



Massachusetts Cannabis Control Commission

Marijuana Courier

General Information:

License Number: DO100190
Original Issued Date: 09/11/2025
Issued Date: 09/11/2025
Expiration Date: 09/11/2026

MARIJUANA COURIER PRE-CERTIFICATION NUMBER

Marijuana Courier Pre-Certification Number:
PDO103697

ABOUT THE MARIJUANA COURIER LICENSEE

Business Legal Name: Buddawoman Limited

Phone Number: 857-266-4271 **Email Address:** Scholanges@yahoo.com

Business Address 1: 90 Conz St. Ste 219M **Business Address 2:**

Business City: Northampton **Business State:** MA **Business Zip Code:** 01060

Mailing Address 1: 99 Wayland St. #3 **Mailing Address 2:**

Mailing City: Dorchester **Mailing State:** MA **Mailing Zip Code:** 02125

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PERSONS HAVING DIRECT OR INDIRECT CONTROL

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 100

Percentage Of Control:

100

Role: Manager

Other Role: Owner

First Name: Scholange

Last Name: Smith

Suffix:

Gender: Female

User Defined Gender:

What is this person's race or ethnicity?: Black or African American (of African Descent, African American, Nigerian, Jamaican, Ethiopian, Haitian, Somali)

Specify Race or Ethnicity:

ENTITIES HAVING DIRECT OR INDIRECT CONTROL

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 COURIER LICENSEE PROPERTY DETAILS

Establishment Address 1: 90 Conz St #219M	Establishment Address 2:
Establishment City: Northampton	Establishment Zip Code: 01060
Approximate square footage of the establishment: 400	How many abutters does this property have?: 24
Have all property abutters been notified of the intent to open a Marijuana Courier Licensee at this address?: Yes	

HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Executed HCA	HCA Northampton - Buddawoman - HCA 4 -2025-merged (1).pdf	pdf	680a4fc0024b4d8d5abe5e8a	04/24/2025
Community Outreach Meeting Documentation	COM Newspaper Notice - [Attachment A] - {BWL} - (3.19.25).pdf	pdf	680a512e3fc596185ea36ddf	04/24/2025
Community Outreach Meeting Documentation	COM Town Notice - [Attachment B] - {BWL} - (3.20.25).pdf	pdf	680a518d024b4d8d5abe6254	04/24/2025
Community Outreach Meeting Documentation	COM Abutter Notice - [Attachment C] - {BWL} - (3.19.25).pdf	pdf	680a521e024b4d8d5abe6302	04/24/2025
Community Outreach Meeting Documentation	COM Abutters 90 Conz Redacted.pdf	pdf	680a5231024b4d8d5abe6322	04/24/2025
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning - {BWL} - (4.3.25).pdf	pdf	680a54893fc596185ea3763b	04/24/2025
Community Outreach Meeting Documentation	COM Attestation Form - {BWL} - (4.3.25) (1).pdf	pdf	682760122309ac25e351c14c	05/16/2025

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.: \$

POSITIVE IMPACT PLAN

Positive Impact Plan:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Positive Impact Plan - {BWL} - (06.05.25) .pdf	pdf	6841d5566cf3645b620b3ebd	06/05/2025

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Owner / Partner	Other Role:
First Name: Scholange	Last Name: Smith Suffix:
RMD Association: Not associated with an RMD	

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Department of Revenue - Certificate of Good standing	DOR Cert Buddawoman 3.12.25.pdf	pdf	680b17f73fc596185ea44a6c	04/25/2025
Secretary of Commonwealth - Certificate of Good Standing	Cert of GS SOC - {Buddawoman} - (3.6.25) (1).pdf	pdf	682765082309ac25e351c8e8	05/16/2025
No Employee/DUA Certification Attestation	Cert of GS DUA - {Buddawoman} - (5.16.25).pdf	pdf	682765f56cf3645b62fa7075	05/16/2025

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Articles of Organization	Article of Organization {BUDDAWOMAN LIMITED} - (4.9.22).pdf	pdf	680b185d3fc596185ea44ae7	04/25/2025
Bylaws	Buddawoman Llc bylaws.pdf	pdf	680b3fce024b4d8d5abf5868	04/25/2025

Massachusetts Business Identification Number: 001576959

Doing-Business-As Name: Buddawoman Limited

DBA Registration City: Not Applicable

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	Biz Plan Courier - {Buddawoman Limited} - (03.01.25).pdf	pdf	67e1760a3b8f2e45c6dbd6dd	03/24/2025
Capitalization Table	BWL Cap Table.pdf	pdf	67e176183b8f2e45c6dbd6f1	03/24/2025
Operating Agreement or Articles of Incorporation	Single Member Operating Agreement Buddawoman Limited 3.1.25.pdf	pdf	67e177f83b8f2e45c6dbdb94	03/24/2025
Proposed Timeline	Proposed Timeline - {BWL} - (2.25.25).pdf	pdf	67e1791385fc04b7dce0026f	03/24/2025
Plan for Liability Insurance	Plan for obtaining liability insurance - {Buddawoman Limited}.pdf	pdf	680b415a3fc596185ea453f3	04/25/2025

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Delivery procedures (pursuant to 935 CMR 500.145)	Delivery Plan Procedures - [Courier] - {Buddawoman Limited}	pdf	680b42fe024b4d8d5abf58e7	04/25/2025

	- (2025).pdf.pdf				
Energy compliance plan	Energy Compliance Plan - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b4302024b4d8d5abf58fb	04/25/2025	
Inventory	Inventory Procedures -[Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43053fc596185ea45501	04/25/2025	
Maintenance of financial records	Maintaining Financial Records - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43073fc596185ea45515	04/25/2025	
Personnel policies	Personnel Policies - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43313fc596185ea4552f	04/25/2025	
Prevention of diversion	Prevention of Diversion - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b4333024b4d8d5abf5915	04/25/2025	
A detailed description of qualifications and intended training(s) for Marijuana Establishment Agents who will be employees	Qualification and Training - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43353fc596185ea45543	04/25/2025	
Procedures for quality control and testing of product for potential contaminants	Quality Control and Testing - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43373fc596185ea45557	04/25/2025	
Record-keeping procedures	Recordkeeping Procedures - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b4339024b4d8d5abf5929	04/25/2025	
Security plan	Security Plan - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b434e024b4d8d5abf5940	04/25/2025	
Storage	Storage Plan - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43523fc596185ea4556e	04/25/2025	
Transportation	Transportation Plan - [Courier] - {Buddawoman Limited} - (2025).pdf.pdf	pdf	680b43543fc596185ea45582	04/25/2025	
Diversity plan	Diversity Plan - {Buddawoman Limited} - (06.05.25).pdf	pdf	6841d5876cf3645b620b3ff3	06/05/2025	

COMPLIANCE WITH POSITIVE IMPACT PLAN - PRE FEBRUARY 27, 2024
No records found

COMPLIANCE WITH DIVERSITY PLAN
No records found

HOURS OF OPERATION

Monday From: 8:00 AM Monday To: 9:00 PM
Tuesday From: 8:00 AM Tuesday To: 9:00 PM
Wednesday From: 8:00 AM Wednesday To: 9:00 PM

Thursday From: 8:00 AM Thursday To: 9:00 PM

Friday From: 8:00 AM Friday To: 9:00 PM

Saturday From: 8:00 AM Saturday To: 9:00 PM

Sunday From: 8:00 AM Sunday To: 9:00 PM

ATTESTATIONS

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

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

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

Notification:

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

I 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.:

AGREEMENTS WITH MARIJUANA RETAILERS

No records found

MARIJUANA RETAILER AGREEMENT DOCUMENTATION

No documents uploaded

AGREEMENTS WITH THIRD-PARTY TECHNOLOGY PLATFORM PROVIDER

No records found

THIRD-PARTY TECHNOLOGY PLATFORM PROVIDER DOCUMENTATION

No documents uploaded

Today in History

Associated Press

TODAY is Wednesday, March 19, the 78th day of 2025. There are 287 days left in the year.

TODAY IN HISTORY:
On March 19, 2003, in a televised address, President George W. Bush announced that coalition forces had begun an invasion of Iraq. (Bush would declare victory just over five weeks later in his "Mission Accomplished" speech.)

ALSO ON THIS DATE:
In 1931, Nevada Gov. Fred B. Balzar signed a measure that made the state the first to legalize gambling.

In 1945, during World War II, more than 800 service members were killed when a Japanese dive bomber attacked the carrier USS Franklin near Japan.

In 1953, the 25th Academy Awards ceremony was the first to be televised; "The Greatest Show on Earth" would win the Oscar for Best Picture.

In 1965, archeologist E. Lee Spence discovered the wreckage of the SS Georgiana, a Confederate ship that had sunk near Charleston, South Carolina,

exactly 102 years earlier. In 1966, Texas Western (now the University of Texas at El Paso) became the first team to start five Black players in the NCAA basketball tournament's championship game; they defeated top-ranked Kentucky in the final, 72-65.

In 1987, televangelist Jim Bakker resigned as chairman of his PTL ministry organization amid a sex and money scandal involving Jessica Hahn, a former church secretary.

In 1995, 17 months after announcing his retirement from basketball, Michael Jordan returned to play in the NBA with his former team, the Chicago Bulls. (He would go on to win three more NBA championships alongside the three he and the Bulls had already won.)

TODAY'S BIRTHDAYS:
Actor Ursula Andress is 89. Singer Ruth Pointer (The Pointer Sisters) is 79. Actor Glenn Close is 78. Actor Bruce Willis is 70. NFL coach Andy Reid is 67. Actor Ebon Moss-Bachrach is 48. Comedian-podcaster Theo Von is 45. Facebook co-founder Eduardo Saverin is 43. MLB pitcher Clayton Kershaw is 37.

WONDERWORD By DAVID OUELLET
HOW TO PLAY: All the words listed below appear in the puzzle — horizontally, vertically, diagonally and even backward. Find them, circle each letter of the word and strike it off the list. The leftover letters spell the WONDERWORD.

ALL KINDS OF ONIONS Solution: 8 letters
C U L I N A R Y E G A R O T S
G H A R V E S T S A O R O A G
A O I U A M E P I C E R U D N
R T N V D E L K C I P C N U I
N D (G) T E W H I T E E U E M R
I O R (R) N S S H D B O P H R N
S G E N (O) A A O O R R U C E O
H R D A C (W) L B L A L O T B I
C O I C A O A P W R O S I R N
I C E H T K I E E K T S K A O
W E N O H Z L T F A R M L I Y
D R T S Z S A N E E R G E S C
N Y I A H W D A L A S L E E I
A H Y R F R I T S Y R E P A P
S U M M E R V N O I L L A C S

3/19 Bermuda, Braise, Chives, Cook, Culinary, Farm, Garnish, Green, Grocery, Grow, Harvest, Hot Dog, Ingredient, Kitchen, Maui, Nachos, Onion Rings, Papery, Pearl, Peel, Pickled, Pizza, Plant, Raw, Recipe, Roast, Round, Salad, Sandwich, Sauce, Scallion, Shish Kabob, Soup, Spicy, Stir-fry, Storage, Summer, Taco, Torpedo, Vidalia, Water, Welsh, White
Yesterday's Answer: Schedule
For WONDERWORD apps, books & more, visit Wonderword.com, or call 1-855-232-2367.

