



Massachusetts Cannabis Control Commission

Marijuana Courier

General Information:

License Number: DO100195
Original Issued Date: 12/11/2025
Issued Date: 12/11/2025
Expiration Date: 12/11/2026

MARIJUANA COURIER PRE-CERTIFICATION NUMBER

Marijuana Courier Pre-Certification Number:
PDO103702

ABOUT THE MARIJUANA COURIER LICENSEE

Business Legal Name: Just Creatives LLC

Phone Number: 617-828-1738 **Email Address:** newsomeronn@gmail.com

Business Address 1: 90 Conz St. #219 H

Business Address 2:

Business City: Northampton **Business State:** MA

Business Zip Code: 01060

Mailing Address 1: 15 HILLVIEW AVENUE

Mailing Address 2:

Mailing City: Boston

Mailing State: MA

Mailing Zip Code: 02131

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: Owner / Partner

Other Role:

First Name: RONN

Last Name: NEWSOME **Suffix:** JR

Gender: Male

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. #219 H

Establishment Address 2:

Establishment City: Northampton

Establishment Zip Code: 01060

Approximate square footage of the establishment: 400

How many abutters does this property have?: 28

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
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning - [Northampton] - {Just Creatives LLC} - (05.21.25).pdf	pdf	689095c097444ac6c4b23e50	08/04/2025
Community Outreach Meeting Documentation	COM - Newspaper Notice - [Attachment A] - {Just Creatives} - (5.12.25).pdf	pdf	68caf10b566b140b4e0da081	09/17/2025
Community Outreach Meeting Documentation	COM Abutter Notice - [Attachement C] - {Just Creatives} - (5.12.25).pdf	pdf	68caf1836248b2e32484dc37	09/17/2025
Community Outreach Meeting Documentation	COM Abutters 90 Conz Redacted - [Courier].pdf	pdf	68caf1936248b2e32484dc75	09/17/2025
Community Outreach Meeting Documentation	COM Attestation Form - {Just Creative} - (2025).pdf	pdf	68caf218566b140b4e0da201	09/17/2025
Community Outreach Meeting Documentation	COM Town Notice - [Attachment B] - {Just Creatives} - (5.12.25).pdf	pdf	68caf445566b140b4e0da5d7	09/17/2025
Executed HCA	HCA Just Creatives Courier Signed.pdf	pdf	68dd8155366765b777b81a23	10/01/2025

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 - {Just Creatives LLC} - (6.3.25).pdf	pdf	689097b397444ac6c4b23f42	08/04/2025

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Owner / Partner

Other Role:

First Name: RONN

Last Name: NEWSOME Suffix: JR

Date generated: 01/06/2026

Page: 2 of 5

RMD Association: Not associated with an RMD

Background Question: yes

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	Cert of GS SOC - {Just Creatives}- (6.4.25).pdf	pdf	68909ac397444ac6c4b2424c	08/04/2025
No Employee/DUA Certification Attestation	Cert of GS DUA - {Just Creatives} - (08_03_25).pdf	pdf	68909ac91eca271ddd96c85d	08/04/2025
Department of Revenue - Certificate of Good standing	Cert of GS DOR - {Just Creatives} - (9.16.25).pdf	pdf	68caef6a566b140b4e0d9918	09/17/2025

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Bylaws	Bylaws - {Just Creatives LLC} - (6.3.25).pdf	pdf	68909af31eca271ddd96c874	08/04/2025
Articles of Organization	Articles of Org - {Just Creatives LLC}.pdf	pdf	68909af697444ac6c4b24266	08/04/2025

Massachusetts Business Identification Number: 001844277

Doing-Business-As Name:

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Operating Agreement or Articles of Incorporation	Articles of Org - {Just Creatives LLC}.pdf	pdf	683e6ae96cf3645b62089ef4	06/02/2025
Capitalization Table	Cap table - {Just Creatives LLC} - (3.6.25).pdf	pdf	683e6af66cf3645b62089f08	06/02/2025
Proposed Timeline	Proposed Timeline - {Just Creatives} - (3.6.25).pdf	pdf	683e6afa2309ac25e35f8f06	06/02/2025
Plan for Liability Insurance	Plan for Obtaining Insurance -[Courier] - {Just Creatives LLC}.pdf	pdf	683e6afd2309ac25e35f8f1a	06/02/2025
Business Plan	Business Plan - Courier - {Just Creatives LLC } - (2025).pdf	pdf	683e6b016cf3645b62089f1c	06/02/2025

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Dispensing procedures;inactive	Dispensing Procedures - [Courier] - {Just	pdf	683e6cba2309ac25e35f8f5b	06/02/2025

	Creative LLC} - (3.6.25).pdf			
Energy Compliance Plan	Energy Compliance Plan - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cbd6cf3645b62089f7d	06/02/2025
Inventory procedures	Inventory Procedures -[Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cbf6cf3645b62089f91	06/02/2025
Maintenance of financial records	Maintaining Financial Records - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cc02309ac25e35f8f6f	06/02/2025
Personnel policies	Personnel Policies - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cc26cf3645b62089fa8	06/02/2025
Prevention of diversion	Prevention of Diversion - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cf26cf3645b62089fbf	06/02/2025
Qualifications and training	Qualification and Training - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cf92309ac25e35f8f89	06/02/2025
Quality control and testing procedures	Quality Control and Testing - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6cff2309ac25e35f8fa0	06/02/2025
Record-keeping procedures	Recordkeeping Procedures - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6d016cf3645b62089fd9	06/02/2025
Storage of marijuana	Storage Plan - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6d0e2309ac25e35f8fcb	06/02/2025
Transportation of marijuana	Transportation Plan - [Courier] - {Just Creatives LLC} - (2025).pdf	pdf	683e6d106cf3645b62089fed	06/02/2025
Delivery procedures (pursuant to 935 CMR 500.145)	Delivery Plan Procedures - [Courier] - {Just Creatives LLC} - (6.18.25).pdf	pdf	685321da09aba19a8bd17f2b	06/18/2025
Security plan	Security Plan - [Courier] - {Just Creatives LLC} - (6.18.25).pdf	pdf	685321dc579f40c1438c18c0	06/18/2025
Diversity plan	Diversity Plan - {Just Creatives LLC} - (2025) RFI.pdf	pdf	68c8fb24566b140b4e0b34c4	09/16/2025

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: 8:00 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

Just Creatives LLC

Northampton: Plan to Remain Compliant with Local Zoning:

Just Creatives LLC 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.

Today in History

Associated Press

TODAY is Monday, May 12, the 132nd day of 2025. There are 233 days left in the year.

TODAY IN HISTORY:
On May 12, 2008, a devastating 7.9 magnitude earthquake in China's Sichuan province left more than 87,000 people dead or missing.

ALSO ON THIS DATE:
In 1780, the besieged city of Charleston, South Carolina, surrendered to British forces in one of the worst American defeats of the Revolutionary War.

In 1846, the pioneers of the Donner Party left Independence, Missouri, on the Oregon Trail, beginning their ill-fated attempt to migrate to California.

In 1932, the body of Charles Lindbergh Jr., the 20-month-old kidnapped son of Charles and Anne Lindbergh, was found in a wooded area near Hopewell, New Jersey.

In 1933, the Franklin D. Roosevelt administration established both the Federal Emergency Relief Administration, which provided federal funding to states for relief programs, and the Agricultural Adjustment Administration, which provided economic support to farmers through agricultural surplus reductions.

In 1949, the Soviet Union

lifted the Berlin Blockade, which the Western powers had succeeded in circumventing with their Berlin Airlift.

In 1975, members of the new Khmer Rouge-led Cambodian government seized an American merchant ship, the SS Mayaguez, in international waters, sparking a three-day battle that resulted in the deaths of 41 Americans.

In 1982, in Fatima, Portugal, security guards overpowered a Spanish priest armed with a bayonet who attacked Pope John Paul II. (In 2008, the pope's long-time private secretary revealed that the pontiff was slightly wounded in the assault.)

