714,957)</b>	<b>\$31,747,636</b>	<b>\$52,337,786</b>	<b>\$65,156,327</b>	<b>\$135,254,653</b>	<b>\$140,760,573</b>	<b>\$150,765,854</b>	<b>\$174,126,573</b>	<b>\$165,397,336</b>

ALFRED'S FINEST											
YEARLY DETAIL CASH SUMMARY	Year 1	Year 2 Phase 1 Rev 2 Mos	Year 3 Phase 2 Rev	Year 4	Year 5	Year 6 Phase 3 Rev	Year 7	Year 8	Year 9	Year 10	10 Year Totals
<b>Hard Costs</b>											
<b>Land Development Summary</b>											
Land	\$1,425,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,425,600
Current Building	\$2,624,400										\$2,624,400
Building Renovation	\$1,290,625	\$774,375	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,065,000
New Construction Rochette \$352.57/Sq Ft 53,900 sf including 2% contingency (added extra 13% to total 15% contingency)	\$0	\$14,252,642	\$4,750,881	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,003,523
Security Equipment	\$0	\$0	\$417,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$417,000
Archive Benches \$40.34/sf	\$0	\$144,579	\$619,622	\$0	\$619,622	\$0	\$0	\$0	\$0	\$0	\$1,383,823
Fluanc LED Lights	\$0	\$437,391	\$1,749,564	\$0	\$1,749,564	\$0	\$0	\$0	\$1,465,411	\$0	\$5,401,931
Argus environmental cont	\$0	\$344,000	\$609,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$953,000
Generator	\$0	\$40,000	\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,000
Seed-to-Sale Tracking (LeafLogix)	\$0	\$48,080	\$28,480	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$76,560
Processing Equipment, Furnishings, & Outfitting	\$0	\$106,275	\$218,170	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$324,445
Manufacturing Facility Equipment, Furnishings & Outfitting	\$0	\$173,500	\$727,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$901,400
Packaging & Labeling Equipment, Furnishings, & Outfitting	\$0	\$60,000	\$352,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$412,000
Miscellaneous Production Equipment & Furnishings	\$0	\$86,190	\$257,880	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$344,070
Transport and Loading Bay	\$0	\$47,500	\$107,500	\$0	\$151,000	\$0	\$0	\$0	\$0	\$0	\$306,000
Employee Support Furnishings	\$0	\$11,640	\$49,360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$61,000
Retail Store Furnishings & Outfitting	\$0	\$148,000	\$28,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$176,500
Corporate Offices Furnishings & Outfitting	\$0	\$75,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,800
Solar Equipment	\$0	\$0	\$185,200	\$0	\$500,000	\$0	\$0	\$0	\$0	\$0	\$685,200
Element Air Environmental Microb System	\$0	\$17,920	\$76,800	\$0	\$76,800	\$0	\$0	\$0	\$0	\$0	\$171,520
<b>Total Hard Costs</b>	<b>\$5,340,625</b>	<b>\$16,767,892</b>	<b>\$10,242,858</b>	<b>\$0</b>	<b>\$3,096,987</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,465,411</b>	<b>\$0</b>	<b>\$36,913,772</b>
<b>Soft Costs</b>											
Interest During Construction	\$127,500	\$1,187,500	\$1,837,500	\$192,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,345,000
Contingency	\$0	\$2,026,931	\$1,166,812	\$0	\$309,699	\$0	\$0	\$0	\$0	\$0	\$3,503,442
Property Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Soft Costs</b>	<b>\$127,500</b>	<b>\$3,214,431</b>	<b>\$3,004,312</b>	<b>\$192,500</b>	<b>\$309,699</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,848,442</b>
Brokerage Fees	\$425,000	\$1,287,500	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,912,500
<b>Total Other Costs</b>											
<b>Other Costs</b>	<b>\$425,000</b>	<b>\$1,287,500</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,912,500</b>
<b>Total Annual Project Costs</b>	<b>\$5,893,125</b>	<b>\$21,269,823</b>	<b>\$13,447,170</b>	<b>\$192,500</b>	<b>\$3,406,686</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,465,411</b>	<b>\$0</b>	<b>\$45,674,714</b>



Revenue/Expenses Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Totals
<b>Revenue</b>											
Retail trimmed flower income	\$0	\$637,440	\$9,389,241	\$8,325,127	\$5,829,967	\$6,613,924	\$4,039,218	\$2,558,171	\$1,749,789	\$997,380	\$40,140,257
Wholesale trimmed flower income	\$0	\$0	\$14,605,485	\$12,950,197	\$9,068,838	\$10,288,326	\$6,283,228	\$3,979,378	\$2,721,894	\$1,551,480	\$61,448,826
Retail oil income	\$0	\$676,166	\$13,204,156	\$2,058,440	\$2,933,021	\$6,147,575	\$6,624,922	\$7,225,767	\$8,396,605	\$8,067,536	\$55,334,189
Wholesale oil income from buds	\$0	\$0	\$20,539,798	\$67,242,386	\$95,812,020	\$200,820,786	\$216,414,120	\$236,041,717	\$274,289,097	\$263,539,520	\$1,374,699,446
Retail oil income from waste	\$0	\$188,698	\$3,088,441	\$304,269	\$355,125	\$671,464	\$683,455	\$721,424	\$822,424	\$781,303	\$7,616,602
Wholesale oil income from waste	\$0	\$0	\$4,804,241	\$9,939,441	\$11,600,747	\$21,934,502	\$22,326,190	\$23,566,534	\$26,865,848	\$25,522,556	\$146,560,058
Cultivation Income	\$0	\$1,502,304	\$65,631,361	\$100,819,860	\$125,599,719	\$246,476,578	\$256,371,132	\$274,092,991	\$314,845,658	\$300,459,775	\$1,685,799,377
Accessories (Retail)	\$0	\$20,000	\$126,000	\$132,300	\$138,915	\$145,861	\$153,154	\$160,811	\$168,852	\$177,295	\$1,223,188
<b>Total Revenues</b>	<b>\$0</b>	<b>\$1,522,304</b>	<b>\$65,757,361</b>	<b>\$100,952,160</b>	<b>\$125,738,634</b>	<b>\$246,622,439</b>	<b>\$256,524,286</b>	<b>\$274,253,802</b>	<b>\$315,014,510</b>	<b>\$300,637,069</b>	<b>\$1,687,022,565</b>

<b>Expenses</b>											
COGS	\$261,581	\$1,334,561	\$5,464,709	\$5,953,542	\$8,696,605	\$10,253,337	\$10,608,197	\$11,149,273	\$12,060,268	\$12,253,070	\$78,035,144
Expenses	\$1,979,475	\$4,827,938	\$5,612,262	\$6,538,734	\$7,385,976	\$11,269,247	\$11,681,212	\$12,331,455	\$13,676,184	\$13,370,426	\$88,672,909
Income Tax	\$0	\$74,762	\$22,932,754	\$36,122,098	\$44,499,725	\$89,845,201	\$93,474,303	\$100,007,220	\$115,151,486	\$109,616,237	\$611,723,786
<b>Total CoGS and Expenses</b>	<b>\$2,241,055</b>	<b>\$6,237,261</b>	<b>\$34,009,725</b>	<b>\$48,614,374</b>	<b>\$60,582,307</b>	<b>\$111,367,785</b>	<b>\$115,763,712</b>	<b>\$123,487,948</b>	<b>\$140,887,937</b>	<b>\$135,239,733</b>	<b>\$778,431,838</b>
<b>EBIDA</b>	<b>(\$2,241,055)</b>	<b>(\$4,714,957)</b>	<b>\$31,747,636</b>	<b>\$52,337,786</b>	<b>\$65,156,327</b>	<b>\$135,254,653</b>	<b>\$140,760,573</b>	<b>\$150,765,854</b>	<b>\$174,126,573</b>	<b>\$165,397,336</b>	<b>\$908,590,726</b>

Cash Flow Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Totals
<b>Sources of Funds</b>											
Beginning Cash	\$0	\$365,820	\$131,040	\$431,506	\$36,326,792	\$98,076,434	\$233,331,087	\$374,091,660	\$524,857,514	\$697,518,676	
Cash from Operations	(\$2,241,055)	(\$4,714,957)	\$31,747,636	\$52,337,786	\$65,156,327	\$135,254,653	\$140,760,573	\$150,765,854	\$174,126,573	\$165,397,336	\$908,590,726
Equity Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mezzanine Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sr. Debt	\$8,500,000	\$25,750,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,250,000
Proceeds from IPO	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Sources of Cash</b>	<b>\$6,258,945</b>	<b>\$21,400,863</b>	<b>\$35,878,676</b>	<b>\$52,769,292</b>	<b>\$101,483,119</b>	<b>\$233,331,087</b>	<b>\$374,091,660</b>	<b>\$524,857,514</b>	<b>\$698,984,087</b>	<b>\$862,916,012</b>	<b>\$946,840,726</b>
<b>Uses of Funds</b>											
Capitalized Development Costs	\$5,340,625	\$18,794,823	\$11,409,670	\$0	\$3,406,686	\$0	\$0	\$0	\$1,465,411	\$0	\$40,417,214
Loan Repayment	\$0	\$0	\$22,000,000	\$16,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$38,250,000
Return of Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Broker Fees	\$425,000	\$1,287,500	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,912,500
Sr. Debt Interest	\$127,500	\$1,187,500	\$1,837,500	\$192,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,345,000
Mezzanine Debt Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sr. Debt Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mezzanine Debt Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends Paid	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Preferred Return	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Uses of Cash</b>	<b>\$5,893,125</b>	<b>\$21,269,823</b>	<b>\$35,447,170</b>	<b>\$16,442,500</b>	<b>\$3,406,686</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,465,411</b>	<b>\$0</b>	<b>\$83,924,714</b>
<b>ENDING CASH</b>	<b>\$365,820</b>	<b>\$131,040</b>	<b>\$431,506</b>	<b>\$36,326,792</b>	<b>\$98,076,434</b>	<b>\$233,331,087</b>	<b>\$374,091,660</b>	<b>\$524,857,514</b>	<b>\$697,518,676</b>	<b>\$862,916,012</b>	<b>\$862,916,012</b>



<b>Capital Structure &amp; Investment Performance</b>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Totals
<i>Initial Ratios</i>											
Sr. Debt	\$8,500,000	\$8,500,000	\$16,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$33,250,000
Mezzanine Debt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equity Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Investments</b>	<b>\$8,500,000</b>	<b>\$8,500,000</b>	<b>\$16,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$33,250,000</b>
<i>Debt Summary</i>											
<b>Sr. Debt</b>											
6.0%											
Beginning Loan Balance	\$0	\$8,500,000	\$34,250,000	\$16,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Draws	\$8,500,000	\$25,750,000	\$4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loan Repayments	\$0	\$0	\$22,000,000	\$16,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Loan Ending Balance</b>	<b>\$8,500,000</b>	<b>\$34,250,000</b>	<b>\$16,250,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Net Operating Income	(\$2,241,055)	(\$4,714,957)	\$31,747,636	\$52,337,786	\$65,156,327	\$135,254,653	\$140,760,573	\$150,765,854	\$174,126,573	\$165,397,336	\$908,590,726
Interest Expense (Excluding Cap interest)	\$0	\$1,187,500	\$1,837,500	\$192,500	\$0	\$0	\$0	\$0	\$0	\$0	\$3,217,500
P & I (Excluding Cap interest)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Operating Cash Flow</b>	<b>(\$2,241,055)</b>	<b>(\$5,902,457)</b>	<b>\$29,910,136</b>	<b>\$52,145,286</b>	<b>\$65,156,327</b>	<b>\$135,254,653</b>	<b>\$140,760,573</b>	<b>\$150,765,854</b>	<b>\$174,126,573</b>	<b>\$165,397,336</b>	<b>\$905,373,226</b>
<i>Equity</i>											
Beginning Investment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Investments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repayment of Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Priority Return on Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Ending Investment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

The appended proforma financial statements are based on the following financial and production assumptions. For the purposes of this business plan, both market values and production estimates have been conservatively calculated. We have chosen to work with very conservative prices and low-end production estimates in order to clearly demonstrate the robustness of our potential revenues.

## **Product Assumptions**



Cultivation and Crop Drivers and Assumptions	Phase 1	Phase 2 and 3 per floor					
			Year 1	Year 2	Year 3	Year 4	Year 5
Sq. ft per light	16	16					
Number of lights per room	56	240					
Number of flower rooms	4	8					
Oz. per Sq. ft per harvest	1.50	1.50	1.50	1.50	1.75	2.00	2.10
Number of harvests per year	3.00	3.00	3.00	3.00	4.00	4.30	4.30
Percentage of crop for buds	65.9%	59.3%	65.9%	59.3%	36%	21.3%	12.8%
Percentage of remaining bud crop for wholesale	0.0%	70.0%	0.0%	70.0%	70%	70.0%	70.0%
Regional retail selling price per bud pound (reduced 5% per year)	\$6,400	\$6,000	\$6,400	\$6,080	\$5,776	\$5,487	\$5,213
Alfred's retail discount price percentage	10%	10%	10%	10%	10%	10%	10%
Wholesale bud sales percentage (% of regional retail sale price)	60%	60%	60%	60%	60%	60%	60%
Alfred's wholesale oil percentage	0%	70%	0%	70%	98%	98%	98%
Mix Ratio of oil	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Regional retail selling price per 1/2 gram cartridge	\$65.00	\$60.00	\$65.00	\$61.75	\$58.66	\$55.73	\$52.94
Wholesale selling price per 1/2 gram cartridge	\$39.00	\$36.00	\$39.00	\$37.05	\$35.20	\$33.44	\$31.77
Percentage of waste product for oil	10%	10%	10%	10%	10%	10%	10%
Wholesale waste oil percentage	0%	70%	0%	70%	98%	98%	98%
			Year 6	Year 7	Year 8	Year 9	Year 10
Oz. per Sq. ft per harvest			2.25	2.50	3.00	3.00	3.00
Number of harvests per year			4.30	4.30	4.30	4.30	4.30
Percentage of crop for buds			7.7%	4.6%	2.8%	1.7%	1.0%
Percentage of remaining bud crop for wholesale			70.0%	70.0%	70%	70.0%	70.0%
Regional retail selling price per bud pound (reduced 5% per year)			\$4,952	\$4,705	\$4,469	\$4,246	\$4,034
Alfred's retail discount price percentage			10%	10%	10%	10%	10%
Wholesale bud sales percentage (% of regional retail sale price)			60%	60%	60%	60%	60%
Alfred's wholesale oil percentage			98%	98%	98%	98%	98%
Mix Ratio of oil			1.05	1.05	1.05	1.05	1.05
Regional retail selling price per 1/2 gram cartridge			\$50.30	\$47.78	\$45.39	\$43.12	\$40.97
Wholesale selling price per 1/2 gram cartridge			\$30.18	\$28.67	\$27.24	\$25.87	\$24.58
Percentage of waste product for oil			10%	10%	10%	10%	10%
Wholesale waste oil percentage			98%	98%	98%	98%	98%

## Management and Board

The proper management of all aspects of the proposed project is crucial to the success of *Alfred's Finest*. We have brought together a highly qualified team that offers the experience and knowledge to achieve our goals in a timely, efficient, and professional fashion.





**Bob Andrews, Founder & President and *Interim* CEO** Mr. Andrews is of Cape Verde descent with ancestral links to the Wampanoag and Shawme peoples and direct lineage to Chief Massasoit, close familial ties with the hemp rope industry based in Cordage Park during the early 1900s, and has been actively involved in the Massachusetts cannabis movement since the legalization of Medical Cannabis in 2012. Bob got back into cultivating marijuana when Medical Marijuana became legal in Massachusetts. He expanded into Rhode Island to become a medical marijuana caregiver and help consult with new-found growers in Maine, Massachusetts, Rhode Island, Hawaii to Jamaica for Royal Caribbean.

Bob has many years' experience in restaurant management, where he first learned the importance of customer service. He's been a foreman for Aspen Tree and the Local 721 Labor Union working for GE, Bechtel, Modern Continental to name just a few on numerous projects. He started and has been successfully operating Bob's Tree and Landscaping for 22 years. His experience in varying commerce has given Bob personnel management and customer service skills, along with the skills of managing inventory, payroll, equipment maintenance, scheduling and managing everyday business operations. As well as a vast knowledge of horticulture.