Sudoku Pacific

Complete the grid so that every row, column and 3x3 box contains every digit from 1 to 9 inclusively.

1			2	3	7		6	
			5	8	6	1		
6	3						5	
3		1				6		
4		3		2			5	
		8		4			3	
	1						4	9
		3	2	4	1			
5		7	8	6				1

3/19 DIFFICULTY RATING: ★☆☆☆☆

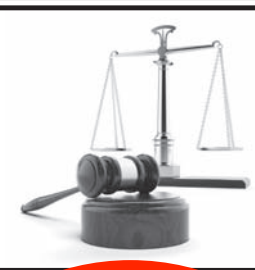
Tuesday's Puzzle Answer

1	9	4	5	7	2	8	3	6
5	3	8	4	1	6	7	9	2
7	6	2	9	3	8	1	5	4
6	1	3	8	9	7	4	2	5
8	5	7	6	2	4	3	1	9
2	4	9	1	5	3	6	8	7
3	2	1	7	6	5	9	4	8
9	8	6	2	4	1	5	7	3
4	7	5	3	8	9	2	6	1

FOR HOME DELIVERY OF THE GAZETTE CALL 586-1925

PLEASE RECYCLE THIS GAZETTE

LEGAL NOTICES



Legals

CITY OF NORTHAMPTON INVITATION FOR BIDS (IFB) For the Replacement of Sidewalk and Curbing Smith Vocational and Agricultural High School

The City of Northampton (the City) and Smith Vocational and Agricultural High School (SVAHS) invite sealed bids for the replacement of existing sidewalks and installation of granite curbing located at located at 80 Locust Street, Northampton, MA 01060. The project is estimated at \$149,000.00. Bid documents are available until the bid deadline, April 2, 2025 at 1:00 PM. Bid documents are available starting Wednesday March 19, 2025 at 8:00 AM until the bid deadline in the SVAHS Business Office located at 80 Locust Street, Northampton, MA 01060 from Monday - Friday, 9 AM to 3 P.M. or via e-mail request to Tim Smith at tsmith@smithtec.org. The City and SVAHS reserve the right to cancel this IFB, or reject in whole or in part any and all bids, if the cancellation or rejection serves the best interest of the City and SVAHS.
March 19

443667

REDUCE REUSE RECYCLE

Legals

PUBLIC NOTICE Easthampton Zoning Board of Appeals

In accordance with Mass. General Laws, Chapter 40A, Section 11, the Easthampton Zoning Board of Appeals will hold the following public hearing both via **Google Meet** and in the **Municipal Building, 2nd floor meeting area, 50 Payson Avenue, Easthampton on March 26, 2025 at 6:00pm.**

Brian Riley - Special Permit pursuant to §11J2 & §12.7 of the Zoning Ordinance. Applicant is seeking approval to construct a porch within the setback area, in line with the pre-existing non-conforming single-family home. The property is located in the R10 zoning district at 18 Knight Ave, Map 152 lot 120.

Tim Hopkins - Special Permit pursuant to Table 5-1 use 5, & § 12.7 of the Zoning Ordinance. Applicant is seeking approval to convert a single-family dwelling into a 2-family dwelling. The property is located in the R5 zoning district at 6 Oakdale Pl, Map 135 lot 158.

Full applications can be viewed online at easthamptonma.gov/zba

Any person interested or wishing to be heard on the matter may participate in the remote meeting at the time/place designated above and via **Google Meet**: Computer/Smart Device: **https://meet.google.com/utm-xyxv-jgo** Phone (audio only): +1 405-489-2053 PIN: 450 083 202#

John Atwater, Chair - Zoning Board of Appeals
March 13, 19
4443534

Legals

Outreach Meeting

The Marijuana Courier, Buddawoman Limited is giving notice of a Community Outreach Meeting on April 3rd, 2025, at 5:15 pm at 90 Conz St. #219M Northampton, MA 01060, its proposed location. This is a private office, the operation of which will be to house the corporate records of the entity. No deliveries, drivers, marijuana products, vehicles storage, or any additional operations besides location compliance and record storage will take place at the site. Email eza@blueskiescan.com with questions.
March 19

4443755

Legals

NOTICE OF MORTGAGEE'S SALE OF REAL ESTATE

Premises: 311 Turkey Hill Road, Belchertown, MA 01007

By virtue and in execution of the Power of Sale contained in a certain mortgage given by Jeffrey D Plant to Mortgage Electronic Registration Systems, Inc., as Mortgagee, as nominee for Merrimack Mortgage Company, Inc., and now held by U.S. Bank National Association, not in its individual capacity but solely as trustee for the RMAC Trust, Series 2018 G-CTT, said mortgage dated August 29, 2011 and recorded in the Hampshire County Registry of Deeds in Book 10649, Page 27, as affected by a Loan Modification dated September 1, 2016 and recorded in the Hampshire County Registry of Deeds in Book 12433, Page 99; said mortgage was assigned from Mortgage Electronic Registration Systems, Inc., as nominee for Merrimack Mortgage Company, Inc. to Wells Fargo Bank, N.A. by assignment dated August 31, 2012 and recorded with said Registry of Deeds in Book 11034, Page 61; said mortgage was assigned from Wells Fargo Bank, N.A. to U.S. Bank National Association, not in its individual capacity but solely as trustee for the RMAC Trust, Series 2018 G-CTT by assignment dated March 2, 2021 and recorded with said Registry of Deeds in Book 13999, Page 182; for breach of the conditions in said mortgage and for the purpose of foreclosing the same will be sold at Public Auction on April 16, 2025 at 3:00 PM Local Time upon the premises, all and singular the premises described in said mortgage, to wit:

PARCEL ONE

A certain tract or parcel of land with the buildings thereon situated on the Easterly side of a highway now known as Turkey Hill Road and previously being the highway leading from Belchertown to Ludlow and known as Route 21, bounded and described as follows:

BEGINNING at a point on the Easterly side of said highway, said point being fifty (50) feet Northerly of an iron pin located and described in a Deed of Edwin F. Shumway to William A. Terry and Janice L. Terry dated December 14, 1953 and recorded in the Hampshire County Registry of Deeds, Book 1158, Page 261, being Document No. 7844; thence

EASTERLY along other land now or formerly of said Terry at a right angle from said highway one hundred fifty (150) feet; thence

NORTHERLY at a right angle still along other land now or formerly of said Terry one hundred sixty (160) feet; thence

WESTERLY at a right angle still along other land now or formerly of said Terry one hundred fifty (150) feet to the Easterly line of said highway; thence

SOUTHERLY along the Easterly line of said highway one hundred sixty (160) feet to the place of BEGINNING.

A certain parcel of land located on Turkey Hill Road, Belchertown, Hampshire County, Massachusetts as shown on a Plan entitled "Plan of Land in Belchertown, MA owned by Donald Terry et ux," by Cold Spring Associates, Inc., dated 20 July, 1977, said Plan being recorded with Deed at Book 3268, Page 24, in Hampshire County Registry of Deeds, said parcel being more particularly bounded and described as follows:

NORTHERLY by other land now or formerly of D. & B. Terry, one hundred forty-nine and 86/100 (149.86) feet;

EASTERLY by last named land, seventy-nine and 92/100 (79.92) feet;

SOUTHERLY by land now or formerly of W. & J. Terry, one hundred forty-nine and 53/100 (149.53) feet; and

WESTERLY by Turkey Hill Road, seventy-nine and 98/100 (79.98) feet.

Containing 11,967.281 square feet of land according to said Plan.

BEING the same premises conveyed to the Mortgagor herein by Deed of Harvey R. Plant and Eleanor M. Plant dated September 25, 1995 and recorded in the Hampshire County Registry of Deeds in Book 4743, Page 185.

PARCEL TWO

A certain tract or parcel of land shown as Parcel 93R (formerly referred to as 93M) containing 3.875 + square feet, 0.0869 + acres to become an integral part of adjoining land of Janice L. Terry, all as shown on a Plan of land in Belchertown, Mass., Surveyed for Donald M. Terry, dated September 25, 1995 and recorded in the Hampshire County Registry of Deeds Book of Plans 180, Page 135, to which Plan reference may be had for a more particular description.

BEING the same premises conveyed to the Mortgagor herein by Deed of Eleanor M. Plant dated August 25, 2011 and recorded in the Hampshire County Registry of Deeds herewith.

The description of the property contained in the mortgage shall control in the event of a typographical error in this publication.

For Mortgagor's Title see deed dated August 25, 2011 and recorded in the Hampshire County Registry of Deeds in Book 10649, Page 24 and Second Source Deed dated September 25, 1995 and recorded in said Deeds in Book 4743, Page 185.

TERMS OF SALE: Said premises will be sold and conveyed subject to all liens, encumbrances, unpaid taxes, tax titles, municipal liens and assessments, if any, which take precedence over the said mortgage above described.

FIVE THOUSAND (\$5,000.00) Dollars of the purchase price must be paid in cash, certified check, bank treasurer's or cashier's check at the time and place of the sale by the purchaser. The balance of the purchase price shall be paid in cash, certified check, bank treasurer's or cashier's check within thirty (30) days after the date of sale.

Other terms to be announced at the sale.

Brock & Scott, PLLC
23 Messenger Street
2nd Floor
Plainville, MA 02762
Attorney for U.S. Bank National Association, not in its individual capacity but solely as trustee for the RMAC Trust, Series 2018 G-CTT
Present Holder of the Mortgage
(401) 217-8701
March 19, 26
April 2

4443062

Legals

NOTICE OF MORTGAGEE'S SALE OF REAL ESTATE

Premises: 734 Bay Road, Amherst, MA 01002

By virtue and in execution of the Power of Sale contained in a certain mortgage given by Jonatan Steenbrink to Mortgage Electronic Registration Systems, Inc., as Mortgagee, as nominee for Everett Financial, Inc. dba Supreme Lending, and now held by TH MSR Holdings LLC f/k/a Matrix Financial Services Corporation, said mortgage dated May 19, 2022 and recorded in the Hampshire County Registry of Deeds in Book 14556, Page 193, said mortgage was assigned from Mortgage Electronic Registration Systems, Inc., as Mortgagee, as nominee for Everett Financial, Inc. dba Supreme Lending, its successors and assigns to Matrix Financial Services Corporation by assignment dated March 27, 2024 and recorded with said Registry of Deeds in Book 15099, Page 322; for breach of the conditions in said mortgage and for the purpose of foreclosing the same will be sold at Public Auction on April 9, 2025 at 04:00 PM Local Time upon the premises, all and singular the premises described in said mortgage, to wit:

The land with the buildings thereon situated in Amherst, Hampshire County, Massachusetts, on the northerly side of Bay Road, known as 734 Bay Road, bounded and described as follows:

Beginning at an iron pin set on the northerly side of Bay Road, which point marks the southwest corner of the premises herein described and the southeast corner of land now or formerly of Victor R. Swenson, et ux, thence

N. 35° 25' 00" E. a distance of two hundred eighty-two and forty-three hundredths (282.43) feet to an iron pin; thence running

S. 53° 42' 32" E. a distance of one hundred seventy-three and seven hundredths (173.07) feet to a found angle iron; thence running

S. 18° 22' 26" W. along a barb wire fence to an iron pin located on the northerly side of Bay Road; thence running

N. 54° 35' 00" W. along the northerly side of Bay Road, a distance of two hundred fifty-eight and eighty-two hundredths (258.82) feet to an iron pin which marks the place of beginning.