TODAY'S BIRTHDAYS:
Hockey Hall of Famer Johnny Bucyk is 90. Musician Steve Winwood is 77. Actor Bruce Boxleitner is 75. Actor Gabriel Byrne is 75. Singer Billy Squier is 75. Basketball Hall of Fame coach George Karl is 74. Country musician Kix Brooks is 70. Actor Ving Rhames is 66. Actor-filmmaker Emilio Estevez is 63. Chef/TV personality Carla Hall is 61. Actor Stephen Baldwin is 59. Skateboarder Tony Hawk is 57. Actor Kim Fields is 56. Actor Rhea Seehorn is 53. Actor Malin Akerman is 47. Actor Jason Biggs is 47. Actor Rami Malek is 44.

LEGAL NOTICES



Legals

Outreach Meeting
Just Creatives LLC, a proposed cannabis Courier, is giving notice of a Community Outreach Meeting at its proposed location: 90 Conz St. Suite 219H, at 5:15 pm on May 29, 2025. There will be an opportunity for the public to ask questions or email ezra@blueskiescan.com May 12 4445291

Legals

Legal Notice
The Town of Amherst invites sealed bids for the purpose of providing materials testing and inspection services for the Jones Library Renovation/Expansion project. Invitation for Bids may be obtained online at www.amherstma.gov/bids.

Bids shall be submitted no later than 2:00 p.m. on May 28, 2025, to the Town of Amherst's Accountant's Office where the bids will be publicly opened and recorded at that time.

The Awarding Authority reserves the right to reject any or all bids, in whole or in part, and to waive informalities, when at its sole discretion is deemed to be in the best interests of the Town and to the extent permitted by law. May 12 4445229

Legals

Legal Notice
The Town of Amherst is inviting sealed bids for police vehicle maintenance. Invitation for Bids may be obtained at www.amherstma.gov/bids.

Bids shall be submitted no later than 2:00PM on May 29, 2025 to the Town Accountant's Office, where the bids will be publicly opened and recorded at that time.

The Town of Amherst reserves the right to reject any and all bids in whole or in part, and to waive informalities, when at its sole discretion is deemed to be in the best interests of the Town and to the extent permitted by law. May 12 4445159

Visit our website gazettenet.com

Legals

PUBLIC NOTIFICATION FOR WRITTEN QUOTES
The Northampton Housing Authority, the Awarding Authority, invites sealed bids from Contractors for Project #214106 **FF Roof Replacement-DMH** Development for the Northampton Housing Authority in accordance with the documents prepared by **Roy S. Brown Architects.**

The Project consists of: **Replacement of shingle roofing, gutters, and downspouts on one single story quadriplex apartment house at 256 State Street, Northampton, MA 01060**

The work is estimated to cost: **Forty nine thousand, one hundred dollars (\$49,100).**

Bids are subject to M.G.L. c.149 §44A-J & to minimum wage rates as required by M.G.L. c.149 §26 to 27H inclusive.

No DCAMM certification is required

General Bids will be received until **2:00 p.m., Monday, June 2, 2025** and publicly opened, forthwith.

This project is being Electronically Bid (E-Bid). All bids shall be prepared and submitted online at www.Projectdog.com and received no later than the date and time specified above. Hard copy bids will not be accepted by the Awarding Authority. For E Bid Tutorial and Instructions, click to download the **Supplemental Instructions to Bidders for Electronic Bid Projects** from www.Projectdog.com. For assistance, contact Projectdog, Inc. at 978.499.9014.

General bids shall be accompanied by a bid deposit that is not less than five (5%) of the greatest possible bid amount (considering all alternates), and made payable to the **Northampton Housing Authority.**

Bid Forms and Contract Documents will be available electronically or for purchase at www.Projectdog.com on **Wednesday, May 14, 2025**; Project Code 868756.

The job site briefing will be held **9 am on Wednesday, May 21, 2025.**

For an appointment other than the scheduled walk thru above, call **Peter Doppman, Procurement Officer at the Northampton Housing Authority at (413) 341-5366.**

May 12, 19 4445244

Do you have a Legal Notice to publish?
Publishing a notice is easy! Email your notice to legals@gazettenet.com with your contact information and date of publication. With legal notices, sooner is always better. 72 hours ahead of publication is ideal.
Please note that with the exception of certain standard notices such as informal probate notices, name changes, conservator/guardian notices and citations on petitions of formal adjudication, all legal notices must be typed and sent to legals@gazettenet.com.
We do not have a typesetter and cannot accept hard copies of zoning hearings, ordinance, public meeting notices, requests for bids, etc. These must be sent in a Word doc or in the body of the email.
Please call **Pam at 413-584-5000** with any questions about placing legal notices in the Gazette.

Legals

The Collaborative for Educational Services IFB # DYS02CES
for Supplemental Tutoring Services for Juvenile Justice System Involved Youth is available to vendors. cooperativepurchasing@collaborative.org for IFB. CES, by its Executive Director, reserves the right to accept or reject any and all bids. May 12 4445293

Legals

(SEAL) COMMONWEALTH OF MASSACHUSETTS LAND COURT DEPARTMENT OF THE TRIAL COURT Docket 25 SM 001205 ORDER OF NOTICE

To: **Kendra Edmonds; Peter Scherff**

and to all persons entitled to the benefit of the Servicemembers Civil Relief Act, 50 U.S.C. c. 50 § 3901 (et seq):

M&T Bank,

claiming to have an interest in a Mortgage covering real property in Hatfield, numbered 205 Old Stage Road, given by Peter Scherff and Kendra Edmonds to Mortgage Electronic Registration Systems, Inc., as nominee for People's United Bank, dated August 9, 2011, and recorded in Hampshire County Registry of Deeds in Book 10622, Page 328, and now held by plaintiff by assignment, has/have filed with this court a complaint for determination of Defendant's/Defendants' Servicemembers status.

If you now are, or recently have been, in the active military service of the United States of America, then you may be entitled to the benefits of the Servicemembers Civil Relief Act. If you object to a foreclosure of the above-mentioned property on that basis, then you or your attorney must file a written appearance and answer in this court at **Three Pemberton Square, Boston, MA 02108** on or before June 9, 2025, or you may lose the opportunity to challenge the foreclosure on the ground of noncompliance with the Act.

Witness, GORDON H. PIPER, Chief Justice of this Court on April 22, 2025.

Attest: Deborah J. Patterson Recorder 25-000794 May 12 4444963

Legals

ADVERTISEMENT
The Northampton Housing Authority, the Awarding Authority, invites sealed bids from Contractors for the **Housing Type: Elderly 667-2A** Development for the Northampton Housing Authority in Northampton, Massachusetts, in accordance with the documents prepared by **Clark Green AND BEK, llc.**

The Project consists of: **Roof replacement with high R-value membrane roof. HVAC equipment replacement at the roof, as well as ground floor community room.** The work is estimated to cost **\$1,485,619, including the cost of all alternates.**

Bids are subject to M.G.L. c.149 §44A-J & to minimum wage rates as required by M.G.L. c.149 §26 to 27H inclusive.

General bidders must be certified by the Division of Capital Asset Management and Maintenance (DCAMM) in the category of **General Building Construction.**

General Bids will be received until **2:00 PM, Wednesday, June 18, 2025** and publicly opened, forthwith.

Filed sub-bids for the trades listed below will be received until **2:00 PM Wednesday, June 4, 2025** and opened forthwith.

Filed sub-bidders must be DCAMM certified for the trades listed below and bidders must include a current DCAMM Sub-Bidder Certificate of Eligibility and a signed DCAMM Sub-Bidder's Update Statement.

SUBTRADES: Section 07.00.00 Roofing and Flashing Section 22.00.00 Plumbing Section 23.00.00 HVAC Section 26.00.00 Electrical

This project is being Electronically Bid (E-Bid). All bids shall be prepared and submitted online at www.Projectdog.com and received no later than the date & time specified above. Hard copy bids will not be accepted by the Awarding Authority. For assistance, contact Projectdog, Inc. at 978.499.9014.

General bids and sub-bids shall be accompanied by a bid deposit that is not less than five (5%) of the greatest possible bid amount (considering all alternates), and made payable to the **Northampton Housing Authority.**

Bid Forms and Contract Documents will be available in electronic form and without cost or charge at Projectdog.com, project code **864819**, beginning **Wednesday, May 14, 2025**. Persons desiring hard copies of the documents shall be solely responsible for all printing costs.