Mr. Andrews is a highly respected, much sought-after mentor in the field of marijuana cultivation, helping growers in New England, California, Hawaii, and Florida achieve their ambitious yield and profit objectives. He has worked closely with the agricultural departments of both Rutgers and UMass Amherst, and has independently designed, built, and operated numerous highly successful grow sites in such widely differing climates as the harsh west coast and icy New England. Bob has studied and tested numerous cultivation techniques including working with true living organics, making organic teas, using bacteria's and microbials, hydroponics, ebb and flow, deep water culture, and aeroponics. His preferred approach is using Top Feed Drain to Waste in coco fiber. His passion for selecting and developing superior plant genetics has seen him travel as far afield as Neville's Seed Bank in Europe to Hawaii in an unending quest for the very best seeds available.

The path to excellence is not without its risks and experience has taught Bob the essential skills to overcome the challenges of plant health, be they fungus gnats, shore gnats, spider mites, root mites, powdery mildew, botrytis or pythium. Bob has learned and developed the most effective ways to prevent and eliminate problems before they spread and become infestations, studying in depth the different types of pesticide from organics, to homemade, to store bought industry standards.



**Jason Backman – Vice President, COO**

Jason Backman's experience includes over 20 years in the Hospitality Industry as a F&B Director/Restaurateur and has most recently partnered with the James Beard-nominated chefs, Jose Enrique, Jason Vincent, and Jose Andrews. Jason is also a founding team member of the start-up "Key to Amaze" virtual reality entertainment complex in Boston, MA.





**Adam Taffel – Treasurer, CFO**

Adam is a Broker, company C.F.O. & Director of Residential Operations for Centre Realty Group. Adam’s responsible for the overall management, finance and operation of CRG. His extensive business/operational experience lends itself to a profitable and successful business model. Adam has been licensed in Real Estate since 1996, working for both Centre Realty Group and Capasso Realty Corporation as the Residential Property Manager. He then brought his management and business acumen to the hospitality industry where he oversaw high profile operations and finance, then returned to CRG, and is now based in their Newton Centre headquarters in Massachusetts. Adam graduated from Roger Williams University with a B.S. in Business Administration and minor in Psychology.



**Maria Wood — Secretary, Director of Administration**

Maria is an experienced administrator who has completed courses in business administration and human development. She is a Massachusetts Notary Public. She serves as an Administrative Coordinator and Tax Analyst for Covidien and as a Paralegal for Ratcliffe, Burke, Harten & Elias LLP. Her vast administrative knowledge was honed as an Executive Assistant for several corporations including GTECH, Corp., Environmental Systems, Inc., and Reebok, International.



**Kevin Smith - Board of Directors - Manager of Human Resources**

Kevin comes to Alfred's Finest after 23 years of experience in the non-profit world working with Rehearsal for Life, a nationally recognized teaching organization as a facilitator, educator, and integral part of a creative marketing and fundraising team. He also has thirty years of guest relations and management at The Union Street Restaurant Group in Newton Center Massachusetts.

He has done freelance work at several schools and institutions teaching communication skills and teamwork. He is a graduate of The American Academy of Dramatic Arts in Los Angeles.



**Elzy Tubbs – Director of Security**

As Director of Security, Mr. Tubbs will implement and direct the planning and oversight of a comprehensive security system, which will be responsible for the direction and protection of all assets, employees and the general public for Alfred’s Finest.

Mr. Tubbs brings over 30 years of experience in the field of Criminal Justice as the former Security Consultant for the federally recognized Mashpee Wampanoag Tribe and as a



Probation Officer/Trainer for the Massachusetts Trial Court. With Mr. Tubbs at the helm, Alfred's Finest, is confident that all of the company's security needs will be met.



### **Jim Lunt – Chairman of the Board**

James Lunt has served as Chairman and CEO of Rogers, Lunt & Bowlen Company for over two decades. He has also served on numerous corporate boards, including Blue Cross Blue Shield of Massachusetts as its Finance Committee Chairman. He has been a Director of Greenfield Savings Bank, Associated Industries of Massachusetts and The Berkshire Life Insurance Company. Mr. Lunt has also served on many community services boards, including as President of the United Way of Franklin County, MA.

### **Scott Spencer - Board of Directors**



President and Founder of Northeast Traffic Control Services, Inc., a traffic and safety firm he founded in 1996. Outside of Northeast Traffic, Scott also operates a real estate development corporation, permitting and constructing many projects throughout New England. In doing so, he has developed strong relationships with government agencies and municipalities throughout the northeast. Scott is an active member of several professional associations such as the American Traffic Safety Services Association (ATSSA), the Associated General Contractors of America (AGC), Utility Contractors Association of New England (UCANE), and the Construction Industries of Massachusetts (CIM) to name a few. He is a Massachusetts Licensed Contractor and Construction

Supervisor.

### **External Advisors**

#### ***Evans & Cutler***

Richard M. Evans and Michael D. Cutler have over 70 years collectively practicing law in Massachusetts and specialize in Cannabis Law at the state level, having worked directly on the draft law for the Question 4 ballot initiative for legalization of cannabis in the Commonwealth.

#### ***McNamara & Yates***

Tim McNamara is a local Cape Cod attorney bringing his expertise in Business Law and has worked with several cannabis businesses in Massachusetts.

#### ***Edward Angley, Esq.***

Edward Angley is an experienced municipal permitting attorney specializing in real estate, zoning energy, utility, natural resources, corporate, administrative, commercial, admiralty, maritime, and



probate law. Mr. Angley has been instrumental in negotiating for some of the largest construction projects in Plymouth, including other cannabis establishments.

**Joseph G. DiLorenzo**

Joe DiLorenzo is a financial and operations advisor and experienced executive who has participated in two NYSE IPOs, including professional sports first ever as CFO of the Boston Celtics and many private placement memorandums and credit facilities.

Mr. DiLorenzo and former Massachusetts State Treasurer, Joe Malone, co-founded the M/D Group, a firm that specializes in corporate strategy and business development initiatives where he serves as President. He also was Chief Strategic Officer of Hotbox Sports Ventures; President/COO of Plymouth Rock Studios; VP of Strategic Alliances and later CFO of Jenzabar, Inc.; CFO and SVP of Administration of the Boston Celtics; and a department head for the Boston Garden/Boston Bruins organization. In addition, he was a founding owner of the Maine Red Claws, the National Basketball Association Development League’s affiliate of the Boston Celtics.

Mr. DiLorenzo graduated from Bentley University with a BS degree in Accountancy. He serves on the board of the Bentley Executive Club, and served many years as a Director, Officer or 2x President of the Bentley University Alumni Association and serves many volunteer leadership roles including past Chairman of the Board and honorary life-member of the Financial Executives International ; President of the Treasurer's Club of Boston; 2x President of Community Work Services; a member of Salvation Army’s Greater Boston Advisory Board; former trustee and current member of the Audit Committee and Board of Overseers for the Franciscan Hospital for Children; a board member of the Massachusetts Chamber of Commerce; Treasurer of the Freedom Trail Foundation;

Mr. DiLorenzo has received numerous awards and honors for his community service roles. These include: the Boston Business Journal's Lifetime Achievement Award; the Commonwealth of Massachusetts Governor's Citation; the Commonwealth of Massachusetts Senate Citation; the Downtown North Organizational Leadership Award; the Downtown North Community Leadership Award; the Franciscan Hospital for Children Certificate of Appreciation; the FEI Honorary Life Member; and Kids for Life Biggest Big Kid Award. He is also founder of "Leadership, Diversity/Inclusion and Personal Growth", a Linked In Interest Group with more than 3,000 followers.

**Staffing**

*Alfred’s Finest* will be hiring knowledgeable & experienced staff from the local community for upper management and director positions:

- o Accounting Director
- o IT/Com. Director
- o Security Director
- o Director of Sales & Marketing
- o Cultivation Director
- o Manufacturing Director

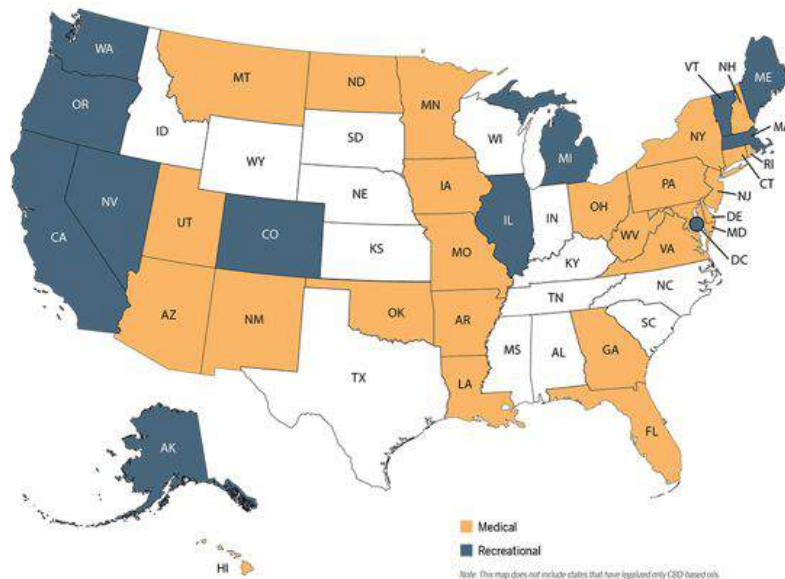


- o Human Resources Officer

*Alfred's Finest* will be hiring upward of 75 employees to fill positions across all departments:

- |  |   |
|--|---|
| <input type="checkbox"/> Security Personnel      | <input type="checkbox"/> Lab Techs                          |
| <input type="checkbox"/> Retail Store Management | <input type="checkbox"/> Packaging & Processing Management  |
| <input type="checkbox"/> Bud-tenders             | <input type="checkbox"/> Processing Techs                   |
| <input type="checkbox"/> Cultivation Management  | <input type="checkbox"/> Administrative Assistants          |
| <input type="checkbox"/> Cultivation Techs       | <input type="checkbox"/> Janitorial & Maintenance Personnel |
| <input type="checkbox"/> Kitchen Management      |   |
| <input type="checkbox"/> Kitchen Techs           |   |
| <input type="checkbox"/> Laboratory Management   |   |

## Market Analysis



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The *Alfred's Finest* location in Plymouth is perfectly situated to capitalize on retail cannabis sales now and well into the future. Plymouth is physically the largest town in Massachusetts and has a population of over 58,000 people, a well-established commercial and retail base, and is the hospitality hub of the local region, as well as being an international

tourist destination. It is ideally located to cater to the southern suburbs of Boston that have largely banned recreational cannabis and the high traffic volume headed to Cape Cod which has also mostly banned recreational cannabis. The town of Plymouth is only allowing a total of 4 cannabis retailers in the town... and *Alfred's Finest* has already secured one of those coveted license spots with only one currently available.



Legalized Cannabis in multiple states, including Massachusetts, has led to the Cannabis Industry being the fastest growing industry in the USA. According to ArcView Market Research, the US national legal cannabis market value is now assessed at \$6.7 billion, and the national market is projected to grow from current levels to \$24.1 billion by 2025 according to New Frontier Data's 2017 Executive Summary. The Massachusetts recreational market has been slow to roll out, but it did take in \$2.2 Million in the first week of legal sales and is projected to become a \$1.1 Billion industry by 2020. As trends in other legal states have shown, there will likely be an initial surge in sales, leading to shortages in supply that drive prices up, followed by a modest downward trend toward stabilized sales and market prices.

**U.S. Cannabis Retail Sales Estimates: 2018 - 2023**  
(In Billions Of U.S. Dollars)



Source: 2019 Marijuana Business Factbook  
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Those towns that are quickest to open cannabis retailers will see the highest generated revenue during that initial early surge in sales until more shops open across the state and markets begin to stabilize. The opening of the legal Massachusetts adult-use cannabis market is seeing a great many players of all sizes looking to claim their share of a very limited availability of retail licenses in each town. Those businesses that are vertically integrated and control their own supply chain, especially if cultivating in energy-efficient grow rooms, will be those that survive for the long-term in this industry as markets level out. *Alfred's Finest* in Plymouth will be a well-positioned competitor for the longevity of this industry through any and all market fluctuations.

Marijuana business owners in the state report pounds of wholesale cannabis flower are selling for:



Premium-quality indoor-grown: \$4,200 (\$3,500 in 2019)

Average-quality indoor-grown: \$3,800 (\$2,800 in 2019)



Source: Marijuana Business Daily  
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*Alfred's Finest* benefits from being rapidly able to offer a range of our own market-tested products. We intend to achieve a satisfactory market share in this area by focusing on top shelf flower, increasingly popular concentrates, and signature recipe edibles. We intend to build and gain market share by appealing to a broad spectrum of customer groups and demographics. *Alfred's Finest* will stand out in the market due to the

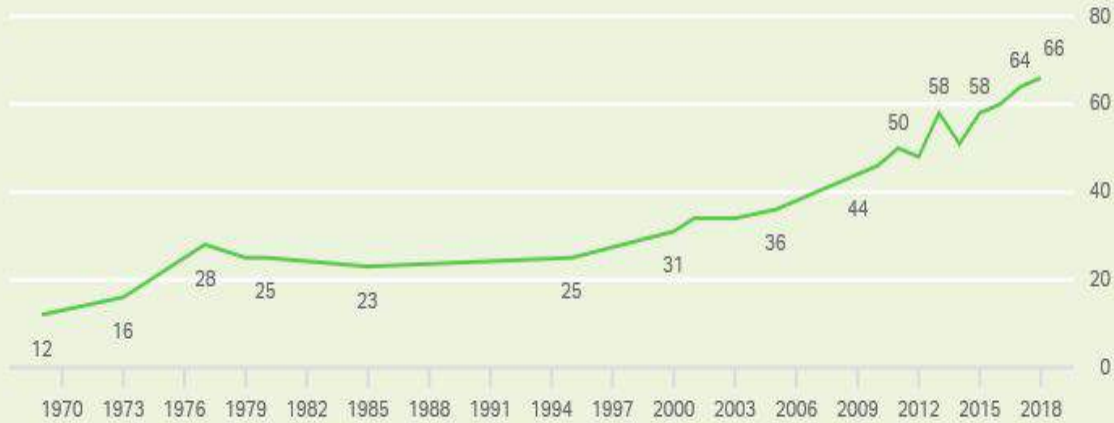
uncompromising quality of our products, exceptional customer service, and an atmosphere in our establishments that develops a recurring customer base. It is our core business strategy to inspire a conscientious approach to responsible adult-use cannabis consumption through community, retailer, and customer engagement. *Alfred's Finest* will be among the first-to-market recreational cannabis brands in one of the most lucrative commercial markets in the Northeast, with potential to monopolize the region for premium cannabis products!



## Support for Legalizing Marijuana Continues to Edge Up

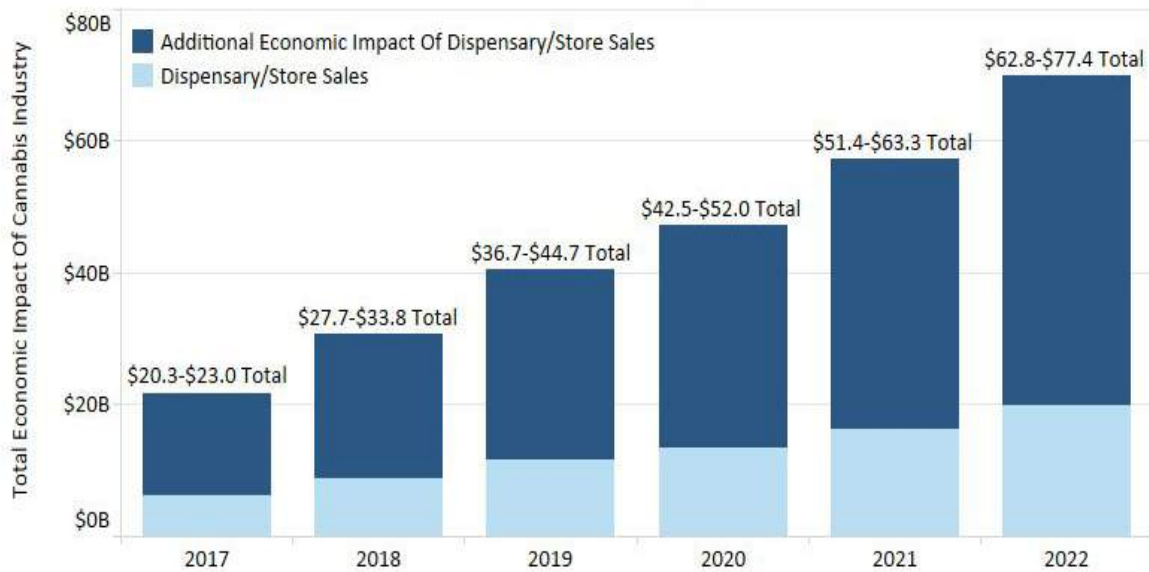
Do you think the use of marijuana should be made legal, or not?