Containing 1.393 acres, more or less.

Being shown as 1.393 acre lot of land on a Plan of land entitled "Land in Amherst, Massachusetts, Belonging to Victor Swenson" dated 9/13/1971, Almer Huntley, Jr. & Assoc., Inc., R.L.S. and recorded in said Registry at Book of Plans 79, Page 69. Being the same premises conveyed to Jonatan Steenbrink by deed of David Ulen dated May 13, 2022 and recorded at the Hampshire County Registry of Deeds herewith.

The description of the property contained in the mortgage shall control in the event of a typographical error in this publication.

For Mortgagor's Title see deed dated May 13, 2022, and recorded in the Hampshire County Registry of Deeds in Book 14556, Page 190.

TERMS OF SALE: Said premises will be sold and conveyed subject to all liens, encumbrances, unpaid taxes, tax titles, municipal liens and assessments, if any, which take precedence over the said mortgage above described.

FIVE THOUSAND (\$5,000.00) Dollars of the purchase price must be paid in cash, certified check, bank treasurer's or cashier's check at the time and place of the sale by the purchaser. The balance of the purchase price shall be paid in cash, certified check, bank treasurer's or cashier's check within thirty (30) days after the date of sale.

Other terms to be announced at the sale.

Brock & Scott, PLLC
23 Messenger Street
2nd Floor
Plainville, MA 02762
Attorney for TH MSR Holdings LLC f/k/a Matrix Financial Services Corporation
Present Holder of the Mortgage
(401) 217-8701
March 12, 19, 26

4443339

LEGAL NOTICE DEADLINES

Monday's paper	Friday at 9am
Tuesday's paper	Friday at 3pm
Wednesday's paper	Monday at Noon
Thursday's paper	Tuesday at Noon
Friday's paper	Wednesday at Noon
Saturday's paper	Thursday at Noon

Please Recycle This Newspaper

BUDDAWOMAN LIMITED
90 Conz St. Unit 219M
Northampton, MA 01060

To: Abutters within 300' of 90 Conz St.
and Northampton City Departments

March 18, 2025



Dear Abutters and City of Northampton,

The Marijuana Courier entity above is giving notice of a Community Outreach Meeting on April 3, 2025, at 5:15 pm at 90 Conz St, Suite 219M, Northampton, MA 01060, their proposed location. This is a private office that will house the corporate records of the Marijuana Courier company. No deliveries, personnel, marijuana products, vehicles, or any operations will take place at the site but a community meeting is a state requirement. There will be an opportunity for the public to ask questions or, email ezra@blueskiescan.com

Sincerely,

A handwritten signature in blue ink, appearing to read "Ezra Parzybok".

Ezra Parzybok
Consultant to BUDDAWOMAN LIMITED

BUDDAWOMAN LIMITED
90 Conz St. Unit 219M
Northampton, MA 01060

To: Abutters within 300' of 90 Conz St.
and Northampton City Departments

March 18, 2025

Dear Abutters and City of Northampton,

The Marijuana Courier entity above is giving notice of a Community Outreach Meeting on April 3, 2025, at 5:15 pm at 90 Conz St, Suite 219M, Northampton, MA 01060, their proposed location. This is a private office that will house the corporate records of the Marijuana Courier company. No deliveries, personnel, marijuana products, vehicles, or any operations will take place at the site but a community meeting is a state requirement. There will be an opportunity for the public to ask questions or, email ezra@blueskiescan.com

Sincerely,



Ezra Parzybok
Consultant to BUDDAWOMAN LIMITED

[REDACTED]
20 FRUIT ST
NORTHAMPTON MA 01060

[REDACTED]
27 HOWARD AVE
EASTHAMPTON MA 01027

[REDACTED]
118 MAPLE ST
EASTHAMPTON MA 01027

[REDACTED]
336 COLES MEADOW RD
NORTHAMPTON MA 01060

[REDACTED]
705 NORTH FARMS RD
FLORENCE MA 01062

[REDACTED]
137 ELM ST
NORTHAMPTON MA 01060

[REDACTED]
66 PROSPECT ST
HATFIELD MA 01038

[REDACTED]
13 TRUMBULL RD
NORTHAMPTON MA 01060

[REDACTED]
1 MONARCH PLACE SUITE 2500
SPRINGFIELD MA 01144

[REDACTED]
36 KING ST
NORTHAMPTON MA 01060

[REDACTED]
81 CONZ ST
NORTHAMPTON MA 01060

[REDACTED]
P O BOX 60522
FLORENCE MA 01062

[REDACTED]
2 MAIN ST
NORTHAMPTON MA 01060

[REDACTED]
90 CONZ ST #3
NORTHAMPTON MA 01060

[REDACTED]
90 CONZ ST UNIT 4
NORTHAMPTON MA 01060

[REDACTED]
P O BOX 60522
FLORENCE MA 01062

[REDACTED]
36 FRUIT ST
NORTHAMPTON MA 01060

[REDACTED]
48 HOLY FAMILY RD APT 120
HOLYOKE MA 01040

[REDACTED]
22 CONZ ST
NORTHAMPTON MA 01060

[REDACTED]
12 OAK RIDGE CIR
EASTHAMPTON MA 01027

[REDACTED]
6-8 WRIGHT AVE
NORTHAMPTON MA 01060

[REDACTED]
115A CONZ ST
NORTHAMPTON MA 01060

[REDACTED]
74 CONZ ST
NORTHAMPTON MA 01060

[REDACTED]
P O BOX 60376
FLORENCE MA 01062

Buddawoman Limited
Plan to Remain Compliant with Local Zoning: Northampton

Buddawoman Limited is located in the GB-zoned district of the City of Northampton and attests that it will, through its operation of a Courier delivery establishment in the City of Northampton, MA, follow and remain compliant with all local zoning requirements, including but not limited to the following sections of the Northampton Zoning Bylaw:

Building Regulations, Chapter 145, Articles I-IV, sections § 145-16-30

Building, Electrical, and Plumbing, Signage § 350-7

Off-Street parking requirements, § 350-8.1

Courier marijuana establishments **are allowed by-right in General Business** zones, off-duty vehicles are allowed to be stored off street at owner's home, parking facility, or other off street site, and no special permit or site plan is required. A certificate of occupancy is required after obtaining building permits and inspections of renovation, if applicable.

The **duration of the permits are unlimited** until a change of use and new building permit is secured at the location. No other provisions are stipulated locally.

Community Outreach Meeting Attestation Form

Instructions

Community Outreach Meeting(s) are a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). 935 CMR 500.101(1), 500.101(2), 501.101(1), and 501.101(2). The applicant must complete each section of this form and attach all required documents as a single PDF document before uploading it into the application. If your application is for a license that will be located at more than one (1) location, and in different municipalities, applicants must complete two (2) attestation forms – one for each municipality. Failure to complete a section will result in the application not being deemed complete. Please note that submission of information that is “misleading, incorrect, false, or fraudulent” is grounds for denial of an application for a license pursuant to 935 CMR 500.400(2) and 501.400(2).

Attestation

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

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



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

a. Date of publication:

b. Name of publication:

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

a. Date notice filed:

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

a. Date notice(s) mailed:

7. The applicant presented information at the Community Outreach Meeting, which at a minimum included the following:

- a. The type(s) of ME or MTC to be located at the proposed address;
- b. Information adequate to demonstrate that the location will be maintained securely;
- c. Steps to be taken by the ME or MTC to prevent diversion to minors;
- d. A plan by the ME or MTC to positively impact the community; and
- e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.

8. Community members were permitted to ask questions and receive answers from representatives of the ME or MTC.



Name of applicant:

Name of applicant's authorized representative:

Signature of applicant's authorized representative:



Buddawoman Limited

Positive Impact Program

Introduction

This program will meet the spirit and objectives of state law M.G.L. Ch. 94G §4 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 groups or other residents of Brockton, an Area of Disproportionate Impact

Acknowledgments

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.

The progress or success of this plan will be documented upon renewal (one year from provisional licensure and each year after.)

Community Presence in an ADI: As transporter operations are solely delivering between a business and another business, with all other activity taking place remotely, Holyoke is the closest ADI to Northampton. Any work for ADIs as of this writing will focus on Holyoke.

Programs:

1. Hiring staff from ADIs:

- a. We will utilize online platforms such as LinkedIn, Indeed.com, City Hall, and local newspapers to post job opportunities targeting Holyoke residents. Additionally, we will collaborate with local workforce development programs, career centers, and community organizations to expand outreach efforts. Job postings will be conducted at least annually, with outreach effectiveness reviewed quarterly to ensure continuous improvement and alignment with hiring goals.

2. For Engagement with SE-Owned Businesses:

- a. Collaborate with industry-specific professionals, ancillary and licensed, with owners designated as SE, and identify potential SE-owned business partners through our contacts and networking.
- b. As for finding ancillary businesses, our network within the industry knows of consultants, professionals, and contractors whose owners are certified as Social Equity or Economic Empowerment and operating their businesses while they pursue or sustain participation in the industry. Our engagement with these companies will be through word of mouth among the SE/EE cohort networking events established by the CCC equity department, email groups like socialequity2@googlegroups.com, attending conferences and industry events, and other means.

Goals:

These above programs will facilitate direct assistance in the achievement of some or all of the following goals for at least one social equity business and hiring Holyoke PTGs:

1. Hiring from ADIs:

- a. Hire at least 50% of new employees annually from Holyoke.

2. Engage with at least one SE-owned ancillary business.

- a. Form partnerships with at least one Social Equity (SE)-owned ancillary business annually and one SE-owned operating licensee.

Measurements and Metrics:

How will the establishment measure success and demonstrate its commitment to positively impacting Areas of Disproportionate Impact (ADI)?

The Company is committed to advancing equity within the cannabis industry by implementing measurable and accountable hiring practices that prioritize individuals from Holyoke, an Area of Disproportionate Impact (ADI). To track success and demonstrate meaningful impact, the following measurements and benchmarks will be implemented:

1. Hiring from Holyoke (ADI):

- a. The Company will aim to ensure that **at least 50% of all new hires annually are residents of Holyoke.**
- b. This will be tracked by verifying residential information during onboarding and maintaining anonymized demographic records.
- c. An annual report will be generated to compare new hires versus total hires, allowing us to assess progress and make timely recruitment strategy adjustments if needed.
- d. Annual hiring data will be reviewed and submitted to the Commission as part of our license renewal documentation.

2. Community Outreach and Job Pipeline Development:

- a. The Company will collaborate with Holyoke-based workforce programs, career centers, and community organizations to advertise job opportunities.
- b. Job postings will be shared at least quarterly on employment platforms and within local networks to maintain a strong applicant pipeline.
- c. Participation in local job fairs and CCC-hosted equity networking events will be documented as part of this outreach initiative.

3. Transparency and Accountability:

- a. Documentation of hiring goals, outreach efforts, and outcomes will be maintained and made available for audit or review.
- b. The Company will conduct a yearly internal audit of hiring practices to ensure compliance with its stated goal of at least 50% of new hires from Holyoke.

By tying impact metrics directly to hiring performance, outreach engagement, and documented transparency, the Company will demonstrate a good-faith effort and measurable contribution toward the goals of equity and inclusion outlined in M.G.L. c. 94G § 4 and 935 CMR 500.101(1)(a)(11).