General bidders must agree to contract with minority and women business enterprises as certified by the Supplier Diversity Office (SDO), formerly known as SOMWBA. The combined participation benchmark reserved for such enterprises shall not be less than 13% of the final contract price including accepted alternates. **Request for waivers must be sent to DHCD (david.mcclave@mass.gov) 5 calendar days prior to the General Bid date. NO WAIVERS WILL BE GRANTED AFTER THE GENERAL BIDS ARE OPENED.**

PRE-BID CONFERENCE / SITE VISIT:
Date and Time: between **10:00 A.M. and 11:00 A.M. on 05/21/2025.**
Address: **81 Conz Street, Northampton, MA**

SITE VISIT BY APPOINTMENT:
For an appointment call Peter Doppman 413-584-4030 May 12, 19 4445243

Legals

LEGAL NOTICE MORTGAGEE'S SALE OF REAL ESTATE

By virtue of and in execution of the Power of Sale contained in a certain mortgage given by George W. Emeny, Jr. to Wells Fargo Bank, N.A., dated April 14, 2008 and recorded in Hampshire County Registry of Deeds in Book 9459, Page 143 (the "Mortgage") of which mortgage PHH Mortgage Corporation is the present holder by Assignment from Wells Fargo Bank, N.A. to Nationstar Mortgage LLC d/b/a Champion Mortgage Company dated October 3, 2017 and recorded at said Registry of Deeds in Book 12766, Page 162, and Assignment from Nationstar Mortgage LLC d/b/a Champion Mortgage Company as attorney-in-fact for Wells Fargo Bank, N.A. to Nationstar Mortgage LLC d/b/a Champion Mortgage Company dated June 25, 2020 and recorded at said Registry of Deeds in Book 13678, Page 188, and Assignment from Nationstar Mortgage LLC d/b/a Champion Mortgage Company to Mortgage Assets Management, LLC dated October 9, 2022 and recorded at said Registry of Deeds in Book 14707, Page 274, and Assignment from Mortgage Assets Management, LLC to Federal National Mortgage Association dated April 17, 2024 and recorded at said Registry of Deeds in Book 15111, Page 316, and Assignment from Federal National Mortgage Association to PHH Mortgage Corporation dated October 15, 2024 and recorded at said Registry of Deeds in Book 15261, Page 149, for breach of conditions of said mortgage and for the purpose of foreclosing the same, the mortgaged premises located at 320 West Street, North Hatfield (Hatfield), MA 01066 will be sold at a Public Auction at 3:00 PM on May 28, 2025, at the mortgaged premises, more particularly described below, all and singular the premises described in said mortgage, to wit:

The land in Hatfield, and that portion designated as North Hatfield, Hampshire County, Massachusetts, together with building thereon, bounded and described as follows:

Beginning at a point at the junction of the State Road to Greenfield and the Plain Road to Hatfield, and running thence SOUTHEASTERLY along said Plain Road to Hatfield, one hundred and seventy-nine (179) feet, more or less to a pin by land now or formerly of Kukucka, thence along last mentioned land, the line being twelve (12) feet NORTHERLY of the house of Kukucka seventy-nine (79) feet to a pin on the STATE ROAD to GREENFIELD, thence NORTHEASTERLY along said STATE ROAD, one hundred and seventy-nine (179) feet, more or less to the point of beginning.

Being the same premises conveyed to the Mortgagor by deed of Maria G. Mamas and Gus H. Mamas dated May 28, 1976 and recorded at the Hampshire County Registry of Deeds in Book 1890, Page 224.

For mortgagor's title see deed recorded with the Hampshire County Registry of Deeds in Book 1890, Page 224.

Property is subject to a Demolition Order dated December 6, 2024 by the Town of Hatfield.

The premises will be sold subject to any and all unpaid taxes and other municipal assessments and liens, and subject to prior liens or other enforceable encumbrances of record entitled to precedence over this mortgage, and subject to and with the benefit of all easements, restrictions, reservations and conditions of record and subject to all tenancies and/or rights of parties in possession.

Terms of the Sale: Cashier's or certified check in the sum of \$5,000.00 as a deposit must be shown at the time and place of the sale in order to qualify as a bidder (the mortgage holder and its designee(s) are exempt from this requirement); high bidder to sign written Memorandum of Sale upon acceptance of bid; balance of purchase price payable by certified check in thirty (30) days from the date of the sale at the offices of mortgagee's attorney, Korde & Associates, P.C., 900 Chelmsford Street, Suite 3102, Lowell, MA or such other time as may be designated by mortgagee. The description for the premises contained in said mortgage shall control in the event of a typographical error in this publication.

Other terms to be announced at the sale.

PHH Mortgage Corporation
Korde & Associates, P.C.
900 Chelmsford Street
Suite 3102
Lowell, MA 01851
(978) 256-1500
Emeny, Jr., George W., 22-041372

4444977 May 5, 12, 19

Please Recycle This Newspaper

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.

LISTENING TO A GOOD PODCAST Solution: 10 letters

S	U	B	S	C	R	I	B	E	R	S	E	M	A	G
W	O	I	D	A	R	M	O	N	O	L	O	G	U	E
E	P	C	P	R	O	E	U	G	O	L	A	I	D	N
N	I	U	I	D	E	A	S	T	L	H	W	D	I	R
O	N	F	B	E	U	C	O	E	O	S	A	S	O	E
I	I	I	O	L	T	P	T	S	N	P	R	E	E	D
T	O	T	S	T	I	Y	T	O	L	O	E	N	N	E
U	N	N	S	C	R	S	I	E	O	R	N	O	O	S
B	S	E	S	O	S	S	H	N	I	T	E	H	H	O
I	H	S	T	E	S	F	L	E	A	S	S	P	P	P
R	O	S	U	U	L	I	O	N	A	I	S	D	T	R
T	W	S	C	E	N	E	T	S	I	L	D	A	R	U
S	S	S	S	E	G	M	E	N	T	S	T	E	A	P
I	I	N	T	E	R	A	C	T	I	O	N	H	M	E
D	O	C	U	M	E	N	T	A	R	I	E	S	S	R

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Audio, Awareness, Boss, Dialogue, Discussions, Distribution, Documentaries, Fitness, Games, Genre, Headphones, Health, Hosts, Ideas, Interaction, Issues, Listen, Media, Monologue, News, Online, Opinions, Publish, Radio, Repurposed, Segments, Self-help, Shows, Smartphone, Society, Sports, Story-tell, Subscribers, Topics **Last Saturday's Answer: Salt Creek**

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.

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

5/12 DIFFICULTY RATING: ☆☆☆☆☆ Saturday's Puzzle Answer 5/10

Saturday's Puzzle Answer

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

FOR HOME DELIVERY OF THE GAZETTE CALL 586-1925

Attachment C

Just Creatives LLC
90 Conz St. unit 219H
Northampton, MA 01060

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

May 12, 2025

Dear Abutters and City of Northampton,

Just Creatives LLC, a proposed cannabis Courier, is giving notice of a Community Outreach Meeting at its proposed location: 90 Conz St. Suite 219H, at 5:15 pm on May 29, 2025. There will be an opportunity for the public to ask questions or email ezra@blueskiescan.com

Sincerely,

Ezra Parzybok
Consultant to Just Creatives LLC

[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

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:



Attachment B

Just Creatives LLC
90 Conz St. unit 219H
Northampton, MA 01060



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

May 12, 2025

Dear Abutters and City of Northampton,

Just Creatives LLC, a proposed cannabis Courier, is giving notice of a Community Outreach Meeting at its proposed location: 90 Conz St. Suite 219H, at 5:15 pm on May 29, 2025. There will be an opportunity for the public to ask questions or email ezra@blueskiescan.com

Sincerely,

Ezra Parzybok
Consultant to Just Creatives LLC

Just Creatives LLC

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](mailto: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:

1. For Hiring from ADIs:

- a. Monitor the number and percentage of new hires from Holyoke, with a target of hiring at least one new employee per year.

2. For Engagement with SE-Owned Businesses:

- a. Track the number of SE-owned businesses engaged annually, aiming for at least one new partnership or contract per year.
- b. Did we engage with at least one Social Equity program licensee who is operating?

Just Creatives LLC

Bylaws

ARTICLE I OFFICES

Section 1. The principal office of this corporation shall be in the Commonwealth of Massachusetts.

Section 2. The corporation may also have offices at such other places both within and without the Commonwealth of Massachusetts as the Board of Directors may from time to time determine or the business of the corporation may require.