■ % Yes, legal



GALLUP

## U.S. Cannabis Industry Total Economic Impact: 2017 - 2022 (In Billions Of U.S. Dollars)

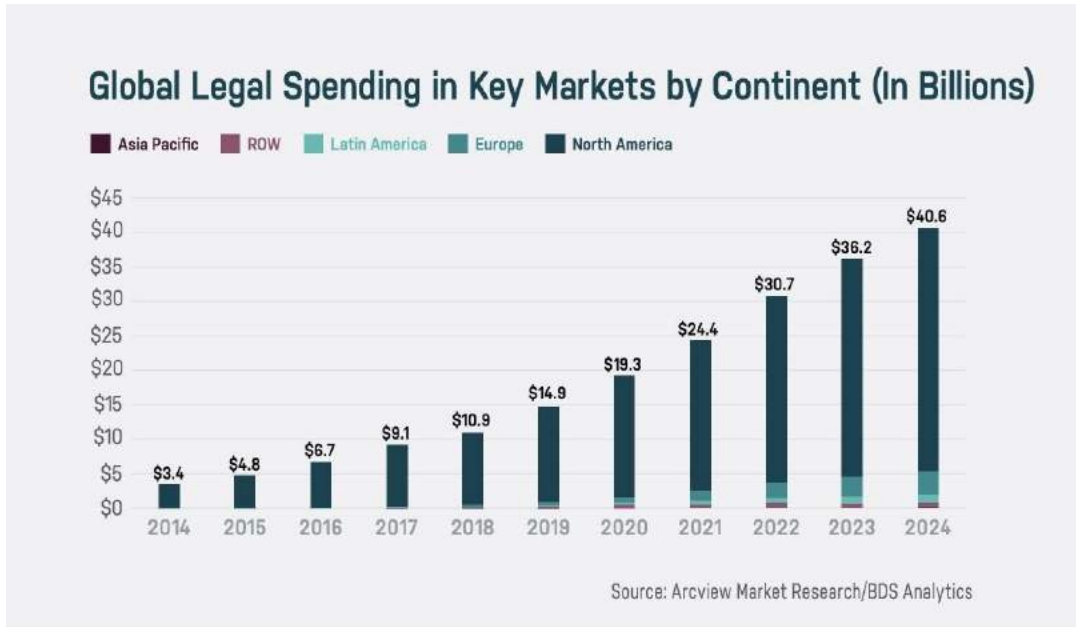


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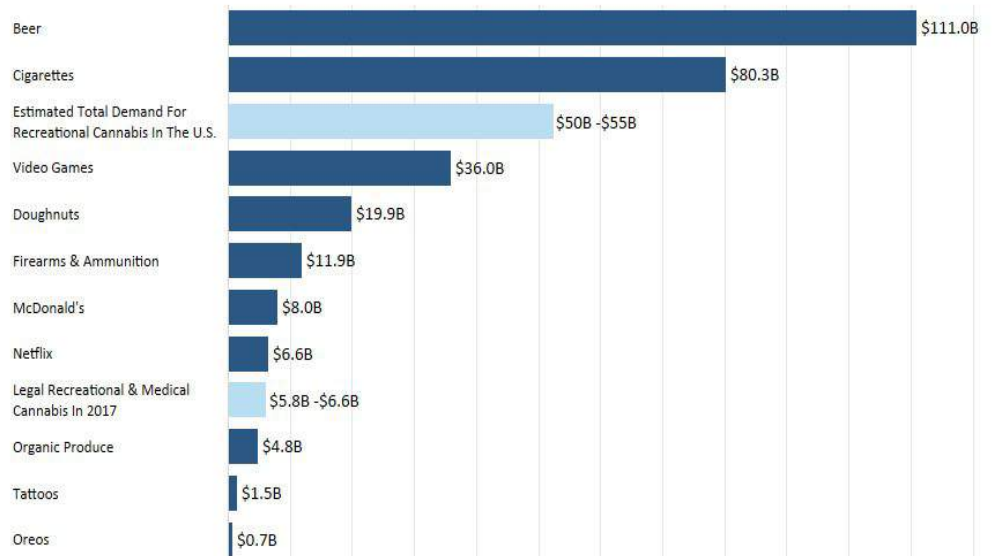
A record 66 percent of Americans now support legalizing cannabis, a dramatic increase from just 12 percent in 1969. 1) The legalization of cannabis has significant implications for state economies, as



well as the national economy. The industry totaled more than \$9 billion in sales in 2017, with sales estimated to reach in excess of \$19 billion this year and \$40 billion by 2024. 2) There were more than 9,000 active licenses for cannabis businesses in the U.S. in 2017, with the industry employing more than 120,000 people.



**Annual U.S. Cannabis Sales Vs. Other Industries & Goods**



Source: Brewers Association, Alcohol & Tobacco Tax & Trade Bureau, Entertainment Software Association, Goldstein Research, IBIS World, Netflix, Nielsen, Nabisco  
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## ***Medical Marijuana Sales by State 2018***

<b>Arizona</b>	\$406.7 million	<b>Minnesota</b>	\$9.6 million
<b>Connecticut</b>	\$50 million	<b>Montana</b>	\$31.8 million
<b>Delaware</b>	\$7.1 million	<b>New Hampshire</b>	\$7.2 million
<b>Florida</b>	\$17.4 million	<b>New Jersey</b>	\$37 million
<b>Hawaii</b>	\$17.2 million	<b>New Mexico</b>	\$54.2 million
<b>Illinois</b>	\$91.1 million	<b>New York</b>	\$40.9 million
<b>Michigan</b>	\$633 million	<b>Rhode Island</b>	\$60.2 million

## ***Recreational Marijuana Sales by State 2018***

<b>Alaska</b>	\$39.5 million	<b>Massachusetts</b>	\$106 million
<b>California</b>	\$2.75 billion	<b>Nevada</b>	\$102.7 million
<b>Colorado</b>	\$1.56 billion	<b>Oregon</b>	\$777.6 million
<b>District of Columbia</b>	\$17.7 million	<b>Washington</b>	\$1 billion
<b>Maine</b>	\$83.4 million		

### **Company Location and Facilities**

*Alfred's Finest* currently has a Purchase & Sale Agreement to purchase the property located at 8 Scobee Circle in Plymouth. The location consists of over 7 acres on a cul-de-sac well situated within a highly trafficked commercial area in town about a mile from direct highway access that serves points North, South, and West. This location will serve as the Company Corporate Headquarters, Retail Store, Cultivation Facility, and Manufacturing Facility.

The Retail Store will be situated within the existing warehouse space, with the backend of that warehouse being used as a cultivation space for genetics & breeding; our Corporate Offices will be located in the existing attached office building. The vertically farmed manufacturing facility will be constructed on the open vacant lot at the rear of the property.







**SITE PLANS**  
FOR  
**ALFREDS FINEST**  
LOCATED AT  
**8 SCOBEE CIRCLE**  
PLYMOUTH, MASSACHUSETTS 02360  
DATE: JUNE 10, 2019  
REVISED: MONTH, XX, 20XX

**UN-EDITED  
ADVANCE COPY**  
NOT TO BE USED FOR CONSTRUCTION & RECORDS

SHEET NO.	INDEX OF PLANS	SCALE
1	CONC. SHEET	1" = 100'
2	GENERAL EXISTING CONDITIONS PLAN	1" = 40'
3	PROPOSED LAYOUT PLAN	1" = 40'
4	GRADING, DRAINAGE & EROSION CONTROL PLAN	1" = 40'
5	UTILITIES PLAN	N.T.S.
6	DETAILS PLAN	N.T.S.
7	ASPHALT PAVEMENT PLAN	N.T.S.
8	DETAILS PLAN	N.T.S.

**RECORD OWNER**  
SHEFAVA, LLC  
1000 STATE ST., SUITE 200  
PLYMOUTH, MASSACHUSETTS 02360

**OWNER(S):**  
SHEFAVA, LLC  
1000 STATE ST., SUITE 200  
PLYMOUTH, MASSACHUSETTS 02360

**APPLICANT:**  
ALFREDS FINEST  
P.O. BOX 1051, SOMERWICH, MA 02563

**ENGINEER:**  
 **Atlantic**  
DESIGN ENGINEERS, INC.  
P.O. Box 1051, Somersich, MA 02563  
(508) 888 - 9282

P.L. 02563-000-0000  
Sheet: 0  
Date: 06/10/19  
3703.00



OVERALL LOCATION PLAN  
SCALE: 1" = 100'



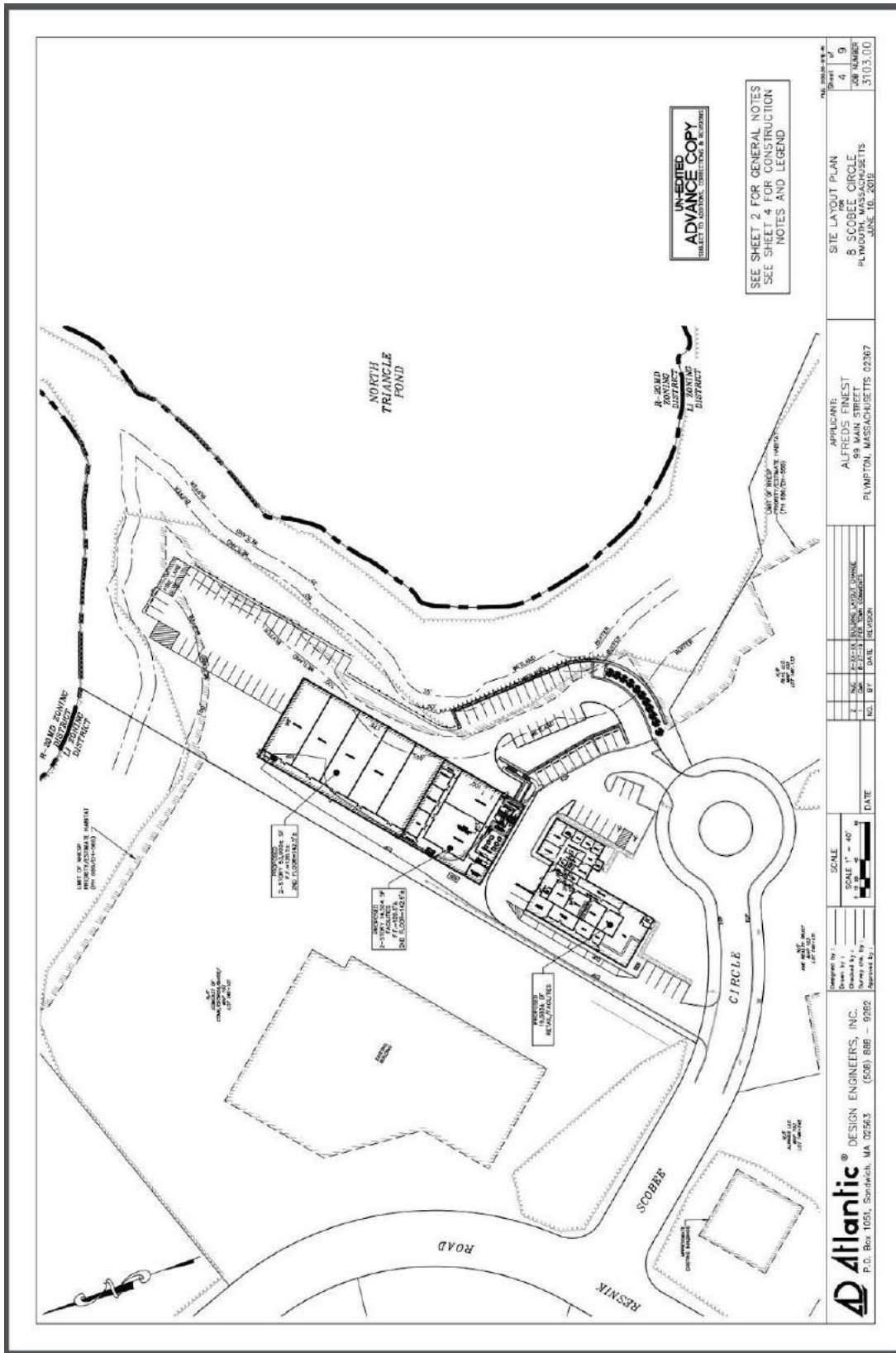
VICINITY MAP  
SCALE: 1" = 800'