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: 001576959

ARTICLE I

The exact name of the corporation is:

BUDDAWOMAN LIMITED

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	
STK	\$0.00000	100	\$0.00	100

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:

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: SCHOLANGE SMITH
No. and Street: 99 WAYLAND ST
3
City or Town: DORCHESTER State: MA Zip: 02125 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	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
TREASURER	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
SECRETARY	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
CFO	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
VICE PRESIDENT	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
DIRECTOR	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US
DIRECTOR	SCHOLANGE M SMITH	99 WAYLAND ST DORCHESTR, MA 02125 US

d. The fiscal year end (i.e., tax year) of the corporation:
December

e. A brief description of the type of business in which the corporation intends to engage:

MANUFACTURING

f. The street address (post office boxes are not acceptable) of the principal office of the corporation:

No. and Street: 99 WAYLAND ST
3
City or Town: DORCHESTER State: MA Zip: 02125 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 WAYLAND ST
3
City or Town: DORCHESTER State: MA Zip: 02125 Country: USA

which is

its principal office an office of its transfer agent
 an office of its secretary/assistant secretary its registered office

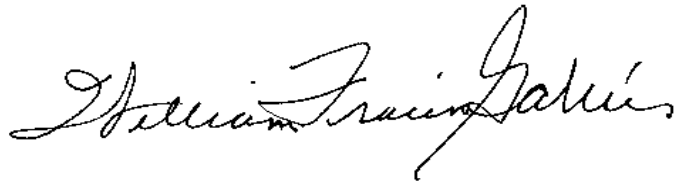
Signed this 19 Day of April, 2022 at 3:50:24 PM by the incorporator(s). *(If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)*

SCHOLANGE SMITH

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:

April 19, 2022 03:50 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

CORPORATE BYLAWS OF
BUDDAWOMAN LIMITED.
INCORPORATED IN THE COMMONWEALTH OF
MASSACHUSETTS

ARTICLE I – CORPORATE AUTHORITY

Section 1. *Incorporation:* BUDDAWOMAN LIMITED, (the “Corporation”) is a duly organized corporation authorized to do business in the State of Massachusetts by the filing of Articles of Organization on April 19, 2022.

Section 2. *State law:* The Corporation is organized under **the Laws of the Commonwealth of Massachusetts** and except as otherwise provided herein, the Statutes shall apply to the governance of the Corporation.

ARTICLE II - OFFICES

Section 1. *Registered Office and Registered Agent:* The registered office of the Corporation in the State of Massachusetts, shall be 99 Wayland Street #3, Dorchester, Massachusetts. The registered agent of the Corporation shall be Scholange M. Smith.

Section 2. *Other Offices:* The Corporation may also have offices at such other places, both within and without the State of Massachusetts, as the Board of Directors may from time to time determine or the business of the Corporation may require.

ARTICLE III – MEETINGS OF SHAREHOLDERS

Section 1. *Place of Meetings:* Meetings of shareholders shall be held at the principal office of the Corporation or at such place as may be determined from time to time by the Board of Directors of the Corporation.

Section 2. *Annual Meetings:* Each year, the Corporation shall hold an annual meeting of shareholders on such date and at such time as shall be determined from time to time by the Board of Directors, at which meeting shareholders shall elect a Board of Directors and transact any other business as may properly be brought before the meeting.

Section 3. *Special Meetings:* Special meetings of the shareholders, for any purpose or purposes, may be called at any time by the President of the

Corporation, or the Board of Directors, or shareholders holding at least ten percent (10%) of the issued and outstanding voting stock of the Corporation.

Business transacted at any special meeting shall be confined to the purpose or purposes set forth in the notice of the special meeting.

Section 4. Notice of Meetings: Whenever shareholders are required to be permitted to take any action at a meeting, a written notice of the meeting shall be provided to each shareholder of record entitled to vote at or entitled to notice of the meeting, which shall state the place, date, and hour of the meeting, and, in the case of a special meeting, the purpose or purposes for which the meeting is called. Unless otherwise provided by law, written notice of any meeting shall be given not less than ten nor more than sixty days before the date of the meeting to each shareholder entitled to vote at such meeting.

Section 5. Quorum at Meetings: Shareholders may take action on a matter at a meeting only if a quorum exists with respect to that matter. Except as otherwise provided by law, a majority of the outstanding shares of the Corporation entitled to vote, represented in person or by proxy, shall constitute a quorum at a meeting of shareholders. Once a share is represented for an purpose at a meeting (other than solely to object to the holding of the meeting), it is deemed present for quorum purposes for the remainder of the meeting and the shareholders present at a duly organized meeting may continue to transact business until adjournment, notwithstanding the withdrawal of sufficient shareholders to leave less than a quorum. The holders of a majority of the outstanding shares represented at a meeting, whether or not a quorum is present, may adjourn the meeting from time to time.

Section 6. Proxies: Each shareholder entitled to vote at a meeting of shareholders or to express consent or dissent to corporate action in writing without a meeting may authorize another person or persons to vote for him or her by proxy, but no such proxy shall be voted or acted upon after one year from its date, unless the proxy provides for a longer period. A duly executed proxy shall be irrevocable if it states that it is irrevocable and if, and only as long as, it is coupled with an interest sufficient in law to support an irrevocable power. Except as otherwise provided herein or by law, every proxy is revocable at the pleasure of the shareholder executing it by communicating such revocation, in writing, to the Secretary of the Corporation.

Section 7. Voting at Meetings: If a quorum exists, action on a matter (other than the election of directors) is approved if the votes cast favoring the action exceed the votes cast opposing the action. Directors shall be elected by a plurality of the votes cast by the shares entitled to vote in the election (provided a quorum exists). Unless otherwise provided by law or in the Corporation's Articles of Incorporation, and subject to other provisions of these Bylaws, each shareholder shall be entitled to one vote on each matter, in person or by proxy, for each share of the Corporation's capital stock that has voting power and that is held by such shareholder. Voting need not be by written ballot.

Section 8. List of Shareholders: The officer of the Corporation who has charge of the stock ledger of the Corporation shall prepare and make, at least ten days before any meeting of shareholders, a complete list of the shareholders entitled to vote at the meeting, arranged alphabetically, and showing the address of each shareholder and the number of shares held by each shareholder. The list shall be open to the examination of any shareholder for any purpose germane to the meeting, during ordinary business hours, for a period of at least ten days before the meeting, either at a place in the city where the meeting is to be held, which place must be specified in the notice of the meeting, or at the place where the

meeting is to be held. The list shall also be produced and kept available at the time and place of the meeting, for the entire duration of the meeting, and may be inspected by any shareholder present at the meeting.

Section 9. *Consent in Lieu of Meetings:* Any action required to be taken or which may be taken at any meeting of shareholders, whether annual or special, may be taken without a meeting, without prior notice, and without a vote, if a consent in writing, setting forth the action so taken, shall be signed by the holders of outstanding shares having not less than the minimum number of votes that would be necessary to take such action at a meeting at which all shareholders entitled to vote were present and voted. The action must be evidenced by one or more written consents, describing the action taken, signed and dated by the shareholders entitled to take action without a meeting, and delivered to the Corporation at its registered office or to the officer having charge of the Corporation's minute book.

No consent shall be effective to take the corporate action referred to in the consent unless the number of consents required to take action are delivered to the Corporation or to the officer having charge of its minute book within sixty days of the delivery of the earliest-dated consent.

Prompt notice of the taking of the corporate action without a meeting by less than unanimous vote shall be given to those shareholders who have not consented in writing.

Section 10. *Conference Call:* One or more shareholders may participate in a meeting of shareholders by means of conference telephone, videoconferencing, or similar communications equipment by means of which all persons participating in the meeting can hear each other. Participation in this manner shall constitute presence in person at such meeting.

Section 11. *Annual Statement:* The President and the Board of Directors shall present at each annual meeting a full and complete statement of the business and affairs of the corporation for the preceding year.

ARTICLE IV – DIRECTORS

Section 1. *Powers of Directors:* The business and affairs of the Corporation shall be managed by or under the direction of the Board of Directors, which may exercise all such powers of the Corporation and do all lawful acts and things, subject to any limitations set forth in these Bylaws or the Articles of Incorporation for the corporation

Section 2. *Number, Qualification and Election:* The number of directors shall be initially set at 1. Each director shall be at least 18 years of age. The directors need not be residents of the state of incorporation. The directors shall be elected by the shareholders at the annual meeting of shareholders by the vote of shareholders holding of record in the aggregate at least a plurality of the shares of stock of the Corporation present in person or by proxy and entitled to vote at the annual meeting of shareholders. Each director shall be elected for a term of 1 year(s), and until his or her successor shall be elected and shall qualify or until his or her earlier resignation or removal.

Section 3. *Nomination of Directors:* The Board of Directors shall nominate candidates to stand for election as directors; and other candidates may also be

Social Equity Program Application Reopened

From: donotreply@mass.gov

To: scholanges@yahoo.com

5-9-2019

Application Number: SEA303884

Dear scholange smith:

Your application for the Social Equity Program has been reopened for one or more of the following reasons:

- Additional Information Required

Note: You must meet at least ONE eligibility requirement to participate in the Social Equity Program. If you selected that all requirements are not applicable, you will not be considered eligible for the program.

First, please select the qualification(s) that apply to you and choose "applicable" for that qualification. Then, upload the required information or documentation that confirms you meet the criteria. More information is detailed below.

1. If you are eligible for the program based on **Qualification 1**, you must demonstrate you have lived in an area of disproportionate impact (ADI) for at least 5 of the past 10 years and your income may not exceed [these income limits](#). After you choose "applicable" for qualification 1:

1. Submit documentation that shows you lived in an [area of disproportionate impact](#) (ADI) for at least 5 of the past 10 years. If your residency was/is in Boston, Lowell, Worcester or Springfield please use the guidelines [here](#) to ensure your street address is considered part of an ADI.

*In order to show that you lived in an ADI for 5 or more years, you must submit **multiple forms of documentation**, and together the dates on the documents must span at least 5 years. For example:*

- You could submit an electric bill from 2011 and a driver's license issued in 2018. Or, you could submit a lease from 2010 and a bank statement from 2016. Both forms documents must show residency in an ADI.
- If you were registered to vote, you may be able to obtain proof of residency by contacting a [local election official](#) and asking for your voting record.
- If you are Massachusetts driver, you may be able to obtain proof by requesting your driving record online, in person, by phone or my mail, from the [Registry of Motor Vehicles](#). Please note: fees are associated with requesting driving records.

Accepted Documents:

1. A Massachusetts driver's license or Massachusetts ID card record;
 2. A signed lease agreement that includes the subject's name;
 3. Residential property deed that includes the subject's name;
 4. School records;
 5. Housing authority records;
 6. Banking records;
 7. Utility bills, which identifies energy and water use;
 8. Dated notices or correspondence from a local or state government entity that includes the subject's name;
 9. Other appropriate evidence.
2. To be eligible for Qualification 1, your household income may not exceed [these income limits](#). Please look at the maximum income levels for the number of earners in your household to see if your income exceeds the limits. **If your income is lower than those listed, you must choose "No" in your application to be considered eligible.**
2. If you, your spouse, or your parent has a drug conviction and you are eligible for the program based on **Qualification 2 or Qualification 3**, you are required to provide both a description of the conviction plus documentation that shows you have lived in Massachusetts for at least the preceding 12 months.
 1. Applicants are required to provide a description of their drug conviction (or their parent or spouse's drug conviction) to be considered eligible for **Qualification 2 or Qualification 3**. At this time, additional documentation is not required to demonstrate your personal, spousal or parental past related drug convictions. However, the Commission reserves the right to request additional information. **Please do not upload CORI information.**
 2. In order to show that you have lived in Massachusetts for at least the preceding 12 months, you must submit documentation that provides proof of residency. The documentation can consist of a single document or multiple documents but must account for an entire period of 12 months between 2017 – 2019. For example:
 - You could submit an electric bill from 2017 and a driver's license issued in 2018 with the same address.