ARTICLE II MEETINGS OF STOCKHOLDERS

Section 1. All annual meetings of the stockholders shall be held at the registered office of the corporation or at such other place within or without the Commonwealth of Massachusetts as the directors shall determine. Special meetings of the stockholders may be held at such time and place within or without the Commonwealth as shall be stated in the notice of the meeting, or in a duly executed waiver of notice thereof.

Section 2. Annual meetings of the stockholders, commencing with the year 2019, shall be held in May of each year as may be set by the Board of Directors from time to time, at which the stockholders shall elect by vote a Board of Directors and transact such other business as may properly be brought before the meeting. Meetings may be held by telephonic conference call provided all stockholders are present telephonically or have expressly declined to participate.

Section 3. Special meetings of the stockholders, for any purpose or purposes, unless otherwise prescribed by statute or by the Articles of Organization, may be called by the President or the Secretary by resolution of the Board of Directors or at the request in writing of stockholders owning a majority in amount of the entire capital stock of the corporation issued and outstanding and entitled to vote. Such a request shall state the purpose of the proposed meeting.

Section 4. Notices of meetings shall be in writing and signed by the President or the Secretary or by such other person or persons as the directors shall designate. Such notices shall

state the purpose or purposes for which the meeting is called and the time and the place, which maybe within or without the Commonwealth, where it is to be held. A copy of such notice shall be either delivered personally to or shall be mailed, postage prepaid, to each stockholder of record entitled to vote at such meeting not less than ten nor more than sixty days before such meeting. If mailed, it shall be directed to a stockholder at his address as it appears upon the records of the corporation and upon such mailing of any such notice, the service thereof shall be complete and the time of the notice shall begin to run from the date upon which such notice is deposited in the mail for transmission to such stockholder. Personal delivery of any such notice to any officer of a corporation or association, or to any member of a partnership shall constitute delivery of such notice to such corporation, association or partnership. In the event of the transfer of stock after delivery of such notice of and prior to the holding of the meeting it shall not be necessary to deliver or mail notice of the meeting to the transferee.

Section 5. Business transacted at any special meeting of stockholders shall be limited to the purposes stated in the notice.

Section 6. The holders of a majority of the stock, issued and outstanding and entitled to vote thereat, present in person or represented by proxy, shall constitute a quorum at all meetings of the stockholders for the transaction of business except as otherwise provided by statute or by the Articles of Organization. If, however, such quorum shall not be present or represented at any meeting of the stockholders, the stockholders entitled to vote thereat, present in person or represented by proxy, shall have power to adjourn the meeting from time to time, without notice other than announcement at the meeting, until a quorum shall be present or represented. At such adjourned meeting at which a quorum shall be present or represented, any business may be transacted which might have been transacted at the meeting as originally notified.

Section 7. When a quorum is present or represented at any meeting, the vote of the holders of a majority of the stock having voting power present in person or represented by proxy shall be sufficient to elect directors or to decide any question brought before such meeting, unless the question is one upon which by express provision of the statutes or of the Articles of Organization, a different vote is required in which case such express provision shall govern and control the decision of such question.

Section 8. Each stockholder of record of the corporation shall be entitled at each meeting of stockholders to one vote for each share of stock standing in his name on the books of the corporation. Upon the demand of any stockholder, the vote for directors and the vote upon any question before the meeting shall be by ballot.

Section 9. At any meeting of the stockholders any stockholder may be represented and vote by a proxy or proxies appointed by an instrument in writing. In the event that any such instrument in writing shall designate two or more persons to act as proxies, a majority of such persons present at the meeting, or, if only one shall be present, then that one shall have and may exercise all of the powers conferred by such written instrument upon all of the persons so designated unless the instrument shall otherwise provide. No proxy or power of attorney to vote shall be used to vote at a meeting of the stockholders unless it shall have been filed with the secretary of the meeting when required by the inspectors of election. All questions regarding the

qualification of voters, the validity of proxies and the acceptance or rejection of votes shall be decided by the inspectors of election who shall be appointed by the Board of Directors, or if not so appointed, then by the presiding officer of the meeting.

Section 10. Any action which may be taken by the vote of the stockholders at a meeting may be taken without a meeting if authorized by the written consent of stockholders holding at least a majority of the voting power, unless the provisions of the statutes or of the Articles of Organization require a greater proportion of voting power to authorize such action in which case such greater proportion of written consents shall be required.

ARTICLE III DIRECTORS

Section 1. The business of the corporation shall be managed by its Board of Directors which may exercise all such powers of the corporation and do all such lawful acts and things as are not by statute or by the Articles of Organization or by these Bylaws directed or required to be exercised or done by the stockholders.

Section 2. The number of directors which shall constitute the whole board shall initially be one (1). The number of directors may from time to time be increased or decreased to not less than one nor more than seven (7) by action of the Board of Directors. The directors shall be elected at the annual meeting of the stockholders and except as provided in Section 2 of this Article, each director elected shall hold office until his successor is elected and qualified. Directors need not be stockholders.

Section 3. Vacancies in the Board of Directors including those caused by an increase in the number of Directors, may be filled by a majority of the remaining directors, though less than a quorum, or by a sole remaining director, and each director so elected shall hold office until his successor is elected at an annual or a special meeting of the stockholders. The holders of a two-thirds of the outstanding shares of stock entitled to vote may at any time peremptorily terminate the term of office of all or any of the directors by vote at a meeting called for such purpose or by a written statement filed with the secretary or, in his absence, with any other officer. Such removal shall be effective immediately, even if successors are not elected simultaneously and the vacancies on the Board of Directors resulting therefrom shall be filled only by the stockholders.

A vacancy or vacancies in the Board of Directors shall be deemed to exist in case of the death, resignation or removal of any directors, or if the authorized number of directors be increased, or if the stockholders fail at any annual or special meeting of stockholders at which any director or directors are elected to elect the full authorized number of directors to be voted for at that meeting.

The stockholders may elect a director or directors at any time to fill any vacancy or vacancies not filled by the directors. If the Board of Directors accepts the resignation of a director tendered to take effect at a future time, the Board or the stockholders shall have power to elect a successor to take office when the resignation is to become effective.

No reduction of the authorized number of directors shall have the effect of removing any director prior to the expiration of his term of office.

ARTICLE IV MEETINGS OF THE BOARD OF DIRECTORS

Section 1. Regular meetings of the Board of Directors shall be held at any place within or without the Commonwealth or by written consent of all members of the Board. In the absence of such designation regular meetings shall be held at the registered office of the corporation. Special meetings of the Board may be held either at a place so designated or at the registered office.

Section 2. The first meeting of each newly elected Board of Directors shall be held immediately following the adjournment of the meeting of stockholders and at the place thereof. No notice of such meeting shall be necessary to the directors in order legally to constitute the meeting, provided a quorum be present. In the event such meeting is not so held, the meeting may be held at such time and place as shall be specified in a notice given as hereinafter provided for special meetings of the Board of Directors.

Section 3. Regular meetings of the Board of Directors may be held without call or notice at such time and at such place as shall from time to time be fixed and determined by the Board of Directors.

Section 4. Special meetings of the board of Directors may be called by the President. Written notice of the time and place of special meetings shall be delivered personally to each director, or sent to each director by mail or by other form of written communication, charges prepaid, addressed to him at his address as it is shown upon the records or is not readily ascertainable, at the place in which the meetings of the Directors are regularly held. In case such notice is mailed or telegraphed, it shall be deposited in the United States mail at least forty-eight (48) hours prior to the time of the holding of the meeting. In case such notice is delivered as above provided, it shall be so delivered at least twenty-four (24) hours prior to the time of the holding of the meeting. Such mailing, telegraphing or delivery as above provided shall be due, legal and personal notice to such director.

Section 5. Notice of the time and place of holding an adjourned meeting need not be given to the absent directors if the time and place be fixed at the meeting adjourned.

Section 6. The transactions of any meeting of the Board of Directors, however called and noticed or wherever held, shall be as valid as though had at a meeting duly held after regular call and notice, if a quorum be present, and if, either before or after the meeting, each of the directors not present signs a written waiver of notice, or a consent to holding such meeting, or an approval of the minutes thereof. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 7. A majority of the authorized number of directors shall be necessary to constitute a

quorum for the transaction of business, except to adjourn as hereinafter provided. Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board of Directors, unless a greater number be required by law, or by the Articles of Organization. Any action of a majority, although not at a regularly called meeting, and the record thereof, if assented to in writing by all of the other members of the Board shall be as valid and effective in all respects as if passed by the Board in regular meeting.