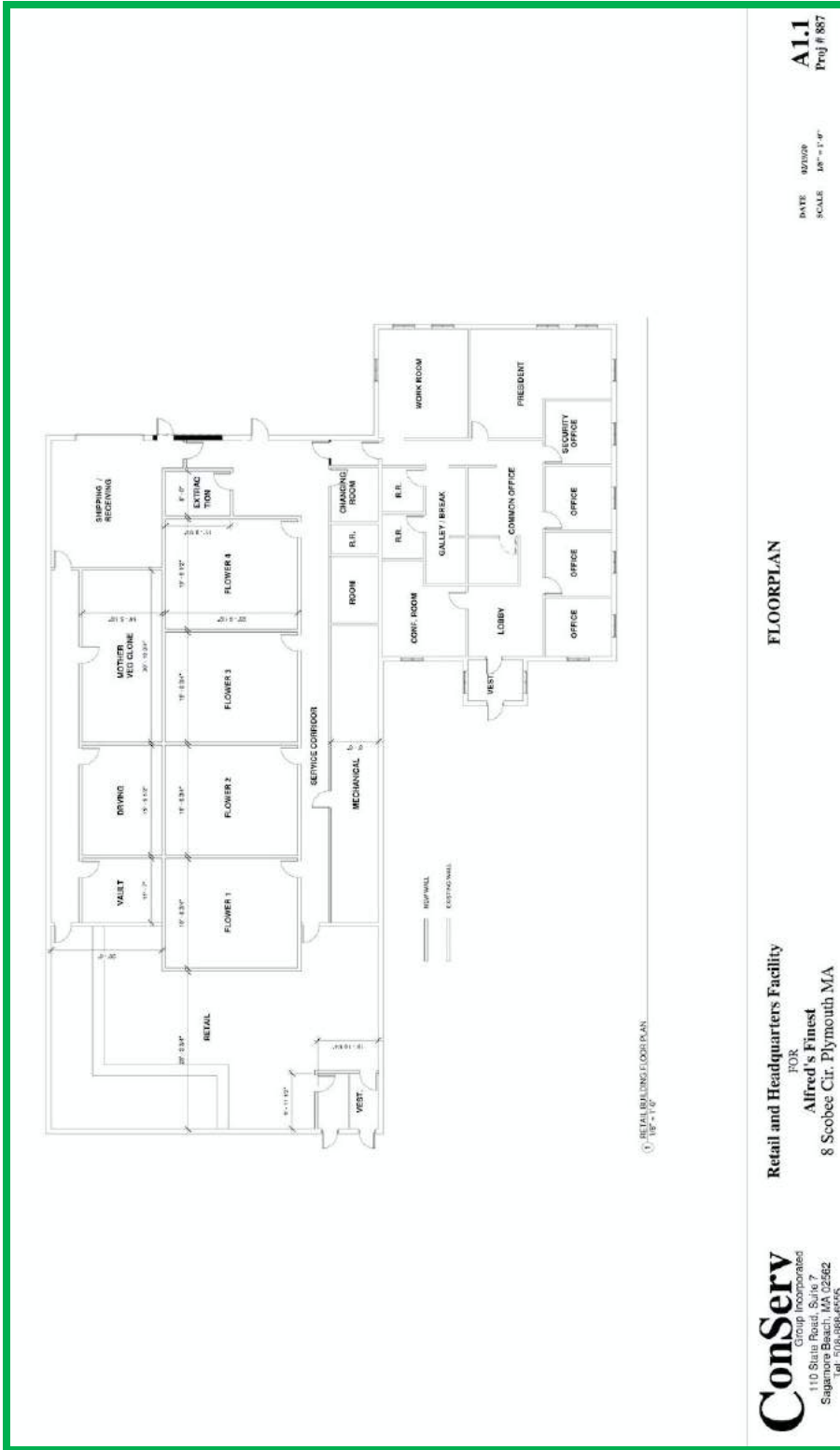


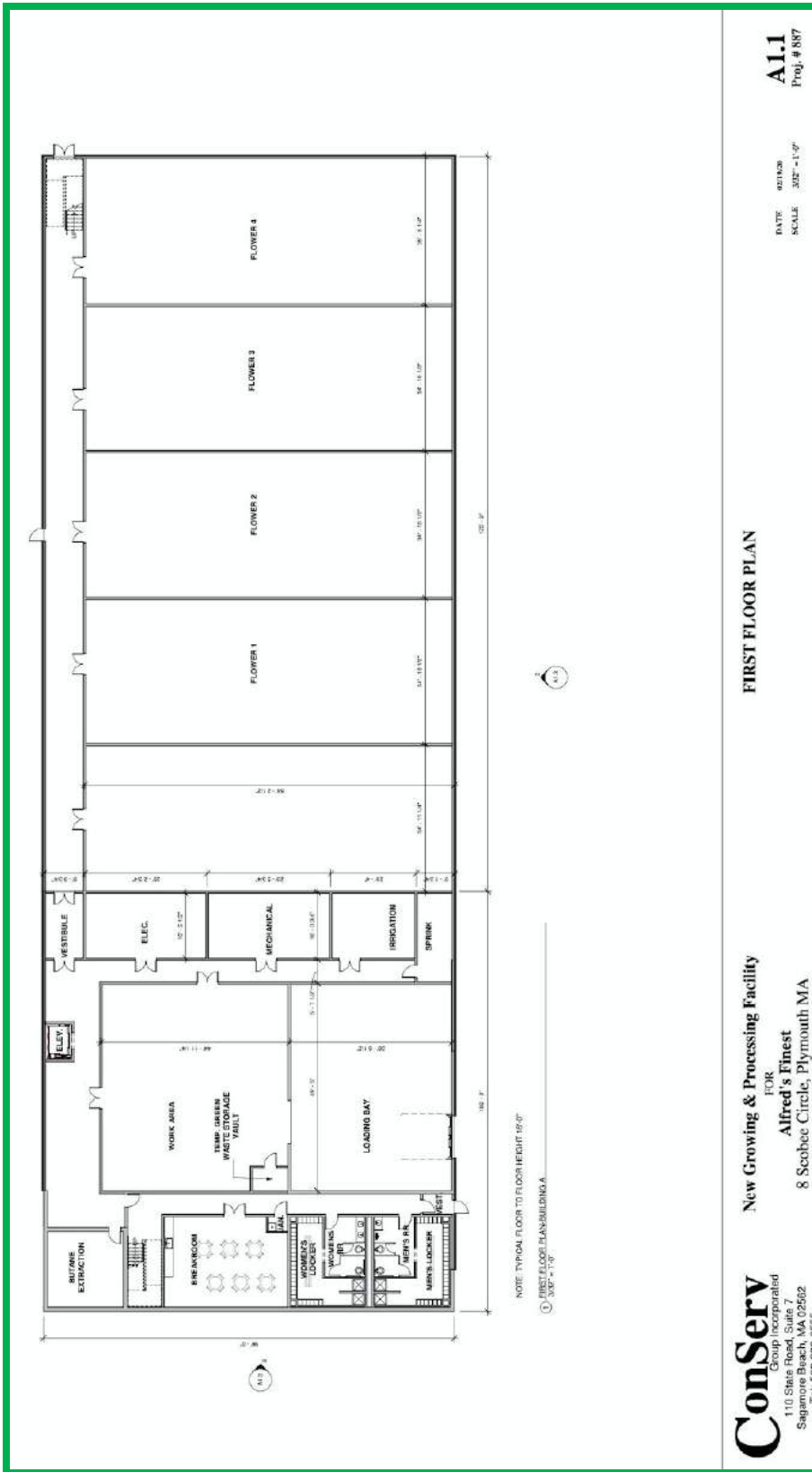
LOCUS MAP  
SCALE: 1" = 800'

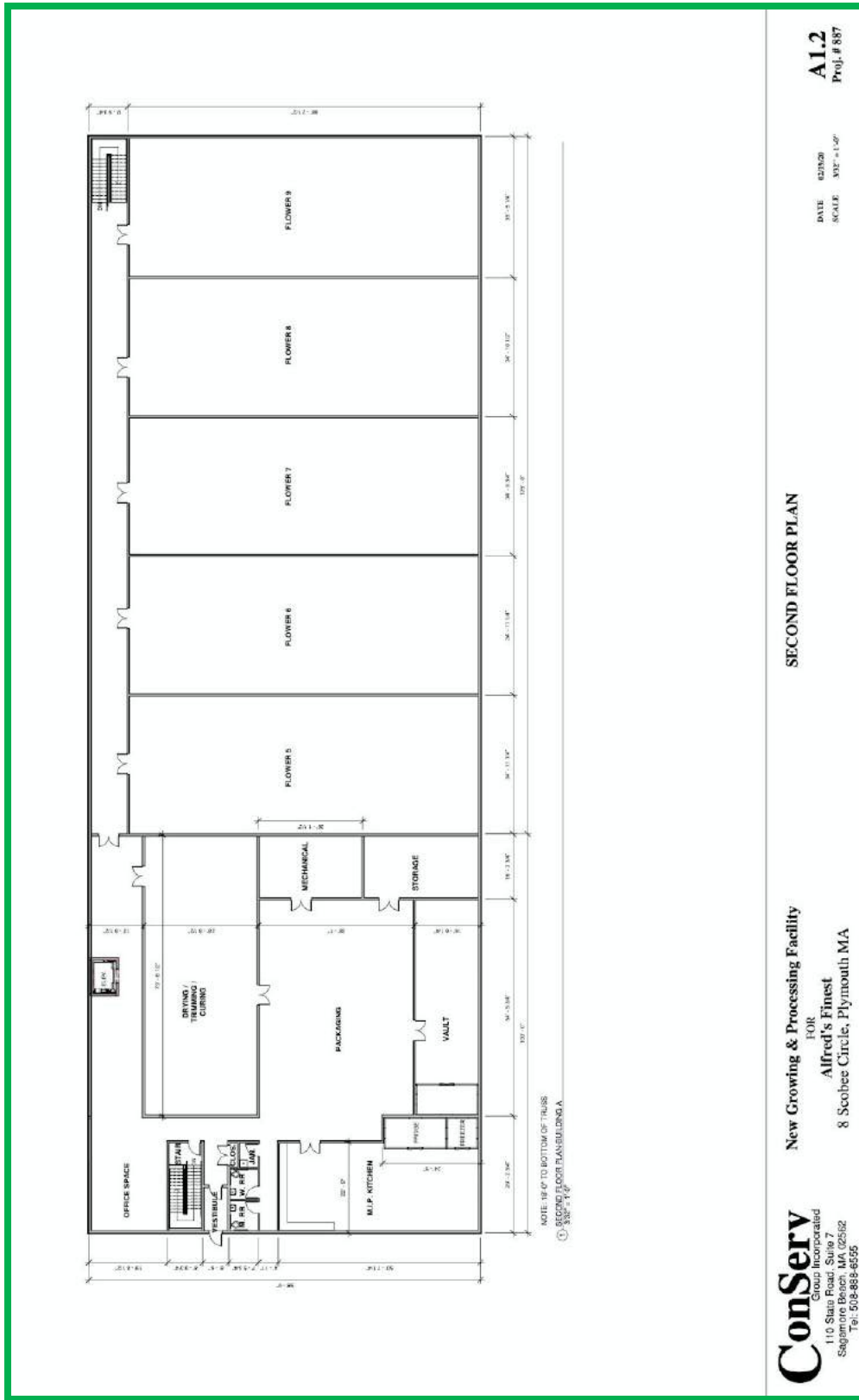












**ConSery**  
 Group Incorporated  
 110 State Road, Suite 7  
 Sagamore Beach, MA 02552  
 Tel: 508-883-8555

New Growing & Processing Facility  
 FOR  
**Alfred's Finest**  
 8 Scobee Circle, Plymouth MA

**SECOND FLOOR PLAN**

**A1.2**  
 Proj. # 887

DATE: 02/10/20  
 SCALE: 1/8" = 1'-0"

## Retail Store



The existing building space will be utilized for *Alfred's Finest* Retail Store and Corporate Offices. Year One will see the opening of our first retail space attached to the main facility. The Warehouse will be renovated and outfitted with an attractive entry befitting a boutique retail shop that allows for secure monitoring of all customers entering the premises fitted-out facing the

street. Sufficient parking will allow for ease of customer access.

The interior space will be renovated to create a warm and comfortable shopping atmosphere designed for easy customer flow and high turnaround. The *Alfred's Finest* retail shopping experience will be designed around the concept of an upscale boutique cannabis shop that caters to a sophisticated class of adult consumer. It is our intention to break the stigma surrounding cannabis use and bring the cannabis culture into the mainstream adult recreation market alongside that of craft beer and fine wine. Offered for purchase will be a variety of *Alfred's Finest* and other licensed brands of cannabis products, as well as non-cannabis merchandise associated with the safe storage and use of cannabis or representing cannabis culture.

A team of knowledgeable sales staff will be available in abundance to help guide customers on product selection depending on each customers' level of understanding and experience. All of our budtenders will have the in-depth training on all-things Cannabis in order to provide every consumer with any and all information that will make for a safe and enjoyable cannabis experience, and that will bring customers back again and again.

On-site Security personnel will ensure a safe and lawful retail cannabis experience at *Alfred's Finest*.

*Alfred's Finest* adult-use recreational cannabis retail store will be a sophisticated boutique shop designed to feel both down-to-earth and modern with a comfortable atmosphere, highlighting our top-shelf product while catering to customer service, and creating a unique retail cannabis shopping experience that will reinforce brand loyalty and secure return customers.



## **Cultivation Facility**

*Alfred's Finest* will design and build a 2-story, approximately 54,000 sq. ft. building that will serve as our state-of-the-art cultivation facility. Indoor cannabis cultivation, as opposed to open-air outdoor farming, is the most secure, allows for optimum pest & disease control, and produces the highest quality cannabis.

*Alfred's Finest* will be employing General Contractors and Engineers who are experienced and proficient in the design & construction specifically of commercialized Cannabis Cultivation facilities to ensure that every aspect of the project is performed efficiently and on-schedule, and within full compliance with all State and local laws and regulations.

The facility will be sub-divided into separate zones for mother plants & propagation, vegetative growth, and 8 flowering rooms. Plant zones will be managed via automated fertigation technology and advanced environmental controls to ensure optimum plant production and streamlined labor input, and the most state-of-the-art horticultural LED grow lamps will provide the most cost-efficient full spectrum light perfected for reaching maximum yields. Each of the Flower Rooms will be outfitted with specialized equipment for vertical farming techniques that double the potential grow space, allowing for a total of 30,720 sq. ft. of production flower canopy.

The divided flower rooms will be planted in a staggering rotation for year-round consistent production, with a fresh new harvest coming each week, ensuring *Alfred's Finest* Retail store has consistent inventory to satisfy customer demand.

The *Alfred's Finest* cultivation facility will utilize the most state-of-the-art and technologically advanced equipment for all stages of cultivation to streamline the production process, remain compliant with all regulations and ordinances, and to reduce production costs. A central computerized system will integrate all of the environmental components for the entire facility.

- All necessary ventilation will be filtered multiple times to prevent any noticeable odor from causing a nuisance to neighbors. Utilizing carbon scrubbers and mechanized air filtration systems, the cultivation and processing centers will maintain clean, odor-free air 24 hours a day, seven days a week. Any noise from machines, generators, HVAC and filtration systems will be mitigated by muffler and dampening systems which reduce ambient noise. The Company will follow all state regulations for noise, odor, and nuisance control.
- Advanced technology full-spectrum LED lamps specifically engineered for cannabis cultivation will offer energy efficient grow lighting.



- Internal Air Scrubbers will utilize several technologies such as HEPA filtration, ionization, and UV light to clean and sterilize the air within the facility to prevent contamination by microbials.
- Industrial-grade HVAC systems will work to maintain optimal environment for cannabis needs.
- CO2 Generators will work to provide supplemental “breathing air” for vigorous plant growth.
- Rolling 2-tier rack-bench grow tables will allow for maximum utilization of grow space by eliminating access aisles and allowing for vertical farming techniques.
- Water and a proprietary blend of fertilizers approved for cannabis use will be delivered hydroponically by a method known as “Top Feed Drain to Waste” irrigation, which field-tested research has shown to be the most productive, cost effective, and resource efficient technique for large scale cannabis cultivation. A central automated computerized fertigation system to precisely mix and deliver water & nutrients to individual zones based on each strain’s needs and for each stage of growth.
- Processing will utilize specialized equipment such as de-stemming machines, trimming machines, and gear associated with the proper drying of the product. We will be using electric carts in the vertical-farmed area and a forklift for shipping/receiving & warehouse storage to increase efficiency and reduce labor costs and prevent employee strain or injury. A cultivation facility of this size will require the use of heavy equipment for the removal of composted organic matter & green waste, including a skid-steer machine for inside the garage bay and a dump truck for hauling waste to an off-site certified recycling facility.

### LED Lighting: *Fluence Bioengineering*



The cultivation facility will be utilizing the most high-tech LED lighting for energy efficiency and optimizing plant production. LED lighting is rapidly becoming the future for all indoor and/or supplemental lighting across all horticultural industries. The major benefits of this technology over traditional High Intensity Discharge lamps are lower electrical consumption while emitting more light in a wider ranging spectrum that greatly benefits plant production. The quality of these lights varies considerably, as does their price, and not all manufacturers are best suited for growing cannabis.

Market research has shown that the LED lamps by Fluence Bioengineering are the industry leaders with a proven track record of producing high quality and high yields. Our facility will utilize several different Fluence models depending on use as supplemental lighting or for



the entirely indoor genetics grow and will also differ by model based on use for bloom, vegetation, or propagation. The *Alfred's* team has developed a strong working relationship with the Fluence sales and engineering departments and is working directly with Fluence for the design & build phase of the project.

**Automated Fertigation: Argus Controls** - *Alfred's Finest* has designed our operations considering the use of the central Argus Controls advanced horticultural fertigation systems for automatically delivering the exact ratios of water and nutrients on schedule to every individual cultivation room and to each individual zone within those rooms, specifically formulated for each plant varieties' needs through all stages of the life cycle. This technology reduces human error, greatly reduces labor input costs, and allows for precise water conservation strategies.



### Captured Heat Technology

*Alfred's Finest* will use a proven natural gas-fueled engine to generate electricity. Electricity is fed into the building, thereby reducing the facility's electrical consumption and utility bill significantly. At the



same time, free “waste” heat is recovered from the cogeneration system’s engine oil, jacket and exhaust heat. Captured heat is then used to offset fuel that would otherwise have to be burned in the site’s water heaters and boilers. This allows the site’s boilers to not have to work as Captugas bill (e.g., for space heating, domestic hot water (DHW), process hot water, pool heating, etc.) is reduced also.

"Waste" heat captured from the cogeneration system can also be fed into a device called an absorption chiller, which is able to convert the "waste" heat into cooling. This relieves the site’s other chillers (typically, electricity-powered) from having to do so much of the site’s

### *Benefits*

From the nation's original pioneer in packaged cogeneration, Tecogen's CHP products offer significant benefits.

- **Exceptional Cost Savings** - Tecogen CHP products are among the most efficient ways to provide electricity and heat to a building. Fueled by plentiful and inexpensive natural gas, our time-tested internal combustion engines provide on-site generation of electricity while high-grade waste heat is recovered and purposefully used to serve the building's hot water and heating needs. This boost in overall efficiency translates into immediate dollar savings of up to 50% for the building owner.
- **Best in Class Efficiency** - Tecogen's CHP modules lead the industry in electrical efficiency, delivering additional savings to customers.
- **Reliable and Affordable Fuel Source** - Fueled by plentiful and inexpensive natural gas, our internal combustion engines deliver on-site electric power generation and heating (or cooling) services for a fraction of the price of traditional suppliers and far more reliably than alternatives.
- **Ultra Clean** - Extraordinary efficiency translates into less fuel consumption, lowering a building's energy-related carbon footprint by delivering considerable reduction (in excess of 40%) in greenhouse gas emissions. With our patented Ultera emissions control system, pollutant emissions are nearly eliminated (on par with fuel cells), meeting the toughest air quality standards in the country.
- **Real Time Monitoring** - Fitted with our custom real time, cloud-based monitoring and data analytics package powered by GE Equipment Insight, our CHP units are continuously analyzed to ensure optimal operation and maximize savings for customers.
- **Fully Scalable & Microgrid Compatible** - Our modular units can be installed in multiples, offering fully scalable CHP solutions from 10kW to multi-MW systems. Using exclusively licensed CERTS microgrid control software, multi-unit installations seamlessly balance power for ease of operation.
- **Unsurpassed Quality & Safety** - Tecogen CHP modules are ETL-Listed for product safety certification and have been type tested to comply with various other rigorous standards. All units are factory run-tested at full-load prior to shipment to ensure superior quality.
- **Simplified Installation & Interconnection** - Tecogen CHP modules come fully pre-packaged from the factory, including engine, generator, oil/jacket/exhaust heat recovery, controls, electrical switchgear, emissions treatment, and are equipped for remote monitoring - saving customers money by minimizing installation cost and complexity in the field. Similarly, our comprehensive third-party certifications (ETL/IEEE/UL/NYSIR/NJDEP/etc.) provide streamlined interconnection permitting with the local electric utility.