Accepted Documents:

1. A Massachusetts driver's license or Massachusetts ID card record;
2. A signed lease agreement that includes the subject's name;
3. Residential property deed that includes the subject's name;
4. School records;
5. Housing authority records;
6. Banking records;

nominated by any shareholder of the Corporation, provided such nomination is submitted in writing to the Corporation's Secretary no later than 30 days prior to the meeting of shareholders at which such directors are to be elected, together with the identity of the nominator and the number of shares of the stock of the Corporation owned by the nominator.

Section 4. *Vacancies*: Except as otherwise provided by law, any vacancy in the Board of Directors occurring by reason of an increase in the authorized number of directors or by reason of the death, withdrawal, removal, disqualification, inability to act, or resignation of a director shall be filled by the majority of directors then in office. The successor shall serve the unexpired portion of the term of his or her predecessor. Any director may resign at any time by giving written notice to the Board or the Secretary.

Section 5. *Meetings*:

- a. Regular Meetings: Regular meetings of the Board of Directors shall be held at least 1 time per year without notice and at such time and place as determined by the Board.
- b. Special Meetings: Special meetings of the Board may be called by the Chairperson or the President on two days' notice to each director, either personally or by telephone, express delivery service, email, or facsimile transmission, and on four days' notice by mail (effective upon deposit of such notice in the mail). The notice need not specify the purpose of a special meeting.

Section 6. *Quorum and Voting at Meetings*: A majority of the total number of authorized directors shall constitute a quorum for transaction of business. The act of a majority of directors present at any meeting at which a quorum is present shall be the act of the Board of Directors, except as provided by law, the Articles of Incorporation, or these Bylaws. Each director present shall have one vote, irrespective of the number of shares of stock, if any, he or she may hold.

Section 7. *Committees of Directors*. The Board of Directors, by resolution, may create one or more committees, each consisting of one or more Directors. Each such committee shall serve at the pleasure of the Board. All provisions under the Statutes and these Bylaws relating to meetings, action without meetings, notice, and waiver of notice, quorum, and voting requirements of the Board of Directors shall apply to such committees and their members.

Section 8. *Consent in Lieu of Meetings*: Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof, may be taken without a meeting of all members of the Board or committee, as the case may be, consent thereto in writing, such writing or writings to be filed with the minutes or proceedings of the Board or committee.

Section 9. *Conference Call*: One or more directors may participate in meetings of the Board or a committee of the Board by any communication, including videoconference, by means of which all participating directors can simultaneously hear each other during the meeting. Participation in this manner shall constitute presence in person at such meeting.

Section 10. *Compensation*: The Board of Directors shall have the authority to fix the compensation of Directors. A fixed sum and expenses of attendance may be allowed for attendance at each regular or special meeting of the Board. No such payment shall preclude any director from serving the Corporation in any other capacity and receiving compensation therefor.

Section 11. *Removal of Directors:* Any director or the entire Board of Directors may be removed, with or without cause, by the holders of a majority of the shares then entitled to vote at an election of directors.

ARTICLE V -- OFFICERS

Section 1. *Positions:* The officers of the Corporation shall be a Chairperson, a President, a Secretary, and a Treasurer, and such other officers as the Board may from time to time appoint, including one or more Vice Presidents and such other officers as it deems advisable. Each such officer shall exercise such powers and perform such duties as shall be set forth herein and such other powers and duties as may be specified from time to time by the Board of Directors. The officers of the Corporation shall be elected by the Board of Directors. Each of the Chairperson, President, and/or any Vice Presidents may execute bonds, mortgages, and other documents under the seal of the Corporation, except where required or permitted by law to be otherwise executed and except where execution thereof shall be expressly delegated by the Board to some other officer or agent of the Corporation.

Section 2. *Chairperson:* The Chairperson shall have overall responsibility and authority for management and operations of the Corporation, shall preside at all meetings of the Board of Directors and shareholders, and shall ensure that all orders and resolutions of the Board of Directors and shareholders are implemented.

Section 3. *President:* The President shall be the chief operating officer of the Corporation and shall have full responsibility and authority for management of the day-to-day operations of the Corporation. The President shall be an ex-officio member of all committees and shall have the general powers and duties of management and supervision usually vested in the office of president of a corporation.

Section 4. *Secretary:* The Secretary shall attend all meetings of the Board and all meetings of the shareholders and shall act as clerk thereof, and record all the votes of the Corporation and the minutes of all its transactions in a book to be kept for that purpose, and shall perform like duties for all committees of the Board of Directors when required. The Secretary shall give, or cause to be given, notice of all meetings of the shareholders and special meetings of the Board of Directors, and shall perform such other duties as may be prescribed by the Board of Directors or President, and under whose supervision the Secretary shall be. The Secretary shall maintain the records, minutes, and seal of the Corporation and may attest any instruments signed by any other officer of the Corporation.

Section 5. *Treasurer:* The Treasurer shall be the chief financial officer of the Corporation, shall have responsibility for the custody of the corporate funds and securities, shall keep full and accurate records and accounts of receipts and disbursements in books belonging to the Corporation, and shall keep the monies of the Corporation in a separate account in the name of the Corporation. The Treasurer shall provide to the President and directors, at the regular meetings of the Board, or whenever requested by the Board, an account of all financial transactions and of the financial condition of the Corporation.

Section 6. *Term of Office:* The officers of the Corporation shall hold office until their successors are chosen and have qualified or until their earlier resignation or removal. Any officer or agent elected or appointed by the Board may be removed at any time, with or without cause, by the affirmative vote of a majority

of the Board of Directors. Any vacancy occurring in any office as a result of death, resignation, removal, or otherwise, shall be filled for the unexpired portion of the term by a majority vote of the Board of Directors.

Section 7. *Compensation*: The compensation of officers of the Corporation shall be fixed by the Board of Directors.

ARTICLE VI – CAPITAL STOCK

Section 1. *Stock Certificates*: The shares of the Corporation shall be represented by certificates, provided that the Board of Directors may provide by resolution that some or all of any or all classes or series of the stock of the Corporation shall be uncertificated shares. Notwithstanding the adoption of such a resolution by the Board of Directors, every holder of stock represented by certificates and, upon request, every holder of uncertificated shares, shall be entitled to have a certificate signed in the name of the Corporation, by the Chairperson, president or any Vice President, and by the Treasurer or Secretary. Any or all of the signatures on the certificate may be by facsimile. The stock certificates of the Corporation shall be numbered and registered in the share ledger and transfer books of the Corporation as they are issued and shall bear the corporate seal.

Section 2. *Lost Certificates*: The Corporation may issue a new certificate of stock in place of any certificate theretofore issued and alleged to have been lost, stolen, or destroyed, and the Corporation may require the owner of the lost, stolen or destroyed certificate, or his or her legal representative, to make an affidavit of that fact, and the Corporation may require indemnity against any claim that may be made against the Corporation on account of the alleged loss, theft, or destruction of any such certificate or the issuance of such new certificate.

Section 3. *Transfers*: Transfers of shares shall be made on the books of the Corporation upon surrender and cancellation of the certificates therefore, endorsed by the person named in the certificate or by his or her legal representative. No transfer shall be made which is inconsistent with any provision of law, the Articles of Incorporation for the Corporation, or these Bylaws.

Section 4. *Record Date*: In order that the Corporation may determine the shareholders entitled to notice of or to vote at any meeting of shareholders, or any adjournment thereof, or to take action without a meeting, or to receive payment of any dividend or other distribution, or to exercise any rights in respect of any change, conversion, or exchange of stock, or for the purpose of any other lawful action, the Board of Directors may fix a record date, which record date shall not precede the date upon which the resolution fixing the record date is adopted by the Board of Directors and shall not be less than ten nor more than fifty days before the meeting or action requiring a determination of shareholders.

If no record date is fixed by the Board of Directors:

- a. for determining shareholders entitled to notice of or to vote at a meeting, the record date shall be at the close of business on the day next preceding the day on which notice is given, or, if notice is waived, at the close of business on the day next preceding the day on which the meeting is held or other action taken;
- b. For determining shareholders entitled to consent to corporate action

- without a meeting, the record date shall be the day on which the first written consent is delivered to the Corporation in accordance with these Bylaws; and
- c. For determining shareholders for any other purpose, the record date shall be at the close of business on the day on which the Board of Directors adopts the resolution relating thereto.

ARTICLE VII -- DIVIDENDS

Section 1. *Dividends*: The Board of Directors may declare and pay dividends upon the outstanding shares of the Corporation, from time to time and to such extent as the Board deems advisable, in the manner and upon the terms and conditions provided by law and the Articles of Incorporation of the Corporation.

Section 2. *Reserves*: The Board of Directors may set apart, out of the funds of the Corporation available for dividends, said sum as the directors, from time to time, in their absolute discretion, think proper as a reserve fund for any proper purpose. The Board of Directors may abolish any such reserve in the manner it was created.

ARTICLE VIII – GENERAL PROVISIONS

Section 1. *Insurance and Indemnity*: The Corporation may purchase and maintain insurance in a reasonable amount on behalf of any person who is or was a director, officer, agent, or employee of the Corporation against liability asserted against or incurred by such person in such capacity or arising from such person's status as such.

Subject to applicable statute, any person made or threatened to be made a party to any action, suit, or proceeding, by reason of the fact that he or she, his or her testator or intestate representative, is or was a director, officer, agent, or employee of the Corporation, shall be indemnified by the Corporation against the reasonable expenses, including attorney's fees, actually and necessarily incurred by him or her in connection with such an action, suit, or proceeding. Notwithstanding the foregoing, no indemnification shall be made by the Corporation of judgment or other final determination establishes that the potential indemnitee's acts were committed in bad faith or were the result of active or deliberate fraud or dishonesty or clear and gross negligence.

Section 2. *Corporate Records*: Any shareholder of record, in person or by attorney or other agent, shall, upon written demand under oath stating the purpose thereof, have the right during the usual hours for business to inspect for any proper purpose the Corporation's stock ledger, a list of its shareholders, and its other books and records, and to make copies or extracts therefrom. A proper purpose shall mean a purpose reasonably related to such person's interest as a shareholder. In every instance in which an attorney or other agent shall be the person seeking the right to inspection, the demand under oath shall be accompanied by a power of attorney or such other writing authorizing the attorney or other agent to so act on behalf of the shareholder.

The demand under oath shall be directed to the Corporation at its registered office or its principal place of business.

Section 3. *Fiscal Year*: The fiscal year of the Corporation shall be the calendar year.

Section 4. *Seal*: The corporate seal shall be in such form as the Board of Directors shall approve. The seal may be used by causing it or a facsimile thereof to be impressed, affixed, or otherwise reproduced.

Section 5. *Execution of Instruments*: All contracts, checks, drafts, or demands for money and notes and other instruments or rights of any nature of the Corporation shall be signed by such officer or officers as the Board of Directors may from time to time designate.

Section 6. *Notice*: Whenever written notice is required to be given to any person, it may be given to such person, either personally or by sending a copy thereof through the United States mail, or by email, or facsimile, charges prepaid, to his or her address appearing in the books of the Corporation, or supplied by him or her to the Corporation for the purpose of notice. If the notice is sent by mail it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail. If the notice is sent by facsimile, it shall be deemed to have been given at the date and time shown on a written confirmation of the transmission of such facsimile communication. If such notice is related to a meeting, the notice shall specify the place, day, and hour of the meeting, and, in the case of a special meeting of shareholders, the purpose of and general nature of the business to be transacted at such special meeting.

Section 7. *Waiver of Notice*: Whenever any written notice is required by law, or by the Articles of Incorporation or by these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. Except in the case of a special meeting of shareholders, neither the business to be conducted at nor the purpose of the meeting need be specified in the waiver of notice of the meeting. Attendance of a person either in person or by proxy, at any meeting, shall constitute a waiver of notice of such meeting, except where a person attends a meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully convened or called.

Section 8. *Amendments*: The Board of Directors shall have the power to make, adopt, alter, amend, and repeal from time to time the Bylaws of the Corporation except that the adoption, amendment, or repeal of any Bylaw regulating the election of directors shall be subject to the vote of shareholders entitled to cast at least a majority of the votes which all shareholders are entitled to cast at any regular or special meeting of the shareholders, duly convened after notice to the shareholders of that purpose.

The foregoing Bylaws were adopted by the Board of Directors on May 17, 2022.

SECRETARY'S SIGNATURE


Scholange M. Smith

SHAREHOLDER'S NAME

NUMBER (#) OF SHARES

Scholange M. Smith

100

Buddawoman Limited Business Plan

Courier Delivery

Executive Summary

- Massachusetts registered home delivery service “Marijuana Delivery Courier.”
- Providing home delivery services to Massachusetts consumers 21+ from a licensed retail.
- **Company** is grant funded and will require approximately **\$20,000** for start up
- Investment will be used to fund capital costs, startup expenses, including licensing and permitting.

Our Company is a Social Equity, Woman, and Minority-owned Massachusetts-registered Corporation, established to achieve the legal home delivery of cannabis products from a retail cannabis dispensary. Our company operations will take place throughout the state, as with all home delivery company, with corporate operations offices located in the City of Northampton as a low cost entry point into the market. Delivery operations will occur at a location to be determined but discussions with retailers indicate that they desire to engage with a Courier that is already at Final license. Therefore, we will reach Final license in Northampton and with a third-party agreement with a retailer, our additional operations outside of corporate operations will be established. When a retailer engages, we will secure an HCA or HCA waiver in that municipality if we store vehicles and perform operations from said municipality. No HCA's will be secured from delivery destination zip codes. A waiver is not always guaranteed but we are confident that with a Final license, and an agreement to provide compliant delivery for a retail, the town officials will regard this HCA or HCA waiver as fulfilling their Municipal Equity plan to encourage Social Equity licensees entering the cannabis industry. All vehicles will be equipped, stored, and operated in full compliance with all state and local regulations.

Risks: We intend to start with a single vehicle, have retail employees work as badged volunteers for the delivery company, and only charge a fee to the retailer for our service.

Competition

Direct Competition

The direct competition will be other delivery and retail businesses. The purpose of our Company is to build a stable business delivering for one retail, at which time it will expand to other retails.

Competitive Advantages

- Grant-financed start up with opportunity for future grants
- Extensive compliance experience
- Courier is the lowest bar to entry

Strategy and Execution

Marketing Strategy

Direct marketing through our retail drivers – As the main thrust of our marketing efforts is to build a brand and product loyalty relationship with end-users, our marketing and sales efforts must work hand in hand. We will engage our client-base personally with a range of marketing collateral that includes, but is not limited to, product information leaflets, safe product use information, advertising posters, product displays, and social media engagement. We will establish marketing partnerships through workshops, presentations, and mutually beneficial training seminars that further strengthen our brand.

State, regional, and locally focused advertising and advertorials – The Massachusetts regulations regarding cannabis advertisements through print advertising, online advertising, sponsorship and more, present many challenges. These challenges are further exacerbated by the unwillingness of players like Facebook and Google to allow paid, cannabis-related advertisements across their medium. Federal laws that currently prohibit the sale of cannabis products across state lines devalue any need for brand-building beyond adjoining state borders in the short term.

As long as the principal market for our immediate future lies within the state of Massachusetts and surrounding states, this is where the main thrust of our advertising opportunities lie. While there are numerous national cannabis advertising lacking for the more discerning or sophisticated demographic,

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 driven 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.

Promotion - The Brand and products will be promoted through the following means:

Branding through website, multi-level marketed efforts, and word of mouth. Primarily, the company will serve the existing retail customers.

Direct advertising – The most straightforward and unfettered means of advertising to current and prospective customers is through direct advertising in the form of e-mail, electronic newsletters, social media and the like. Using branded marketing collateral (available from our retail sellers) in product packages, on websites, and social media, current and prospective customers will be invited to participate in our program of community campaigns and events.

Customer Service Excellence - Our Company must engage our 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 and expectations both on the back end and in person. The entire team must strive to act as individual brand ambassadors at all times.

Sales and Marketing Relationship: As a delivery courier of cannabis products **we are** compelled to approach the sales and marketing challenge with firm intent. We must strive to successfully engage our target market groups in a manner that facilitates sales by creating the desire to purchase among the end-user audience. Retail customers will learn about our service range and will be enticed to select courier services above others through the activities mentioned above. End-users will view **us** as a responsible, mindful supplier of high-quality cannabis products that meets their consumption needs.

Marketing Objectives: To persuade consumers that our brand represents qualities and features that they desire.

Market Channels - Retail sales of cannabis are strictly limited to licensed retail outlets, dispensaries and, in the future, cannabis cafes and smoke clubs as well as delivery. The location, presence, and licensing status of these establishments are publicly available through a single online source. Regulations effectively preclude opportunities for online purchases as the transportation of cannabis products is strictly regulated. Similarly, home delivery licenses are not yet permitted. (*Company*) will sell its products solely through our licensed retail delivery cannabis establishment.

Community informational activities –

- Persuade consumers that our delivery and retailer’s product fit well with their consumption patterns, lifestyle and self-image.
- Engage consumers in our community supportive marketing efforts.
- Satisfy and exceed customer service expectations.

Management and Staff

The proper management of all aspects of the proposed project is crucial to the success of our company. We will bring together a diverse team that offers the direct experience and knowledge to achieve both our business and community goals.

Founder: Scholange Smith

MBS: Managing Member and Chief Executive Officer

- A business owner connected to the Cannabis Control Commission
- She is responsible for developing and implementing business strategy and planning for retail delivery and related activities (including social impact initiatives). She is also responsible for monitoring financial performance

Personnel plan

Making allowances for sickness, personal days, vacations, and the like, we anticipate 2 full-time employee with salaries ranging from \$30,000 to \$60,000 per annum, and hourly staff wages starting \$20 per hour. We feel that a living wage will help build and solidify a team that is inspired to contribute to the success of our company and the state of Massachusetts.

Financials

Financial Assumptions

The appended pro forma financial statements are based upon the following financial assumptions:

- \$250 in delivery sales per day
- One retail shown so scaling up to more retails will provide this net at each retail location

Financial Snapshot:

Key Financials	Year 1
Retail Delivery Sales agreement: \$5000/mo plus 10% of sales	69,125
Total COGS	34,281
subtotal	34,844
Income Tax @30%	10,271
Estimated net income	\$25,564

Plan for Insurance Buddawoman Limited

February 18, 2025

Plan for insurance is to provide general liability and insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually, product liability insurance coverage of no less than \$1 million per occurrence and \$2 million in aggregate annually and vehicle liability insurance coverage for no less than \$1,000,000 per occurrence single limit and \$2,000,000 in aggregate, annually, except as provided in 935 CMR 500.105(10)(b) or otherwise approved by the Commission.

The deductible for each policy shall be no higher than \$5,000 per occurrence and will be activated by an insurer before being granted a final license by the Commission.

Delivery vehicles shall carry liability insurance in an amount not less than \$1,000,000 combined single limit.

935 CMR 500.145(4); 935 CMR 500.101(2); 935 CMR 500.105(10)

1. Energy Compliance Plan

- a. Our vehicles will be selected using a process of seeking the smallest hatchback in its class, (most likely a Honda CRV or equivalent) and selecting the vehicles in that class that has the most efficient Miles Per Gallon. Our fleet will be built out using this selection method. In an effort to affirm our commitment to evaluating alternative vehicle fuel options, we will also note the cost of hybrid and electric vehicles in this same class (Ford C-Max or equivalent.) As we scale up and revenue allows for a larger vehicle purchase budget, and the price of alternative fuel vehicles reduces, we will be able to align our budget with the marketplace of alternative fuel vehicles. Additional efforts are;
 - i. In accordance with 935 CMR 500.103(4), we will, at the time of license renewal, provide a report that documents our energy and drinking water usage over the preceding 12-month period.
 - ii. The use of natural light where possible, keeping windows clean to prevent over-using the heater. Our lighting system is LED-based and offers substantial energy savings.
 - iii. While not initially feasible, we hope to explore the addition of a photo-voltaic array on top of the vehicle to supplement and offset electrical demand through a renewable energy source, photons.
 - iv. We will closely follow the development, viability, and availability of energy technology and will incorporate energy-saving systems into their technical operations once their value has been demonstrated. We are committed to the adoption and application of any technology that may practically and reliably reduce our electric demand.
 - v. We will actively pursue engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, or through municipal electrical provisions as through charging stations, if we acquire an electric or hybrid vehicle.
- b. We shall satisfy minimum energy efficiency and equipment standards established by the Commission and meet all applicable environmental laws, regulations, permits and other applicable approvals.
- c. We shall adopt and use additional best management practices as determined by the Commission, in consultation with the working group established under St. 2017, c. 55, § 78(b), to reduce energy and drinking water usage, engage in energy conservation (less start stop braking!) and mitigate other environmental impacts such as peeling out and revving the engine. We shall provide energy usage reporting to the Commission in a form determined by the Commission.

- d. We will adhere to the following minimum energy efficiency and equipment standards;
- i. The building envelope for our facility, will meet minimum Massachusetts Building Code requirements and all Massachusetts amendments (790 CMR: State Building Code), International Energy Conservation Code (IECC) Section C.402 or The American Society of Heating, Refrigerating and Air-conditioning Engineers (ASHRAE) Chapters 5.4 and 5.5 as applied or incorporated by reference in 780 CMR; State Building Code.
 - ii. Requirements 935 CMR 500.120(11)(b) and (c) shall not be required if we are generating 100% or more of the onsite load from an onsite clean or renewable resource.
 - iii. Heating Ventilation and Air Conditioning (HVAC) and dehumidification systems will meet Massachusetts Building Code requirements and all Massachusetts amendments (780 CMR: State Building Code, IECC Section C.403 ASHRAE Chapter 67 as applied or incorporated by reference in (780 CMR: State Building Code).
 - iv. The Commission may further define these standards, or create reasonable exemptions or modifications, through guidelines issued in consultation with the energy and environmental standards working group established under St. 2017, c. 55 § 78(b).
 - v. Requirements 935 CMR 500.120(11)(b) and (c) shall not be required if we are generating 100% or more of the onsite load from an onsite clean or renewable resource.
 - vi. Heating Ventilation and Air Conditioning (HVAC) and dehumidification systems will meet Massachusetts Building Code requirements and all Massachusetts amendments (780 CMR: State Building Code, IECC Section C.403 ASHRAE Chapter 67 as applied or incorporated by reference in (780 CMR: State Building Code).
 - vii. The Commission may further define these standards, or create reasonable exemptions or modifications, through guidelines issued in consultation with the energy and environmental standards working group established under St. 2017, c. 55 § 78(b).

Maintenance of Financial Records Plan

Pursuant to 935 CMR 500.000, company records will be available for inspection by the Commission, upon request. All financial records will be maintained in accordance with generally accepted accounting principles. Our company will maintain the following written records that are required and subject to inspection:

1. The company will maintain business financial records, which shall include manual or computerized records of:
 - a. Assets and liabilities.
 - b. Monetary transactions.
 - c. Books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers
 - d. Sales records including the quantity, form, and cost of marijuana products; and
 - e. Inventory records as required by 935 CMR 500.105(8) and as outlined in the General Record Keeping section of our standard operating procedures.
2. The company shall fully comply with 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements.
3. Our point of sale systems and software are configured to separate accounting practices for marijuana products from non-marijuana products.
4. Our Marijuana Delivery Operator establishment (MDO) is not co-located with a medical dispensary and has no obligation to maintain an adequate supply of marijuana and marijuana products under 935 CMR 500.140(10) and 935 CMR 500.140(6).

General

1. We are prohibited from utilizing software or other methods to manipulate or alter sales data.
2. We will conduct a monthly analysis of equipment to determine that no software has been installed that could be utilized to manipulate or alter sales data.
3. A record that this monthly analysis has been performed shall be maintained by us and made available to the Commission upon request.

4. Should such analysis determine that software or other methods have been installed or utilized to manipulate or alter sales date, Senior management will immediately disclose this information to the Commission, and cooperate in any investigation, and take such other action directed by the Commission.
5. Inventory records include:
 - a. Shipping manifests
 - b. Delivery and unpacking video recordings
 - c. Daily sales stock withdrawal and return reports
 - d. Weekly inventory reports
 - e. Product return reports
6. Salary and wages paid to each employee, stipends paid to each board member, and any executive compensation, bonus, benefit, or item of value paid to any individual affiliated with a Marijuana Establishment, including members of the nonprofit corporation, if any.
7. All financial transactions and accounts will be entered into a proprietary accounting software by a bookkeeper specifically employed for the purpose.
8. The accounting software used will provide security and backup capabilities in accordance with 935 CMR 500.000 and the company security plan.
9. Daily sales reports will be generated by the bookkeeper and stored both digitally and as a hard copy in the records cabinet.
10. The accounts will be reviewed monthly by a licensed CPA.
11. The point of sale system software will automatically transfer all sales transactions to our accounting system for reconciliation by the bookkeeper. 1.4.9. The warehouse manager will generate a sales report from the point of sale system at the conclusion of each day. This report should be digitized and a hard copy stored in the records cabinet.
12. Expense records
 - a. Warehouse managers and senior management may be provided with a company debit card and/or check-signing authorization. A receipt must be obtained and presented to the bookkeeper for all expenses paid through these means.
 - b. Documentation supporting business expenses such as statements and invoices, details of cash payments, receipts and the like must be securely stored in the

records cabinet and presented to the bookkeeper for entry into the accounting software.

13. Contracts and Agreements – the company will likely enter into a number of contracts and agreements with the host municipality, service providers, financial institutions, property owners etc. Such contracts and agreements include, but are not limited to;
 - a. Sales and Purchase agreements
 - b. Loan agreements
 - c. Rental agreements
 - d. Lease agreements
 - e. Franchise agreements
 - f. Sale and lease back agreements
 - g. Trading agreements with suppliers
 - h. Insurance policies
 - i. Legal documentation
 - j. All such documentation must be digitized and a hard copy stored in the records cabinet.

14. Other documents may include;
 - a. Deposits with utility companies
 - b. Contracts with telecommunications companies
 - c. Business registration documents and certificates
 - d. Business licensing documents
 - e. Surety bonds
 - f. Tax records

All such documentation must be digitized and a hard copy stored in the records cabinet.

Personnel Policies

Personnel Records of our Marijuana Establishment must be available for inspection by the Commission, on request. Personnel records shall be securely and confidentially maintained in either a password-protected electronic format, or in a locked, secured storage space if in physical format. These personnel records shall include:

1. Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
2. 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:
 - a. a. All materials submitted to the commission pursuant to 935 CMR 500.030(2); b. Documentation of verification of references;
 - b. c. The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
 - c. d. 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
 - i. discussed, including the name and title of presenters;
 - d. e. Documentation of periodic performance evaluations;
 - e. f. A record of any disciplinary action taken; and
 - f. g. Notice of completed responsible vendor and eight-hour related duty training.
3. Personnel policies and procedures; and
4. 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).

SUMMARY PERSONNEL POLICIES

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

PRIORITY HIRING & PROMOTIONS

Company will grant priority hiring status to established Massachusetts residents, particularly those residing in ADIs and the host municipality, 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. Company 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.

ACCOMMODATIONS FOR DIFFERING ABILITIES

Company 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 Company 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 Company employ will be required to complete all necessary training 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 be required to attend a company orientation to cover all aspects of the employee operations, individual employee expectations, details on security and compliance, and will receive on-site facility training for specific positions. Company employees will be required to receive 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 TRAINING

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 Company uniforms if available 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 Company 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 Company logos.

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 training. The 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.

PERSONAL HYGIENE & CLEANLINESS

All Company 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 the Company professionally to our guests.

PUNCTUALITY & ATTENDANCE

All Company 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 be permitted within the Company facility. All employees will be required to maintain responsibility for phones in person, 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

Company 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 Company, 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. The company 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. Company will hold a Zero-Tolerance policy for behavior that is considered Sexual Harassment or Assault. The company 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

Company 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

Company employees shall be permitted to be gainfully employed in addition to and outside of Company so long as there is not Conflict of Interest, such as but not limited to:

- Employment with or Consultant to a Company 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 Company Social Media posts or links to the Company 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 Company without express authorization by the Company. Employees may not post, comment, or otherwise publicly speak to any Company prices, policy, plan, protocol, or procedure. Any post made about any Company 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 Company 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. The company 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 Company 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. The company reserves the right to request 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. The company 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
6. Steps for Corrective Action may be carried out by authorized Management and/or Human Resources officers 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:

1. Consuming unsanctioned 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.
2. Involvement in the Diversion of Marijuana or Marijuana Products from Company, 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.

3. Engagement in unsafe practices with regard to the operation of the establishment and/or employee safety, which shall be reported to the Commission.
4. 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 Company 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.
5. Carrying a firearm while on shift.
6. Evidence of theft of or unauthorized possession of any company property or the property of other employees/customers.
7. Evidence of Theft of Hours, falsified timesheets, or alteration of any other legal document for the purposes of defrauding the Company

Detailed Description of Qualification and Intended Trainings for Agents

1. Marijuana Establishment Agents shall first take the Basic Core Curriculum. *935 CMR 500.105(2)*
2. Once a Marijuana Establishment is designated a Responsible Vendor, all our Company Agents employed by us that are involved in the handling or sale of Marijuana for adult use shall successfully complete the Basic Core Curriculum within 90 days of hire. *935 CMR 500.105(2)*
3. After successful completion of the Basic Core Curriculum, each Marijuana Establishment Agent involved in the handling or sale of Marijuana for adult use shall fulfill the four hour RVT requirement every year thereafter for the Marijuana Establishment to maintain designation as a Responsible Vendor. *935 CMR 500.105(2)*
4. In addition to the Basic Core Curriculum, all Marijuana Establishment Agents acting as delivery employees of our company shall have attended and successfully completed Delivery Core Curriculum *935 CMR 500.105(2)* which includes the following:
 - a. Safely conducting deliveries;
 - b. Safe cash handling practices;
 - c. Strategies for de-escalating potentially dangerous situations;
 - d. Securing product following any instance of diversion, theft or loss of Finished Marijuana Products pursuant to *935 CMR 500.110(1)(m)*;
 - e. Collecting and communicating information to assist in investigations;
 - f. Procedures for checking identification;
 - g. Indications of Impairment
 - h. Notification of Consumers of Use of Mandatory Recording devices

Job Classifications and Requirements:

1. All employees must be trained on their job-specific duties prior to performing their job functions.
 - a. All employees must receive a minimum of eight (8) hours job specific training each year.
 - b. All current owners, managers, and employees must complete the Responsible Vendor Program. Employees must complete the program within 90 days of being hired.
 - c. Responsible Vendor Program documentation will be retained for four (4) years.
 - d. All employees working with inventory will receive METRC training.

2. **Manager** - The manager is the head of the facility. The manager must interface with staff, law enforcement, vendors, and others. The principal responsibility of the manager is to coordinate and facilitate the transactions of the warehouse, if MDO, or Dispatch, if Courier, and oversee routes, dispatch, and employees. They must maintain records, have contact with suppliers, embrace customer service and understand marketing. They will train employees and decide which products to carry and determine best pricing based on market conditions. They are responsible for keeping up with all changes in local and state law regarding operation of the facility. The most important job of the manager is to ensure the security and integrity of our inventory and keep operations running smoothly.

3. **Delivery Sales Agent** - The MDO has a need for retail delivery professionals who can communicate articulately and passionately with customers, keep clear records, follow protocol, and safely drive vehicles. Desirable backgrounds include previous marijuana vertical experience, retail sales, pharmacy, education, delivery, and customer service. Knowledge of cannabis, the varieties of cannabis, and their effects is highly relevant. A delivery agent will maintain records in accordance with the Operations Manual, serve customers, and be mindful and vigilant in terms of security, diversion, and facility cleanliness. Delivery Sales Agents will be trained by the manager alongside whom they will work to learn the total operation of the MDO. This position may be full-, or part-time.

Employee Qualifications and Selection

1. Our MDO is constantly looking for motivated, friendly, articulate and passionate people to work with our customers to provide them with the best product for their recreational needs. We are looking for people with the above attributes and are willing to train others in order to have a diverse workforce. Some of the desirable backgrounds we are looking for include marijuana vertical experience, retail sales, delivery, education, and customer service. We tend to train all employees in the following subjects, but tailor each topic to meet the needs required by individual roles:
 - a. Cannabis Science
 - b. Methods of Extraction
 - c. Methods of Ingestion
 - d. Marijuana use
 - e. Harm Reduction Methods
 - f. Sensible Cannabis Use
 - g. Customer Relations
 - h. Massachusetts Cannabis Law

Our company is looking for all types of help for our delivery sales operation, both warehouse, and delivery vehicle. Typical responsibilities include:

1. Delivery Sales
2. Packaging labeling and inventory
3. Sanitation and maintenance of the facility
4. Standard business and management roles such as, account management, administration, etc.

Quality Control and Testing

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 packaged or prepared accordingly in a safe and sanitary manner as prescribed below:
 - a. Well cured and generally free of seeds and stems;
 - b. Free of dirt. Sand, debris, and other foreign matter;
 - c. Free of contamination by mold, rot, other fungus, and bacterial diseases;
 - d. Prepared and handled on food-grade stainless steel tables; and
 - e. 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.
4. All products must be thoroughly checked upon arrival at our facility in Accordance with **Transportation of Marijuana and Inventory Control and Reconciliation** protocols above.
5. 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.
6. 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).
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. Once the products enter our inventory it is the Operations Manager's responsibility to ensure that:
 - a. Stock is efficiently rotated to ensure that older products are used before newer products.
 - b. All stock is appropriately stored to prevent spoiling and damage to the product.

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 CCE CAT, LLC. 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. 1.2.8. 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.
8. Whilst our products remain in our inventory it is the Operations Manager's

responsibility to ensure that:

- a. Stock is efficiently rotated to ensure that older products are sold before newer products.
- b. All stock is appropriately stored to prevent spoiling and damage to the product.

Hygiene

1. All agents whose job includes contact with marijuana is subject to the requirements for food handlers specified in 105 CMR 300.000.
2. Any agent working in direct contact with marijuana shall conform to sanitary practices while on duty, including:
 - a. Maintaining adequate personal cleanliness; and
 - b. Washing hands appropriately as per 935 CMR 500.105 (3)
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.

Recordkeeping procedures

1. Pursuant to 935 CMR 500.000, company records will be available for inspection by the Commission, upon request.
2. The following business records shall be properly maintained:
 - a. 1. Assets and liabilities;
 - b. 2. Monetary transactions
 - c. 3. Books of accounts;
 - d. 4. Sales records; and
 - e. 5. Salary and wages paid to each employee.
3. The company will maintain these and the following written records that are required and subject to inspection, as well as any additional documentation that it may be directed to record by the Commission:
4. **Written Operating Procedures** as required by 935 CMR 500.105 (1) The duty manager has copies of the company operating procedures.
 - a. It is the responsibility of all employees to carefully read, understand and follow these operating procedures.
 - b. All employees are responsible for ensuring that these operating procedures are followed.
 - c. Any deviation from standard operating procedures must be authorized by the duty manager or your immediate supervisor.
 - d. These operating procedures will be revised from time-to-time and minor adjustments will likely be made. All revisions will be carefully noted and the operating procedures manually updated.
 - e. Any material changes will be communicated to the Commission
 - f. Inventory records as required by 935 CMR 500.105(8);
5. **Inventory records include:**
 - a. Shipping manifests
 - b. Delivery Manifests
 - c. Delivery and unpacking video recordings
 - d. Daily sales stock withdrawal and return reports
 - e. Weekly inventory reports

f. Product return reports

- **Shipping manifests** - All deliveries will be accompanied by a shipping manifest. Once this document has been used to verify the shipment it must be scanned for digital storage and the original placed in the appropriate ring binder and stored in the records cabinet.

- **Delivery and unpacking video recordings** - All deliveries will be recorded using a hand-held video recorder. These recordings will be transferred to digital storage medium, clearly labelled with the date and manifest number(s) and stored in the records cabinet. Any and all variances from the manifest must be reported in accordance with standard operating procedures.

- **Daily sales stock withdrawal and return reports** - Each day, items will be removed from the main storage vault and placed in the counter area for sale. These items will be carefully recorded at the time of withdrawal. Unsold sales stock will be recorded on the same sheet when returned to the storage vault each evening.
 - If, during the course of the day, additional items must be
 - withdrawn from the storage vault, they too will be added to the
 - withdrawal report and accounted for upon the return of sales
 - stock to the storage vault.
 - Any and all variances must be reported in accordance with
 - standard operating procedures. All inventory records are to be
 - digitized and a hard copy kept in the records cabinet.

- **Weekly inventory reports** - Each week, the duty manager, together with another licensed employee will conduct an inventory of all goods in the storage vault. Any and all variances must be reported in accordance with standard operating procedures. All inventory records are to be digitized and a hard copy kept in the records cabinet.
 - Seed-to-sale tracking records for all marijuana products as required by 935 CMR 500.105(8)(e);
 - The company uses a proprietary Seed-to-sale tracking software that allows cultivators, manufacturers, retailers, the Commission and others to quickly and easily track marijuana and marijuana products from propagation to sale.
 - Our establishment receives marijuana, and marijuana products in pre-packed, shelf-ready packaging.
 - Once goods are delivered and manifests verified, all products - each individual unit for sale - must be entered into the Seed-to-sale tracking software in order to maintain an unbroken chain of custody.
 - All goods pertaining to a specific manifest will be entered into the system as a batch. Where applicable, a report pertaining to these items will be generated on

the seed-to-sale software, printed out, and securely attached to the manifest and stored in accordance with section 2 (b) of this operating procedure.

6. Personnel records:

- a. All personnel files are to be stored in the records cabinet
- b. The employee handbook contains a job description for each employee and volunteer position in the company. A signed copy of the relevant job description for each employee will also be kept in the individual personnel record of each employee.
- c. The company organizational chart will be clearly posted in the office area but may also be found in the operations manual and employee handbook.
- d. A personnel record for each marijuana establishment agent 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:
 - i. all materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - ii. documentation of verification of references; the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision
 - iii. 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;
 - iv. documentation of periodic performance evaluations;
 - v. a record of any disciplinary action taken.
 - vi. notice of completed responsible vendor and eight-hour related duty training.
 - vii. records of any health and safety related incidents
- e. A staffing plan that will demonstrate accessible business hours and safe cultivation conditions for the current and following week will be clearly posted in the office area. A copy of each staffing plan will be stored for future reference in the appropriate ring binder in the records cabinet.

7. Personnel policies and procedures

- a. All personnel policies and procedures are clearly outlined in the employee handbook, a copy of which is available to all employees.
- b. Certain specialized procedures are contained in the security plan.
- c. All new employees will be required to read the employee handbook and security plan, undergo basic security training and sign a document acknowledging receipt of each and all of these elements. This acknowledgement will be stored with their individual personnel record.
- d. All personnel files are to be stored in the records cabinet
- e. All employees will be subject to a state-mandated background check. Background check reports obtained in accordance with 935 CMR 500.030 will be digitized and a hard copy placed into the individual personnel records
- f. All records of waste disposal must be maintained pursuant to 935 CMR 500.105(12).
- g. All waste records should be maintained for at least three years.
- h. In the course of normal operations small amounts of marijuana waste may be generated from (for example) broken packaging, or customer returns. All marijuana waste must be disposed of in accordance with 935 CMR 500.105 (12).
- i. All marijuana waste will be placed in a ziplock bag and deposited into the locked disposal container for inventory at the end of the day. Each item for disposal must be weighed, recorded, and entered into the inventory reconciliation report in accordance with the company's security plan.
- j. The items disposed of and recorded in the inventory reconciliation report must also be entered in the Metrc seed-to-sale tracking software to ensure the completion of an unbroken chain of custody.
- k. At least two licensed marijuana agents must witness and document this process.
- l. Such documentation shall be retained for a minimum of three years or longer if so directed by the Commission.

8. Security Device Log

- a. The issue and return of all security devices such as swipe cards, keys, codes and combinations must be noted in the security device log.
- b. Employees acknowledge the receipt or return of such devices by signing this log.
- c. Recording the issue and return of all security devices is the responsibility of the duty manager or senior management as required in the security plan.
- d. The issue of security devices may only be authorized by the duty manager

or senior management as required in the security plan.

- e. The issue of codes and combinations is acknowledged by signing the relevant entry in the security device log. On NO account may the actual code or combination be noted or written down, either in the security device log or elsewhere. See the security plan for additional details.
9. Following closure of a Marijuana Establishment, all records will be kept for at least two years at the expense of our Marijuana Establishment and in a form and location acceptable to the Commission.

Buddawoman Limited

Diversity Plan

Introduction

Our purpose is to support people of color, veterans, women, disabled individuals, and LGBTQ+ residents of the Commonwealth in order to stop the continuation of an inequitable status quo in the workplace. To do so, we intend to teach the importance of ownership, build community between diverse groups and neighboring organizations, and provide job opportunities to diverse groups, with a variety of responsibilities, that will build an efficient and robust operation all Massachusetts residents can be proud of.

To the extent permissible by law, it is the policy of this company to prioritize hiring and community engagement and support among the following demographic groups:

1. People of color
2. Women
3. Veterans
4. People with disabilities
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

1. Employing 40% women, 20% people of color, 10% LGBTQ+ members, 10% veterans, and 10% those with disabilities.
2. Engage with at least 1 supplier of a company that is women, veteran, minority, LGBTQ+, or disabled-owned businesses within the first year of operation
3. An employee promotion goal wherein at least 50% of the employees who receive promotions within our first year of operations are of the above-listed groups.

Programs

The following initiatives will help effectuate the Company's stated diversity goals:

- 1. Employment Opportunity Outreach (Frequency: Ongoing, Minimum Quarterly):**
 - a. The Company will publish job openings at least once per annually on platforms such as Indeed.com, LinkedIn, and through diverse job boards like DiversityJobs.com, MassHire career centers, the Massachusetts LGBT Chamber of Commerce, and the Massachusetts Rehabilitation Commission (for individuals with disabilities). This is to ensure outreach to women, veterans, people of color, LGBTQ+ individuals, and those with disabilities. Job postings will include inclusive language and invite applicants from all backgrounds.

- 2. Management Training and Promotion (Frequency: Bi-Annual Review):**
 - a. Management will review internal staff performance and career development progress twice annually to identify high-potential employees from diverse backgrounds. The Company commits to providing management training programs at least twice a year, including mentorship and skills development. The goal is that at least 50% of promotions annually are awarded to individuals from target demographic groups listed in the plan.

- 3. Supplier Diversity Program (Frequency: Quarterly Use of SDO List):**
 - a. The Company will utilize the Supplier Diversity Office (SDO) list at least once per quarter to identify and initiate relationships with certified businesses that are owned by women, veterans, people of color, LGBTQ+ individuals, and persons with disabilities. Outreach will include direct communication via email and phone, supplier introductions during networking events, and partnership exploration through CCC-supported business matchmaking programs.

Measurement:

To track the effectiveness of the programs, the Company will use the following metrics:

1. Hiring Reach and Outcomes:
 - a. Track all job postings, including the platforms used and dates published.
 - b. Maintain anonymized demographic records of applicants and hires.
 - c. Target outcome: 50% of new hires annually should represent a combination of the target groups, with subgoals aligned with the plan's stated demographic percentages.

2. Promotion and Training Advancement:

- a. Document participation in internal training and mentorship programs.
- b. Maintain a promotion tracker tied to demographic goals.
- c. Target outcome: At least 50% of all promotions annually will be awarded to individuals from the plan's target demographics.

3. Supplier Engagement:

- a. Maintain a supplier engagement log and vendor list with verification through the SDO or related networks.
- b. Target outcome: Engagement with at least 2 certified diverse suppliers annually, with quarterly SDO outreach logs to ensure compliance.

4. Annual Review and Reporting:

- a. The Diversity Plan's implementation will be reviewed annually and summarized in a report submitted to the Commission as part of the license renewal process.
- b. This will include both quantitative data (hiring, promotions, suppliers) and qualitative analysis of recruitment and retention challenges.