Section 8. A quorum of the directors may adjourn any directors meeting to meet again at a stated day and hour; provided, however, that in the absence of a quorum, a majority of the directors present at any directors meeting, either regular or special, may adjourn from time to time until the time fixed for the next regular meeting of the Board.

ARTICLE V COMMITTEES OF DIRECTORS

Section 1. The Board of Directors may, by resolution adopted by a majority of the whole Board, designate one or more committees of the Board of Directors, each committee to consist of two or more of the directors of the corporation which, to the extent provided in the resolution, shall have and may exercise the power of the Board of Directors in the management of the business and affairs of the corporation and may have power to authorize the seal of the corporation to be affixed to all papers which may require it. Such committee or committees shall have such name or names as may be determined from time to time by the Board of Directors. The members of any such committee present at any meeting and not disqualified from voting may, whether or not they constitute a quorum, unanimously appoint another member of the Board of Directors to act at the meeting in the place of any absent or disqualified member. At meetings of such committees, a majority of the members or alternate members shall constitute a quorum for the transaction of business, and the act of a majority of the members or alternate members at any meeting at which there is a quorum shall be the act of the committee.

Section 2. The committees shall keep regular minutes of their proceedings and report the same to the Board of Directors.

Section 3. 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 if a written consent thereto is signed by all members of the Board of Directors or of such committee, as the case may be, and such written consent is filed with the minutes of proceedings of the Board or committee.

ARTICLE VI COMPENSATION OF DIRECTORS

Section 1. The directors may be paid their expenses of attendance at each meeting of the Board of Directors and may be paid a fixed sum for attendance at each meeting of the Board of Directors or a stated salary as director. No such payment shall preclude any director from serving the corporation in any other capacity and receiving compensation therefor. Members of special or standing committees may be allowed like reimbursement and compensation for

attending committee meetings.

ARTICLE VII NOTICES

Section 1. Notices to directors and stockholders shall be in writing and delivered personally or mailed to the directors or stockholders at their addresses appearing on the books of the corporation. Notice by mail shall be deemed to be given at the time when the same shall be mailed. Notice to directors may also be given by telegram.

Section 2. Whenever all parties entitled to vote at any meeting, whether of directors or stockholders, consent, either by a writing on the records of the meeting or filed with the secretary, or by presence at such meeting and oral consent entered on the minutes, or by taking part in the deliberations at such meeting without objection, the doings of such meeting shall be as valid as if had at a meeting regularly called and noticed, and at such meeting any business may be transacted which is not excepted from the written consent or to the consideration of which no objection for want of notice is made at the time, and if any meeting be irregular for want of notice or of such consent, provided a quorum was present at such meeting, the proceedings of said meeting may be ratified and approved and rendered likewise valid and the irregularity or defect therein waived by a writing signed by all parties having the right to vote at such meeting; and such consent or approval of stockholders may be by proxy or attorney, but all such proxies and powers of attorney must be in writing.

Section 3. Whenever any notice whatever is required to be given under the provisions of the statutes, of the Articles of Organization or of these Bylaws, a waiver thereof in writing, signed by the person or persons entitled to said notice, whether before or after the time stated therein, shall be deemed equivalent thereto.

ARTICLE VIII OFFICERS

Section 1. The officers of the corporation shall be chosen by the Board of Directors and shall be a President, a Secretary and a Treasurer. Any person may hold two or more offices.

Section 2. The salaries and compensation of all officers of the corporation shall be fixed by the Board of Directors.

Section 3. The officers of the corporation shall hold office at the pleasure of the Board of Directors. Any officer elected or appointed by the Board of Directors may be removed at any time by the Board of Directors. Any vacancy occurring in any office of the corporation by death, resignation, removal or otherwise shall be filled by the Board of Directors.

Section 4. The President shall be the chief executive officer of the corporation and shall have active management of the business of the corporation. He shall execute on behalf of the corporation all instruments requiring such execution except to the extent the signing and execution thereof shall be expressly designated by the Board of Directors to some other officer or

agent of the corporation.

Section 5. The Secretary shall act under the direction of the President. subject to the direction of the President he shall attend all meetings of the Board of Directors and all meetings of the stockholders and record the proceedings. He shall perform like duties for the standing committees when required. He shall give, or cause to be given, notice of all meetings of the stockholders and special meetings of the Board of Directors, and shall perform such other duties as may be prescribed by the President or the Board of Directors.

Section 6. The Treasurer shall act under the direction of the President. Subject to the direction of the President he shall have custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the corporation and shall deposit all monies and other valuable effects in the name and to the credit of the corporation in such depositories as may be designated by the Board of Directors. He shall disburse the funds of the corporation as may be ordered by the President or the Board of Directors, taking proper vouchers for such disbursements, and shall render to the President and the Board of Directors, at its regular meetings, or when the Board of Directors so requires, an account of all his transactions as Treasurer and of the financial condition of the corporation.

Section 7. If required by the Board of Directors, he shall give the corporation a bond in such sum and with such surety or sureties as shall be satisfactory to the Board of Directors for the faithful performance of the duties of his office and for the restoration to the corporation, in case of his death, resignation, retirement or removal from office, of all books, papers, vouchers, money and other property of whatever kind in his possession or under his control belonging to the corporation.

ARTICLE IX CERTIFICATES OF STOCK

Section 1. Every stockholder shall be entitled to have a certificate signed by the President and the Treasurer, certifying the number of shares owned by him in the corporation. If the corporation shall be authorized to issue more than one class of stock or more than one series of any class, the designations, preferences and relative, participating, optional or other special rights of the various classes of stock or series thereof and the qualifications, limitations or restrictions of such rights, shall be set forth in full or summarized on the face or back of the certificate which the corporation shall issue to represent such stock.

Section 2. If a certificate is signed (a) by a transfer agent other than the corporation or its employees or (b) by a registrar other than the corporation or its employees, the signatures of the officers of the corporation may be facsimiles. In case any officer who has signed or whose facsimile signature has been placed upon a certificate shall cease to be such officer before such certificate is issued, such certificate may be issued with the same effect as though the person had not ceased to be such officer. The seal of the corporation, or a facsimile thereof, may, but need not be, affixed to certificates of stock.

Section 3. The Board of Directors may direct a new certificate or certificates to be issued in place of any certificate or certificates therefore issued by the corporation alleged to have been lost or destroyed upon the making of an affidavit of that fact by the person claiming the certificate of stock to be lost or destroyed. When authorizing such issue of a new certificate or certificates, the Board of Directors may, in its discretion and as a condition precedent to the issuance thereof, require the owner of such lost or destroyed certificate or certificates, or his legal representative, to advertise the same in such manner as it shall require and/or give the corporation a bond in such sum as it may direct as indemnity against any claim that may be made against the corporation with respect to the certificate alleged to have been lost or destroyed.

Section 4. Upon surrender to the corporation or the transfer agent of the corporation of a certificate for share duly endorsed or accompanied by proper evidence of succession, assignment or authority to transfer, it shall be the duty of the corporation, if it is satisfied that all provisions of the laws and regulations applicable to the corporation regarding transfer and ownership of shares have been complied with, to issue a new certificate to the person entitled thereto, cancel the old certificate and record the transaction upon its books.

Section 5. The Board of Directors may fix in advance a date not exceeding sixty (60) days nor less than ten (10) days preceding the date of any meeting of stockholders, or the date for the payment of any dividend, or the date for the allotment of rights, or the date when any change or conversion or exchange of capital stock shall go into effect, or a date in connection with obtaining the consent of stockholders for any purpose, as a record date for the determination of the stockholders entitled to notice of and to vote at any such meeting, and any adjournment thereof, or entitled to receive payment of any such dividend, or to give such consent, and in such case, such stockholders, and only such stockholders as shall be stockholders of record on the date so fixed, shall be entitled to notice of and to vote at such meeting, or any adjournment thereof, or to receive payment of such dividend, or to receive such allotment of rights, or to exercise such rights, or to give such consent, as the case may be, notwithstanding any transfer of any stock on the books of the corporation after any such record date fixed as aforesaid.