# Tecochill®

The Cooling Force in Growing

## Why **TECOCHILL**?

Natural Gas Engine-Driven Chillers

If you're serious about growing, get a serious cooling system!

**Indoor commercial growers will significantly reduce their energy costs using clean, plentiful natural gas.**

### Lowest Operating Cost

Natural gas chillers have the lowest operating cost, especially when compared to electric chillers. Cut costs by as much as 30% to 60%.

### Lowest Electrical Consumption

Tecogen chillers operate on single phase power using only 1-2 kW and can run with much smaller backup generator to protect plants during a power outage. (A similar electric chiller requires 100-400 kW.)

Great for sites with limited electric capacity.

For new sites, smaller electric feed means savings on building costs.

### Free CO<sub>2</sub>

Tecogen's Ultra exhaust after-treatment is the cleanest in the world with near zero CO and NO<sub>x</sub>. Our exhaust gases can be used for CO<sub>2</sub> enrichment, increasing yield as much as 70%

### Free Hot Water

Engine driven chillers produce a huge amount of free waste heat which can be used for process heating, space heating, DHW or to drive an absorber providing additional cooling capacity.

### Nationwide Factory Service

### Internet or Cellular Remote Monitoring & Control

### OSHPD and IBC Seismic Certification

### ETL Listed, UL approved

Hundreds of chillers have operated successfully for decades in schools, hospitals, nursing homes, hotels, apartments/condos, ice rinks & industrial facilities



**Tecogen is the industry leader in engine-driven chillers with over 30 years of experience.**

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# Tecochill®

The Driving Force in Cooling

## Natural Gas Engine-Driven Chillers Water-Cooled STx / DTx Series



DTx Series  
300, 350 & 400 Tons



### Key Features & Benefits

- Operating costs reduced by 50%
- Ultra low NO<sub>x</sub> and CO emissions
- Carbon footprint cut in half
- Avoid on-peak electric demand charges
- Nationwide factory service & support
- Free engine and exhaust heat recovery
- OSHPD and IBC seismic certification
- ETL listed
- Internet-based Remote Monitoring Control System (RMCS) is *CHP Insight* compatible
- Integrated engine & exhaust heat recovery
- Powered by clean, economical natural gas
- Utility & State incentives available in some areas



STx Series  
150 & 200 Tons

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**Vertical Farming:** *Alfred's Finest* cultivation departments will employ the space-saving "Vertical Farming" technique to maximize the production canopy for a given footprint of grow space. Specialized mobile racks can easily move entire rows of grow tables, eliminating the need for access aisles between each row, and the ability to add a second-tier doubles that footprint's canopy space. This is how *Alfred's Finest* will achieve a total of more than 34,000 sq.ft. of licensed canopy inside the building.

This method will be used in both the primary production facility as well as the Phase 1 genetics lab.



## **Processing & Manufacturing Facility**

*Alfred's Finest* will design and build a 19,000 sq. ft. space as part of the new cultivation facility to serve as workspace & storage to accommodate cultivation production, as well as our full-scale processing and manufacturing facility.

This building will be outfitted with all electrical, mechanical, fertigation, and fire suppression equipment required for the function of the cultivation facility and all manufacturing. There will be a secure loading bay for shipping & receiving, and ample open workspace for moving product into or out of the cultivation facility depending on production schedule (planting, harvest, etc.), and an environmentally controlled drying & curing room.

This building will also house a sophisticated Manufacturing Facility:



- Extraction Laboratory for producing concentrates/oils
- Commercial Kitchen for the manufacturing of cannabis infused products
- space for processing & packaging cannabis products
- secure storage vault.

This space will also house Employee Support services such as decontamination entry, locker rooms and rest rooms, and break areas.

### ***Manufacturing: Extraction Lab***



A sophisticated laboratory will be constructed, fitted and equipped with state-of-the-art systems and specialized professional equipment to facilitate the optimal and superior extraction of resin from the trim and smallest lower-quality buds from our own cultivation and product purchased at wholesale. The extraction room will be designed and constructed to provide the highest level of safety, meeting or exceeding all safety regulations and code for the use and storage of volatile solvents.

*Alfred's Finest* will utilize several of the leading extraction methods to produce a diverse product line that meets customer demand for this rapidly growing sector of the market. These will include both solvent-less extractions such as hash & rosin, and extractions using hydrocarbons & ethanol to produce waxes & oils. Our lab will also use distillation processes to further refine extracts for purity.





The extraction lab will be outfitted with the most high-tech professional-grade extraction equipment specifically designed for commercial processing of large volumes of cannabis. This is all very costly equipment, but it is necessary for efficiently and safely producing quality extractions. All operating staff will be professionally trained in all procedure for safety and scientific control to ensure the proper and safe function of all extraction processes.

Cannabis extractions are an integral part of the *Alfred's Finest* business strategy and being able to supply for the varying demands of this sector will maintain our competitive edge. Extracts are rapidly increasing in popularity for consumption by both the recreational and medical cannabis consumers, refined oils for the use in vape cartridges are becoming a top seller in retail markets, and innovations in infusion & edible formulas are now largely using refined oil as the base ingredient.

Oils and concentrates for direct consumption come in many forms, consistencies, and potency depending on extraction process, and consumer demand for all of these products will be provided for. Each of these require its own specialized equipment for maximum yield and highest quality.

Equipment will be sufficient to process all of our production needs for direct sale and manufacturing, as well as to process material under contract for other licensed manufacturers and retailers.

### ***Manufacturing: Cannabis Infused Products (MIP)***

Cannabis Infused Products are the fastest growing sector of the legal cannabis market and offer the most appeal to the widest customer base. *Alfred's Finest* will provide our customers a diverse selection of quality MIP to satisfy that consumer demand. The MIP department will rely on



high-potency extracts produced in our own Lab as the base ingredient for various MIPs. All of the MIP produced at and sold through *Alfred's Finest* will meet or exceed all State regulations for dosing and child safety.

The MIP Kitchen space will be outfitted with all of the necessary commercial-grade kitchen equipment to accommodate the production of a wide range of cannabis infused products like:

- edibles (candies, confections, and health food options)
- beverages
- tinctures
- topical applications



### ***Product Packaging***





The Packaging department will require many pieces of specialized equipment to accommodate the various products being manufactured, including raw cannabis flower, pre-rolled joints, edibles & beverages, and concentrates. While some handling and packaging will need to be done directly by human employees, much of the packaging process will be streamlined for efficiency with computerized and/or automated filling, packaging, and labelling machines. All products will be packaged in compliance with all Child Safety regulations and will be labeled in full compliance with State regulations.

### ***Product Testing***

All of the cannabis and cannabis products produced at *Alfred's Finest* will be lab tested for potency and safety per State regulations before going to sale. No product from any batch that has failed for any reason will be offered for sale and will be destroyed per State regulations for the safe disposal of cannabis. All test results will be made public and available on our website or upon request and will be shown on product labels as applicable.

*Alfred's Finest* will also employ lab testing services for our own internal genetics testing as we search for desired strains with signature chemotypes, and recipe testing for extracts & infusions as we continue to innovate to provide for the consumer demand for new product lines.

All testing will be conducted by a private third-party Cannabis Testing Laboratory licensed in MA to handle recreational cannabis.

### ***Security and Compliance***



Alfred's Finest security protocol shall meet or exceed all regulations set forth under Cannabis Control Commission Regulations 935 CMR 500.110 regarding Security Requirements for Marijuana Establishments. Alfred's Finest considers Security, Public Safety, and Diversion Prevention to be a top priority and will implement sufficient safety measures to deter and prevent unauthorized access to areas containing marijuana and theft of marijuana at the Marijuana Establishment, including all cultivation, manufacturing, and retail premises, and transport vehicles, as well as sufficient measures to protect employees, customers, and general public, including:

- PRIVATE SECURITY PERSONNEL
- EMPLOYEE BACKGROUND CHECKS
- BACK-UP POWER
- PROFESSIONAL SECURITY SYSTEMS
- 24-HR VIDEO SERVEILLANCE
- KEYED/CODED LIMITED ACCESS
- VAULT STORAGE
- SECURE ENTRY
- SECURE SHIPPING/RECEIVING
- AGE VERIFICATION
- LIMITED PRODUCT ACCESS
- SEED TO SALE TRACKING SOFTWARE
- NO ONSITE CONSUMPTION
- NO LOITERING
- ARMORED CARRIER SERVICE
- WORKING RELATIONSHIP WITH LAW ENFORCEMENT
- REGULAR SECURITY & INVENTORY AUDITS

We will be hiring for all security positions from applicants representing the Veteran, Law Enforcement, and Public Safety communities.

This Security Plan, including all building floor layouts, schematic of security zones, location of central control and placement of security cameras, and contact info for private security providers have been reviewed by the Plymouth Chief of Police.

### ***Transport***

The company will own a commercial cargo van specially outfitted for security and climate control for the purpose of lawfully transporting cannabis and cannabis products from our processing facility to retail stores or to other wholesale vendors. The van will not be marked in any discernible way to identify it as a cannabis delivery vehicle.

All loading and unloading of cannabis products will be done within an enclosed secure garage bay so as to prevent any public viewing or diversion.

All cannabis transported will follow strict protocol for security and tracking in full compliance with State regulations and MA general law, including manifests, GPS tracking, and on-board video surveillance. Transportation of cannabis on our own property from building to building will also follow



all required transport procedure and will always been done securely using the vehicle; no cannabis product will be carried or carted by employees across the open parking lot.

## **Marketing**

### **Product Description**

As cannabis emerges from the shadow of prohibition it reveals itself to be increasingly popular, currently second only to alcohol and nicotine. It is currently the fastest growing industry in America, being fueled by an expanding line of cannabis varieties and innovative new cannabis extracts and infusions. *Alfred's Finest* will cater to this ever-widening group of consumers by offering an extensive inventory of all types of cannabis products. The Company will cultivate, process, and offer a variety of high quality well-known and proprietary cannabis strains, concentrates, and infused products that appeal to both regular, occasional, and new consumers, providing for varying ratios of THC:CBD to meet customer demand, and using environmentally-focused production practices and proven genetics that provide a balance between the highest yields and the greatest value to customers.

The cultivation facility will grow a spectrum of Indica, Sativa, and hybrid cultivars of hand-selected prize genetics. The extraction lab will produce the full range of cannabis concentrates and oils to serve market demand. And the MIP kitchen will develop a variety of signature recipes that provide for all of the different consumer demands for variable food & beverage choices.

The Alfred's Finest retail store will sell only the best cannabis products in Massachusetts. We will be able to provide for all of our own retail needs via our cultivation and production facility, but we may also wholesale purchase other top recognized craft brands of cannabis products from other licensed cultivators and manufacturers.

Within our retail stores, we will also be selling other non-cannabis products that are associated with the use and safe storage of cannabis and items representational of Cannabis Culture.





## **Market Strategy**

*Alfred's Finest* will be recognized as a cannabis brand that offers a range of distinctive products representing excellence, quality, sophistication, mindful production practices, and community values that thoughtfully represent customer needs and shared ideals. *Alfred's Finest* will carve a significant niche among competitors using cultivation, extraction, sales, marketing and presentation methods that reflect a deeper understanding of the context for adult-use cannabis. We will navigate the legislative challenges facing advertising through innovative programs that combine community engagement, community outreach, direct advertising and strategic partnerships. The Company will efficiently direct our marketing efforts at local, regional, and visiting retail customers while maintaining a watchful eye on the growth potential offered by a future national market.

*Alfred's Finest* high-end production and retail facility will supply quality products through our licensed retail store while building a brand that represents a culture of sophistication, quality, respect for the plant, and respect for the customer's interaction with cannabis. This will create a platform from which *Alfred's Finest* will rapidly expand to increase output, develop other products and exploit future retail and wholesale sales opportunities. The development of new exciting concepts of cannabis retail will be a huge advantage with the skillset of the executive team. Our background in creating and operating restaurants and bars will play a big part in the growth of the company.

**Value Proposition & Product Differentiation** – The advent of medical cannabis legalization in 2012 has helped produce market conditions that have created a more educated and sophisticated product consumer. It is natural, therefore, that the emerging adult-use market will lead consumers to have



high expectations for the quality of the products they consume. *Alfred's Finest* will produce exceptional flower and THC-infused products and offer customers the convenience and pleasure of a premium cannabis experience. Our high-quality cannabis products will be created using careful cultivation, processing and extraction methods that demonstrate respect for the needs and nature of the cannabis plant. *Alfred's Finest* product users will, through the purchase of our products, signal their appreciation for a sophisticated, flavorful product, made by a mindful, community-supportive company with deep local roots.

The customer will recognize *Alfred's Finest* as an environmentally friendly brand that offers an entirely natural product free from contaminants; where quality, consistency, and an appreciation of the recreational and healthful benefits of cannabis are held in high esteem.

*Alfred's Finest* will, together with its customers, take an active role in supporting events and activities that matter to the community on a local or national level; and together, will take part in those endeavors through the various means outlined in the *customer engagement*, *direct advertising*, and *educational activities* sections below.

**Price point** - While price is rarely the most important factor affecting buying behavior, it should strive to achieve parity with the customer's perceived value of the product. All pricing will ultimately be determined by economic and marketplace conditions, not least those presented by competitors and their pricing models. Nonetheless, cannabis products enjoy – in no small degree – the benefits of commodity values. Most vendors have a good idea of the fair market price for cannabis products as do the majority of current consumers. Our target market users will seek out or be attracted to a product that offers quality and value. The financial projections take into account a potential price drop in the fifth year.

**Customer Service Excellence** - *Alfred's Finest* must engage their customers with superlative customer service. It is essential that each member of staff knows our products well, can speak to our brand ethos, and understands customer needs, expectations and the safe use of cannabis and cannabis products. The entire *Alfred's Finest* team must strive to act as individual brand ambassadors at all times.

**Target Market** - *Alfred's Finest* aims to direct its products, marketing, and branding to the following groups that we see as the emerging market:

**Adult male consumers 21- 40 years of age** – Develop a cannabis line and cannabis product line that caters to the young male adult user.

**Consumers over 40 years old** – Those over 40 years old are statistically the highest earners in the household. They are more likely to have mature, sophisticated tastes, more aches and pains, a greater appreciation for high-quality products, and a willingness to pay for this higher quality.

**Adult female consumers** – With a tendency for the industry to aim marketing at men in the 21-40 years age group, women struggle to find products with which they can readily identify. Our



products will be presented and packaged in a manner that women will find attractive, and that will demonstrate that cannabis is a product for them rather than a male-dominated culture to which they must adapt.

**Independent medical consumers** – While medical cannabis dispensaries will undoubtedly continue to thrive in one form or another, many current medical cannabis patients are merely regular consumers leveraging medical cannabis as a means to legitimize their purchase and use of cannabis recreationally. The advent of retail outlets will effectively eliminate the need for such patients to visit dispensaries to fulfill their cannabis needs. Genuine medical consumers with a good understanding of which form of cannabis offers them the benefits that they seek and new medical consumers who prefer to explore the benefits of cannabis through anecdotal advice or recommendation, will possibly do so through retail outlets rather than medical dispensaries according to specific product availability.

## **Implementation Strategy**

### **License Application**

*Alfred's Finest* is seeking three different cannabis licenses through the Massachusetts Cannabis Control Commission for the Town of Plymouth: Cultivation, Manufacturing, and Retail. The company must complete 3 packets per license application, which may be submitted simultaneously or sequentially. Each packet must be approved before the next will be considered. However, all packages and application fees must be submitted before any review commences. All three packages must be fully approved before a provisional license will be granted. Once a provisional license has been granted the state will verify the approval of the relevant municipality. Subsequently, the state will perform specific inspections before issuing a full license. No cultivation, manufacturing, or retail sales may begin before a full license has been granted.

### **Local Process – Town of Plymouth**

The town of Plymouth has two separate and distinct processes that must be followed in order to open any type of licensed cannabis establishment in the town. An applicant must first apply for a Zoning permit, which will be automatically denied, and then must apply for a Special Permit hearing with the Zoning Board of Appeals to use the property for the purpose of a licensed cannabis establishment. With that Special Permit, the company can then obtain a Host Community Agreement to be used for State licensing. *Alfred's Finest* has already been approved for a Special Permit, conservation approval and has already been awarded a Host Community Agreement.

Once *Alfred's Finest* receives a Provisional License from the Cannabis Control Commission, we will begin mechanical and architectural apply for all building permits in Plymouth and commence construction of the facilities. Retail Sales will commence following final state inspections of the facility.

### **Construction, Build-out, and Systems Acquisition**



*Alfred's Finest* facilities and equipment will be constructed, installed and commissioned under the supervision of a Project Manager and General Contractor in direct communication with all vendors. The “breaking ground” to “ribbon-cutting” timeline is estimated to be 18 months before the first harvest is ready for sale. Order and acquisition of the cultivation building and operating systems must be done as early in the process as possible to mitigate potential lead-time conflicts.

### **Operations organization, Policies, and Inspection**

The Commonwealth of Massachusetts imposes substantial demands regarding systems and administration for cannabis establishment operators. State law provides powers to impose fines for violations of these regulations. Accordingly, it is essential we ensure that our systems, policies, and administrative routines are robust, compliant and efficient before any state inspection and the subsequent commencement of operations.





# Alfred's Finest, Inc.

## Personnel Policies

**For the purpose of licensed Recreational Cannabis Retail Sales at 8 Scobee Circle in Plymouth, Massachusetts.**

These *Personnel Policies* to be considered in conjunction with the Company *Staffing & Training Plan*. A comprehensive Employee Handbook shall be developed to detail all personnel policies to be distributed to all *Alfred's Finest* employees upon hire at Company Orientation.

### SUMMARY PERSONNEL POLICIES

**POSITION RESPONSIBILITY:** The Director of Sales & Marketing shall have direct over-sight of the Sales division of the Company, and will be responsible for coordinating with the Retail Store management for implementing on-site sales plans, arranging receipt of shipments, and for developing working relationships with other licensed marijuana establishments who would be Wholesalers.

The *Alfred's Finest* boutique cannabis retail shop shall be managed by a Retail Store Manager and an Assistant Manager, with a staff of up to 20 Sales Associates (or "Bud Tenders") per shift. One operational work day shall consist of 12 hours, broken into individual employee shifts of 6 to 8 hours per day. The *Alfred's Finest* Retail Store will be open 7 days per week from 9 a.m. to 8 p.m. (except for designated holidays). Bud Tender personnel shall handle all necessary tasks associated with Retail sales such as customer service, point of sale transactions, inventory, shipping and receiving, as well as all routine janitorial maintenance of the establishment.

On-site Security personnel shall be responsible for assisting in Age Verification, Diversion Prevention, and other matters related to Security.

#### ***Sales Staff:***

- ***Director of Sales & Marketing***
- ***Store Manager (x1 per Retail Establishment)***
- ***Assistant Manager (x1 per Retail Establishment)***
- ***Bud Tenders (x20 per Retail Establishment)***
- ***\*Security Personnel (at least 2 in-store per Retail Establishment)***

*Alfred's Finest* shall comply with the US Department of Labor's *Fair Labor Standards Act* and any other local, State, or Federal laws and regulations.

**EMPLOYMENT-AT-WILL:** All employees of *Alfred's Finest* below the C-Suite Executive level will be Employment-At-Will. Employment may be terminated at any time by the Company or the Employee.

**PRIORITY HIRING & PROMOTIONS:** *Alfred's Finest* will grant priority hiring status to established Massachusetts residents, particularly those residing in Plymouth, and will be working to provide job opportunities to those demographics specifically stated by the Commission in the regulations as areas of disproportionate impact and as detailed in the Company *Positive Impact Plan* and the *Diversity Plan*. *Alfred's Finest* shall give priority application status for new hires, as well as priority status for company promotions, to applicants & employees from those listed demographics, however, *these factors shall not be determinative and shall not prevent the Company from hiring the most qualified applicants and complying with all Massachusetts anti-discrimination and employment laws.*

**ACCOMODATIONS FOR DIFFERING ABILITIES:** *Alfred's Finest* is committed to complying with or exceeding expectations in the *Americans with Disabilities Act* and any local, state, and federal laws prohibiting discrimination in employment against qualified individuals with differing abilities. The Company will strive to provide reasonable accommodations requested by any employee with a disability who is otherwise able to perform essential functions of their job, or to provide adequate alternative accommodations (so long as that accommodation does not result in undue hardship on the Company, or pose a threat to the health and/or safety of the employee or coworkers).

**STATE REGISTRATION of MARIJUANA ESTABLISHMENT AGENTS:** All employees of *Alfred's Finest* shall meet suitability requirements outlined in the State regulations, including all background checks and CORI as required by the Commission, and shall before employment start date be registered as a Marijuana Establishment Agent. All agent registrations shall be renewed annually. No employee shall be permitted to work without having a valid Agent Registration Card.

**COMPANY TRAINING:** All registered marijuana establishment agents under *Alfred's Finest* employ will be required to complete all necessary trainings related to job functions prior to beginning work on the floor, and training shall be tailored to the roles & responsibilities of each specific job function. At time of hire all employees will receive an *Alfred's Finest* employee handbook and be required attend a company orientation to cover all aspects of the employee handbook, individual employee expectations, details on security and compliance, and will receive on-site facility training for specific positions. *Alfred's Finest* employees will be required to attend approximately 40 hours of training, which will include important Company operational information and procedures, as well as a core-curriculum of Cannabis Education seminars tailored toward creating a safe, compliant facility with the most knowledgeable staff

in the MA cannabis industry. All employees will receive a minimum of 8 hours of on-going training annually to remain current with all advancements in State regulations, SOR policy, cannabis science and the evolving market, facility operations, and job site safety.

**STATE CERTIFICATIONS:** Employees will be required to undergo and pass any & all State-mandated certification training classes for job safety and equipment operation, and where applicable, will undergo state certifications for the safe handling of food and/or the application of fertilizers and pesticides, and will maintain annual trainings and re-certifications.

**RESPONSIBLE VENDOR:** At such time that State-certified “Responsible Vendor Training” comes on-line, all owners, managers, and employees will be required to successfully complete such training. All new hires will be required to attend and successfully complete the Responsible Vendor Training, in compliance with the “Certification Training Program Standards” and to include at minimum the “Certification Training Class Core Curriculum” within 90 days of start date, and all employees will be required to attend and successfully complete the Responsible Vendor Training on a yearly basis thereafter.

**UNIFORMS & ID BADGES:** All registered agent employees will wear clearly identifiable *Alfred’s Finest* uniforms during all shifts, and will be required to wear a photo-ID agent badge at all times while on shift. All employees will also be required to be in possession of the State-issued Agent Registration Card at all times while on shift. Uniforms shall be kept clean and generally free from wrinkles, stains, rips or tears. When not on shift, employees should make a best-faith effort to keep all uniforms and agent badges securely stored so as to prevent theft; loss or theft of any uniform or badges shall be reported to Company management immediately, and an Incident Report will be filed with the CCC.

Uniforms or any other clothing bearing the *Alfred’s Finest* logo shall not be worn in public outside of the facility or other lawful event except for the actual time it takes the employee to travel to and from their work shift and in which case the uniform must be sufficiently covered to fully conceal any *Alfred’s Finest* logos.

All employees shall wear closed-toe shoes with sufficient traction to prevent slipping and allows for comfort & support for extended periods of standing and moving.

**EMPLOYEE SAFETY:** All employees shall be sufficiently trained at hire in all State-mandated safety protocol and/or the operation of any equipment and machinery as is related to job functions, and will receive annual update trainings. Facility shall be designed and safety procedures implemented to prevent employee injury or unnecessary employee strain that may lead to injury. It is the responsibility of each employee to conduct all tasks in a safe and efficient manner complying with all safety and health regulations and any other specific job-related safety concerns. Employees are required to report any accident, job-related injury, or any other such incident to their supervisor immediately. Engaging in any behavior that fails to comply with company safety policies or any laws and regulations, and/or that directly or indirectly

causes hazardous conditions or otherwise places persons or property at risk, shall be subject to immediate Corrective Action.

Employees shall be provided with protective garments, gloves, and eyewear for the safe handling of any fertilizers and cleaning agents, as well as vision protection for working beneath high powered artificial grow lighting and/or UV sterilization equipment. Respirators and dust masks will be made available as needed. Emergency eyewash stations will be provided in work areas.

**PERSONAL HYGIENE & CLEANLINESS:** All *Alfred's Finest* employees will be required to maintain a sufficient level of personal hygiene and cleanliness so as not to compromise the safety and quality of the cannabis products worked with. All employees will be required to conform to certain sanitary practices while on duty including but not limited to washing hands thoroughly and sanitizing prior to starting work and at any time that hands may become contaminated. Employees will be encouraged to use best practices to limit personal contamination of cannabis products. Employees should appear presentable and ready to represent *Alfred's Finest* professionally to our guests.

**PUNCTUALITY & ATTENDANCE:** All *Alfred's Finest* employees will be required to arrive for their shifts on-time and as scheduled, in uniform and with all required identification, and work all shifts as scheduled. Staff schedules can be flexible and tailor-arranged with management as needed, but staff will be expected to work weekdays, weekends, and some holidays.

Eligible employees will receive benefits of Vacation Time, Medical Leave, and Personal Days. Employees will be required to coordinate in advance with scheduling Management to formally request a specific day(s) off or for vacation time. Periods of extended leave for medical or other personal reasons shall be coordinated between the employee, scheduling Management, and the Human Resources department. Sick time may be used at any time in the case of an emergency or sudden onset of illness. Any absences due to illness or injury that qualify under the *Family and Medical Leave Act* shall not count against the employee's attendance (medical documentation may be required).

Patterns or excessive occurrences of absenteeism or tardiness may result in Corrective Action. Failure to appear for a scheduled shift without prior arrangement or calling-in to report the absenteeism shall be considered a "No-Call No-Show" and will result in immediate Corrective Action, including possible termination. Three consecutive shifts of No-Call No-Show shall be considered job abandonment and the employee's voluntary resignation of employment.

**CELL PHONES:** Cell Phones will not be permitted within the *Alfred's Finest* Retail facility. All employees will be required to leave phones stored in employee lockers or in the employee's vehicle. At absolutely no time may pictures, video, live streams, or any other such recording be taken of the interior workings of the facility where cannabis is stored, dispensed, or otherwise handled.

**PROFESSIONALISM:** *Alfred's Finest* expects respectful communication, cooperation, teamwork, and full participation from all employees. Every employee will have the responsibility to treat others with dignity and respect at all times, and for that level of professionalism to be exhibited during all work hours, at work functions, at industry events, and at any other time that the employee may be directly or indirectly representing the Company. Employees are prohibited from making public statements about *Alfred's Finest*, Company Policy, Management, other employees, customers, or any other licensed cannabis establishment that is derogatory or defamatory in nature. This policy applies to any employee's Social Media posts.

*Alfred's Finest* is committed to cultivating a culture of diversity and inclusion in the Cannabis Industry. We will hold a Zero-Tolerance policy for behavior that is considered discriminatory or bullying based on Race, Nationality, Religion, Gender, Identity, Sexual Orientation, Age, or Differing Ability. *Alfred's Finest* will hold a Zero-Tolerance policy for behavior that is considered Sexual Harassment or Assault. *Alfred's Finest* has a Zero-Tolerance policy for any work-place Violence or threat of violence toward other employees, vendors, and/or customers. Any employee positively identified in the engagement of any such behaviors shall be subject to immediate Corrective Action, including potential termination of employment.

**EMPLOYEE RELATIONSHIPS:** *Alfred's Finest* employees will be required to adhere to a strict code of conduct regarding inter-personal relationships while on shift, providing for a work environment where employees maintain clear boundaries between personal and business interactions in order to effectively conduct all job functions and enhance productivity. While nothing in this policy prevents friendships or romantic relationships between co-workers, or the hiring of immediate family members, employees in managerial roles may present a Conflict of Interest if romantically involved with or immediately related to any employee under which there is a direct-reporting relationship. No part of this policy shall preclude or interfere with the rights of employees protected by the *National Labor Relations Act* or any other applicable statute.

**CONFLICTS OF INTEREST:** *Alfred's Finest* employees shall be permitted to be gainfully employed in addition to and outside of *Alfred's Finest* so long as there is not Conflict of Interest, such as but not limited to:

- Employment with or Consultant to an *Alfred's Finest* competitor or potential competitor, supplier, or contactor;
- Serving as a Board member for another licensed Cannabis establishment;
- Owning or having controlling interest in any other licensed Cannabis establishment or in any company actively pursuing State licensing for a Cannabis establishment;
- Working for, consulting for, or serving as a Board member for any company involved with the State Responsible Vendor Program;
- Any other position or activity that may impair, or seem to impair, the employee's ability to make objective and fair decisions when performing their jobs.

No employee shall accept any gifts, discounts, services, or favors from any customer, supplier, vendor, or competitor unless such promotion was made available to all Company employees and as authorized by Management.

**SOCIAL MEDIA:** Employees are asked to keep their professional and personal lives as separate as possible in regards to public Social Media postings, and to exercise caution when sharing any information related to the Company. Employees may share official *Alfred's Finest* Social Media posts or links to the *Alfred's Finest* website, but are prohibited from making any social media posts that make statements implying the individual speaks on behalf of or in any other way claims to represent *Alfred's Finest* without express authorization by the Company. Employees may not post, comment, or otherwise publicly speak to any *Alfred's Finest* prices, policy, plan, protocol, or procedure. Any post made about any *Alfred's Finest* product or other job-related matters must expressly state that it is the employee's sole opinion and does not represent the views of the Company. Employees are expressly prohibited from sharing any photos, videos, live streams, or any other such recording of any part of the facility or cannabis plants or products in any stage of processing or manufacturing, storage, or distribution. Employees are expressly prohibited from sharing any photos, videos, live streams, or any other such recording where the employee or any other person is shown to be wearing the Company Uniform and/or ID badge. Employees are expected to extend their behavior outlined in the above section "Professionalism" to their social media interactions with other employees, customers, industry acquaintances, and other MA cannabis establishments or their agents.

**WEAPONS BAN:** No *Alfred's Finest* employee may carry on their person while at work any weapons of any kind. State law expressly prohibits any registered cannabis agent from carrying a firearm while on shift or from having a firearm on premises or in any transport vehicle. *Alfred's Finest* has a zero-tolerance policy for carrying concealed weapons and evidence of such shall result in immediate Corrective Action, which may include termination of employment.

**SMOKE, DRUG, & ALCOHOL -FREE WORKPLACE:** All of the *Alfred's Finest* facilities and properties will be a Smoke, Drug, and Alcohol -free workplace. No employee shall be permitted to consume any marijuana or marijuana product, alcohol, or tobacco products while on the premises, or off-site prior to or during their work shift. The use of tobacco on the premises will result in Corrective Action; Consuming cannabis or alcohol on the premises, either before, during, or after the work shift, or off shift, will result in immediate dismissal.

*Alfred's Finest* reserves the right to request of any employee Drug Screening for illicit substances.

**CORRECTIVE ACTION:** All employees are expected to understand and abide by all Company rules and policies, and to perform their job functions to the standards and expectations set forth in the job description. *Alfred's Finest* will implement the use of progressive Corrective Action to address issues of poor job performance and/or misconduct designed to provide a process to improve and prevent the recurrence of the undesired performance or conduct. The Corrective Action plan will consist of multiple steps; however, the Company may combine or

skip steps based on the facts of each situation, the nature/severity of the offense, and the employee's history of corrective action:

1. Verbal Warning(s)
2. Written Warning(s)
3. Final Written Warning
4. Suspension without Pay
5. Termination of Employment

Steps for Corrective Action may be carried out by authorized Management and/or Human Resources officer as applicable.