Section 6. The corporation shall be entitled to recognize the person registered on its books as the owner of shares to be the exclusive owner for all purposes including voting and dividends, and the corporation shall not be bound to recognize any equitable or other claim to or interest in such share or shares on the part of any other person, whether or not it shall have express or other notice thereof, except as otherwise provided by the laws of Massachusetts.

ARTICLE X GENERAL PROVISIONS

Section 1. Dividends upon the capital stock of the corporation, subject to the provisions of the Articles of Organization, if any, may be declared by the Board of Directors at any regular or special meeting, pursuant to law. Dividends may be paid in cash, in property or in shares of the capital stock, subject to the provisions of the Articles of Organization.

Section 2. Before payment of any dividend, there may be set aside out of any funds of the

corporation available for dividends such sum or sums as the directors from time to time, in their absolute discretion, think proper as a reserve or reserves to meet contingencies, or for equalizing dividends or for repairing or maintaining any property of the corporation or for such other purpose as the directors shall think conducive to the interest of the corporation, and the directors may modify or abolish any such reserve in the manner in which it was created.

Section 3. All checks or demands for money and notes of the corporation shall be signed by such officer or officers or such other person or persons as the Board of Directors may from time to time designate.

Section 4. The fiscal year of the corporation shall end March 31 of each year unless fixed otherwise by resolution of the Board of Directors.

Section 5. The corporation may or may not have a corporate seal, as may from time to time be determined by resolution of the Board of Directors. If a corporate seal is adopted, it shall have inscribed thereon the name of the corporation and the words "Corporate Seal" and "Massachusetts." The seal may be used by causing it or a facsimile thereof to be impressed or affixed or in any manner reproduced.

ARTICLE XI INDEMNIFICATION

Every person who was or is a party or is threatened to be made a party to or is involved in any action, suitor proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that he or a person of whom he is the legal representative is or was a director or officer of the corporation or is or was serving at the request of the corporation or for its benefit as a director or officer of another corporation, or as its representative in a partnership, joint venture, trust or other enterprise, shall be indemnified and held harmless to the fullest extent legally permissible under the law of the Commonwealth of Massachusetts from time to time against all expenses, liability and loss (including attorneys' fees, judgments, fines and amounts paid or to be paid in settlement) reasonably incurred or suffered by him in connection therewith. The expenses of officers and directors incurred in defending a civil or criminal action, suit or proceeding must be paid by the corporation as they are incurred and in advance of the final disposition of the action, suit or proceeding upon receipt of an undertaking by or on behalf of the director or officer to repay the amount if it is ultimately determined by a court of competent jurisdiction that he is not entitled to be indemnified by the corporation. Such right of indemnification shall be a contract right which may be enforced in any manner desired by such person. Such right of indemnification shall not be exclusive of any other right which such directors, officers or representatives may have or hereafter acquire and, without limiting the generality of such statement, they shall be entitled to their respective rights of indemnification under any bylaw, agreement, vote of stockholders, provision of law or otherwise, as well as their rights under this Article.

The Board of Directors may cause the corporation to purchase and maintain insurance on behalf of any person who is or was a director or officer of the corporation or is or was serving at the request of the corporation as a director or officer of another corporation, or as its representative

in a partnership, joint venture, trust or other enterprise against any liability asserted against such person and incurred in any such capacity or arising out of such status, whether or not the corporation would have the power to indemnify such person.

The Board of Directors may from time to time adopt further Bylaws with respect to indemnification and may amend these and such Bylaws to provide at all times the fullest indemnification permitted by the law of the Commonwealth of Massachusetts.

ARTICLE XII AMENDMENTS

Section 1. The Bylaws may be amended by a majority vote of all the stock issued and outstanding and entitled to vote at any annual or special meeting of the stockholders, provided notice of intention to amend shall have been contained in the notice of the meeting.

Section 2. The Board of Directors by a majority vote of the whole Board at any meeting may amend these bylaws, including Bylaws adopted by the stockholders, but the stockholders may from time to time specify particular provisions of the Bylaws which shall not be amended by the Board of Directors.

###

APPROVED AND ADOPTED
06/03/25

RONN NEWSOME JR
RONN NEWSOME JR, OWNER

The Commonwealth of Massachusetts, William Francis Galvin
Corporations Division

One Ashburton Place - Floor 17, Boston MA 02108-1512 | Phone: 617-727-9640

Certificate of Organization

(General Laws, Chapter 156C, Section 12)

Filing Fee: \$500.00

Identification Number:	001844277	(number will be assigned)
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1. The exact name of the limited liability company is: JUST CREATIVES LLC
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2. The address in the Commonwealth where the records will be maintained: Number and street: 15 HILLVIEW AVENUE Address 2: City or town: BOSTON State: MA Zip code: 02131 Country: UNITED STATES

3. The general character of business (if the limited liability company is organized to render professional service, this form must be filed by fax, mail or in person): CONSULTING, RETAIL, REAL ESTATE AND HOSPITALITY
--

4. The latest date of dissolution, if specified: (mm/dd/yyyy) 10/15/2024

5. The name and address of the Resident Agent: Agent name: RONN NEWSOME JR Number and street: 15 HILLVIEW AVE #2 Address 2: City or town: ROSLINDALE State: MA Zip code: 02131
--

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

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

Title	Name	Address

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

Title	Name	Address
SOC SIGNATORY	RONN LEE NEWSOME JR	15 HILLVIEW AVENUE BOSTON, MA 02131 USA

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

Title	Name	Address

9. Additional matters:

10. This certificate is effective at the time and on the date approved by the Division, unless a later effective date not more than ninety (90) days from the date of filing is specified:

Later Effective Date (mm/dd/yyyy): Time (HH:MM)

SIGNED UNDER THE PENALTIES OF PERJURY, this 15 Day of October, 2024,

RONN NEWSOME JR

, Signature of Authorized Signatory.

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:

October 15, 2024 02:25 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

Plan for Insurance Just Creatives LLC

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)

Business Plan

Just Creatives LLC

1. Executive Summary

- a. Company seeks licensure from the Massachusetts Cannabis Control Commission (CCC) to operate as a licensed Cannabis Courier, authorized to deliver cannabis and cannabis products from licensed Marijuana Retailers directly to consumers age 21 and older across the Commonwealth of Massachusetts.
- b. Company will not purchase or warehouse cannabis or cannabis products, and will function strictly as a logistics and last-mile delivery provider under the regulatory constraints outlined in 935 CMR 500.000. The business model is centered around safe, secure, and efficient delivery services that meet both regulatory standards and consumer expectations.

2. Business Objectives

- a. Secure and maintain a Cannabis Courier license issued by the CCC.
- b. Establish a secure operations hub and delivery fleet within Massachusetts.
- c. Build long-term partnerships with licensed Marijuana Retailers.
- d. Deliver cannabis products safely, efficiently, and in full compliance with state law.
- e. Achieve profitability within 24 months of operations.
- f. Contribute to social equity goals and prioritize hiring from disproportionately impacted communities.

3. Market Analysis

a. Industry Overview

Massachusetts legalized adult-use cannabis in 2016, with legal sales beginning in 2018. As consumer demand increases, the need for compliant, reliable cannabis delivery services continues to expand — especially in urban and suburban areas.

The Courier license fills a critical logistical role by allowing delivery on behalf of retailers who are not authorized to operate their own in-house delivery service.

b. Target Market

Company will serve:

- Adult-use consumers age 21+ who prefer discreet, legal cannabis delivery.
- Licensed marijuana retailers that lack internal courier capabilities.
- Municipalities that allow cannabis delivery under local bylaws.

c. Competitive Advantage

Company will differentiate itself through:

- Professionalism and security-first delivery operations.
- Transparent pricing for partner retailers.
- Technology-enabled tracking and customer updates.
- Commitment to social equity and hiring locally.

4. Services Provided

- Cannabis Courier Delivery Services
Pickup cannabis and cannabis products from licensed Marijuana Retailers and deliver directly to adult-use consumers across Massachusetts.
- Real-Time Delivery Tracking
GPS tracking of courier vehicles with consumer and retailer notifications.
- Customer Service Interface
Communication platform for retailers and consumers regarding delivery status.
- Secure, Insured Transportation
Full adherence to CCC regulations for manifesting, locking transport containers, and ID verification upon delivery.

5. Operations Plan

a. Headquarters and Base of Operations

Company will maintain a secured, non-retail operations center in Massachusetts that includes:

- Staff offices
- Vehicle storage
- Surveillance and security systems
- Secure vaults (for short-term storage, if permitted for logistical purposes)

b. Delivery Hours

Deliveries will occur daily between 8:00 AM and 9:00 PM, per CCC guidance. These hours may vary based on municipal bylaws.

c. 5.3 Delivery Protocol

- Verify consumer identity and age with government-issued photo ID.
- Require customer signature upon delivery.
- Ensure manifest accompanies all cannabis transported.
- Use two agents per vehicle at all times.
- Log all transactions in real-time using CCC-approved software.

d. 5.4 Vehicle Requirements

- All vehicles will:
 - Be unmarked.
 - Contain secure lockboxes bolted to vehicle structure.

- Be equipped with GPS and two-way communication.
- Be monitored via in-vehicle camera system (retained for 30 days minimum).
- Be used only by registered and badged courier agents.

e. 5.5 Staffing

Initial staff will include:

- 1 Operations Manager
- 2 Dispatchers
- 4–6 Delivery Agents (expanding as volume increases)
- 1 Compliance and Security Officer

Agents will wear visible IDs and body cameras, and complete delivery logs for every transaction.

6. Compliance Plan

- a. Company will follow 935 CMR 500.000 and related guidance from the CCC, including:
 - Ensuring all delivery agents are registered agents with CCC-issued IDs.
 - Maintaining digital and paper records of manifests and delivery logs for 2+ years.
 - Enforcing delivery limits (1 ounce of cannabis or 5 grams of concentrate per individual, per day).
 - Banning deliveries to college campuses, federal property, and locations prohibited by local ordinance.
 - Conducting regular internal compliance audits.
- b. A Compliance Manager will oversee:
 - Internal SOPs
 - CCC reporting requirements
 - Agent training certifications
 - Adherence to CCC inspections or audits

7. Security Plan

- a. Company's security strategy includes:
 - 24/7 monitored alarm system and surveillance at the headquarters.
 - Video monitoring in all vehicles.
 - Agent body cameras activated during all deliveries.
 - Lockboxes in each vehicle for cannabis storage.
 - Two-agent rule at all times while transporting cannabis.
 - Incident protocols for theft, loss, or tampering.
 - All security data stored for 30 days (or longer if required).

Agents will receive training in conflict de-escalation, robbery prevention, and emergency response.

8. Technology Plan

- a. Company will utilize:
 - A custom delivery management system integrated with CCC-compliant software (e.g., Metrc-compatible tracking).
 - Mobile apps for drivers to manage routes, verify ID, and obtain signatures.
 - Automated manifest generation.
 - GPS fleet tracking and dashboard for dispatcher oversight.
 - Secure customer communication portal with ETA updates and delivery windows.

Data will be encrypted, backed up, and accessible only to authorized personnel.

9. Marketing & Retailer Partnerships

- a. Company will not sell directly to consumers but will partner with licensed Marijuana Retailers.
- b. B2B Marketing Strategy
 - Direct outreach to adult-use retailers.
 - Attendance at industry networking events.
 - Partner pricing models with volume-based discounts.
 - Co-branded marketing opportunities.
- c. Community Engagement
 - Prioritize hiring from communities disproportionately impacted by cannabis prohibition.
 - Engage with local nonprofits and restorative justice programs.
 - Sponsor community events and educational programs about legal cannabis access.

10. Financial Plan

- a. Startup Budget (Estimated)

Category	Cost Estimate
Licensing & Legal Fees	\$50,000

Facility Lease & Buildout	\$85,000
Delivery Fleet (3–5 Vehicles)	\$175,000
Security & Surveillance	\$45,000
Technology Infrastructure	\$60,000
Initial Payroll & Training	\$90,000
Insurance	\$25,000
Working Capital (6 months)	\$100,000
Total Estimated Budget	\$630,000

b. Revenue Forecast (Year 1–3)

Year	Projected Revenue	Operating Expenses	Net Income
1	\$700,000	\$620,000	\$80,000
2	\$1,200,000	\$900,000	\$300,000
3	\$1,800,000	\$1,200,000	\$600,000

Revenue based on partnerships with 15–25 retailers, averaging 10 deliveries/day per agent, 6 days/week.

11. Organizational Structure

- a. Managing Member: Oversees strategic direction, partnerships, and fundraising.
- b. Operations Manager: Oversees day-to-day dispatching, scheduling, and HR.
- c. Compliance Manager: Manages training, audits, recordkeeping, and CCC interactions.
- d. Security Manager: Monitors surveillance, fleet security, and agent safety.
- e. Dispatch Coordinators: Schedule and manage deliveries in real-time.
- f. Courier Agents: Licensed and trained staff responsible for in-person delivery and verification.

12. Social Equity and Workforce Development

- a. Company will implement:
 - Hiring preference for individuals from Disproportionately Impacted Areas (DIAs).
 - Paid internships for participants in the CCC's Social Equity Program (SEP).
 - Mentorship and advancement pathways for entry-level employees.
 - Annual contributions to organizations promoting expungement, re-entry, and restorative justice.

13. Environmental & Sustainability Plan

- a. Use of hybrid or electric vehicles to reduce emissions.
- b. Digital manifests and e-signatures to minimize paper waste.
- c. Route optimization software to reduce fuel consumption and delivery times.
- d. Recycling programs at headquarters and vehicle bays.

14. Risk Management Plan

- a. Key risks include:
 - Regulatory changes: Regular review of CCC updates.
 - Vehicle theft/loss: Mitigated by dual-agent requirement and camera monitoring.
 - ID fraud: Prevented through mandatory ID scans and signature collection.
 - Delivery delays: Managed via route optimization and real-time tracking.
- b. Insurance coverage will include:
 - General liability
 - Auto and cargo
 - Workers' compensation
 - Cybersecurity/data breach insurance

15. Conclusion

- a. Company is uniquely positioned to become a leader in compliant, secure cannabis delivery in Massachusetts. By focusing on professionalism, safety, social equity, and technological efficiency, the Company will provide critical logistics services to the expanding adult-use cannabis industry while supporting local communities and ensuring regulatory excellence.

1. Maintenance of Financial Records Plan

- 1.1. 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:
- 1.2. The company will maintain business financial records, which shall include manual or computerized records of:
 - 1.2.1. Assets and liabilities.
 - 1.2.2. Monetary transactions.
 - 1.2.3. Books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers
 - 1.2.4. Sales records including the quantity, form, and cost of marijuana products; and
 - 1.2.5. Inventory records as required by 935 CMR 500.105(8) and as outlined in the General Record Keeping section of our standard operating procedures.
- 1.3. The company shall fully comply with 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements.
- 1.4. Our point of sale systems and software are configured to separate accounting practices for marijuana products from non-marijuana products.
- 1.5. 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).

2. General

- 2.1. We are prohibited from utilizing software or other methods to manipulate or alter sales data.
- 2.2. 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.
- 2.3. A record that this monthly analysis has been performed shall be maintained by us and made available to the Commission upon request.
- 2.4. 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.

2.5. Inventory records include:

- 2.5.1. Shipping manifests
 - 2.5.2. Delivery and unpacking video recordings
 - 2.5.3. Daily sales stock withdrawal and return reports
 - 2.5.4. Weekly inventory reports
 - 2.5.5. Product return reports
- 2.6. 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.
- 2.7. All financial transactions and accounts will be entered into a proprietary accounting software by a bookkeeper specifically employed for the purpose.
- 2.8. The accounting software used will provide security and backup capabilities in accordance with 935 CMR 500.000 and the company security plan.
- 2.9. Daily sales reports will be generated by the bookkeeper and stored both digitally and as a hard copy in the records cabinet.
- 2.10. The accounts will be reviewed monthly by a licensed CPA.
- 2.11. 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.
- 2.12. Expense records**
- 2.12.1. 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.
 - 2.12.2. 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.
- 2.13. 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;
- 2.13.1. Sales and Purchase agreements
 - 2.13.2. Loan agreements
 - 2.13.3. Rental agreements
 - 2.13.4. Lease agreements
 - 2.13.5. Franchise agreements

- 2.13.6. Sale and lease back agreements
- 2.13.7. Trading agreements with suppliers
- 2.13.8. Insurance policies
- 2.13.9. Legal documentation
- 2.13.10. All such documentation must be digitized and a hard copy stored in the records cabinet.

2.14. Other documents may include;

- 2.14.1. Deposits with utility companies
- 2.14.2. Contracts with telecommunications companies
- 2.14.3. Business registration documents and certificates
- 2.14.4. Business licensing documents
- 2.14.5. Surety bonds
- 2.14.6. Tax records

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

1. Personnel Policies

- 1.1. 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:
- 1.2. Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
- 1.3. 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:
 - 1.3.1. All materials submitted to the commission pursuant to 935 CMR 500.030(2);
 - 1.3.2. Documentation of verification of references;
 - 1.3.3. The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
 - 1.3.4. 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;
 - 1.3.5. Documentation of periodic performance evaluations;
 - 1.3.6. A record of any disciplinary action taken; and
 - 1.3.7. Notice of completed responsible vendor and eight-hour related duty training.
- 1.4. A staffing plan that will demonstrate accessible business hours and safe operations conditions;
- 1.5. Personnel policies and procedures; and
- 1.6. 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).

2. SUMMARY PERSONNEL POLICIES

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

3. PRIORITY HIRING & PROMOTIONS

3.1. 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.

4. ACCOMMODATIONS FOR DIFFERING ABILITIES

4.1. 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).

5. STATE REGISTRATION of MARIJUANA ESTABLISHMENT AGENTS

5.1. 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.

6. COMPANY TRAINING

6.1. 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.

7. STATE CERTIFICATIONS

7.1. 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.

8. RESPONSIBLE VENDOR TRAINING

8.1. 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.

9. UNIFORMS & ID BADGES

9.1. 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.

- 9.2. 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.

10. EMPLOYEE SAFETY

- 10.1. 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.

11. PERSONAL HYGIENE & CLEANLINESS

- 11.1. 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.

12. PUNCTUALITY & ATTENDANCE

12.1. 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.

13. CELL PHONES

13.1. 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.

14. PROFESSIONALISM

14.1. 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.

15. EMPLOYEE RELATIONSHIPS

15.1. 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.

16. CONFLICTS OF INTEREST

16.1. 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:

- 16.1.1. Employment with or Consultant to a Company competitor or potential competitor, supplier, or contactor;
- 16.1.2. 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;
- 16.1.3. 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.

- 16.1.4. 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.

17. SOCIAL MEDIA

- 17.1. 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.

18. WEAPONS BAN

- 18.1. 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.

19. SMOKE, DRUG, & ALCOHOL -FREE WORKPLACE

19.1. 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.

20. CORRECTIVE ACTION

20.1. 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:

- 20.1.1. Verbal Warning(s)
- 20.1.2. Written Warning(s)
- 20.1.3. Final Written Warning
- 20.1.4. Suspension without Pay
- 20.1.5. Termination of Employment
- 20.1.6. Steps for Corrective Action may be carried out by authorized Management and/or Human Resources officers as applicable.

21. CAUSE FOR IMMEDIATE DISMISSAL

21.1. 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:

- 21.1.1. Consuming unsanctioned marijuana, alcohol, or other drugs on premises, either on or off shift.
- 21.1.2. Arriving to work impaired by marijuana, alcohol, or other drugs, whether or not consumption took place off premises.
- 21.1.3. 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.

- 21.1.4. Engagement in unsafe practices with regard to the operation of the establishment and/or employee safety, which shall be reported to the Commission.
- 21.1.5. 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.
- 21.1.6. 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.
- 21.1.7. Carrying a firearm while on shift.
- 21.1.8. Evidence of theft of or unauthorized possession of any company property or the property of other employees/customers.
- 21.1.9. Evidence of Theft of Hours, falsified timesheets, or alteration of any other legal document for the purposes of defrauding the Company.

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:
 - 2.1. Assets and liabilities;
 - 2.2. Monetary transactions
 - 2.3. Books of accounts;
 - 2.4. Sales records; and
 - 2.5. 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.
 - 4.1. It is the responsibility of all employees to carefully read, understand and follow these operating procedures.
 - 4.2. All employees are responsible for ensuring that these operating procedures are followed.
 - 4.3. Any deviation from standard operating procedures must be authorized by the duty manager or your immediate supervisor.
 - 4.4. 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.
 - 4.5. Any material changes will be communicated to the Commission
 - 4.6. Inventory records as required by 935 CMR 500.105(8);
5. **Inventory records include:**
 - 5.1. Shipping manifests
 - 5.2. Delivery Manifests
 - 5.3. Delivery and unpacking video recordings
 - 5.4. Daily sales stock withdrawal and return reports
 - 5.5. Weekly inventory reports
 - 5.6. 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:

- 6.1. All personnel files are to be stored in the records cabinet
- 6.2. 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.
- 6.3. The company organizational chart will be clearly posted in the office area but may also be found in the operations manual and employee handbook.
- 6.4. 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:
 - 6.4.1. all materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - 6.4.2. documentation of verification of references; the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision
 - 6.4.3. 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;
 - 6.4.4. documentation of periodic performance evaluations;
 - 6.4.5. a record of any disciplinary action taken.
 - 6.4.6. notice of completed responsible vendor and eight-hour related duty training.
 - 6.4.7. records of any health and safety related incidents
- 6.5. 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

- 7.1. All personnel policies and procedures are clearly outlined in the employee handbook, a copy of which is available to all employees.
- 7.2. Certain specialized procedures are contained in the security plan.
- 7.3. 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.

- 7.4. All personnel files are to be stored in the records cabinet
- 7.5. 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
- 7.6. All records of waste disposal must be maintained pursuant to 935 CMR 500.105(12).
- 7.7. All waste records should be maintained for at least three years.
- 7.8. 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).
- 7.9. 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.
- 7.10. 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.
- 7.11. At least two licensed marijuana agents must witness and document this process.
- 7.12. Such documentation shall be retained for a minimum of three years or longer if so directed by the Commission.

8. Security Device Log

- 8.1. The issue and return of all security devices such as swipe cards, keys, codes and combinations must be noted in the security device log.
- 8.2. Employees acknowledge the receipt or return of such devices by signing this log.
- 8.3. 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.
- 8.4. The issue of security devices may only be authorized by the duty manager or senior management as required in the security plan.
- 8.5. 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.

Just Creatives LLC

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

- Employ a workforce that includes, on a non-exclusive basis (i.e., individuals may be counted in more than one category): **40% women; 20% people of color** (particularly Black, African American, Hispanic, Latinx, and Indigenous people); **10% LGBTQ+; 10% veterans; and 10% people with disabilities.**
- **Engage with a minimum of two (2) diverse suppliers within the first 12 months of operations and maintain relationships with at least two (2) diverse suppliers each subsequent year.**

- Achieve an employee promotion goal wherein at least 50% of the employees who receive promotions within our first year of operations are members of the above-listed groups.

Programs

To effectuate the above goals, we will implement the following programs:

- Post employment opportunities as they arise on broad-reach platforms (e.g., Indeed.com, LinkedIn) and in regional publications (e.g., The Boston Globe) to reach women, veterans, people of color (particularly Black, African American, Hispanic, Latinx, and Indigenous people), LGBTQ+ candidates, and people with disabilities.
- Provide structured training and mentorship to prepare diverse staff for leadership roles, supporting advancement into management.
- Utilize the Commonwealth's Supplier Diversity Office (SDO) directory and related resources to **identify, solicit quotes from, contract with, and track** women-, veteran-, minority-, LGBTQ+-, and disability-owned suppliers, with the specific objective of meeting or exceeding the **two-supplier** goal in Year 1.

Measurement

We will track our efforts through the following metrics and documentation:

- Evidence of broad, inclusive job postings (screenshots, invoices, and links), including platforms and publications used.
- Hiring dashboard showing the composition of total hires by demographic category aligned to the percentages stated in Goal #1.
- Promotion log confirming that at least 50% of promotions were awarded to employees from the priority demographic groups.
- **Supplier diversity log** (including certifications, quotes, contracts, and spend summaries) confirming engagement with **at least two (2) diverse suppliers** in the first 12 months and annually thereafter.
- Annual internal review summarizing outcomes, lessons learned, and adjustments to improve performance against these goals.