**CAUSE FOR IMMEDIATE DISMISSAL:** All new hires will be instructed on Security protocol and grounds for immediate dismissal in the Company Orientation, and it will be detailed in the Employee Handbook. All employees will be required to sign documentation that they have been made aware of these conditions. Employees shall be subject to immediate dismissal in the event of:

- Consuming marijuana, alcohol, or other drugs on premises, either on or off shift.
- Arriving to work impaired by marijuana, alcohol, or other drugs, whether or not consumption took place off premises.
- Involvement in the Diversion of Marijuana or Marijuana Products from *Alfred's Finest*, or in the manipulation of inventory records, tracking software, or product labeling/packaging with the intent on diverting marijuana or marijuana products, which shall be reported to the Commission and to Law Enforcement.
- Engagement in unsafe practices with regard to the operation of the establishment and/or employee safety, which shall be reported to the Commission.
- Behavior that poses immediate risk to the personal safety of, or which may be considered malicious harassment, discrimination, violence, or threat toward, or any unsolicited sexual advances or assault on, any other *Alfred's Finest* employee(s) or customer(s), which shall be reported to the Commission and, in the case of a criminal act, to local Law Enforcement.
- Conviction or guilty plea in the case of felony drug offense involving distribution of controlled substances, or in the transport of any controlled substance and/or alcohol to a person under 21 years of age.
- Carrying a firearm while on shift.
- Evidence of theft of or unauthorized possession of any company property or the property of other employees/customers.
- Evidence of Theft of Hours, falsified timesheets, or alteration of any other legal document for the purposes of defrauding the Company.



# Alfred's Finest, Inc.

## Record Keeping Procedures

**For the purpose of Recreational Cannabis Retail Sales at 8 Scobee Circle in Plymouth, Massachusetts.**

*Alfred's Finest* shall comply with all regulations for Record Keeping as outlined in 935 CMR 500.105, and all records of the Establishment shall be maintained and made available for inspection upon request by the Commission, other lawful regulatory agency, or authorized third-party auditors.

The Company shall maintain books, financial records, and other compilations of data pertaining to all financial transactions of the establishment in accordance with standard accounting practices and all applicable State regulations.

Written records shall be kept on file and backed up electronically on-site and to cloud storage. These records shall include, but not be limited to,

- Any and all records required in any section of 935 CMR 500.000;
- Written Operating Procedures as required by 935 CMR 500.105(1);
- Inventory Records as required by 935 CMR 500.105(8);
- Seed-to-sale Tracking Records for all Marijuana Products as required by 935 CMR 500.105(8)(e);
- Waste disposal records as required under 935 CMR 500.105(12);
- Laboratory Test Results pursuant to 935 CMR 500.160;
- Security Plan information, CCTV Footage, and Incident Reports;
- Delivery Manifests, vehicle CCTV footage, and any other required Transport documentation;
- Business records, which shall include manual or computerized records of:
  - Assets and liabilities;
  - Monetary transactions;
  - Books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
  - Sales records including the quantity, form, and cost of marijuana products; and

- Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons affiliated with the marijuana establishment.
- A Staffing Plan that demonstrates accessible business hours and safe working
- The following personnel records:
  - Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
  - A personnel record for each marijuana establishment agent. Such records shall be maintained for at least 12 months after termination of the individual's affiliation with the marijuana establishment and shall include, at a minimum, the following:
    - All materials submitted to the commission pursuant to 935 CMR 500.030(2);
    - Documentation of verification of references;
    - The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
    - Documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
    - Documentation of periodic performance evaluations;
    - A record of any disciplinary action taken; and
    - Notice of completed responsible vendor and eight-hour related duty training.
  - Personnel policies and procedures; and
  - All background check reports obtained in accordance with M.G.L.c. 6 § 172, 935 CMR 500.029, 935 CMR 500.030, and 803 CMR 2.00: Criminal Offender Record Information (CORI).

All required records shall be kept for a period of at least seven (7) years and made available upon request by the CCC, DOR, other lawful regulatory agency, or any authorized independent financial auditor.

Following closure of the Establishment, all records shall be kept for at least two years at the expense of *Alfred's Finest* and in a form and location acceptable to the Commission.

**Protocol for Handling Confidential Information:** *Alfred's Finest* will implement protocol to protect confidential information for all company personnel and customers that complies with all State laws and regulations. These protocols include but may not be limited to:

- (a) **Control Access:** Digital information containing sensitive data will be protected by secure password, firewall, and encryption.
- (b) **Lockable Document Storage:** All paper files and documents containing sensitive information shall be securely stored in lockable storage cabinets within the Company corporate headquarters.
- (c) **Document Shredding:** Any documents containing sensitive information that are no longer needed on-file within the establishment shall be shredded and disposed of.
- (d) **Employee Training:** All Alfred's Finest employees shall receive sufficient training on maintaining data confidentiality regarding both fellow employees and customers.



# Alfred's Finest, Inc.

## Financial Records Maintenance

**For the purpose of licensed Recreational Cannabis Retail Sales at 8 Scobee Circle in Plymouth, Massachusetts.**

*Alfred's Finest* shall comply with all regulations for Record Keeping as outlined in 935 CMR 500.105, and all records of the Establishment shall be maintained and made available for inspection upon request by the Commission, other lawful regulatory agency, or authorized third-party auditors.

The Company shall maintain books, financial records, and other compilations of data pertaining to all financial transactions of the establishment in accordance with standard accounting practices and all applicable State regulations. Written records shall be kept on file and backed up electronically on-site and to cloud storage in accordance with the Company *Record Keeping Procedures*.

All required records shall be kept for a period of at least seven (7) years and made available upon request by the CCC, DOR, other lawful regulatory agency, or any authorized independent financial auditor. Following closure of the Establishment, all records shall be kept for at least two years at the expense of *Alfred's Finest* and in a form and location acceptable to the Commission.

**RECORDING SALES:** *Alfred's Finest* will utilize a computerized Point Of Sale system approved by the Commission and DOR, and which is compatible with the Establishment's third-party inventory tracking software that allows for real-time interface with the State METRC monitoring system for all seed-to-sale tracking. *Alfred's Finest* will make available all equipment and software for inspection by the Commission and/or DOR for the purposes of ensuring compliance with all MA laws and regulations.

*Alfred's Finest* shall not utilize any software or other methods for the purpose of manipulating or altering sales data, and shall conduct monthly analysis of all equipment and sales data to determine that no software has been installed that could be used to manipulate or alter sales data and that no other methodology has been utilized to alter sales data. Records of all monthly

analysis shall be maintained in accordance with Company *Record Keeping Protocol* and made available to the Commission upon request.

In the event that software has been installed, or any other methodology has been implemented, for the purposes of manipulating or altering sales data, the Commission shall be immediately notified and *Alfred's Finest* will cooperate with the Commission and any other agency in any subsequent investigation(s) and/or take any other such action as directed by the Commission to comply with 935 CMR 500.105.

All records related to the Retail Sales of the establishment shall be kept in accordance with the Company *Record Keeping Protocol* and in full compliance with 830 CMR 62C.25.1 *Record Retention* and DOR Directive 16-1 regarding recordkeeping requirements. All records shall be made available to the Commission and/or DOR upon request.

**Handling of Confidential Information:** *Alfred's Finest* will implement protocol to protect confidential information for all company personnel and customers that complies with all State laws and regulations. These protocols include but may not be limited to:

- (a) **Control Access:** Digital information containing sensitive data will be protected by secure password, firewall, and encryption.
- (b) **Lockable Document Storage:** All paper files and documents containing sensitive information shall be securely stored in lockable storage cabinets within the Company corporate headquarters.
- (c) **Document Shredding:** Any documents containing sensitive information that are no longer needed on-file within the establishment shall be shredded and disposed of.
- (d) **Employee Training:** All *Alfred's Finest* employees shall receive sufficient training on maintaining data confidentiality regarding both fellow employees and customers.



# **Alfred's Finest, Inc.**

## **Diversity Plan**

**For the purpose of licensed Recreational Cannabis Retail Sales at 8 Scobee Circle in Plymouth, Massachusetts.**

### **INTRODUCTION**

Massachusetts General Law 94G and the Cannabis Control Commission require procedures and policies that promote equity in the adult-use marijuana industry, and for marijuana businesses to provide for programs that level the playing field and allow for social equity. This Diversity Plan details *Alfred's Finest* commitment to promoting that social equity and diversity within our own company and across the Massachusetts cannabis industry. We will strive for an over-all diverse company labor force, including director and executive positions, to ensure our employment team is well representational of the Massachusetts populace, aiming to provide career opportunities to women, ethnic minorities, veterans, persons with differing abilities, the LGBTQ+ community, and those who have been most impacted by the War on Drugs.

Any actions taken or programs instituted through this Diversity Plan will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable State laws.

This Diversity Plan is to be implemented upon CCC approval for Provisional License and once company job recruitment commences.

### **GOALS**

The goals and objectives of the *Alfred's Finest* Diversity Plan are to meet or exceed all regulations and become a local industry leader in regards to:

1. Reducing barriers of entry into the commercial adult-use cannabis industry for those target demographics by providing mentoring, professional, and technical services for

individuals and businesses facing systemic barriers based on race, sex, age, disability, gender identity, and sexual orientation;

2. Increasing the number of individuals falling into those above-listed demographics in the Company workforce, including management, directorship, and executive positions.
3. Providing business assets and tools for success toward endeavors that increase the percentage of employees and businesses owned in the Massachusetts cannabis industry by individuals that fall into the above-listed demographics.

## **SOCIAL EQUITY & DIVERSITY COMMITTEE**

*Alfred's Finest* will maintain a Social Equity & Diversity Committee with responsibility for quarterly and annual review of the Diversity program, including goals and assessing program success, and for assisting in resolving related issues. The committee will address as needed any updates to State regulations that may affect the Diversity Plan. Committee Membership will include the Company Board of Directors, CEO, COO, Director of Cultivation, Director of Manufacturing, and Director of Sales & Marketing. Minutes will be taken of committee meetings and kept on file. All records pertaining to the documentation, implementation and maintenance of this Diversity Plan shall be kept on file and made available to the Commission for any necessary evaluation.

## **SPECIFIC DIVERSITY PROGRAMS**

**PRIORITY HIRING & PROMOTIONS:** *Alfred's Finest* will be working to provide job opportunities to those demographics specifically stated by the Commission in the regulations in an effort to promote equity among:

- Minorities
- Women
- Veterans
- People with Differing Abilities
- People of all Gender Identities & Sexual Orientations

*Alfred's Finest* shall give priority application status for new hires, as well as priority status for Company promotions, to applicants & employees from those listed demographics.

*\*These factors shall not be determinative and shall not prevent the Company from hiring the most qualified applicants and complying with all Massachusetts anti-discrimination and employment laws.*

**TARGET ADVERTISING & RECRUITMENT for EMPLOYMENT:** *Alfred's Finest* will utilize recruitment strategies for attracting employees from those Social Equity & Diversity demographics as listed above. These tactics will include but not be limited to:

- Advertising employment opportunities with career centers, in publications, and on social media pages in Massachusetts, particularly for the greater Plymouth area, that are tailored to individuals that meet the above Diversity criteria;
- Distributing internal company newsletters that encourage current employees to recommend individuals from those demographics for employment;
- Providing Recruitment Meetings and/or participating in Job Fairs in the Town of Plymouth with a focus on attracting individuals in the above demographics;

***\*Alfred's Finest will remain in full compliance with 935 CMR 500.105(4) regarding prohibited advertising, branding, marketing, and sponsorship practices for marijuana establishments.***

**INFORMATIONAL SEMINARS for SOCIAL EQUITY DEMOGRAPHICS:** *Alfred's Finest* will implement a series of comprehensive informational seminars designed to provide guidance and professional networking for individuals/applicants that meet the criteria above for Social Equity & Diversity demographics. The specific purpose of these seminars will be an effort to provide those demographics with the necessary current information regarding avenues of opportunity into the cannabis industry job market, including business ownership. These seminars will be offered free of charge and will require no obligation from attendees to do any future business with *Alfred's Finest* or event participants. Individual seminars will be composed of lectures and panels by local industry experts, and will provide resources for further mentorship, training, and technical support, on such topics that may include but not limited to:

- Current Marijuana Laws
- Understanding the CCC Regulations
- Navigating State Licensing & Municipal Permitting
- Cannabis Industry Best Practices
- Writing a Business Plan
- Developing a Managing & Operating Profile
- Security & Compliance
- Sources for Securing Financing

## **METRICS for MEASURING SUCCESS**

Alfred's Finest shall record and track all qualitative and quantitative data for intended measurement metrics. The following Metrics of Measurement shall be used to determine success of the *Alfred's Finest* Diversity Plan:

1. Number of employees hired, retained, and promoted that come from demographics listed. *Alfred's Finest* will set a goal of at least 50% of the labor force representing these diverse applicants; at least 25% of the Company Board of Directors and Executives will be representative of these demographics; *Alfred's Finest* intends to create at least 20 positions in our Retail Sales department.
2. Number of Recruitment Meetings held and number of Job Fairs participated in, and where such meetings/fairs were held. *Alfred's Finest* pledges to host at least 1 Recruitment Meeting *or* participate in at least 1 Job Fair per year in the greater Plymouth area tailored to attract individuals meeting the Diversity criteria;
3. Number and Subject Matter of trainings/seminars provided, and where and to whom. *Alfred's Finest* pledges to host at least 2 Informational Seminars per year in the Greater Plymouth region tailored for encouraging Equity & Diversity in the MA cannabis industry.
4. Number of Publications/Media sources and Career Centers used for targeted employment advertising, and frequency of such advertisements, with documentation. *Alfred's Finest* intends to advertise in local newspaper publications and on town-specific social media pages prior to any new hiring processes and prior to any recruitment meetings, job fairs, and informational seminars in such a manner as to support this Diversity Plan.



# Alfred's Finest, Inc.

## Staffing & Training Plan

**For the purpose of licensed Recreational Cannabis Retail Sales at 8 Scobee Circle in Plymouth, Massachusetts.**

### INTRODUCTION

*Alfred's Finest, Inc.* will provide to local residents upward of 20 high-paying jobs at the Retail Store. *Alfred's Finest* intends to be a Local Employment Leader giving priority hiring to local Massachusetts residents, particularly residents of Plymouth, and especially those applicants outlined in the Company's "*Positive Impact Plan*" and "*Diversity Plan*". All of *Alfred's Finest* employees shall be sufficiently trained to excel in all job-related functions, and to build a lasting career in the Massachusetts cannabis industry with the opportunity for advancement.

### GOALS

The goals and objectives of the *Alfred's Finest* Staffing Plan are to meet or exceed all regulations and become a local industry leader in regards to:

1. Becoming a Local Employment Leader by guaranteeing that more than 51% of company executives and employees have been Massachusetts residents for 12 months or more;
2. Increasing the number of individuals meeting criteria outlined in the "*Positive Impact Plan*" in the Company workforce, including management, directorship, and executive positions;
3. Increasing the number of individuals meeting criteria outlined in the "*Diversity Plan*" in the Company workforce, including management, directorship, and executive positions;
4. Providing sufficient training for employee performance excellence and the opportunity for job promotions.
5. Providing a safe workplace free from hazards and sufficient on-site training that prevents employee injury, illness, or death.

## **STAFFING COMMITTEE**

*Alfred's Finest* will maintain a Staffing Committee with responsibility for quarterly and annual review of the Staffing program, including goals and assessing program success, and for assisting in resolving related issues. The committee will address as needed any updates to State regulations that may affect the Staffing Plan. Committee Membership will include the Company CEO, COO, Director of Cultivation, Director of Manufacturing, Director of Sales & Marketing, and Human Resources Officer. Minutes will be taken of committee meetings and kept on file. All records pertaining to the documentation, implementation and maintenance of this Staffing Plan, including all employee records, shall be kept on file and made available to the Commission for any necessary evaluation.

***Management & Personnel*** The general sales and marketing protocol, including regulatory compliance, will be implemented by the Director of Sales & Marketing. Individual Retail Establishments shall be managed by a Retail Store Manager and an Assistant Manager, with a staff of up to 20 Sales Associates (or "Bud Tenders") per shift. One operational work day shall consist of 12 hours, broken into individual employee shifts of 6 to 8 hours per day. Bud Tender personnel shall handle all necessary tasks associated with Retail sales such as customer service, point of sales transactions, inventory, shipping and receiving, as well as all routine janitorial maintenance of the establishment.

### ***Sales Staff:***

- ***Director of Sales & Marketing***
- ***Store Manager*** (x1 per Retail Establishment)
- ***Assistant Manager*** (x1 per Retail Establishment)
- ***Bud Tenders*** (x20 per Retail Establishment)
- ***\*Security Personnel*** (at least 2 in-store per Retail Establishment)

## **STAFF QUALIFICATIONS:**

All employees of *Alfred's Finest* shall meet suitability requirements outlined in 935 CMR 500.800-802 and shall pass all background checks and CORI as required by the Commission.

The **Director of Sales & Marketing** shall demonstrate extensive experience in corporate sales and marketing strategies, and a strong working knowledge of cannabis products and regulatory compliance. A college degree in Marketing, Consumer Relations, or related field is not required but will be given preference.

**Store Managers** shall demonstrate experience in retail store management, with a strong working knowledge of cannabis products and their effects. Preference will be given to applicants with a college degree in Business Management, Consumer Relations, or related field.

There are no prerequisite requirements or qualifications for entry-level **Bud Tenders (sales associates)** beyond the minimum State eligibility standards and ability to perform job functions. Preference will be given to applicants that have a strong working knowledge of cannabis science, strains and product varieties, dosing and effects, and to applicants that demonstrate superior customer service skills.

Any agent responsible for the **Transport** of cannabis products shall have a valid Massachusetts driver's license and clean driving record.

## **SPECIFIC STAFFING PROGRAMS**

**PRIORITY HIRING & PROMOTIONS:** *Alfred's Finest* will grant priority hiring status to established Massachusetts residents, and will be working to provide job opportunities to those demographics specifically stated by the Commission in the regulations and as detailed in the *Positive Impact Plan* and the *Diversity Plan*. *Alfred's Finest* shall give priority application status for new hires, as well as priority status for Company promotions, to applicants & employees from those listed demographics, however, *these factors shall not be determinative and shall not prevent the Company from hiring the most qualified applicants and complying with all Massachusetts anti-discrimination and employment laws.*

**REGISTRATION of MARIJUANA ESTABLISHMENT AGENTS:** All employees of *Alfred's Finest* shall meet suitability requirements outlined in 935 CMR 500.800-802, including all background checks as required by the Commission, and shall before employment start date be registered as a Marijuana Establishment Agent in compliance with 935 CMR 500.030. All agent registrations shall be renewed annually. No employee shall be permitted to work without having a valid agent registration card.

**COMPANY TRAINING:** Per regulations 500.105(2), *Alfred's Finest* shall ensure that all registered marijuana establishment agents under our employ complete all necessary trainings prior to job functions, and training shall be tailored to the roles & responsibilities of each specific job function. At time of hire all employees will receive an *Alfred's Finest* employee handbook and attend a company orientation to cover all aspects of the employee handbook, individual employee expectations, details on security and compliance, and will receive on-site facility training for specific positions. *Alfred's Finest* employees will receive approximately 40 hours of training, which will include important operational information and procedure as detailed in 935 CMR 500.105(2), as well as a core-curriculum of Cannabis Education seminars tailored toward creating a safe, compliant facility with the most knowledgeable staff in the MA cannabis

industry. These trainings will be differ depending on position of hire. All employees will receive a minimum of 8 hours of on-going training annually to remain current with all advancements in State regulations, cannabis science and the evolving market, facility operations, and job site safety.

All employees shall be sufficiently trained at hire in all job-specific Company trainings such as but not limited to:

- Personnel Policies
- Regulatory Compliance
- Security
- Diversion Prevention (including identifying persons under 21 years of age)
- Seed-to-Sale (SOR) Tracking Protocol and Software
- Point of Sale (POS) Procedures
- Inventory Protocol & Procedures
- Cannabis Handling Protocol & Procedures
- Safety Protocol & Procedures
- Sanitation Protocol & Procedures
- Food Safety Protocol & Procedures
- Quality Control Protocol & Procedures
- Cannabis Science & the Endocannabinoid System
- Strains, Extracts, and MIP varieties
- Specific Product Dosing & Effects
- Responsible Consumption and Safety
- Customer Service
- Customer Privacy Policy

**STATE CERTIFICATIONS:** Employees will undergo any & all State-mandated certification training classes for job safety and equipment operation, and where applicable, will undergo state certifications for the safe handling of food and/or volatile solvents, and will maintain annual trainings and re-certifications. Security personnel shall undergo and maintain certification for any necessary job-specific skills to ensure a safe environment in the event of an emergency.

**RESPONSIBLE VENDOR:** At such time that State-certified “Responsible Vendor Training” comes on-line, per 935 CMR 500.105(2)(b), all owners, managers, and employees shall successfully complete such training and *Alfred’s Finest* will be designated as a Responsible Vendor in Massachusetts; new hires will be required to attend and successfully complete the Responsible Vendor Training in compliance with the “Certification Training Program Standards” and including the “Certification Training Class Core Curriculum” within 90 days of start date, and all employees will be required to attend and successfully complete the Responsible Vendor Training on a yearly basis thereafter. Records of compliance with the Responsible Vendor program will be maintained and available for inspection for not less than 4 years.

**SOR:** All agents responsible for tracking and entering product information into the Seed-to-Sale SOR system will receive all required training in a form and manner to be determined by the Commission.

**CLIENT CONFIDENTIALITY:** Employees shall be strictly prohibited from publicly disclosing any customers' business interactions or transactions with the Company. *Alfred's Finest* is an adult-use recreational cannabis retail establishment and not a medical marijuana dispensary or any such collocated facility, however, it can be ascertained that a percentage of customers will be seeking to use cannabis for some level of symptom relief, whether those customers are or are not registered with the Massachusetts Medical Marijuana program or possess a valid patient ID card. Any customer who in the course of seeking product information or recommendations from *Alfred's Finest* employees disclose any personal medical information shall be afforded confidentiality protections as outlined in the *HIPPA Privacy Rule 45 CFR 160* and *MGL 111 Section 70* and any other such law and regulation related to patient privacy and confidentiality.

**OSHA SAFETY STANDARDS:** All employees of *Alfred's Finest* shall receive sufficient training in all applicable safety standards as outlined by the U.S. Department of Labor Occupational Safety & Health Administration, including but not limited to:

- *Emergency Action Plan 29 CFR 1910.38*
- *Fire Prevention Plan 29 CFR 1910.39*
- *Hazard Communication Standard 29 CFR 1910.1200*
- *Control of Hazardous Energy 29 CFR 1910.147*
- *Fall Protection 29 CFR 1926.501-503*
- *Ladders 29 CFR 1926.1053*

## **METRICS for MEASURING SUCCESS**

Alfred's Finest shall record and track all qualitative and quantitative data for intended measurement metrics. The following Metrics of Measurement shall be used to determine success of the *Alfred's Finest* Staffing Plan:

1. Number of employees hired and retained that come from target demographics listed. *Alfred's Finest* will set a goal of at least 50% of the labor force representing local residents, and at least 50% of the labor force supporting goals outlined in the Company *Positive Impact Plan* and *Diversity Plan*; *Alfred's Finest* intends to create at least 20 positions in our Manufacturing division.
2. Number of employees promoted within the company, and percentage of promotions that support the *Positive Impact* and *Diversity* plans;

3. Number of employees terminated for any violation to MA law, State regulations, or Company policy. That goal is Zero.
4. Number of employees that have filed for extensive medical leave, worker's compensation benefits, or disability as a result from a work-place related injury or illness. That goal is Zero.



## ALFRED'S FINEST, INC.

**"AMERICA'S HOMETOWN CANNABIS COMPANY"**

### **PLAN FOR RESTRICTING ACCESS TO AGE 21 and OLDER:**

*Alfred's Finest* shall restrict all access to Cannabis or Cannabis Products to persons aged 21 years or older. These steps to ensure no access by minors are to be considered in conjunction with the detailed provisions outlined in the integrated *Company Security Plan* and *Diversion Prevention Plan*.

- All facilities shall be Restricted Access with all required keyed/coded entry, alarms, and security cameras. There shall be no public access at any time to any part of the facility beyond the Retail Sales Floor.
- All product will be securely stored away from customer access.
- All employees shall have positive identification and pass all necessary State background checks to ensure age qualification.
- Private Security personnel shall patrol the property. There will be no loitering or otherwise congregating on *Alfred's Finest* property. There shall be no persons under 21 years of age permitted on the property.
- *Alfred's Finest* shall require proof of age verification for any third-party contractor performing any work on the facility; no contractors or employees under 21 years of age shall be allowed to work on/at any *Alfred's Finest* facility.
- **SITE-SPECIFIC PROTOCOL:**
  - **SECURE ENTRANCE:** Main Entrance into Retail store will be double-doored "Sallytrap" entry under 24-hour video surveillance with cameras positioned so as to clearly identify all persons entering and exiting the establishment, and will be stationed with Security Personnel during all hours of operation to monitor all customer activity and prevent unauthorized access; customers will be required to present valid ID before being buzzed-in through second door into retail establishment.

- AGE VERIFICATION: Security personnel will verify age & identification of each individual seeking access to the Retail store by way of physical license inspection and electronic scanning; no persons without valid state-issued identification and/or persons under 21 years of age will be permitted to enter the establishment. POS Agent will re-verify age and identification upon checkout. Staff will be sufficiently trained to identify false identification cards. All customers, even “regulars” with the Verified Shopper Program or who staff may know or recognize, will be required to present valid ID upon every visit to the establishment without exception.
- PURCHASE LIMITS: No customer shall be permitted to purchase any more cannabis or infused product than is permissible by State law in any one given transaction, which is equal to not more than 1 oz. of flower, 5 grams of concentrate, or 500 mg of MIP. *Alfred’s Finest* shall make a best faith effort to limit and shall not knowingly sell to any individual customer more than these allowances in any one given business day. *Alfred’s Finest* staff shall retain the right to refuse sales and/or store entry to any individual customer attempting to purchase more than the maximum daily limit in any number of visits per a given business day.
- SECURE STORAGE SOLUTIONS: *Alfred’s Finest* will offer for sale a variety of products designed for the safe and secure at-home storage of cannabis products that restricts access by children. Information will be provided, including literature, that highlights the importance of responsible cannabis use and restricting access by minors.
- COMPLIANT PACKAGING: All cannabis products for sale to the consumer shall be sold in tamper and child resistant packaging to be compliant with 935 CMR 500.105(6), including:
  - Packages shall be opaque and plain in design
  - Resealable for any product intended for more than a single serving
  - Third-party Certified for compliance with US Consumer Product Safety Commission 16 CFR 1700

No package containing marijuana, including any label or other such affixed imprint to the package, or any exit bags, shall be in any way considered attractive to minors:

- No bright or neon colors, no “fun” or “child-like” fonts
- No cartoons, celebrities, animals, people, or any shapes thereof
- No resemblance to any other commercial product, package, or logo
- No words, phrases, or any other language marketed toward minors

# **Diversity Plan Alfred's Finest, Inc.**

## **Introduction**

To the extent permissible by law it is the policy of this company to promote equity among the following demographic groups:

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

The execution of this plan will be documented and reviewed annually. The outcome of this review will be provided by our company to the Commission prior to the annual renewal of our license.

Any action taken, or programs instituted, by our company for the execution of this plan will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

This plan will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of Marijuana Establishments.

## **Goals**

Our company has established the diversity goal of employing 20% or more women and or veterans in retail and management positions to help them achieve their goal of entering the adult-use marijuana industry.

## **Programs**

The following programs will help effectuate the above goals:

1. Employment opportunities- when available- will be published no less frequently than annually- in "The Patriot Ledger", and "Wicked Local Plymouth" with the objective of more effectively reaching women and veterans;
2. Distribute internal workplace information sheets, bi-annually, aimed at encouraging current employees to recommend women and veterans for employment;
3. Participate in job and recruitment fairs- no less than annually when employees are needed- that specifically target women and veterans
4. Women and veterans will be offered opportunities to shadow their immediate supervisor to help achieve a transfer of the skills, knowledge, and responsibilities that this role demands.

## **Measurement**

Ideally, a cross-section of the individuals that are employed by our company should reflect the demographic make-up of the community that we serve. To that end we intend to focus our efforts on the following metrics:

1. Have five employment positions been created since initial licensure?
2. Have we advertised available positions in diverse media with the objective of more effectively reaching women and veterans?
3. Have we attended at least one job and recruitment fair that specifically targets women and or veterans?
4. Have women and or veterans been hired and retained for at least 20% of the available positions?
5. Have women and/or veterans been offered opportunities to engage in shadow training?
6. How many women and or veterans have chosen to engage in shadow training?



## Quality Control and Testing

### 1. Incoming marijuana inventory

1. In accordance with 935 CMR 500.160 (9), no marijuana product shall be sold or otherwise marketed for adult use that has not first been tested by an independent, state-licensed, testing laboratory and deemed to comply with the standards required under 935 CMR 500.160
2. We must ensure that only the leaves and flowers of the female marijuana plant are processed accordingly in a safe and sanitary manner as prescribed below:
  1. Well cured and generally free of seeds and stems;
  2. Free of dirt, Sand, debris, and other foreign matter;
  3. Free of contamination by mold, rot, other fungus, and bacterial diseases;
  4. Prepared and handled on food-grade stainless steel tables; and
  5. Packaged in a secure area.
3. All of the raw cannabis materials used in our products are tested by our cultivation suppliers. The initial quality control and testing of these raw cannabis materials is the responsibility of these suppliers. That being said, there are certain steps that we can take to ensure that the products entering our inventory are tested, have achieved the correct quality, and are stored and rotated in a manner that best ensures their continued quality throughout their shelf-life.
  1. All products must be thoroughly checked upon arrival at our facility in accordance with **Transportation of Marijuana and Inventory Control and Reconciliation** protocols above.
  2. Should the accompanying test report indicate contaminant levels in excess of those accepted by DPH protocols identified in 935 CMR 500. 160 (1), the Operations Manager will immediately notify senior management who will notify the commission within 72 hours.
  3. Together, the Operations Manager, the testing laboratory, and the original producer will determine whether the product is suitable for remediation or whether the entire batch must be destroyed in accordance with 935 CMR 500.105 (12).

4. Each of the three parties should submit a report on the incident to the Commission.
5. The Operations Manager should check each item and identify any that are outdated, damaged, mislabeled, contaminated or compromised. Any such products should be set aside for disposal.
6. Once the products enter our inventory it is the Operations Manager's responsibility to ensure that:
  1. Stock is efficiently rotated to ensure that older product is used before newer product.
  2. All stock is appropriately stored to prevent spoiling and damage to the product.

## **2. Outgoing marijuana inventory**

1. In accordance with 935 CMR 500.160 (9), no marijuana product shall be sold or otherwise marketed for adult use that has not first been tested by an independent, state-licensed, testing laboratory and deemed to comply with the standards required under 935 CMR 500.160
2. All of our products are sold pre-packaged and tested by a state-licensed, marijuana test laboratory. The final quality control and testing of our products is the responsibility of both the test laboratory and Alfred's Finest. There are certain steps that we must take to ensure that the products leaving our inventory for delivery to licensed retail establishments are tested, have achieved the correct quality, and are stored and rotated in a manner the best ensures their continued quality throughout their shelf-life.
3. All products must be thoroughly checked prior to shipment from our facility in accordance with **Transportation of marijuana** and **Inventory Control and Reconciliation** protocols above.
4. No production batch may be cleared for shipment before a sample has been submitted to the testing lab for analysis and the relevant test report has been received by us and entered into the database.
5. Should the test report indicate contaminant levels in excess of those accepted by DPH protocols identified in 935 CMR 500. 160 (1), the Operations Manager will immediately notify senior management who will notify the commission within 72 hours.
6. Together, the Operations Manager, the testing laboratory, and the original cultivator will determine whether the product is suitable for remediation or whether the entire production batch must be destroyed in accordance with 935 CMR 500.105 (12).
7. Each of the three parties should submit a report on the incident to the Commission.
8. The Operations Manager should check each item and identify any that are outdated, damaged, mislabeled, contaminated or compromised. Any such products should be set aside for disposal.
9. Whilst our products remain in our inventory it is the Operations Manager's responsibility to ensure that:

1. Stock is efficiently rotated to ensure that older product is sold before newer product.
2. All stock is appropriately stored to prevent spoiling and damage to the product.

### **3. Hygiene**

1. All agents whose job includes contact with marijuana is subject to the requirements for food handlers specified.
2. Any agent working in direct contact with marijuana shall conform to sanitary practices while on duty, including:
  1. Maintaining adequate personal cleanliness; and
  2. Washing hands appropriately.
3. Hand-washing facilities shall be located in production areas and where good sanitary practices require employees to wash and sanitize their hands.
4. There shall be sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations.
5. Litter and waste shall be properly removed so as to minimize the development of odor and the potential for the waste attracting and harboring pests.
6. Floors, walls, and ceilings shall be constructed in such a manner that they may be adequately kept clean and in good repair.
7. All contact surfaces shall be maintained, cleaned, and sanitized as frequently as necessary to protect against contamination.
8. All toxic items shall be identified, held, and stored in a manner that protects against contamination of marijuana.
9. Water supply shall be sufficient for necessary operations.
10. Plumbing shall be of adequate size and design and maintained to carry sufficient quantities of water to required locations throughout the establishment.
11. The establishment shall provide its employees with adequate, readily accessible toilet facilities.
12. Storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination.