



## Massachusetts Cannabis Control Commission

### Independent Testing Laboratory

#### General Information:

License Number: IL281349  
Original Issued Date: 02/22/2021  
Issued Date: 02/22/2021  
Expiration Date: 02/22/2022

### ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Kaycha MA, LLC

Phone Number: 617-777-4266  
Email Address: jschwartz@kaychalabs.com

Business Address 1: 16 Tech Circle  
Business City: Natick  
Business State: MA  
Business Zip Code: 01760  
Business Address 2: Suite 201  
Mailing Address 1: 16 Tech Circle  
Mailing City: Natick  
Mailing State: MA  
Mailing Zip Code: 01760  
Mailing Address 2: Suite 201

### CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

### PRIORITY APPLICANT

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

### RMD INFORMATION

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

### PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: Percentage Of Control:  
Role: Executive / Officer Other Role:

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

#### Person with Direct or Indirect Authority 2

Percentage Of Ownership:	Percentage Of Control:
Role: Executive / Officer	Other Role:
First Name: Chris	Last Name: Martinez Suffix:
Gender: Male	User Defined Gender:
What is this person's race or ethnicity?: Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)	
Specify Race or Ethnicity:	

#### Person with Direct or Indirect Authority 3

Percentage Of Ownership:	Percentage Of Control:
Role: Executive / Officer	Other Role:
First Name: John	Last Name: Schwartz Suffix:
Gender: Male	User Defined Gender:
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)	
Specify Race or Ethnicity:	

#### Person with Direct or Indirect Authority 4

Percentage Of Ownership:	Percentage Of Control:
Role: Executive / Officer	Other Role:
First Name: Alan	Last Name: Silverman Suffix:
Gender: Male	User Defined Gender:
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)	
Specify Race or Ethnicity:	

### ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

#### Entity with Direct or Indirect Authority 1

Percentage of Control: 100	Percentage of Ownership: 100	
Entity Legal Name: Kaycha Group LLC	Entity DBA:	DBA City:
Entity Description: Limited Liability Company		
Foreign Subsidiary Narrative:		
Entity Phone: 954-368-7664	Entity Email: james@kaychalabs.com	Entity Website:
Entity Address 1: 4101 SW 47th Avenue	Entity Address 2: Suite 105	
Entity City: Davie	Entity State: FL	Entity Zip Code: 33314
Entity Mailing Address 1: 4101 SW 47th Avenue	Entity Mailing Address 2: Suite 105	
Entity Mailing City: Davie	Entity Mailing State: FL	Entity Mailing Zip Code: 33314
Relationship Description: Parent company.		

### CLOSE ASSOCIATES AND MEMBERS

No records found

## CAPITAL RESOURCES - INDIVIDUALS

No records found

## CAPITAL RESOURCES - ENTITIES

### Entity Contributing Capital 1

Entity Legal Name: Kaycha Group, LLC	Entity DBA:		
Email: james@kaychalabs.com	Phone: 786-838-3088		
Address 1: 4101 SW 47th Avenue	Address 2: Suite 105		
City: Davie	State: FL	Zip Code: 33314	
Types of Capital: Monetary/Equity	Other Type of Capital:	Total Value of Capital Provided: \$1900000	Percentage of Initial Capital: 100
Capital Attestation: Yes			

## BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

### Business Interest in Other State 1

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

Owner First Name:	Owner Last Name:	Owner Suffix:	
Entity Legal Name: Kaycha Group, LLC	Entity DBA:		
Entity Description: Limited liability company			
Entity Phone:	Entity Email:	Entity Website:	
833-465-8378	james@kaychalabs.com		
Entity Address 1: 4131 SW 47th Avenue	Entity Address 2: #1408		
Entity City: Davie	Entity State: FL	Entity Zip Code: 33314	Entity Country: USA
Entity Mailing Address 1: 4131 SW 47th Avenue	Entity Mailing Address 2: #1408		
Entity Mailing City: Davie	Entity Mailing State: FL	Entity Mailing Zip Code: 33314	Entity Mailing Country: USA

### Business Interest in Other State 2

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

Owner First Name:	Owner Last Name:	Owner Suffix:	
Entity Legal Name: Kaycha Colorado, LLC	Entity DBA:		
Entity Description: Limited liability company.			
Entity Phone:	Entity Email:	Entity Website:	
833-465-8378	james@kaychalabs.com		
Entity Address 1: 879 Federal Blvd	Entity Address 2:		
Entity City: Denver	Entity State: CO	Entity Zip Code: 80204	Entity Country: USA
Entity Mailing Address 1: 879 Federal Blvd	Entity Mailing Address 2:		
Entity Mailing City: Denver	Entity Mailing State: CO	Entity Mailing Zip Code: 80204	Entity Mailing Country: USA

### Business Interest in Other State 3

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

Owner First Name:	Owner Last Name:	Owner Suffix:
Entity Legal Name: Kaycha TN, LLC	Entity DBA:	
Entity Description: Limited liability company		
Entity Phone:	Entity Email:	Entity Website:
833-465-8378	james@kaychalabs.com	
Entity Address 1: 10427 Cogdill Road	Entity Address 2: #500	

Entity City: Knoxville	Entity State: TN	Entity Zip Code: 37932	Entity Country: USA
Entity Mailing Address 1: 10427 Cogdill Road		Entity Mailing Address 2: #500	
Entity Mailing City: Knoxville	Entity Mailing State: TN	Entity Mailing Zip Code: 37932	Entity Mailing Country: USA

#### Business Interest in Other State 4

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

Owner First Name:	Owner Last Name:	Owner Suffix:
Entity Legal Name: Kaycha OK LLC		Entity DBA:
Entity Description: limited liability company		
Entity Phone: 833-465-8378	Entity Email: james@kaychalabs.com	Entity Website:
Entity Address 1: 120 NE 26th St		Entity Address 2:
Entity City: Oklahoma City	Entity State: OK	Entity Zip Code: 73105
Entity Mailing Address 1: 120 NE 26th St		Entity Mailing Address 2:
Entity Mailing City: Oklahoma City	Entity Mailing State: OK	Entity Mailing Zip Code: 73105
		Entity Mailing Country: USA

#### Business Interest in Other State 5

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

Owner First Name:	Owner Last Name:	Owner Suffix:
Entity Legal Name: MJ Buddy LLC		Entity DBA:
Entity Description: Limited liability company		
Entity Phone: 833-465-8378	Entity Email: james@kaychalabs.com	Entity Website:
Entity Address 1: 4101 SW 4th Avenue		Entity Address 2: Suite 105
Entity City: Davie	Entity State: FL	Entity Zip Code: 33314
Entity Mailing Address 1: 4101 SW 4th Avenue		Entity Mailing Address 2: Suite 105
Entity Mailing City: Davie	Entity Mailing State: FL	Entity Mailing Zip Code: 33314
		Entity Mailing Country: USA

#### DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

#### MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 16 Tech Circle

Establishment Address 2: Suite 201

Establishment City: Natick      Establishment Zip Code: 01760

Approximate square footage of the Establishment: 4479      How many abutters does this property have?: 18

Have all property abutters have been notified of the intent to open a Marijuana Establishment at this address?: Yes

#### HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning 7.16.20.pdf	pdf	5f625fbcc70203116b324073	09/16/2020



Community Outreach Meeting Documentation	Community Outreach Meeting Attestation Packet.pdf	pdf	5fa1812e3bf49c082a42540e	11/03/2020
Certification of Host Community Agreement	Kaycha_HCACertForm.pdf	pdf	5fa9592dbd0d8e081433cbb6	11/09/2020

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

#### PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Kaycha MA Plan for Positive Impact 11.16.20.pdf	pdf	5fb3f978a75869080486d8a0	11/17/2020

#### ADDITIONAL INFORMATION NOTIFICATION

Notification:

#### INDIVIDUAL BACKGROUND INFORMATION

##### Individual Background Information 1

Role: Executive / Officer

Other Role:

First Name: James

Last Name: Horvath Suffix:

RMD Association: Not associated with an RMD

Background Question: no

##### Individual Background Information 2

Role: Executive / Officer

Other Role:

First Name: Christopher

Last Name: Martinez Suffix:

RMD Association: Not associated with an RMD

Background Question: no

##### Individual Background Information 3

Role: Executive / Officer

Other Role:

First Name: John

Last Name: Schwartz Suffix:

RMD Association: Not associated with an RMD

Background Question: no

##### Individual Background Information 4

Role: Executive / Officer

Other Role:

First Name: Alan

Last Name: Silverman Suffix:

RMD Association: Not associated with an RMD

Background Question: no

#### ENTITY BACKGROUND CHECK INFORMATION

##### Entity Background Check Information 1

Role: Parent Company

Other Role:

Entity Legal Name: Kaycha Group, LLC

Entity DBA:

Entity Description: Limited Liability Company

Phone: 833-465-8378      Email: james@kaychalabs.com

Primary Business Address 1: 4101 SW 47th Avenue      Primary Business Address 2: Suite 105

Primary Business City: Davie      Primary Business State: FL      Principal Business Zip Code: 33314

Additional Information:

### MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Articles of Organization	Articles of Organization.pdf	pdf	5f999c064a2789086108b36d	10/28/2020
Department of Revenue - Certificate of Good standing	Kaycha Labs - Massahusetts DOR Certificate of Good Standing - Oct 30 2020.pdf	pdf	5fa0200d5b823307b79b57c8	11/02/2020
Secretary of Commonwealth - Certificate of Good Standing	Kaycha Labs - Massahusetts Secretary of State Certificate of Good Standing - Oct 30 2020.pdf	pdf	5fa02e466e60eb07f57f0fad	11/02/2020
Bylaws	KaychaMA-OpAgrmnt_compressed.pdf	pdf	5fa4471375aac308359ac542	11/05/2020
Bylaws	K MA certification by John Schwartz regarding MA Unemployment registration.pdf	pdf	5faadd6275aac308359ad1a7	11/10/2020

No documents uploaded

Massachusetts Business Identification Number: 001442118

Doing-Business-As Name:

DBA Registration City:

### BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Proposed Timeline	Kaycha Proposed Timeline 10.28.20.pdf	pdf	5f999eb0dfcf9f07cd942c63	10/28/2020
Plan for Liability Insurance	Plan to Obtain Liability Insurance 7.10.20.pdf	pdf	5f999ed7bd0d8e081433ad5d	10/28/2020
Business Plan	Kaycha MA - Mass CCC - Kaycha Business Plan Oct 2020.pdf	pdf	5f9b10c657d9d707ee4d690c	10/29/2020

### LABORATORY CERTIFICATION

Certifying Body: ISO 17025      ISO 17025 Accreditation Certificate Number: 1234

### OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Inventory procedures	Inventory procedures summary.pdf	pdf	5f99a08cbd0d8e081433ad67	10/28/2020
Dispensing procedures	Dispensing Procedures.pdf	pdf	5f99a08d8cc05c081b1b5296	10/28/2020
Separating recreational from medical operations, if applicable	Colocate Separating Medical from Recreational Operations.pdf	pdf	5f99a08f5b823307b79b4b2e	10/28/2020

Maintaining of financial records	Maintaining of Financial Records.pdf	pdf	5f99a0a95b823307b79b4b32	10/28/2020
Personnel policies including background checks	Personnel Policies Summary.pdf	pdf	5f99a0aadfcf9f07cd942c7a	10/28/2020
Prevention of diversion	Prevention of Diversion.pdf	pdf	5f99a0ac0daeb60847faa119	10/28/2020
Quality control and testing	Procedures for Quality Control and Testing.pdf	pdf	5f99a0addf85ec07dfb86e74	10/28/2020
Qualifications and training	Qualifications and Training.pdf	pdf	5f99a102a758690804869eb4	10/28/2020
Record Keeping procedures	Record Keeping Procedure.pdf	pdf	5f99a1058cc05c081b1b529e	10/28/2020
Restricting Access to age 21 and older	Restricting Access to age 21 or older.pdf	pdf	5f99a1065b823307b79b4b38	10/28/2020
Security plan	Security Plan.pdf	pdf	5f99a1077083620840284231	10/28/2020
Storage of marijuana	Storage of Marijuana.pdf	pdf	5f99a1110daeb60847faa11f	10/28/2020
Transportation of marijuana	Transportation of Marijuana.pdf	pdf	5f99a11208242707d4a75a9c	10/28/2020
Energy Compliance Plan	Energy Compliance Summary.pdf	pdf	5fa9b01575aac308359ace25	11/09/2020
Diversity plan	Kaycha MA - Diversity Plan v2 11.10.pdf	pdf	5fb3f9f06e60eb07f57f3bc5	11/17/2020

#### ATTESTATIONS

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

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

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

#### Notification:

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

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

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

#### ADDITIONAL INFORMATION NOTIFICATION

#### Notification:

#### COMPLIANCE WITH POSITIVE IMPACT PLAN

No records found

#### COMPLIANCE WITH DIVERSITY PLAN

No records found

#### HOURS OF OPERATION

Monday From: 8:00 AM Monday To: 6:00 PM

Tuesday From: 8:00 AM	Tuesday To: 6:00 PM
Wednesday From: 8:00 AM	Wednesday To: 6:00 PM
Thursday From: 8:00 AM	Thursday To: 6:00 PM
Friday From: 8:00 AM	Friday To: 6:00 PM
Saturday From: Closed	Saturday To: Closed
Sunday From: Closed	Sunday To: Closed

### **Plan to Remain Compliant with Local Zoning**

The purpose of this plan is to outline how Kaycha MA, LLC (“Kaycha”) is and will remain in compliance with local codes, ordinances and bylaws for the physical address of the marijuana establishment at 16 Tech Circle, Natick, MA which shall include, but not be limited to, the identification of any local licensing requirements for the adult use of marijuana.

16 Tech Circle is located in the Industrial Marijuana Overlay (Imo) Zoning District and properly zoned pursuant to the Town of Natick Zoning Bylaw. In accordance with Section 5.3 Kaycha is not located within a building containing residential units, including transient housing and group housing. Pursuant to Section 5.4 Kaycha is not located within 500 feet of another Marijuana Retailer. This distance was measured by a straight line from the nearest point of the building in question.

Pursuant to Section 6 Kaycha will not allow the escape of odors or gases from the storage of marijuana or marijuana products. Kaycha will incorporate odor control technology, to the extent necessary, to ensure that emissions do not violate M.G.L c. 111, s. 31 C. In accordance with Section 6.2 all Kaycha signage will comply with the requirements of 935 CMR 500, and Section V of the Zoning Bylaw.

In addition to Kaycha remaining compliant with existing Zoning Bylaw; Kaycha will continuously engage with Town of Natick officials to remain up to date with local zoning bylaws to remain fully compliant.

# 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): 8/31/20
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:

Kaycha MA, LLC

Name of applicant's authorized representative:

John Schwartz

Signature of applicant's authorized representative:

John P Schwartz





## FACTORY

From Page A5

A chemical spill occurred in 2017 as crews were cleaning up the site. One chemical, leaking from a deteriorating barrel, was spilling onto another barrel. The chemicals never mixed.

The town was awarded a \$400,000 grant from the state Executive Office of Housing and Economic Development last spring to demolish the dilapidated building. The grant covers the cost of the environmental

analysis, demolition and will ensure any future use of the property is feasible. LaRosee sold H. LaRosee & Sons to Worcester Manufacturing Inc. after the building was shut down. He has said he has no desire to fix the aging 24,000-square-foot building.

The company was established in 1905 and moved to Hudson in the mid-1960s.

Jeff Molachowski can be reached at 508-490-7466 or jmolachowski@wickedlocal.com. Follow him on Twitter at jmolachowskiMW.



The former H. LaRosee & Sons factory at 15 Broad St. in Hudson. [DAILY NEWS FILE PHOTO]

## GRAD

From Page A5

Storck. "I feel so good." Framingham High School's class of 2020 reunited briefly at Bowditch Field on Wednesday evening for its graduation ceremony — 154 days after they left their school building for what would be the last time, on March 11. Hundreds of masked graduates sat in socially distanced rows in front of conspicuously empty bleachers, as speakers took turns at the mic praising the class for persevering through a school year disrupted by the COVID-19 pandemic.

The ceremony suddenly became a graduates-only event on Monday, when school officials announced the change due to a rise in COVID-19 cases. Guests, including parents and family members, were unable to attend.

For Jacqui and Brett Murphy, it was a must to watch their son Jack walk. They stood behind a fence, along with a group of other parents, siblings, cousins and friends who gathered to watch.

"When you have a child, this is one of the milestones you think about," said Jacqui Murphy. "When you imagine all the hard work it took, there's no way we couldn't be here to yell his name and celebrate."

In his speech, class President Jake Benoit noted that most of his fellow graduates

were born shortly after the attacks of Sept. 11, 2001 and are now finishing high school in the middle of a pandemic. During shutdowns and closures, he regularly went for runs by Cushing Park, where he saw a sign outside a nursing home reading "Heroes Work Here."

Benoit said the sign reminded him daily that the heroes of 2020 have been "simply everyday people who step up to help their community."

"Back when we were born, they wore oxygen tanks on their backs. We're now seeing them wear N-95s and stop & shop uniforms," he said.

Vice President Greg Lagan said the graduating class was marked with compassion,

talent, bravery and mischief. He pointed to Sonia Cable, one of six Americans to compete in a prestigious ballet competition in Toronto. Or Mira Donaldson, who founded the school's Black Student Union and led local Black Lives Matter protests in the city. Or the time he was called to check on a "rocket" coming from a bathroom to find two students "Junior and Anthony singing falsetto at the top of their lungs."

"Finally, the class of 2020 is resilient. You guys have dealt with this crisis with grace and aplomb and I couldn't be more proud of how you handled this," said Lagan.

School Committee member Scott Wadland told students he knew they were probably tired of hearing the word "unprecedented." His twin daughters, Jillian and Jocelyn, were part of the graduating class.

"What I will say, however, is the fortitude, flexibility and resilience you have shown this year will serve you very well in the years to come," said Wadland. "Life is unpredictable, and the best-laid plans go very even in the best of times. But your class has already learned that

better than those who have come before you and those who will follow."

In the last few months, Principal Carolyn Banach told students they taught her and others how to "be brave when we were sad, to be patient when we have little control, to be gracious when we are disappointed."

"I challenge you to take the lessons you have taught us. These virtues that shine so brightly within and among you and use them to bring peace to a world that cries out for unity and weeps for justice," said Banach. "We will be watching you as you lead the way with truth and honor."

Manuela Lima stayed in her car throughout the ceremony. When it finished, she walked over to congratulate her cousin, graduate Gabriel Salicio.

"It's tough," Lima said. "I'm glad it happened, because everyone has this moment and they shouldn't be punished."

Zane Razaq writes about education. Reach her at 508-646-3919 or zane@wickedlocal.com. Follow her on Twitter @zameraz.



Mira Donaldson listens to class President Jake Benoit's remarks during the Framingham High School Class of 2020 graduation ceremony Wednesday at Bowditch Field. [DAILY NEWS AND WICKED LOCAL STAFF PHOTOS / JOHN WALKER]

## POLICE

From Page A5

best thing you can do is lock up your cars and don't leave your valuables in the car."

Norman Miller can be reached at 508-626-5823 or nmiller@wickedlocal.com.

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## LEGAL NOTICE

Notice is hereby given that a virtual Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Monday August 31st at 6:00 PM. The virtual Community Outreach Meeting will be available at the following link and phone number. For those viewing this notice in print, please find the link below on www.metrowest-dailynews.com which will bring you directly to the meeting. Link: <https://us22wshb.zoom.us/j/2684268349?success> Meeting ID: 868 4265 8349

OR Code:



Phone Number: +1 646 558 8656 US (New York)

The proposed Independent Testing Laboratory is anticipated to be located 16 Tech Circle, Naick, MA 01760. There will be an opportunity for the public to ask questions.

Please feel free to submit your questions to [jachwartz@kaychallabs.com](mailto:jachwartz@kaychallabs.com) in advance of this meeting.

## Legal Notices

COTRAIL AND BRIDGE IMPROVEMENTS

LEGAL NOTICE

ASHLAND CONSERVATION COMMISSION

NOTICE OF PUBLIC HEARING

The Ashland Conservation Commission will hold a public meeting on Monday, August 24, 2020, at 7:15 p.m. at the Ashland Town Hall (101 Main Street), under Massachusetts General Laws, Chapter 131, Section 40 and the Ashland Town Code, Chapter 280 and Chapter 243, to consider a Notice of Intent for trail and bridge improvements at Cowesock Woods off of Oregon Road East.

AD13907078

MWDN 8/14/20

MESS ESTATE

LEGAL NOTICE

Commonwealth of Massachusetts

The Trial Court

Probate and Family Court

Worcester Division

208 Cambridge Street

Worcester, MA 01601

(617) 746-6800

Docket No. M28P3192EA

INFORMAL PRONATE

PUBLICATION NOTICE

Estate of: Alan W. Mess

Date of Death: May 14, 2020

To all persons interested in the above captioned estate, by Petition of

Petitioner: Mary C. Mess of

Worcester, MA and Robert C. Mess of

Worcester, MA and Raymond J. Mess of Worcester, MA

who are jointly and severally the Personal Representatives of the estate

of the above named decedent, notice is hereby given that the said estate is being administered under

informal procedure by the Personal Representative under the

Massachusetts Uniform Probate Code without supervision by the Court.

Inventory and accounts are not required to be filed with the Court, but interested parties are entitled to petition the Court to institute formal

proceedings and to obtain orders relating or restricting the powers of the Personal Representative appointed under informal procedure. A copy of

the Petition and Will, if any, can be obtained from the Petitioner.

AD13906446

MWDN 8/14/20

LEGAL NOTICE

Commonwealth of Massachusetts

The Trial Court

Probate and Family Court

Worcester Division

Docket No. M28P3192EA

INFORMAL PRONATE

PUBLICATION NOTICE

Estate of: Gerard M. Mahaney

Also Known As: Gerard Michael Mahaney

Date of Death: April 27, 2020

To all persons interested in the above captioned estate, by Petition of

Petitioner: Stephen Mahaney of

Natick, MA

a Will has been admitted to informal

proceedings.

Stephen Mahaney of Natick, MA has been informally appointed as the

Personal Representative of the estate to serve without surety on the bond.

The estate is being administered under informal procedure by the

Personal Representative under the Massachusetts Uniform Probate Code

without supervision by the Court. Inventory and accounts are not

required to be filed with the Court, but interested parties are entitled to

petition the Court to institute formal proceedings and to obtain orders

relating or restricting the powers of the Personal Representative appointed

under informal procedure. A copy of the Petition and Will, if any, can be

obtained from the Petitioner.

AD13907110

MWDN 8/14/20

ZBA DECISIONS

LEGAL NOTICE

FRAMINGHAM ZONING BOARD OF APPEALS - NOTICE OF DECISION

Notice is hereby given that at the meeting on July 22, 2020, the following petitions were decided and the decisions were filed on August 10, 2020.

ZONING APPLICATIONS: Any appeal from these decisions shall be filed pursuant to M.G.L. c. 40A §17 and must be filed within twenty (20) days after the date of filing of the decision in the Office of the City Clerk.

20-12 I. BUILDING COMMISSIONER UPHOLD

Petition of Capital Group Properties and Millwood Residential, LLC for an Appeal of the Building Commissioner's Decision that building permits not be issued due to non-compliance with the Planning Board's conditions of approval, pursuant to the decision dated June 15, 2018, on the premises located at 178 Millwood Street and 188 Grove Street, Parcel ID: 030-71-0727 and 040-72-7407, Zoning District: Single Residential (R-1).

20-13 I. GRANTED

Petition of Bruna and Gilberto Mendes for a Finding to allow the extension of a pre-existing nonconforming abject family home, pursuant to §17C.2 of the Zoning By-Law, on the premises located at 178 Millwood Street, Parcel ID: 121-08-5575-000, Zoning District: General Residence (R).

Visit [www.framinghamma.com/zba](http://www.framinghamma.com/zba) for more information. Legal notices can be found in the MetroWest Daily News or on [MassPublicNotice.org](http://MassPublicNotice.org).

Stephen E. Melzer, Chair

Office: 508-552-5456

AD13907127

MWDN 8/14/20

Attachment A

Whether you're looking for the right job or looking to fill a job **Wicked Local Jobs** will get the job done.



**Jobs**  
wickedlocaljobs.com



# Smith, Costello & Crawford

Public Policy Law Group.

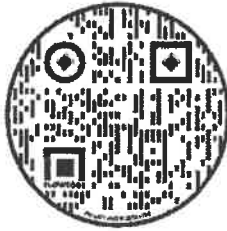
Attachment B

August 11, 2020

Dear Sir or Madam,

Notice is hereby given that a virtual Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Monday August 31<sup>st</sup> at 6:00 PM. The virtual Community Outreach Meeting will be available at the following link and phone number. For those viewing this notice in print, please find the link below on [www.metrowestdailynews.com](http://www.metrowestdailynews.com) which will bring you directly to the meeting.

Link: <https://us02web.zoom.us/j/86842658349#success> Meeting ID: 868 4265 8349



QR Code:

Phone Number: +1 646 558 8656 US (New York)

The proposed Independent Testing Laboratory is anticipated to be located 16 Tech Circle, Natick, MA 01760. There will be an opportunity for the public to ask questions.

Please feel free to submit your questions to [jschwartz@kaychalabs.com](mailto:jschwartz@kaychalabs.com) in advance of this meeting.

RECEIVED  
2020 AUG 14 PM 12:51  
TOWN CLERK-NATICK

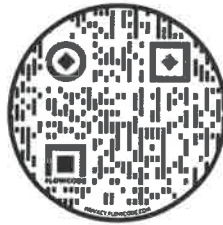


August 19, 2020

Dear Sir or Madam,

Notice is hereby given that a virtual Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Monday August 31<sup>st</sup> at 6:00 PM. The virtual Community Outreach Meeting will be available at the following link and phone number. For those viewing this notice in print, please find the link below on [www.metrowestdailynews.com](http://www.metrowestdailynews.com) which will bring you directly to the meeting.

Link: <https://us02web.zoom.us/j/86842658349#success> Meeting ID: 868 4265 8349



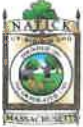
QR Code:

Phone Number: +1 646 558 8656 US (New York)

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Please feel free to submit your questions to [jschwartz@kaychalabs.com](mailto:jschwartz@kaychalabs.com) in advance of this meeting.





## Town of Natick, MA Abutters Report

300ft. A

Please be aware that the abutters list reflects mailing address for the real estate tax bills as requested by the property owners. Mortgage companies, banks receiving the notification and not the homeowner as required. Please be sure you are complying with notification requirements. Property data updated 01/

Abutter	Owner of Record	Current Owner (After January 1)
08-00000036 [REDACTED] 225 OFF OAK ST	[REDACTED] 13 EAST CENTRAL ST NATICK, MA 01760 08911/00472 19570304	[REDACTED] 13 EAST CENTRAL ST NATICK MA 01760 08911/ 00472 19570304
08-00000042 [REDACTED] 9 TECH CIR	[REDACTED] 3611 NORTH KEDZIE AVE CHICAGO, IL 60618 LC865/00042 19750804	[REDACTED] 3611 NORTH KEDZIE AVE CHICAGO IL 60618 LC865/ 00042 19750804
08-0000035B [REDACTED] 229 OAK ST	[REDACTED] 13 EAST CENTRAL ST NATICK, MA 01760 08911/00472 19570304	[REDACTED] 13 EAST CENTRAL ST NATICK MA 01760 08911/ 00472 19570304
08-0000035C [REDACTED] 0 DEVIN DRIVE	[REDACTED] 27 WINTER ST NATICK, MA 01760 24263/00600 19940214	[REDACTED] 27 WINTER ST NATICK MA 01760 24263/ 00600 19940214
08-0000042D [REDACTED] 10 TECH CIR	[REDACTED] 10 TECH CIR NATICK, MA 01760 LC1191/141 19980731	[REDACTED] 10 TECH CIR NATICK MA 01760 LC1191/ 141 19980731
08-0000042E [REDACTED] 12 TECH CIR	[REDACTED] 2118 RHEEM DR PLEASANTON, CA 94588 L1547/162 8/7/2019	[REDACTED] 2118 RHEEM DR PLEASANTON CA 94588 L1547/ 162 8/7/2019





## Town of Natick, MA Abutters Report

300ft. A

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Abutter	Owner of Record	Current Owner (After January 1)
09-00000018 55 RATHBUN RD	55 RATHBUN RD NATICK, MA 01760 23181/00558 19930513	55 RATHBUN RD NATICK MA 01760 23181/ 00558 19930513
09-00000038 18 TECH CIR	31 ST JAMES AVE, SUITE 740 BOSTON, MA 02116 L1545/53 6/13/2019	31 ST JAMES AVE, SUITE 740 BOSTON MA 02116 L1545/ 53 6/13/2019
09-00000026 16 MICHIGAN DR	3611 NORTH KEDZIE AVE CHICAGO, IL 60618 LC865/00042 19750804	3611 NORTH KEDZIE AVE CHICAGO IL 60618 LC865/ 00042 19750804
09-00000031 14 TECH CIR	7 BYRON RD NATICK, MA 01760 LC753/00175 19670824	7 BYRON RD NATICK MA 01760 LC753/ 00175 19670824
09-0000002K 11 TECH CIR	11 TECH CIRCLE NATICK, MA 01760 LC1141/113 19950530	11 TECH CIRCLE NATICK MA 01760 LC1141/ 113 19950530
09-00000031 13 TECH CIR	13 TECH CIRCLE NATICK, MA 01760 L1398/00007 20110331	13 TECH CIRCLE NATICK MA 01760 L1398/ 00007 20110331



## Town of Natick, MA Abutters Report

300ft. A

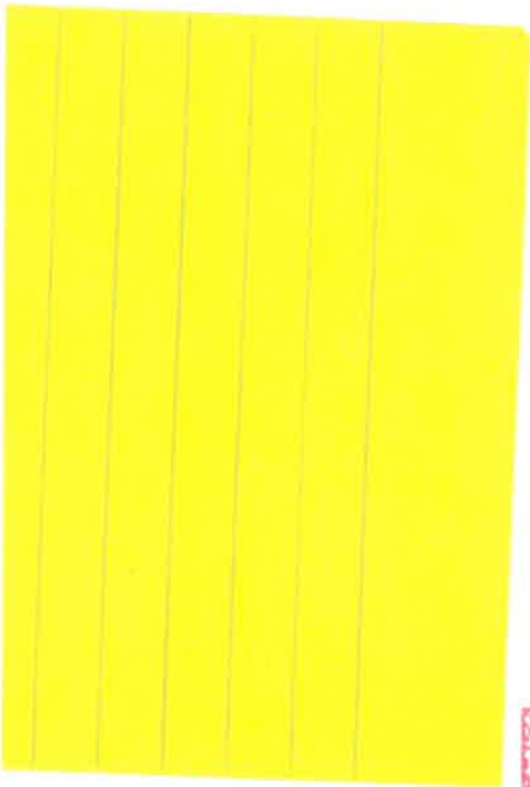
Please be aware that the abutters list reflects mailing address for the real estate tax bills as requested by the property owners. Mortgage companies, banks receiving the notification and not the homeowner as required. Please be sure you are complying with notification requirements. Property data updated 01/

Abutter	Owner of Record	Current Owner (After January 1)
09-0000002M [REDACTED] 15 TECH CIR	[REDACTED] 13 TECH CIRCLE NATICK, MA 01760 L1532/49 08/15/2018	[REDACTED] 13 TECH CIRCLE NATICK MA 01760 L1532/ 49 08/15/2018
09-0000002N [REDACTED] 17 TECH CIR	[REDACTED] 19 TECH CIRCLE NATICK, MA 01760 LC1237/176 20010607	[REDACTED] 19 TECH CIRCLE NATICK MA 01760 LC1237/ 176 20010607
09-0000017B [REDACTED] 69 RATHBUN RD	[REDACTED] 19 WHITRIDGE RD NATICK, MA 01760 54623/00245 20100430	[REDACTED] 19 WHITRIDGE RD NATICK MA 01760 54623/ 00245 20100430
09-0000017C [REDACTED] 61 RATHBUN RD	[REDACTED] PO BOX 623 NORTH WOODSTOCK, NH 03262 11523/00207 19680617	[REDACTED] PO BOX 623 NORTH WOODSTOCK NH 03262 11523/ 00207 19680617
09-0000019A KANG ANDREW D 49 RATHBUN RD	KANG ANDREW D 49 RATHBUN RD NATICK, MA 01760 56621/00010 20110321	[REDACTED] 49 RATHBUN RD NATICK MA 01760 56621/ 00010 20110321
09-0000028B [REDACTED] 0 TECH CIR	[REDACTED] 31 ST JAMES AVE, SUITE 740 BOSTON, MA 02116 L1545/53 6/13/2019	[REDACTED] 31 ST JAMES AVE, SUITE 740 BOSTON MA 02116 L1545/ 53 6/13/2019



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**Town of Natick, Massachusetts**  
Department of Community and Economic Development  
13 East Central Street Natick, Massachusetts 01760

Telephone  
(508) 647-6450  
[www.natickma.org](http://www.natickma.org)

James Freas, AICP  
Director

Jonathan Capano, Esq.  
Smith, Costello, & Crawford  
One State Street, Suite 1500  
Boston, MA 02109  
BY EMAIL

Dear Mr. Capano:

By this letter, the Town of Natick is granting Kaycha MA, LLC the ability to host a community outreach meeting via a virtual platform consistent with the Cannabis Control Commission Administrative Order No. 2 Administrative Order Allowing Virtual Web-Based Community Outreach Meetings. Kaycha must provide notice to the Town of this meeting through James Freas, acting as the Town's representative and the Town will post this meeting on its community events calendar on the Town of Natick website.

As the Town has been using the Zoom platform for all of its public meetings during the pandemic, we recommend use of that platform.

Sincerely,

James Freas  
Director, Community & Economic Development



**Subject:** Re: Kaycha MA Virtual Community Outreach Meeting  
**Date:** Monday, August 24, 2020 at 3:45:33 PM Eastern Daylight Time  
**From:** James Freas  
**To:** Jonathan Capano

Jonathan,

I can be the moderator. Lets touch base before the meeting to prep.

Thanks,  
James

James Freas, AICP  
Director, Community & Economic Development  
Town of Natick  
[jfreas@natickma.org](mailto:jfreas@natickma.org)  
Tel: 508-647-6450  
[www.natickma.gov/162/Community-Economic-Development](http://www.natickma.gov/162/Community-Economic-Development)

On Wed, Aug 19, 2020 at 2:04 PM Jonathan Capano <[jcapano@publicpolicylaw.com](mailto:jcapano@publicpolicylaw.com)> wrote:

James,

Thank you for your time on Monday, we feel as though the meeting went well and we definitely have a few points to make clear for our next meeting with the Town. I'd like to remind you that Kaycha's virtual community outreach meeting is on August 31<sup>st</sup>. Per CCC guidelines, I'd like to inquire on the possibility of a town representative moderating the virtual community outreach meeting. If you decline, I will moderate the meeting because I do not have any interest or direct/indirect control over Kaycha.

Please let me know your thoughts on this.

I look forward to hearing from you soon.

**Jonathan Capano, Esq.**

*Associate*

**Smith, Costello & Crawford**

Public Policy Law Group.

One State Street, Suite 1500

Boston, MA 02109



O: 617-523-0600

C: 781-443-2227

[www.publicpolicylaw.com](http://www.publicpolicylaw.com)

IMPORTANT

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## Marijuana - Related Uses

The Town regulates marijuana-related uses differently depending on the nature of the use. Medical marijuana establishments are governed by Section III.323.8 of the Zoning Bylaw. All other marijuana related uses, including adult-use or recreational marijuana, are governed by Section III.K of the Zoning Bylaw. Adult-use marijuana establishments must also obtain a license from the Board of Selectmen. The State also regulates all marijuana-related uses through the Cannabis Control Commission and all such uses must obtain a Host Community Agreement with the Town as a first step before applying for any other local permit.

The adopted zoning and general bylaws as well as the Adult-Use Marijuana Establishments licensing regulations are provided below for reference.

### Natick Marijuana Establishments Request for Information (RFI)

The first step for any marijuana-related business interested in operating in Natick is to negotiate a Host Community Agreement with the Town. In order to enter into such negotiations, an applicant must submit a response to Natick's Marijuana Establishments Request for Information (RFI), which triggers review of a potential application by multiple Town Departments. For most marijuana establishments, the Town accepts RFI responses on a rolling basis, but for adult-use marijuana establishments, of which only two are allowed in the Town at this time, the submission deadline was June 8, 2020. The RFI, which includes descriptions of all the required submittal materials, may be downloaded from here [/DocumentCenter/View/9277/Natick-Marijuana-Establishments-RFI](#).

### Natick Adult-Use Marijuana Retailer Applicants

Natick received eight responses to the Marijuana Establishments RFI for adult-use marijuana retailer establishments. The Town is currently limited to no more than two such establishments. The following represents a draft schedule for the review of the RFI responses and potential zoning and licensing applications.

- June/July – Review by the Marijuana Establishments RFI review committee.
- August – Interviews with Respondents; select top tier respondents.
- September – Community Meeting with top tier respondents.
- September/October – Recommendation to Select Board
- Fall, 2020 – Host Community Agreement
- Winter, 2020/2021 – Special Permit Process with Planning Board
- Spring 2021 – Licensing with Select Board

A map of the locations for the eight responses can be found [here](#).

This page will be updated on a regular basis as the local regulatory approval process continues over the next several months. Please email James Freas, Director of Community & Economic Development ([jfreas@natickma.org](mailto:jfreas@natickma.org)) with any questions or comments.

## Community Outreach Meetings

Natick's Marijuana Establishments RFI requires that all marijuana establishments seeking a Host Community Agreement with the Town must first complete a community outreach meeting. The following list is of upcoming Community Outreach Meetings.

Natick	Location	Type	Meeting	Announcement	Presentation
Kaycha Labs	16 Tech Cir.	Lab/Testing Facility	August 31, 2020	<a href="#">Meeting Announcement</a>	<a href="#">Presentation</a>
Revolutionary Clinics	6 Worcester St.	Retailer	September 17, 2020	<a href="#">Meeting Announcement</a>	<a href="#">Presentation</a>
C3	42 Worcester St.	Retailer	September 21, 2020	<a href="#">Meeting Announcement</a>	<a href="#">Presentation</a>
Cypress Tree	321 Speen St.	Retailer	September 24, 2020	<a href="#">Meeting Announcement</a>	<a href="#">Presentation</a>

Meeting Videos:

<https://videoplayer.telvue.com/player/994DtmGEsi0VDYK3jJI2BJ72GfgNIpU2/playlists/8562/media/590760?sequenceNumber=1&autostart=false&showtabssearch=true>

## Background

In 2016, over 54% of Natick residents voted in favor of legalizing adult use ("recreational") marijuana in Massachusetts. Since that vote, the Commonwealth established regulations and a governing entity (known as the Cannabis Control Commission (CCC)) to license marijuana establishments in the State.

In October 2018, Natick Town Meeting voted to 1) create the local zoning necessary to permit Adult Use Marijuana Establishments, and 2) authorize the Board of Selectmen to issue licenses for Adult Use Marijuana Establishments. Town Meeting limited the number of Retail Marijuana Establishments to two (2) – or “limited to twenty percent (20%) of the number of licenses issued within the Town for the retail sale of alcoholic beverages not to be drunk on the premises where sold pursuant to G.L. c.138 §15”.

In March 2020, the Board of Selectmen adopted regulations for the licensing of adult-use marijuana establishments and released the Marijuana Establishments Request for Information.

## Related Documents

- [CED RMO West Map 2019](#)
- [CED RMO Central Map 2019](#)
- [CED RMO East Map 2019](#)
- [CED IMO Oak St Map 2019](#)

- [Adult Use Marijuana Zoning Amendment Regulations Town Meeting FINAL VOTE Motions B-F](#)
- [Adult Use Marijuana Zoning Amendment Regulations Town Meeting FINAL VOTE Motion A](#)
- [Adult Use Marijuana General Bylaw Amendment Licensing FINAL VOTE](#)
- [CCC Regulations on Adult Use Regulations](#)
- [Marijuana Powerpoint for Community Forum](#)
- [Recreational Marijuana Forum Presentation](#)

## Quick Links

- [Cannabis Control Commission](#)

[View All](#)

[Home](#)

[Contact Us](#)

[Site Map](#)

[Accessibility](#)

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[Government Websites by CivicPlus®](#)



Kaycha MA, LLC  
Virtual Community Outreach Meeting  
Natick, MA

<https://drive.google.com/file/d/1IZswBIwUdMIPgu1GkQXmH2bstw5QFA03/view?usp=sharing>





1.833.465.8378

KAYCHALABS.COM



# FULL-SERVICE, COMPREHENSIVE CANNABIS & HEMP TESTING

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Kaycha Holdings

Kaycha Holdings LLC a subsidiary of Kaycha Group



## OVERVIEW



# AMERICA'S FIRST CHOICE IN CANNABIS AND HEMP TESTING

- Our labs serve cultivators, processors, manufacturers, and retailers with the largest network of full-service ISO accredited cannabis and hemp testing laboratories in the U.S.
- Our vision is to provide a standard of testing that customers associate with the industry's most precise and timely analytical reporting.
- Our mission is to partner with customers by providing technological solutions that provide customer portals and on-line access to data and analysis.
- Our ultimate objective is to provide patients and consumers with accurate and reliable information when treating illnesses or consuming recreational products safely.

## OVERVIEW



# ALL YOUR TESTING NEEDS IN ONE PLACE



## SERVICES

As a leading provider of testing with the industry's most current and automated equipment, customers average 48-hour turnaround times.

## TECHNOLOGY

Our proprietary Laboratory Information Management System provides customers on-line access to their entire history of COA's, real-time status reports with analytical data/charting capabilities of analytes, and occurrence reports.

## RESEARCH

All Kaycha Group companies collaborate with the common goal to be understand the efficacy of cannabis related products.

## OVERVIEW

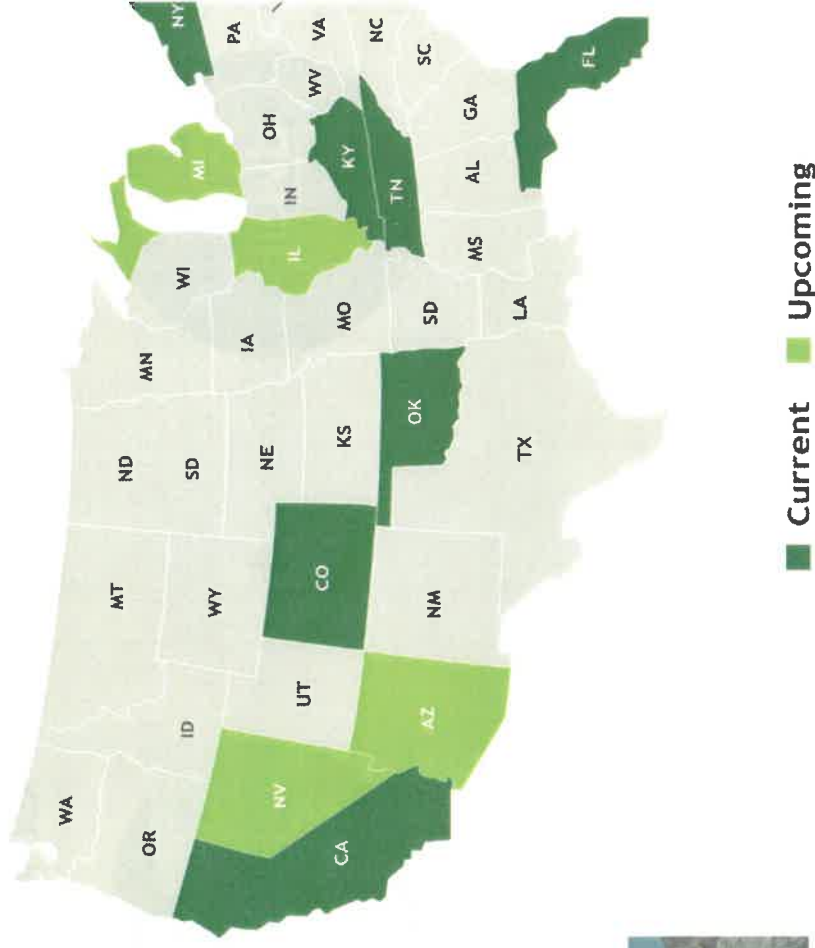


# A NATIONAL PRESENCE EIGHT LOCATIONS

### CURRENT LOCATIONS



### UPCOMING LOCATIONS





# SERVICES



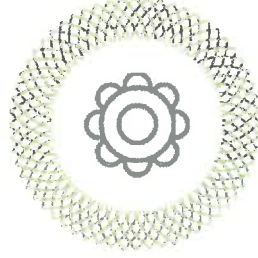
# SERVICES



## TESTING SERVICES



Potency



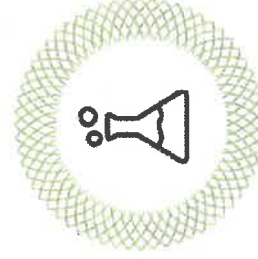
Terpenes



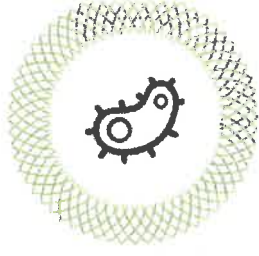
Pesticides



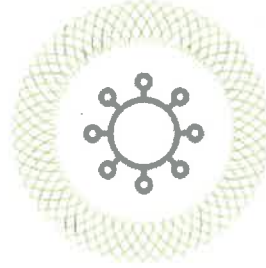
Heavy Metals



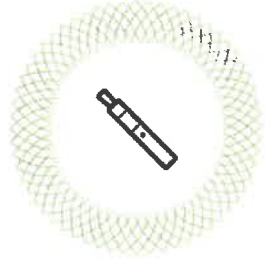
Residual  
Solvents



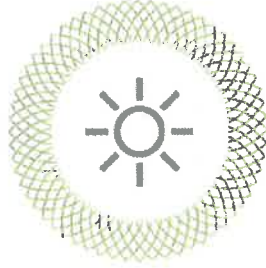
Microbials



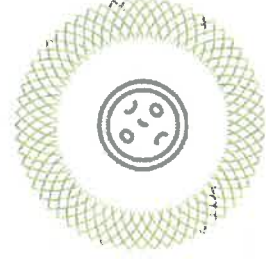
Mycotoxins



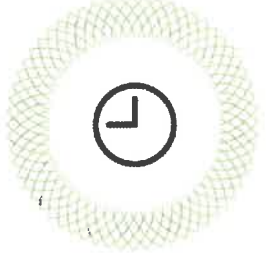
Lipids



Nutrient  
Content

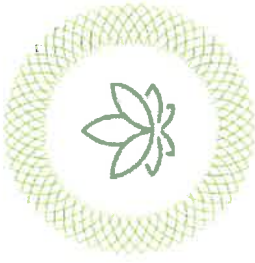


Environmental



Shelf Life &  
Stability Testing

# SERVICES



## Potency

Cannabis is medicine. Medicine needs to be precise. Precise labeling leads to customer trust and loyalty, and patients medicating with cannabinoids need accurate cannabinoid concentration information levels in order to effectively treat their illnesses and safely consume recreational products.

Kaycha uses High Performance Liquid Chromatography (HPLC) that goes beyond testing normal potency levels by providing detailed cannabinoid profiling across fourteen other components including CBD, CBL, THC isomers, and CBN. All potency tests are validated by the company's cannabis certification program that exceeds AOAC, WHO, and all State-testing requirements.

**Matrix:** Flowers/Plants, Derivative Products (concentrates), Infused Products, and Edibles



## Terpenes

Terpenes are aroma and taste molecules that produce the characteristic smells and flavors of flowers, herbs, and spices. These isoprenoid molecules are also the essential medicinal biosynthetic building blocks for various phytochemicals including THCA, which can influence the overall THC homeopathic effect.

Kaycha uses gas chromatography (GC) to identify and quantify 28 distinct terpene analytes providing consumers with information to distinguish and choose products that taste and smell best to them.

**Matrix:** Flowers/Plants, Derivative Products, Infused Products, and Edibles



## Pesticides

Pesticides are inherently dangerous molecules. That's why they are used, to kill microorganisms and other plant pests. The downside of this use, however, is carryover onto final products. Pesticides commonly used in cannabis cultivation are potentially dangerous and pose great health risks - the greatest danger occurring with chronic exposure to pesticide residue which is toxic at high levels and harmful at lower doses. Potentially harmful chemicals include: insecticides, fungicides, plant growth regulators, and other compounds.

Kaycha Labs uses liquid chromatography with mass spectrometry (LC-MS/MS) for full quantitation of 67 different analytes, ensuring our procedures detect ultra-low amounts of pesticides keeping users safe and healthy.

**Matrix:** Flowers/Plants, Derivative Products, Infused Products, and Edibles

# SERVICES

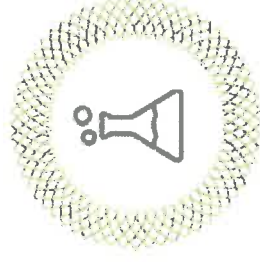


## Heavy Metals

To produce highly-concentrated oils and waxes, solvents such as acetone, ethanol and butane are used to extract cannabinoids and terpenes from marijuana and hemp plant material. These harmful solvents must then be removed from final products to ensure they do not pose serious health risks when inhaled or ingested.

Kaycha uses Gas Chromatography with Mass Spectrometry detection and headspace autosampling to quantify harmful solvents, impurities, or adulterants down to sub parts-per-million (PPM) concentrations.

**Matrix:** Derivative Products, Infused Products, and Edibles

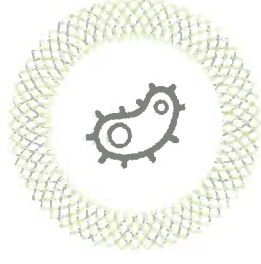


## Residual Solvents

To produce highly-concentrated oils and waxes, solvents such as acetone, ethanol and butane are used to extract cannabinoids and terpenes from marijuana and hemp plant material. These harmful solvents must then be removed from final products to ensure they do not pose serious health risks when inhaled or ingested.

Kaycha uses Gas Chromatography with Mass Spectrometry detection and headspace autosampling to quantify harmful solvents, impurities, or adulterants down to sub parts-per-million (PPM) concentrations.

**Matrix:** Derivative Products, Infused Products, and Edibles



## Microbials

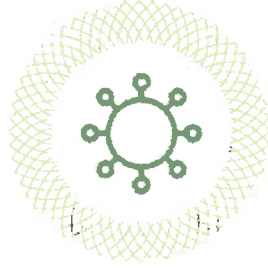
Microorganisms and bacteria are ubiquitous in our world. They often can grow under the conditions as cannabis and if consumed, the contaminants could lead to serious illnesses.

Kaycha's testing process uses qPCR and confirmatory plating to test for bacteria. This is accomplished by extracting community DNA from samples and running the purified DNA against known DNA sequences (primers) to identify specific bacterial species. This 24 - 36-hour process allows for the detection of a single cell per sample. Kaycha also uses plating to screen for levels of total yeasts & molds, coliforms, and enterobacteriaceae counts.

both PCR and plating gives Kaycha the advantages of both methods and ensure confirmatory testing methods are always accurate.

**Matrix:** Flowers/Plants, Derivative Products, Infused Products, and Edibles

# SERVICES

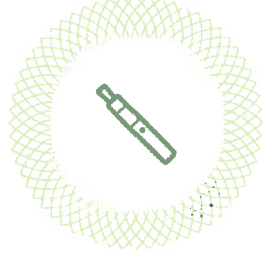


## Mycotoxins

The warm, wet conditions ideal for growing cannabis are also conducive to the growth of molds and fungi, many of which cannot be seen by the naked eye but are highly dangerous because they can produce small molecules called mycotoxins (afla and ochra toxins) which are very toxic to humans. Even if the molds and fungi have been killed, the mycotoxins can still be present and dangerous.

Kaycha labs uses liquid chromatography with mass spectrometry (LC-MS/MS) for full quantitation of four aflatoxins and ochratoxin A.

**Matrix:** Flowers/Plants, Derivative Products, Infused Products, and Edibles

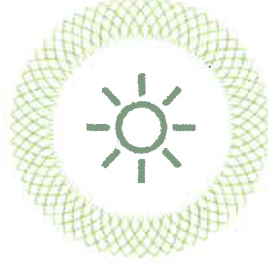


## Lipids in Vaped Products & Vitamin E Acetate

Vitamin E acetate, vegetable glycerol, propylene glycol and other lipids are substances that can upset the natural function of surfactants protecting the lungs and lead to lipid accumulation in the lungs, if not full-blown lipid pneumonia. In 2019, a representative of the CDC reported a total of 2,506 hospitalizations and 54 deaths that were likely associated with the presence of Vitamin E Acetate in e-cigarettes and vaping products (vaping associated lung injury).

Kaycha uses combinations of liquid chromatography with mass spectrometric detection and gas chromatography with mass spectrometric detection to detect these lipids. Many other adulterants and viscosity modifying agents can also be measured using our techniques.

**Matrix:** Vape Oils, Derivative Products



## Nutrient Content

Macro-nutrients, like nitrogen, phosphorus and potassium, are mineral elements that plants need in relatively large quantities to thrive. Micronutrients, such as silicone, calcium, and molybdenum, are also essential for plant growth, although at much lower concentrations. When plants are exhibiting macro and micronutrient levels that are too high, or too low, cultivators don't achieve optimal harvest yields and underperform their competitors; and in a worst case scenario, deficient nutrient content can result in low THC potency crops.

Kaycha uses Inductively Coupled Plasmas to measure the macro and micronutrient levels of cannabis tissues so that cultivators can more effectively monitor the health of future crops.

**Matrix:** Flowers/Plants, soil, water, nutrient mixes.



## SERVICES

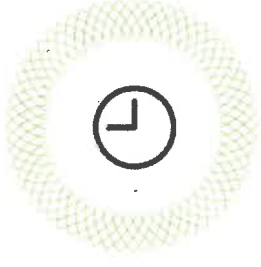


### Environmental

Crop contamination, often, results in crop failures and economic loss.

Kaycha helps growers safeguard against contamination by providing an array of tests. These tests contain specific sequences that will detect a wide range of organisms known to be either environmental contaminants or pathogens when screened against purified DNA. Once contaminants and nutritional deficiencies are identified, protocols to remove contaminants or add chemical elements essential to plant nutrition, growth and survival can be introduced.

**Matrix:** Flowers/Plants



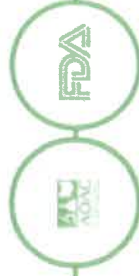
### Shelf Life and Stability Testing

Over time, temperature, lighting, air, and humidity can affect the quality and degrade cannabis and hemp. Understanding the stability of a product or a material is an important part of product development and management.

Kaycha has testing facilities which conduct WHO compliant stability and shelf-life studies, as well as the corresponding analytical testing to evaluate the effects of storage conditions. Testing methods vary and can involve simple titration, pH Analysis, HPLC, GCMS, LCMS, qPCR, microbial analyses, and ICPMS providing customers with analytics and data relating to: material degradation, pharmaceutical API stability, consumer product active ingredient stability, shelf life assessment, packaging integrity evaluation, and raw material and chemical stability.

**Matrix:** Flowers/Plants, Derivative Products, Infused Products, and Edibles

## SERVICES



### Procedures & Methods

We run methods from the following sources:

United States Food and Drug Administration (FDA)  
International Standards Organization (ISO)  
United States Department of Agriculture (USDA):  
Food Safety and Inspection Services  
Association of Analytical Communities (AOAC)



### Sample Pick Up Made Easy

We have a fleet of Nissan NV200 vans that are equipped with real time GPS tracking, camera surveillance and freezers to maintain sample quality. Our custom kits allow us to quickly collect your samples, return to the lab and begin the intake process.

Our vehicles are available for both regularly scheduled pickups as well as special order pickups with 24-hours notice.

# TECHNOLOGY

## TECHNOLOGY

# A COMPLETELY AUTOMATED PROCESS



We built our own technology to advance Cannabis and Hemp testing automation, quality control, and accuracy.

### Client Portal provides:

- Quick access to marketing your data to Leafly, Weedmaps, and MJ Buddy
- Real-time status of your submitted samples (COA completion ETA)
- Online searchable website, you choose which COA's to publish
- Pharmaceutical grade analytics for manufacturing support
- Analyte occurrence reporting over time by product
- Optional marketing specific COA's showing chemotype and safety pass/fail
- White Label capability
- QR Codes



# TECHNOLOGY



AUDITORS AND REGULATORS AGREE,  
“KAYCHA LABS COA’S ARE THE MOST THOROUGH IN THE INDUSTRY.”

## Providing all the Information other Labs Wish to Hide

1 Standard Operating Procedures Followed



2 Technicians that Worked the Sample



3 Sample Dilution



4

Itemized List of Chemicals and



5

Quick Response (QR) code



6

Pass/Fail Criteria



[illegible]



## TECHNOLOGY



# ROBOTICS

## Microlab STAR Liquid Handling System

Our Hamilton automated liquid handlers ensure consistent and accurate testing. By processing 96 samples at once, these robots help to further reduce turnaround times and the hands-free format allows our technicians to focus their attention on higher value-added activities.



# RESEARCH



## RESEARCH



# ADVANCING CANNABIS SCIENCE

The HEMP Institute at Kaycha Labs is our state-of-the-art 7,000 square foot facility dedicated to researching the efficacy of CBD products.

Our lab professionals determine the chemical composition of samples and our scientists evaluate therapeutic outcomes. This data is provided to physicians, patients, and researchers so that advances can be made across a broad spectrum of ailments

# THE HEMP INSTITUTE

AT  kaycha LABS

## MEDICAL DIRECTOR

### David Casarett, M.D.

Professor - Duke University School of Medicine  
Chief of Palliative Care - Duke Health

Dr. Casarett is a palliative care physician and health services researcher whose work focuses on improving care for those with serious, life-threatening illnesses. His research focuses on THC and CBD treatment outcomes.

The Director has authored more than 100 articles in journals including JAMA and The New England Journal of Medicine and his writing has appeared in print and online in The New York Times, Newsweek, Wired, Salon, Discover and Esquire. He is also the recipient of the Presidential Early Career Award for Scientists and Engineers, the highest honor given by the US government to researchers in the early stages of their careers.

Dr. Casarett is also the author of Stoned: A Doctor's Case for Medical Marijuana, published in 2015 by Penguin Random House.



## RESEARCH

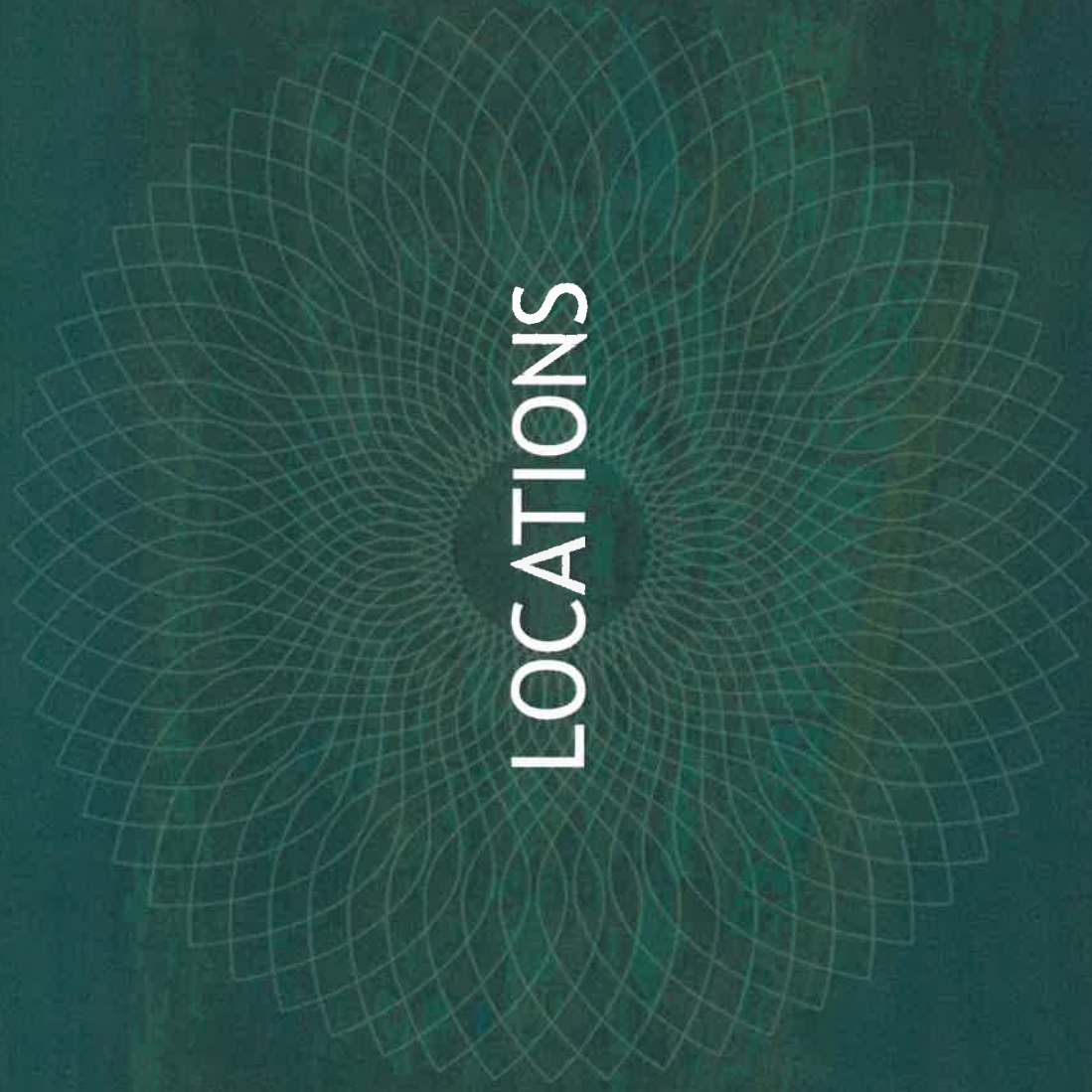


### University Affiliated Research & Internship Programs



We engage and collaborate with universities conducting THC and CBD related research. By providing various services including product chemical composition, data analytics, and patient outcomes information, Kaycha works with academics seeking to make therapeutic advancements in treating many ailments.

We also provide internships to college undergraduates interested in pursuing professions in the lab space and other healthcare-related industries.

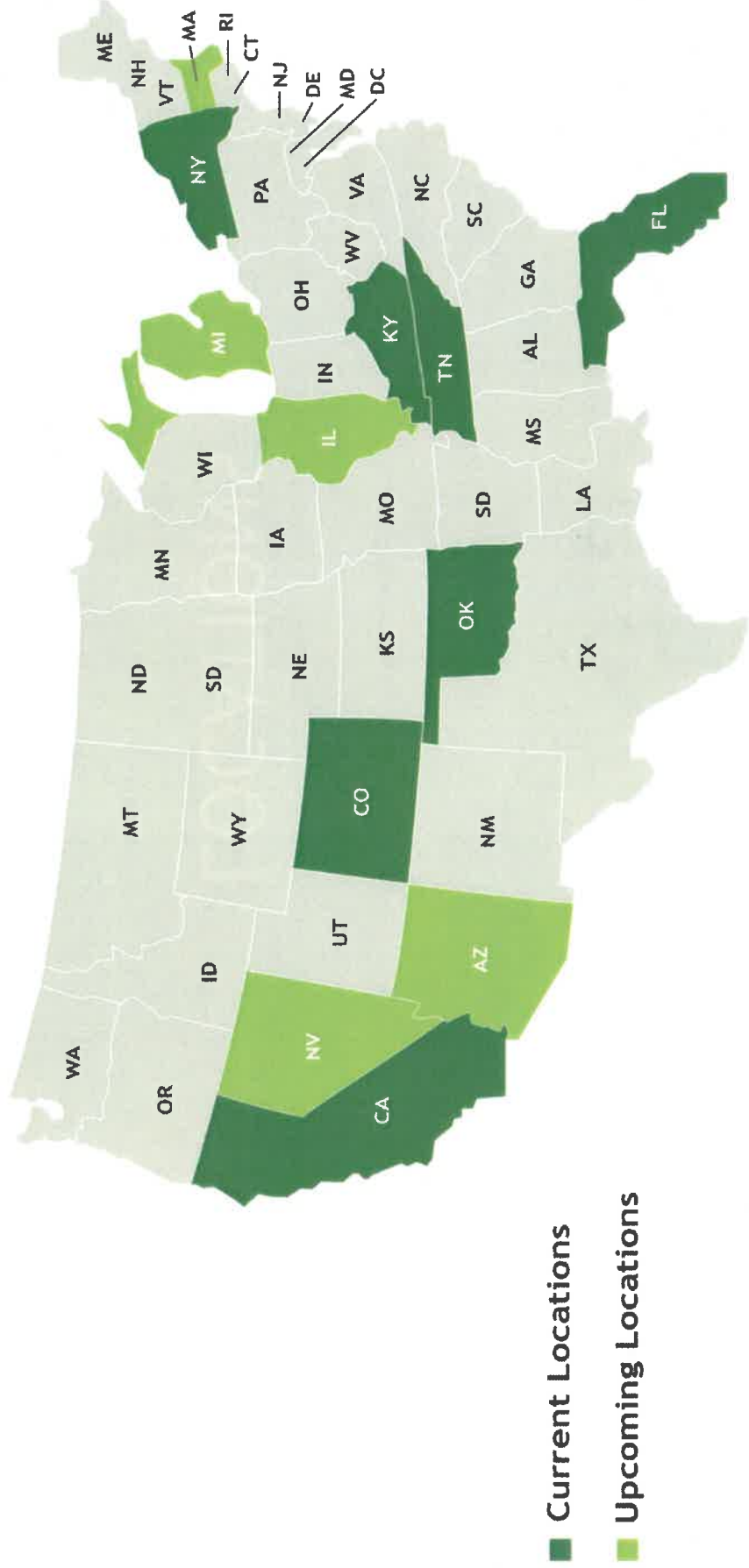


# LOCATIONS

## LOCATIONS



# A NATIONAL PRESENCE EIGHT LOCATIONS



## LOCATIONS

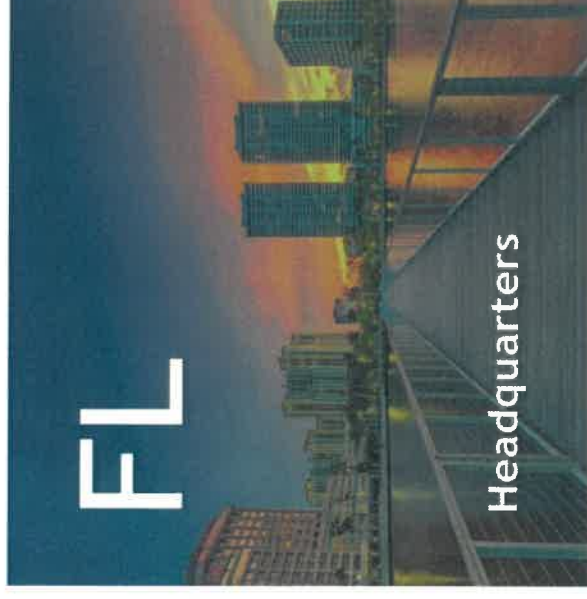


QUALITY PERFORMANCE SERVICE

# Kaycha Labs Headquarters

4101 SW 47th Ave, Suite 105, Davie FL 33314

Home to quality control, quality assurance, accounting, sales, client service, marketing, and executive offices. This location is also the home for The Hemp Institute, MJ Buddy, and our research and technology teams.



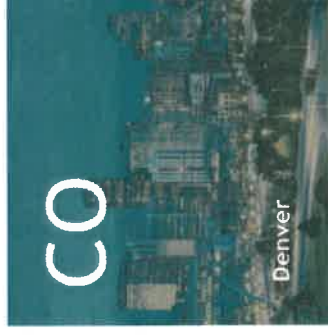


## LOCATIONS



 CANNABIS TESTING  
 HEMP TESTING

**Kaycha Labs California**  
ISO 17025:2017 / AOAC Pending



 CANNABIS TESTING  
 HEMP TESTING

**Kaycha Labs Colorado**  
ISO 17025:2017

### 605 E Huntington Dr #204 Monrovia, CA 9101

Our lab has been testing California Marijuana and Hemp since 2020.

The 5,000 square foot facility can process over 150 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and offers free pick-up services. Our fleet is located throughout the State and all vans are equipped with video and GPS tracking security systems and refrigeration.

### 879 Federal Blvd Denver, CO 80204

Our lab has been testing Colorado Marijuana and Hemp since 2014. This location was the company's third lab.

The 5,000 square foot facility can process over 150 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and has a fleet of vans for sample pick-up equipped with video and gps tracking security systems and refrigeration.

## LOCATIONS



✱ CANNABIS TESTING  
✱ HEMP TESTING

### Kaycha Labs Florida ISO 17025:2017 / AOAC



#### 4131 SW 47th Ave, Suite 1408, Davie, FL 33314

Our Davie lab has been testing Florida Marijuana and Hemp since 2017 and serves licensed MMTC from Orlando south to Key West. This location was the company's first lab and was the first ISO accredited lab in the State of Florida.

The 6,000 square foot facility can process over 300 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and offers free pick-up services. Our fleet is located throughout the State and all vans are equipped with video and gps tracking security systems and refrigeration.



✱ CANNABIS TESTING  
✱ HEMP TESTING

### Kaycha Labs Florida ISO 17025:2017 / AOAC



#### 2444 NE 1st Blvd, Suite 700, Gainesville, FL 32609

Our Gainesville lab has been testing Florida Marijuana and Hemp since 2018 and serves licensed MMTC from Orlando north to the Georgia border. This location was the company's second lab.

The 4,000 square foot facility can process over 150 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and offers free pick-up services. Our fleet is located throughout the State and all vans are equipped with video and gps tracking security systems and refrigeration.



## LOCATIONS



HEMP TESTING

### Kaycha Labs Kentucky

ISO 17025:2017 / AOAC / DEA Registered  
USDA approved Hemp Testing Laboratory



HEMP TESTING

### Kaycha Labs New York

#### 673 N. Bardstown Rd Mt. Washington, KY 40047

Our Kentucky lab is a dedicated Hemp testing lab serving the entire US and began operations in 2020.

The 5,000 square foot facility can process over 150 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and hemp samples can be mailed to the facility.

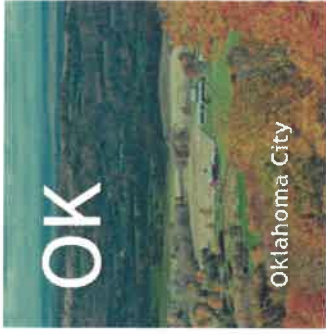
#### 49 John Hicks Drive Warwick, NY 10990

Our New York lab currently serves as a Hemp testing lab but will have cannabis testing capabilities as soon as the State legalizes marijuana. The lab began operations in 2020.

The 9,000 square foot facility can process over 100 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab will provide 48-hour turnaround testing services and hemp samples can be mailed to the facility.

## LOCATIONS



 CANNABIS TESTING  
 HEMP TESTING

**Kaycha Labs Oklahoma**  
ISO 17025:2017 / AOAC Pending



 HEMP TESTING

**Kaycha Labs Tennessee**  
ISO 17025:2017 / AOAC Pending

### 120 NE 26th St, Oklahoma City, OK 73105

Our Oklahoma lab is equipped to serve the Oklahoma Marijuana and Hemp market.

The 9,000 square foot facility can process over 150 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab will provide 48-hour turnaround testing services and a fleet of vans for sample pick-up equipped with video and GPS tracking security systems and refrigeration.

### 10427 Cogdill Rd, #500 Knoxville, TN 37932

Our Tennessee lab is a dedicated Hemp testing lab serving the entire US and began operations in 2019.

The 5,000 square foot facility can process over 100 samples per day and the lab is equipped with all new Shimadzu equipment with the latest automation equipment.

The lab provides 48-hour turnaround testing services and hemp samples can be mailed to the facility.



# ABOUT US

# A PLACE OF INNOVATION

## EXECUTIVES



**James Horvath**  
Chief Executive Officer  
& Chairman of the Board



**Chris Martinez**  
President



**John Schwartz**  
Chief Operating Officer



**Alan Silverman**  
Chief Financial Officer

## SCIENCE



**Stephen Goldman PhD**  
Chief Science Officer  
& Laboratory Director  
Kaycha Labs Colorado



**Jorge Segredo, MS**  
Senior Lab Director  
Kaycha Labs Florida



**Carlos Diaz**  
Vice President of Sales



**Cynthia Brewer**  
Vice President

## SALES & OPERATIONS

## ABOUT US



**James Horvath**  
Chief Executive Officer  
& Chairman of the Board

Mr. Horvath co-founded the company and is part of Kaycha's executive office. He shares responsibility for oversight of day-to-day operations of the business and his primary areas of focus are Business Development, Compliance/Accreditation, Quality Control, Technology, and Legal.

Prior to Kaycha, Mr. Horvath co-founded Revelex, one of the largest travel technology companies in the world conducting over \$4 Billion in annual travel sales. The company provides technology to American Express, AAA, Wells Fargo, and numerous other Fortune 100 companies. Prior to that, he held leadership positions as a technology-focused executive at Quest Technologies and Dollar Thrifty Automotive. Mr. Horvath holds the following designations: CGEIT, CISA, CISSP, PMP, SCJP and CSOX and he also served in the United States Air Force.

**Education:** Arizona State University, Western Governors University, B.S.

[jhorvath@kaychaholdings.com](mailto:jhorvath@kaychaholdings.com)



**Chris Martinez**  
President

Mr. Martinez co-founded the company and is part of Kaycha's executive office. He shares responsibility for oversight of day-to-day operations of the business and his primary areas of focus are Lab Operations, Sales, Customer Service, Human Resources, Vendor Relations, and Procurement.

Prior to Kaycha, Mr. Martinez was a Sales Director at Smith and Nephew where he trained and educated physicians on the latest technologies and surgical innovations available for orthopedic trauma surgeries. Prior to that, he was President of C Martinez Properties where he developed and managed a network of rental properties in South Florida which he sold. Mr. Martinez holds certifications in Medical Marijuana Law and Regulations.

**Education:** Barry University, B.S.

[cmartinez@kaychaholdings.com](mailto:cmartinez@kaychaholdings.com)



## ABOUT US



**John Schwartz**  
Chief Operating Officer

Mr. Schwartz is part of Kaycha's executive office and shares responsibility for oversight of day-to-day operations of the business. His primary areas of focus are Finance, Marketing, and Investor Relations.

Prior to Kaycha, Mr. Schwartz led the Marketing and Client Services efforts for Redwood Investments, a boutique equity investment management firm. Prior to that, he led the North American Equity Sales Department for State Street Global Markets. He also worked at Goldman Sachs in both the equity and fixed income departments. At Goldman, he provided advice to both corporate issuing clients and investment management firms and worked in the New York, London, and Boston offices.

**Education:** Harvard Business School MBA, Georgetown University AB, London School of Economics

[jschwartz@kaychaholdings.com](mailto:jschwartz@kaychaholdings.com)



**Alan Silverman**  
Chief Financial Officer

Mr. Silverman joined Kaycha in 2020 and serves as Chief Financial Officer.

Prior to Kaycha, Mr. Silverman served as the controller at several other businesses in the healthcare and life sciences, software as a service, construction & real estate, and communication services industries. At these companies, his responsibilities included financial reporting and modeling, risk management, systems implementation, and benefits administration. Mr. Silverman also has public accounting experience (audit and tax).

**Education:** State University of New York, BA

[asilverman@kaychalabs.com](mailto:asilverman@kaychalabs.com)

## ABOUT US



**Stephen Goldman PhD**  
Chief Science Officer & Laboratory  
Director Kaycha Labs Colorado

Mr. Goldman joined PhytaTech in 2015 (the predecessor company to Kaycha Labs Colorado). His primary areas of focus are the Colorado Lab Operations, Research & Development, New Test Development, and Nationwide Standardization.

Prior to joining Kaycha Mr. Goldman served as an analytical chemist at the CLIA and CAP certified Forensic Laboratories, was a chemist for Novartis (Sandoz), Kemin Industries, Genentech, and served as a contract chemist. In those capacities, he was involved in research into biocatalyst production, new chemistry entities, nutraceutical development, antibody conjugate linkers, technical transfers, quality control, analytical method development, and method creation and validation. Mr. Goldman is a member of the American Institute of Chemical Engineers, American Association of Pharmaceutical Scientists and the American Chemical Society, Cannabis Chemistry Subdivision.

**Education:** University of Kansas, MS Pharmaceutical Chemistry, University of Iowa, BS

[sgoldman@kaychalabs.com](mailto:sgoldman@kaychalabs.com)



**Jorge Segredo, MS**  
Senior Lab Director  
Kaycha Labs Florida

Mr. Segredo joined Kaycha in 2017. His primary areas of focus are the Florida Lab Operations, developing and validating testing methodologies and procedures, and implementing the company's quality management systems.

Prior to joining Kaycha, Mr. Segredo was the Laboratory Head and the Quality Assurance/Quality Control Director for Health Genesis Corp. At HGC, he developed methods for protein testing as well as implemented the Quality Management systems for Hepatitis B vaccine production. Prior to that he spent 17 years at The Center for Genetic Engineering and Biotechnology where he became Laboratory Head and prior to that, he was a chemist at the United Nations Development Program in Havana, Cuba.

**Education:** University of Havana, Postgraduate Diploma, Ivanovo State University of Chemistry and Technology, BS

[jsegredo@kaychalabs.com](mailto:jsegredo@kaychalabs.com)

## ABOUT US



**Carlos Diaz**  
Vice President of Sales

Mr. Diaz joined Kaycha in 2018 and is responsible for the overall sales of the business. His primary areas of focus are customer engagement, execution of sales strategies, and the development of an effective sales team.

Prior to Kaycha, Mr. Diaz was a Global Sales Trainer at Smith and Nephew where he focused on training and educating both physicians and sales representatives on the latest technologies available for sports medicine, orthopedic surgery. His additional responsibilities were sales skills development training of the global sales team. Prior to that, he was a Sales Manager for Arthrex in the Southeast. He is also a wartime veteran that served in the United States Army as an Airborne Combat Medic in the 82nd Airborne Division with deployments all over the world.

**Education:** Nova Southeastern University, MMS

[cdiaz@kaychalabs.com](mailto:cdiaz@kaychalabs.com)



**Cynthia Brewer**  
Vice President

Ms. Brewer joined Kaycha in 2017 and focuses her energies on the State of Florida's operations. She has been instrumental in numerous marketing, legislative affairs, and laboratory operational initiatives.

Prior to Kaycha, Ms. Brewer served as Director of Operations and Marketing at The Pharmacy where she worked as a Patient Advocate and prior to that, she worked in marketing at the Fidelity Bank of Florida.

**Education:** Chattahoochee Technical College, Associates Degree

[cbrewer@kaychalabs.com](mailto:cbrewer@kaychalabs.com)



# ABOUT US



## A LITTLE BIT OF HISTORY



**2016**

Kaycha Group is launched to provide medical research in cannabis and back the data with a world class laboratory built to pharmaceutical specifications.



**2017**

Kaycha Labs opens its first Lab location in Davie Florida. A 6,000 square foot facility with all new equipment and the best scientists in the industry.



**2018 / FALL**

Kaycha Labs opens its second location in Gainesville Florida. This 4,000 square foot facility is built completely from the ground up to be the most efficient cannabis and hemp lab in the industry.



**2019 / SPRING**

Kaycha Labs begins operating third location in Denver Color The 5,000 square foot facility been testing cannabis and he sine 2014 and quickly become largest testing lab in the Sta



**2019 / SUMMER**

Kaycha Labs joins with Phyto-Farma to open the first Cannabis and Hemp testing facility in New York State. This 9,000 square foot facility is built to our specifications in a cannabis incubator park just outside of Warwick, NY. Kaycha Labs partners with Universal Diagnostics to open a 7,000 square foot Lab in Mount Washington Kentucky.



**2019 / FALL**

Due to the increased demand in Hemp testing Kaycha begins build-out of its 7th location in Knoxville Tennessee. Kaycha Labs begins negotiation to acquire a Lab in Oklahoma City Oklahoma, due to open in January 2020. Kaycha Labs also begins operating a 5,000 square foot facility in Monrovia California, bringing the total number of Kaycha locations to 8.

## ABOUT US



## PARTNERS



Shimadzu's Cannabis Testing Solutions cover a broad range of applications, from potency testing to pesticide screening. We supply the instruments, methods and experience necessary to get you up and running quickly.

[shimadzu.com](http://shimadzu.com)



Hamilton Robotics provides solutions for fully automated workflows. Our liquid handling workstations provide consistent results for assays, ranging from low-throughput pipetting protocols to high-throughput systems with integrated sample storage.

[hamiltoncompany.com](http://hamiltoncompany.com)



Strengthening communication between patients, providers and researchers with the help of electronic tools, such as MJ BUDDY'S patient journal including our appointment and dosage reminder tools.

[mjbuddy.com](http://mjbuddy.com)



Kaycha/Pure LIMS is a MetrC validated API Integrator. MetrC is a regulatory solution designed for government agencies in charge of legalized marijuana enforcement. MetrC stands for marijuana enforcement tracking reporting compliance. The software was developed by Franwell and provides tracking and tracing using RFID as well as integrations with some of the top seed to sale software solutions on the market.

[metrc.com](http://metrc.com)



PathogenDx Technology: Simple, Powerful Inexpensive Microbial Testing. PathogenDx has developed the next generation of large-scale DNA based microbial testing for cannabis, botanicals, food and agricultural products and water testing.

[pathogendx.com](http://pathogendx.com)



They say in unity lies real strength. With that in mind, the Florida Hemp Council was established to bring necessary resources to the Florida hemp industry and work together to overcome challenging times and remain sustainable.

[theflhc.org](http://theflhc.org)

# AMERICA'S FIRST CHOICE IN CANNABIS & HEMP TESTING

Have a custom testing need?  
Or have a specific issue with your product?  
Kaycha Labs has you covered.



Potency



Terpenes



Pesticides



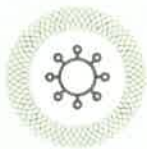
Heavy Metals



Residual  
Solvents



Microbials



Mycotoxins



Lipids



Nutrient  
Content



Environmental



Shelf  
Stability

To Start Testing Just Visit

[www.YourCOA.com](http://www.YourCOA.com)



# Get in Touch With Us

(833) 465-8378

Or email us at

[info@kaychalabs.com](mailto:info@kaychalabs.com)

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[kaychalabs.com](https://kaychalabs.com)



## Host Community Agreement Certification Form

### Instructions

Certification of a host community agreement is a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). Applicants must complete items 1-3. The contracting authority for the municipality must complete items 4-8. Failure to complete a section will result in the application not being deemed complete. This form should be completed and uploaded into your application. 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).

### Certification

The parties listed below do certify that the applicant and municipality have executed a host community agreement on the specified date below pursuant to G.L. c. 94G § 3(d):

1. Name of applicant:

Kaycha MA, LLC

2. Name of applicant's authorized representative:

John Schwartz

3. Signature of applicant's authorized representative:

*John P Schwartz*


4. Name of municipality:

Natick

5. Name of municipality's contracting authority or authorized representative:

Melissa Malone, Town Admin.

6. Signature of municipality's contracting authority or authorized representative:



7. Email address of contracting authority or authorized representative of the municipality (*this email address may be used to send municipal notices pursuant to 935 CMR 500.102(1) and 501.102(1).*):



8. Host community agreement execution date:





## **Plan for Positive Impact**

### **INTENT**

Cannabis prohibition has disproportionately impacted certain communities in Massachusetts. As the Commonwealth begins to embrace the adult-use cannabis industry in earnest, Kaycha MA LLC, (“Kaycha”) recognizes that it has a responsibility to contribute to areas of disproportionate impact and help disproportionately harmed by marijuana prohibition. Kaycha will focus its time and resources on Walpole which has been identified by the Commission as an area of disproportionate impact.

### **PURPOSE**

The purpose of this document is to summarize Kaycha’s plan to ensure its business creates positive and lasting impacts on the communities in which it will be involved.

Kaycha is committed to fostering positive relationships within the community and endeavoring to identify ways in which to give back. Kaycha seeks to utilize its resources, including time, talent and monies, to provide assistance to those who may be underserved and/or in need. We plan to achieve these goals through volunteer time and community engagement.

### **INITIATIVES AND METRICS**

Kaycha aims to implement the following initiatives to assist those communities that have been disproportionately impacted and will adhere to the requirements set forth in 935 CMR500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of Marijuana Establishments.

*Proposed Initiative:* Kaycha will make a minimum annual financial contribution of at least \$2,500 to the CultivatED program to help promote participation in the cannabis industry by those who were disproportionately harmed by marijuana prohibition. CultivatED is a jails-to-jobs cannabis program that focuses on issues such as expungement, education and employment for those harmed populations. The mission of CultivatED is to empower, educate, and employ individuals from areas of disproportionate impact, as identified by the Massachusetts Cannabis Control Commission, who have been harmed by the failed War on Drugs. The program shall provide to its fellows: Responsible Vendor Training, as well as an “Introduction to Cannabis and the Law” course at Roxbury Community College, while receiving workforce development training through the Urban League of Eastern Massachusetts. Kaycha will provide money to CultivatED to support its mission and goals but will not offer any of its own programming through the CultivatED program. Attached, please find a letter from CultivatED acknowledging acceptance of funds from cannabis license holders.

**Goal:** Kaycha will make an annual financial contribution to the CultivatED program which will in turn support the mission of empowering, educating, and employing individuals from areas of disproportionate impact, as identified by the Massachusetts Cannabis Control Commission.



Kaycha MA, LLC  
Application of Intent

**Metrics:** Kaycha will maintain a record of its annual donations to the CultivatED program. Kaycha will keep records of feedback that are received relative to the impact of the company's contributions, if any. This will in turn help us make decisions about adjustments that need to be made in the future.

*Proposed Initiative:* Kaycha will commit to provide employees with a minimum of 8 hours per year paid time to participate in a neighborhood clean-up initiative that serves identified areas of disproportionate impact. Kaycha will focus their clean-ups in Walpole. Employees will be notified of these clean-up days through an employee correspondence or public posting around the establishment.

**Goal:** Kaycha is committed to serving communities that have been disproportionately impacted by serving individuals and organization through the contribution of employee volunteer time courtesy of the company with a goal of donating 8 hours per employee per year. Kaycha will have a goal of 75% participation in the neighborhood clean-up program by its employees each calendar year.

**Metrics:** Kaycha will maintain records of each employee who participates in the neighborhood clean-up program and the number of hours contributed by each employee. These clean-ups will begin once Kaycha obtains its Provisional License taking place within the first year of its provisional license. Kaycha will then solicit feedback from participating employees to learn about their experiences and determine whether adjustments should be made in the future with regards to this program. These metrics will be outlined in a report that will be completed 60 days prior to the company's annual license renewal (one year from provisional licensure, and each year thereafter) to the Cannabis Control Commission. Kaycha 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.

## **CONCLUSION**

Kaycha will conduct continuous and regular evaluations of the implementation of its goals and at any point will retool its policies and procedures in order to better accomplish the goals set out in this Plan for Positive Impact. Any actions taken, or programs instituted by Kaycha will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws. Progress and/or success of this plan will be documented one year from provisional licensure and each year thereafter.

Kaycha MA, LLC  
Application of Intent



MASS CultivatED

February 24, 2020

Cannabis Control Commission  
Union Station  
2 Washington Square  
Worcester, MA 01604

RE: Acceptance of Cannabis Funds

Dear Cannabis Control Commission:

It is with great pleasure that we inform you that we will be graciously accepting contributions from licensed Massachusetts cannabis companies in order to assist in funding our program, CultivatED.

CultivatED is a first in the nation jails to jobs cannabis program that focuses on issues such as expungement, education and employment for those who have been affected by the prohibition of cannabis in the Commonwealth. We are an innovative public-private partnership providing our fellows with a robust co-op education program, legal services, workforce preparedness training, and cannabis externships with livable wages and benefits. We work closely with organizations such as Greater Boston Legal Services, Roxbury Community College and the Urban League of Eastern Massachusetts to achieve our program goals.

We appreciate the opportunity to allow Massachusetts licensed cannabis companies to participate through their contributions. Please do not hesitate to contact us should you have any additional questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Ryan Dominguez". The signature is written in a cursive, flowing style.

Ryan Dominguez



## The Commonwealth of Massachusetts William Francis Galvin

Minimum Fee: \$500.00

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

### Certificate of Organization

(General Laws, Chapter )

Identification Number: 0014421181. The exact name of the limited liability company is: KAYCHA MA LLC

## 2a. Location of its principal office:

No. and Street: 4101 SW 47TH AVE  
SUITE 105

City or Town: DAVIE State: FL Zip: 33314 Country: USA

## 2b. Street address of the office in the Commonwealth at which the records will be maintained:

No. and Street: 16 TECH CIRCLE

City or Town: NATICK State: MA Zip: 01760 Country: USA

## 3. The general character of business, and if the limited liability company is organized to render professional service, the service to be rendered:

THE LLC IS ORGANIZING IN ORDER TO APPLY FOR A LICENSE WITH THE CCC

## 4. The latest date of dissolution, if specified:

## 5. Name and address of the Resident Agent:

Name: JOHN P. SCHWARTZNo. and Street: 35 HUNDREDS ROAD

City or Town: WELLESLEY State: MA Zip: 02481 Country: USA

I, JOHN P SCHWARTZ 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	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	JOHN P SCHWARTZ	4101 SW 47TH AVE DAVIE, FL 33314 USA
MANAGER	CHRISTOPHER MARTINEZ	4101 SW 47TH AVE DAVIE, FL 33314 USA
MANAGER	JAMES HORVATH	4101 SW 47TH AVE DAVIE, FL 33314 USA

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.

<b>Title</b>	<b>Individual Name</b> First, Middle, Last, Suffix	<b>Address</b> (no PO Box) Address, City or Town, State, Zip Code
SOC SIGNATORY	RAFAEL MARTINEZ	4101 SW 47TH AVE DAVIE, FL 33314 USA
SOC SIGNATORY	ALAN SILVERMAN	4101 SW 47TH AVE DAVIE, FL 33314 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:**

<b>Title</b>	<b>Individual Name</b> First, Middle, Last, Suffix	<b>Address</b> (no PO Box) Address, City or Town, State, Zip Code
REAL PROPERTY	CHRISTOPHER MARTINEZ	4101 SW 47TH AVE DAVIE, FL 33314 USA
REAL PROPERTY	JAMES HORVATH	4101 SW 47TH AVE DAVIE, FL 33314 USA
REAL PROPERTY	JOHN P SCHWARTZ	4101 SW 47TH AVE DAVIE, FL 33314 USA

**9. Additional matters:**

**SIGNED UNDER THE PENALTIES OF PERJURY, this 11 Day of June, 2020,**  
**JAMES HORVATH**

*(The certificate must be signed by the person forming the LLC.)*

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:

June 11, 2020 12:34 PM

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

WILLIAM FRANCIS GALVIN

*Secretary of the Commonwealth*



Commonwealth of Massachusetts  
Department of Revenue  
Geoffrey E. Snyder, Commissioner

mass.gov/dor

Letter ID: L0422567488  
Notice Date: October 30, 2020  
Case ID: 0-000-955-275



## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



KAYCHA MA LLC  
4101 SW 47TH AVE STE 105  
DAVIE FL 33314-4037

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

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

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

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

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

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

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

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

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

Edward W. Coyle, Jr., Chief  
Collections Bureau





William Francis Galvin  
Secretary of the  
Commonwealth

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

October 30, 2020

TO WHOM IT MAY CONCERN:

I hereby certify that a certificate of organization of a Limited Liability Company was filed in this office by

**KAYCHA MA LLC**

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **June 11, 2020.**

I further certify that said Limited Liability Company has filed all annual reports due and paid all fees with respect to such reports; that said Limited Liability Company has not filed a certificate of cancellation; that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156C, § 70 for said Limited Liability Company's dissolution; and that said Limited Liability Company is in good standing with this office.

I also certify that the names of all managers listed in the most recent filing are: **JOHN P SCHWARTZ, CHRISTOPHER MARTINEZ, JAMES HORVATH**

I further certify, the names of all persons authorized to execute documents filed with this office and listed in the most recent filing are: **JOHN P SCHWARTZ, CHRISTOPHER MARTINEZ, JAMES HORVATH, RAFAEL MARTINEZ, ALAN SILVERMAN**

The names of all persons authorized to act with respect to real property listed in the most recent filing are: **CHRISTOPHER MARTINEZ, JAMES HORVATH, JOHN P SCHWARTZ**

In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

*William Francis Galvin*

Secretary of the Commonwealth



**OPERATING  
AGREEMENT OF  
KAYCHA MA LLC  
(a Massachusetts limited liability company)**

**THIS OPERATING AGREEMENT** (*"Operating Agreement"*) is made and entered into effective as of the 2<sup>nd</sup> day of November, 2020 by KAYCHA MA LLC, a Massachusetts limited liability company, as the member (sometimes referred to herein as the *"Member"*), and JAMES J. HORVATH, CHRISTOPHER MARTINEZ and JOHN P. SCHWARTZ, as managers (sometimes referred to herein as the *"Managers"*).

**ARTICLE I**

**ORGANIZATIONAL MATTERS**

**Section 1.1 Formation.** The Member has formed a limited liability company under the Massachusetts Limited Liability LLC Act (the *"Act"*) by the filing on October 28, 2020 of a Certificate of Organization (the *"Certificate"*) in the office of the Secretary of State of the Commonwealth of Massachusetts.

**Section 1.2 Name.** The name of the limited liability company shall be "KAYCHA MA LLC" (the *"Company"*).

**Section 1.3 Principal Office.** The principal office of the Company shall be located at c/o John P. Schwartz , 16 Tech Circle, Suite 201, Natick, MA 01760. The Managers may from time to time change the Company's principal office to another location and /or add additional offices.

**Section 1.4 Purpose.** The purpose of the Company shall be as follows:

- (a) To engage in the testing and analysis of marijuana, CBD and hemp and related products and materials, and services related thereto; and to assemble, process and license (through affiliated entities) related data for the cannabis industry, exclusively in the State of Massachusetts;
- (b) To exercise all other powers necessary to or reasonably connected with the Company's business which may be legally exercised by limited liability companies under the Act; and
- (c) To engage in all activities necessary, customary, convenient, or incident to any of the foregoing.

For the avoidance of doubt, the Company may engage in any lawful business or activity as set forth above that may be permitted by state and local law, notwithstanding federal law to the contrary.



**Section 1.5 Term.** The term of the Company commenced on the date the Articles of Organization of the Company were filed with the Commonwealth of Massachusetts, Secretary of the Commonwealth of Massachusetts, and shall continue in perpetuity, unless its existence is earlier terminated pursuant to Article 9 of this Agreement.

**Section 1.6 Registered Agent.** The registered agent of the Company shall be John P. Schwartz, or any other person or entity with an office in the State of Massachusetts as determined by the Managers.

**Section 1.7 Registered Office.** The registered office of the Company shall be the office of the Registered Agent located at 16 Tech Circle, Suite 201, Natick, Massachusetts 01760, or any other location within the State of Massachusetts as determined by the Managers.

## ARTICLE 2

### **CAPITAL CONTRIBUTIONS AND ADDITIONAL FUNDING**

The name, address and the initial capital contribution of the Member shall be set forth on Exhibit "A" attached hereto. The Member shall have no obligation to make any additional capital contributions to the Company. The Member may make additional contributions of capital to the Company as the Member determines necessary, appropriate, or desirable.

## ARTICLE 3

### **MANAGEMENT**

**Section 3.1 Management.** The business of the Company shall be managed by the Managers. At any time there is more than one Manager, any one Manager may take any action permitted to be taken by the Managers, provided that a majority of the Managers shall be required to take any action that is outside the ordinary course of business, unless the approval of only one Manager is expressly permitted (or authorized by consent of the Member).

**Section 3.2 Election.** The initial Managers are James J. Horvath, Chris Martinez, and John P. Schwartz. The Managers shall act until their death, incapacity, resignation, or removal from office. Additional and/or successor Manager(s) shall be appointed by the Member.

**Section 3.3 Removal.** Any Managers may be removed from office by the Member.

## ARTICLE 4

### **RIGHTS AND POWERS OF THE MANAGERS**

The Managers shall have exclusive authority to control the operations and affairs of the Company and to make all decisions regarding the business of the Company. Without limiting the generality of the foregoing, the Managers shall have exclusive authority to establish such business strategies, accounting procedures and other practices and to make such business decisions as the Managers, in the Managers' sole discretion, deems advisable for the operation of the Company. In addition, it is understood and agreed that the Managers shall have all of the rights and powers of a manager as provided in the Act and as otherwise provided by law, and any action taken by the Managers shall constitute the act of and serve to bind the Company. In dealing with the Managers acting on behalf of the Company, no person shall be required to inquire about the authority of the Managers to bind the Company. Persons dealing with the Company are entitled to rely exclusively on the power and authority of the Managers as set forth in this Operating Agreement.

## ARTICLE 5

### **OFFICERS**

**Section 5.1 Establishment.** The Company may establish, at the direction of the Managers, as many officers as it may need from time to time.

**Section 5.2 Election of Officers.** The officers of the Company shall be chosen by the Managers, and each shall serve at the pleasure of the Managers, subject to the rights, if any, of any officer under any employment agreement. The officers of the Company are as follows as of the date hereof:

Chief Executive Officer:	James J. Horvath
President:	Christopher Martinez
Chief Operating Officer	John P. Schwartz

**Section 5.3 Powers and Duties of Officers.** The officers of the Company shall have such powers and duties in the management of the Company as may be prescribed by the Managers and, to the extent not so provided, as generally pertain to their respective offices under Delaware General Corporation Law, subject to the control of the Managers.

**Section 5.4 Compensation.** Salaries and any related employment agreements of officers employed by the Company shall be established by the Managers. No officer shall be prevented from receiving such salary because he or she is also a Manager and/or Member of the Company.



**Section 5.5 Removal and Resignation of Officers.**

(a) Subject to the rights, if any, of an officer under any employment agreement, any officer may be removed, either with or without cause, by the Managers. Election or appointment of an officer shall not of itself create contractual rights.

(b) Any officer may resign at any time by giving written notice to the Managers. Any such resignation shall take effect upon the receipt of such notice or at any later time specified therein; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Any such resignation is without prejudice to the rights, if any, of the Company under any contract to which the officer is a party.

**Section 5.6 Vacancies in Offices.** A vacancy in any office for any reason whatsoever may be filled, by the Managers, for the unexpired portion of the term.

**ARTICLE 6**

**ALLOCATIONS**

Each item of income, gain, loss and deduction of the Company shall be allocated to the Member. The Company shall be an entity disregarded from its owner for federal, state and local income tax purposes.

**ARTICLE 7**

**DISTRIBUTIONS**

Distributions from the Company may be made to the Member at any time, in the discretion of the Managers.

**ARTICLE 8**

**TRANSFER**

The Member may, in the Member's sole discretion, assign, transfer, pledge or encumber its interests in the Company.

**ARTICLE 9**

**LIMITATION OF LIABILITY AND  
INDEMNIFICATION**

**Section 9.1 Liability of Member and Managers.** Except as otherwise required by the Act, neither the Member nor the Managers shall be liable, solely by reason of being a member of the Company or serving as a Manager of the Company, under a judgment,

decree or order of a court, or in any other manner, for a debt, obligation or liability of the Company.

**Section 9.2 Liability of a Manager.** A Manager shall not be personally liable for monetary damages to the Company, the Member or any other person for any statement, vote, decision, or failure to act regarding management or policy decisions by the Manager unless the Manager's breach of, or failure to perform those duties constitutes any of the following:

(a) A violation of criminal law, unless the Manager had reasonable cause to believe such conduct was lawful or had no reasonable cause to believe such conduct was unlawful. A judgment or other final adjudication against the Manager in any criminal proceeding for a violation of criminal law estops that Manager from contesting the fact that such breach, or failure to perform, constitutes a violation of criminal law, but does not estop the Manager from establishing that such Manager had reasonable cause to believe that such conduct was lawful or that the Manager had no reasonable cause to believe that such conduct was unlawful.

(b) A transaction from which the Manager derived an improper personal benefit. The Manager is not deemed to have derived an improper personal benefit from any transaction if the transaction and the nature of any personal benefit derived by the Manager is not prohibited by state or federal law (except where federal law conflicts with state law and the federal government has not enforced federal law with respect to the transaction or the personal benefit in similar circumstances) or this Operating Agreement, the transaction was approved by the Member or the transaction was fair and reasonable to the Company at the time it was authorized by the Managers.

(c) A Manager's consent to a distribution to the Member in violation of the Act.

(d) In a proceeding by or in the right of the Company to procure a judgment in its favor, or by or in the right of the Member, conscious disregard of the best interest of the Company or in a manner exhibiting willful misconduct.

(e) In a proceeding by or in the right of someone other than the Company or the Member, conscious disregard of the best interest of the Company or in a manner exhibiting willful misconduct.

**Section 9.3. Indemnification.**

(a) To the fullest extent permitted by the Act, the Company shall indemnify and hold harmless the Member and the Managers, and all officers, directors, managers, members, owners and partners of the Member and the Managers (and employees or agents of the Company, if approved by the Managers) (individually, an "Indemnitee")



from and against any and all claims and demands whatsoever.

(b) To the fullest extent permitted by the Act, the Company agrees to pay or reimburse the expenses (including legal fees and expenses) incurred by or on behalf of the Indemnitee, defending any claim or demand whatsoever.

(c) The indemnification provided by this Section 9.3 shall inure to the benefit of the Indemnitee's heirs, successors, assigns, administrators, and personal representatives of the Indemnitee.

(d) The Company may purchase and maintain insurance on behalf of an Indemnitee and such other persons as the Managers shall determine against any liability which may be asserted against, or expense which may be incurred by, such person in connection with the Company's activities, whether or not the Company would have the power to indemnify such person against such liability or expense under the provisions of this Operating Agreement. The Company may enter into an indemnity contract with the Indemnitee and adopt written procedures pursuant to which arrangements are made for the advancement of expenses and the funding of obligations under this Section 9.3 and containing such other procedures regarding indemnification as are appropriate.

(e) Any indemnification hereunder shall be satisfied solely out of the assets of the Company and none of the Indemnitees shall be subject to personal liability by reason of these indemnification provisions.

(f) An Indemnitee shall not be denied indemnification in whole or in part under this Section 9.3 because the Indemnitee had an interest in the transaction with respect to which the indemnification applies if the transaction was not prohibited by the terms of this Operating Agreement or the Act.

(g) The provisions of this Section 9.3 are for the benefit of the Indemnitees and the heirs, successors, assigns, administrators, and personal representatives of the Indemnitees and shall not be deemed to create any rights for the benefit of any other persons.

(h) Notwithstanding the indemnification provided for by this Section 9.3 or any written agreement, such indemnity shall not include any expenses incurred by such Indemnitees relating to or arising from any action, suit or proceeding whether civil, criminal or administrative in which the Company asserts a direct claim against any Indemnitee whether such claim by the Company is termed a complaint, counterclaim, crossclaim, third-party complaint or otherwise.

(i) Further notwithstanding the indemnification provided for by this Section 9.3 or any written agreement, the indemnifications pursuant to this Section 9.3 shall survive to indemnify each Indemnitee for any period of time it was a Member or Manager, manager or member thereof, even after such Indemnitee is no longer a Member or Manager, manager or member thereof. Such indemnification shall survive in the form set forth herein, regardless of

any amendment to this Agreement, unless such amendment is executed by the Indemnitee.

## ARTICLE 10

### **DISSOLUTION AND TERMINATION OF THE COMPANY**

**Section 10.1 Dissolution.** The Company shall be dissolved only upon the occurrence of any of the following events:

- (a) by election of the Member;
- (b) the passage of 90 consecutive days during which the company has no members, unless: (i) consent to admit at least one specified person as a member is given by transferees owning the rights to receive a majority of distributions as transferees at the time the consent is to be effective; and (ii) at least one person becomes a member in accordance with the consent ; or
- (c) as otherwise required by law.

**Section 10.2 Effect of Dissolution.** Upon dissolution, the Company shall cease carrying on its business, except insofar as may be necessary for winding up its business, but its separate existence shall continue until the winding up and distributions, as set forth in Section 10.3 hereof, are completed.

**Section 10.3 Winding Up, Liquidation and Distribution of Assets.** Upon dissolution, the Company assets and the proceeds of any liquidation sale shall be applied and distributed at the closing of any sale or disposition of substantially all of the assets in the following order of priority:

- (a) To the payment of all debts and liabilities of the Company and all expenses of liquidation;
- (b) To the setting up of such reserves as the Managers may deem necessary for any contingent liabilities of the Company. Any reserves may be deposited with an escrow agent, to be applied to the discharge of any contingent liabilities, and, at the expiration of whatever period the Managers may deem advisable, the balance shall be distributed as provided in paragraph (c) below; and
- (d) The balance, if any, shall be distributed to the Member.



## ARTICLE 11

### **BOOKS, RECORDS AND RETURNS**

**Section 11.1 Books and Records.** The Managers shall keep the following documents at the Company's principal office:

- (a) A current list of the full names and last known business, residence, or mailing addresses of the Member and Managers;
- (b) A copy of the Articles of Organization, articles of merger, articles of interest exchange, articles of conversion, and articles of domestication, and other documents and all amendments thereto, concerning the Company which were filed with the Department of State, together with executed copies of any powers of attorney pursuant to which any articles of organization or such other documents were executed;
- (c) Copies of the Company's federal, state, and local income tax returns and reports, if any, for the three (3) most recent years; and
- (d) Copies of any financial statements of the Company for the three (3) most recent years; and
- (e) A copy of the Operating Agreement as amended.

**Section 11.2 Accounting Methods.** All financial records shall be maintained and reported based on the accounting methods as determined by the Managers.

**Section 11.3 Company Year.** The annual accounting period of the Company for financial accounting and tax purposes shall begin on the first day of January and end on the last day of December each year, unless otherwise determined by the Managers.

**Section 11.4 Company Bank Accounts.** The Managers shall receive all monies of the Company and shall deposit the same in one or more banking accounts. All withdrawals from Company accounts shall be made by the Managers or an authorized agent or agents of the Managers. Company funds shall be separately identifiable from and not commingled with those of any other person.

**Section 11.5 Accounting Decisions.** All decisions as to accounting matters, except as specifically provided to the contrary here in, shall be made by the Managers.

**Section 11.6 Treatment for Tax Purposes.** The Company is intended to be disregarded as an entity separate from the Member for federal, state, and local income tax purposes.



## ARTICLE 12

### **ADMISSION OF NEW MEMBERS**

With the consent of the Member, the Managers shall have authority to admit new members to the Company on such terms and conditions as the Member shall deem appropriate. In connection therewith, the Managers may create different classes of members of the Company and make such amendments to this Operating Agreement as the Managers, with consent of the Member, may deem appropriate.

## ARTICLE 13

### **MISCELLANEOUS**

**Section 13.1 Governing Law.** This Operating Agreement and the rights and duties of the Members and the Managers shall be governed by and construed and enforced in accordance with the laws of the State of Massachusetts.

**Section 13.2 Severability.** In the case any one or more of the provisions contained in this Operating Agreement or any application thereof shall be invalid, illegal or unenforceable in any respect, the validity, legality and enforceability of the remaining provisions contained herein and any other application thereof shall not in any way be affected or impaired thereby.

**Section 13.3 Binding Effect** Except as otherwise provided to the contrary herein, this Operating Agreement shall be binding upon, and inure to the benefit of, the Member and the Member's heirs, executors, administrators, successors and permitted assigns.

**Section 13.4 Authority to Amend.** This Operating Agreement may be amended at any time by the Member.


**Section 13.5 Gender.** Wherever the context shall so require, all words herein in a particular gender shall be deemed to include other genders where applicable. In addition, singular words shall include the plural and plural words shall include the singular.

*[Reminder of page intentionally blank; signature page attached.]*

**IN WITNESS WHEREOF**, the undersigned has executed this Operating Agreement as of the date first set forth above.

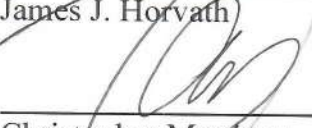
**MEMBER:**

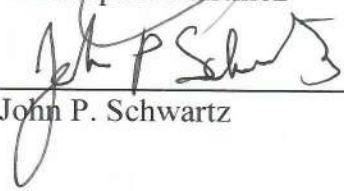
KAYCHA GROUP LLC,  
a Florida limited liability company

By:   
James J. Horvath, Manager

**MANAGERS:**

  
James J. Horvath

  
Christopher Martinez

  
John P. Schwartz

## EXHIBIT "A"

<u>MEMBER</u>	<u>MEMBER'S ADDRESS</u>	<u>CAPITAL CONTRIBUTION</u>	<u>PERCENTAGE INTEREST</u>
Kaycha Group LLC, a Florida limited liability company	c/o James J. Horvath 4131 S.W. 47 <sup>th</sup> Avenue, Suite 105, Davie, FL 33314	\$100,000.00 and related intellectual property	100.0%

Department of Unemployment Assistance  
Certificate of Compliance Request

I, John P. Schwartz, do hereby certify that I have been unable to register Kaycha MA, LLC with the Department of Unemployment Assistance and request a certificate of compliance because Kaycha MA, LLC does not currently have any employees. As soon as Kaycha MA, LLC can register with the Department of Unemployment Assistance, I will provide the Cannabis Control Commission with a Certificate of Compliance.

  
\_\_\_\_\_  
Kaycha MA, LLC

November 10, 2020  
Date

By: John P. Schwartz

Its: Owner

**Kaycha MA, LLC**  
**Plan for Obtaining Liability Insurance**

**I. Purpose**

The purpose of this plan is to outline how Kaycha MA LLC (“Kaycha”) will obtain and maintain the required General Liability and Product Liability insurance coverage as required pursuant to 935 CMR 500.105(10), or otherwise comply with this requirement.

**II. Research**

Kaycha has engaged with multiple insurance providers offering General and Product Liability Insurance coverage in the amounts required in 935 CMR 500.105(10). These providers are established in the legal marijuana industry. We are continuing these discussions with the insurance providers and will engage with the provider who best suits the needs of the company once we receive a Provisional License.

**III. Plan**

1. Once Kaycha receives its Provisional Marijuana Establishment License, we will engage with an insurance provider who is experienced in the legal marijuana industry.
  - a. Kaycha will obtain and maintain general liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually, and product liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually.
  - b. The deductible for each policy will be no higher than \$5,000 per occurrence.
  - c. Vehicles used for pick-up and delivery shall carry liability insurance in an amount not less than \$1,000,000 combined single limit.
2. In the event that Kaycha cannot obtain the required insurance coverage, Kaycha will place a minimum of \$250,000 in an escrow account. These funds will be used solely for the coverage of these liabilities.
  - a. Kaycha will replenish this account within ten business days of any expenditure.
3. Kaycha will maintain reports documenting compliance with 935 CMR 500.105(10) in a manner and form determined by the Commission and make these reports available to the Commission up request.





2020

## MISSION

Kaycha Group was founded with a unique attitude towards protecting consumers and supporting medical marijuana patient use and the data surrounding it.

All Kaycha Group companies collect data with the common goals of promoting consumer safety and to better understand the efficacy of the medical marijuana products patients use to medicate.

Kaycha Labs and PURElims collect the chemical structure data of the products that patients are consuming, while the MJ Buddy app collects patient data before, during, and after patients medicate with these tested products. The HEMP Institute conducts peer-to-peer product reviews for efficacy data as it relates to each individual patient's DNA and the chemical structure of the medications consumed.

The demand for regulatory testing to ensure patient and consumer safety is on a rise as the marijuana and hemp industries explode. Our national network of labs will truly establish Kaycha Group as industry pioneers who's ultimate goal is to allow consumers the peace of mind to know the products they are consuming are safe and patients the ability to medicate with these products and see efficacy while experiencing a reproducible relief everytime.



## OUR COMPANIES

**Kaycha Group LLC** : our parent entity focused on building a portfolio of brands that will lead, legitimize, and transform the future of cannabis medicine.

**Kaycha Holdings LLC d/b/a Kaycha Labs** : is a testing analysis, biotechnology, and research and development facility. We strive to push the boundaries of cannabis sciences through innovation, method development and implementation of automation across our nationwide network of laboratories. Ultimately setting the Gold Standard in testing for the cannabis and hemp industries.

**PURElims LLC** : the brain of the laboratory, a SaaS-based software platform that was built as a turn key solution for the cannabis testing industry. Our software manages the entire laboratory operation including billing, CRM, quality control, inventory management and testing data as core features. The lims provides analytical data directly to clients to show the occurrence of analytes over time for process validation. This allows clients to monitor process success over time, adjust to refine product consistency and meet final efficacy. Our proprietary laboratory information management system (LIMS) allows for full sample traceability, digital transfer of custody, sample logging and certificate of analysis (COA) creation as a fully integrated and automated process to ensure the fastest turnaround time in the industry while maintaining compliance.

**MJ Buddy LLC** : is a B2C software company that works closely with medical marijuana treatment centers, DNA based companies and medical research firms to build medicinal profiles by ailment to improve the way patients medicate with cannabis while providing additional data to researchers and physicians nationwide to effectively treat their patients.

**The HEMP Institute** : a state-of-the-art, 7,000 square foot facility dedicated to hemp testing and research. Our process controls meet ISO 17025, AOAC, cGMP (current Good Manufacturing Practices), and GLP (Good Laboratory Practices) requirements. Peer to Peer product review studies are conducted at T.H.I to track product efficacy as it relates to patient groups and their personal DNA genetic SNPS. This information is then published in journals and shared with physicians, patients and research groups.

**The Florida Hemp Council** : a non-for-profit trade association built for government relations. The Board of Directors, some of the largest CBD companies in the nation, as well as farmers, processors, and manufacturers represent the voice of the hemp industry in Florida. The council provides direction and support to legislators as to industry best practices and responses to overcome regulatory challenges.

# EXECUTIVE SUMMARY



## A CLOSER LOOK AT THE OPPORTUNITY

Entrepreneurs and investors evaluating new markets must be diligent about researching, understanding, and staying on top of every single rule, regulation and circumstance. The role that cannabis businesses can and should play in forming the rule-making process cannot be overemphasized.

# MARIJUANA FACTS

**\$10.7 BILLION**

is spent on prohibition every year...

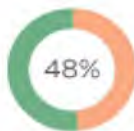


...while the marijuana market is worth over

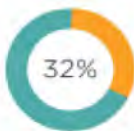
**\$36 BILLION**

**\$7 BILLION**

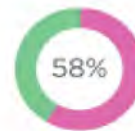
Estimated gain from cannabis coffee shops, natural medpot products, and industrial hemp products if marijuana was not banned.



48% of prisoners are non-violent drug offenders



32% of possession arrests are black males



58% of Americans are in favor of legalization

## BENEFITS

- depression/anxiety/obsession
- seizures
- Alzheimers
- glaucoma
- reduces suicide rates
- OCD/ADD/ADHD

## DEATHS PER YEAR BY SUBSTANCE:



ALCOHOL  
39,701



TOBACCO  
443,000



MARIJUANA  
0





# U.S. Hemp Crop Report



41

States enacted  
hemp bills

- New states which started in 2018 (5 states)
- States which grew hemp in 2017 (19 states)
- States with enacted hemp legislation (41 states)



78,176

Acres of hemp grown in 23 states



40

Universities conducted research



3,546

State licenses issued

State	2017 Acres	2018 Acres
Colorado	9,700	21,578
Hawaii	1	2
Illinois	N/A	0.1
Indiana	5	5
Kentucky	3,271	6,700
Maine	30	550
Massachusetts	N/A	21
Minnesota	1,205	710
Montana	542	22,000
Nebraska	1	0.5
Nevada	417	1,881
New York	2,000	2,240
North Carolina	965	3,184
North Dakota	3,020	2,778
Oklahoma	N/A	445
Oregon	3,469	7,808
Pennsylvania	36	580
South Carolina	N/A	256
Tennessee	200	3,338
Vermont	575	1,820
Virginia	87	135
Washington	175	142
West Virginia	14	155
Wisconsin	N/A	1,850
Total	25,713	78,176*

\*includes 10,090,188 square feet of greenhouse or indoor cultivation

For more info, visit [www.VoteHemp.com](http://www.VoteHemp.com)

v 1.0



## DIGITAL PLATFORM

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The days of just being a product are over. It's essential to be something more. You need to be a platform. And that's exactly what the Kaycha brands are.

We've developed a unique experience that puts the our partners in the captain's seat and hands them the keys. Our platform is a ground-breaking digital playground for anyone looking to enjoy and/or benefit from the products.

Utilizing our own industry expertise, along with our valued partners, we will be able to create the first true digital disruptor in the cannabis industry.

While technology is what connects everything we do, the focus is 100% on driving safe and unique personal experiences

# BUSINESS OVERVIEW



## THE KAYCHA BRANDS DIGITAL TRANSFORMATION OF THE CANNABIS INDUSTRY

Consumers in the digital economy are looking for something more from retail brands today. It's no longer enough to deliver a product or even a promise. You need to deliver an experiential platform to learn, discuss, track and consume those products. Simply put, people want a way to transact that's easy-to-use, that inspires them, and that provides utility and information in a single place. These prerequisites have led to the rise of Uber, Airbnb, and countless transformative businesses. While the medical marijuana industry as a whole has generally trailed other industries in the rise of these digital integrated platforms, the industry has been utterly left behind treading water.

## THE NEED...WHY PHARMA NEEDS MEDICAL CANNABIS

Reports show that usage of medical marijuana instead of prescription drugs as an alternative treatment had cost pharmaceutical industry losses of around \$166 million in 2015 alone. If all 50 states had legal medical marijuana programs Big Pharma stands to lose \$4 billion per year. Large pharmaceutical companies want to share in the revenue growth that marijuana guarantees. With the shift in legal and social acceptance working against them, the pharmaceutical industry will need to embrace the marijuana boom to offset losses from the opiate epidemic.

## BIG PHARMA WILL LOSE \$4 BILLION/YEAR DUE TO MEDICAL MARIJUANA

[https://www.salon.com/2017/05/27/medical-marijuana-could-cost-big-pharma-4-billion-a-year\\_partner/](https://www.salon.com/2017/05/27/medical-marijuana-could-cost-big-pharma-4-billion-a-year_partner/)

## 2019 Market Sizes

State	Business Opportunity Rank	Estimated 2019 Marijuana Sales*
Alaska	B+	\$150 million-\$180 million
Arizona	B	\$620 million-\$760 million
Arkansas	C	\$15 million-\$20 million
California	A	\$3.5 billion-\$4.2 billion
Colorado	B	\$1.6 billion-\$1.8 billion
Connecticut	B	\$100 million-\$120 million
Delaware	B-	\$20 million-\$25 million
Florida	A-	\$425 million-\$525 million
Hawaii	B-	\$40 million-\$50 million
Illinois	B+	\$200 million-\$240 million
Iowa	C	\$4 million-\$5 million
Louisiana	C-	\$1.8 million-\$2.2 million
Maine	B-	\$20 million-\$25 million
Maryland	A-	\$200 million-\$250 million
Massachusetts	A	\$610 million-\$695 million
Michigan	A-	\$475 million-\$575 million
Minnesota	C	\$35 million-\$45 million
Montana	B	\$65 million-\$80 million
Nevada	A-	\$720 million-\$940 million
New Hampshire	C	\$20 million-\$25 million
New Jersey	B+	\$95 million-\$120 million
New Mexico	B	\$135 million-\$165 million
New York	B	\$170 million-\$210 million
North Dakota	C	\$900,000-\$1.1 million
Ohio	B+	\$80 million-\$100 million
Oklahoma	A-	\$140 million-\$180 million
Oregon	B-	\$575 million-\$695 million
Pennsylvania	A-	\$275 million-\$325 million
Rhode Island	B	\$50 million-\$65 million
Vermont	C+	\$18 million-\$22 million
Washington DC	C+	\$16 million-\$20 million
Washington (state)	B	\$1.0 billion-\$1.2 billion





## LABORATORY INFORMATION MANAGEMENT SYSTEM (LIMS)

We'll be using our own analytics from PURElims along with supplier data to provide the most robust platform in testing. State traceability, Process validation, QC charting, Quality controls, and connectivity. Weedmaps, MJ Buddy, Leafly, and general data export are all available at a click.

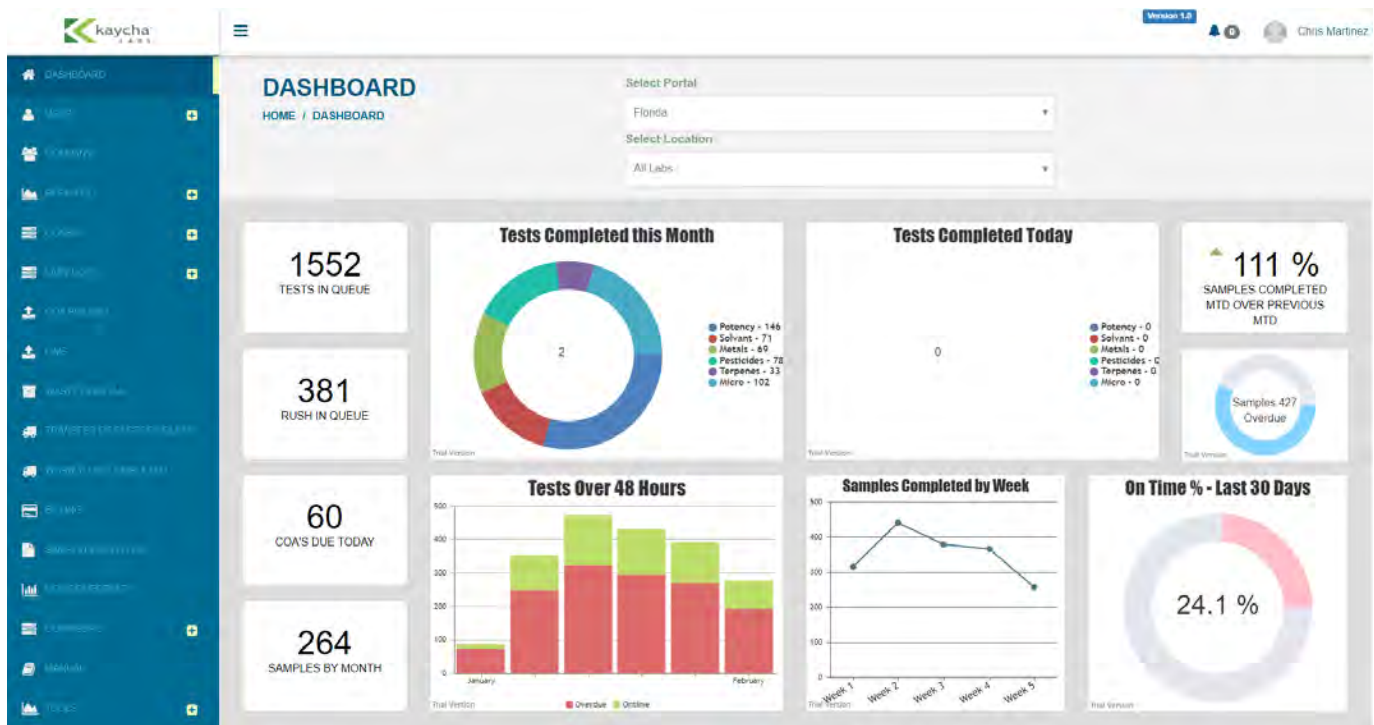


## THE HEMP INSTITUTE AT KAYCHA LABS

The HEMP Institute opens the door to a huge yet largely untapped opportunity by offering a solution to one of the most intractable and tenured problems in the industry. Our platform operates so that we will know definitively, through big data access points, if someone has benefited from a particular strain, dosage, and/or delivery method in the past. This allows us to tailor our messaging, our offers, and even our positioning to this very hard-to-reach and even harder to identify audience. This program will be shared with other dispensaries and processors that are willing to give discounts to patients that continually fill out patient feedback forms.

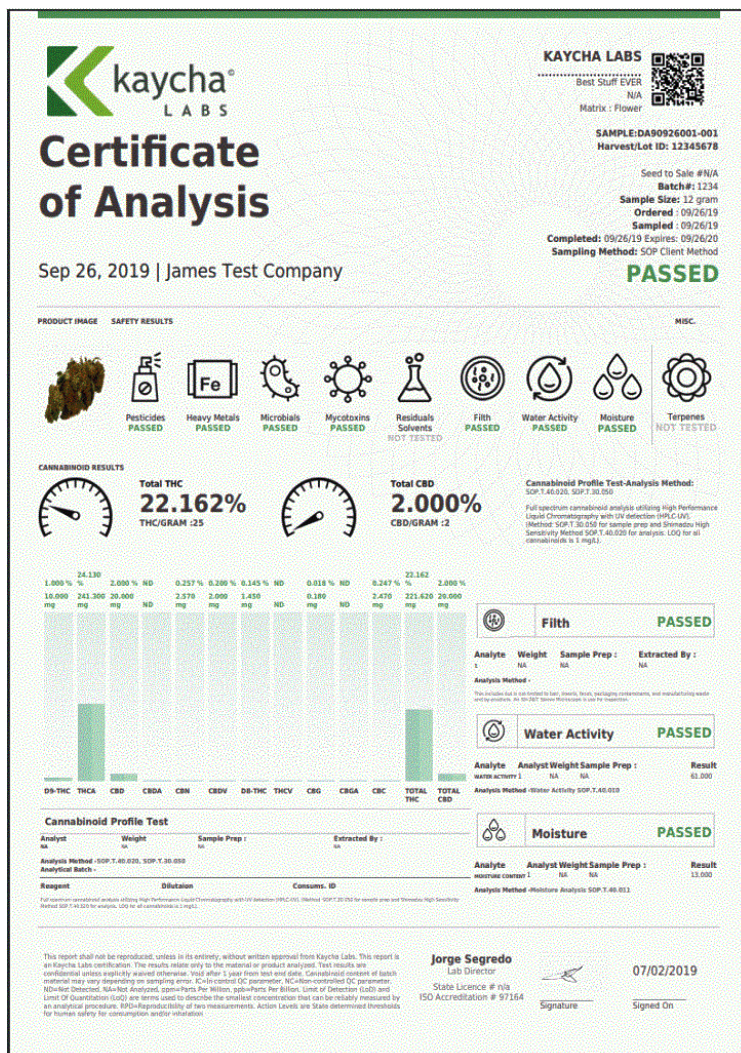
## BREAKING DOWN THE BARRIERS BETWEEN THE CONSUMERS AND THE SUPPLIERS

The single biggest consumer complaint in cannabis distribution has been the lack of patient confidence in the product, dosage amount, and effects of products from an unknown supplier. At Kaycha Brands, we not only share the patient relationship with the suppliers, we also provide our suppliers with deep analytical data and insights to help create more compelling products that meet the medical needs of their patients.



## FULL INTEGRATION

Collecting testing data on the nutrients absorbed by the plant and the nutrient program associated while understanding how it impacts the chemical structure of the plant is paramount and not currently being monitored. The connection between efficacy and the DNA SNPs of patient groups MJ Buddy will have unparalleled merchandising opportunities through our analytics sharing and dynamic connections with suppliers, including other testing facilities, cultivators, processors, state agencies, medical researchers, and dispensaries.



## OUR BRAND PROMISES

- We will treat each customer as an individual, customizing their online experience to complement their particular interests and needs.
- We will get to know the consumers interests, preferences, and medical needs, then present products, strains, and offers that are relevant to them.
- We will provide unparalleled support through deep, rich content, 24/7 digital support from knowledgeable product advocates, and tool sets to inform and educate.
- We will achieve high customer satisfaction by unshackling suppliers so they may freely interact with the patient data we bring to them.
- We will connect with our customers seamlessly across all channels and devices.
- We will identify and understand the ideal outcome of every patient interaction, building strong trust and loyalty.
- We will provide tools that give our customers the opportunity to share, save, rate, comment, and critique.
- We are committed to always improving the customer experiences. We will integrate online, offline, and social media data for a 360-degree view of each patient.

## DIGITAL PLATFORMS ARE PROVEN TO BE SUCCESSFUL

According to a study done by Accenture on The Platform Economy, digital businesses are set to represent 25% of the world's economy by 2020, and the platform business models represent a fast-increasing proportion of this overall total.

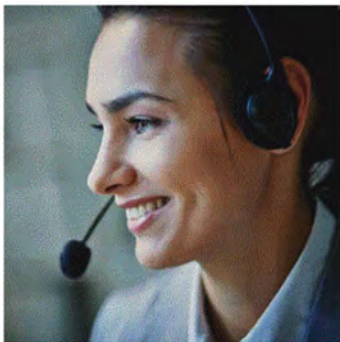
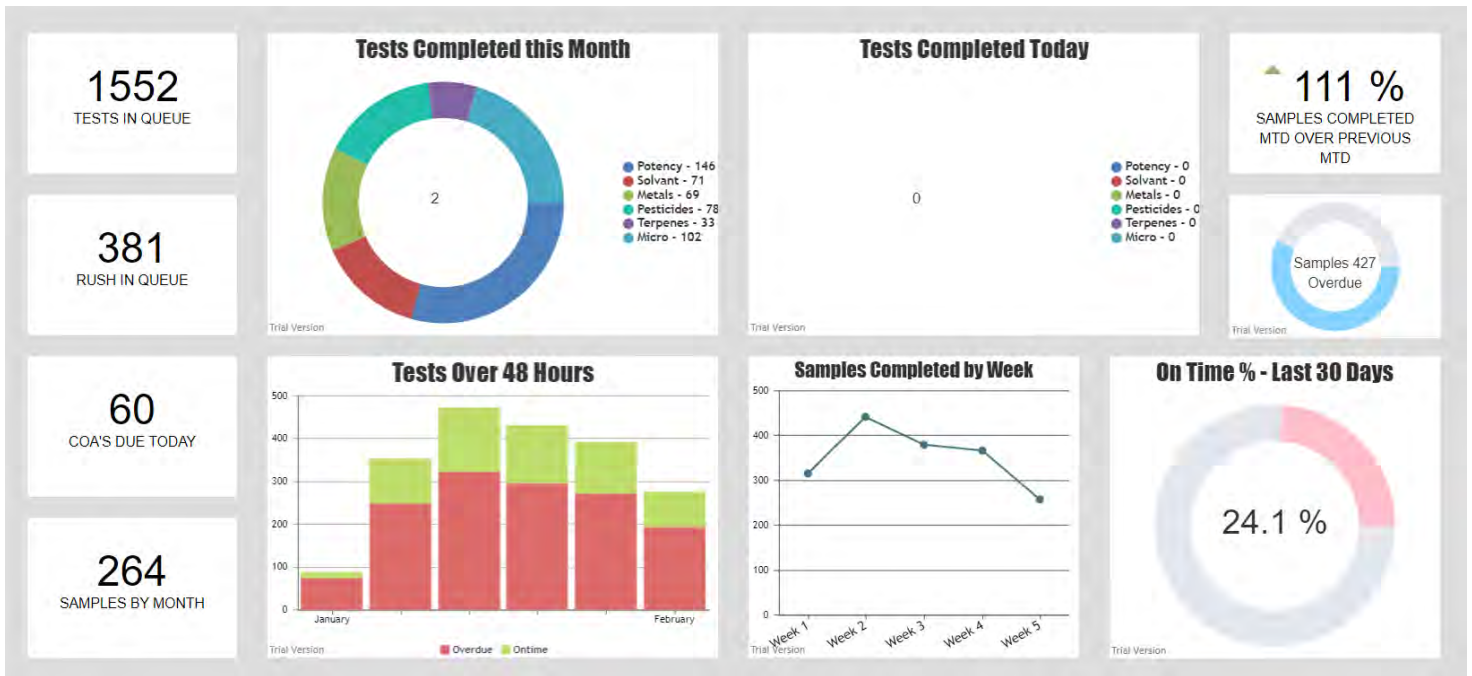
Customer expectations have evolved from a transactional approach to an experiential approach, in which patients begin the knowledge gathering process by looking through multiple forms of online content to arrive at their optimal experience. This content may be unedited or curated, it may come from the supplier or from other patients (including friends and relatives), and be developed by amateurs or professionals. It can take many forms: videos, blog posts, tweets, photos, maps, or any other digital medium. The focus is not on selling, but rather on communicating with customers and prospects to inspire a quality customer relationship by delivering clear, consistent, and valuable information.



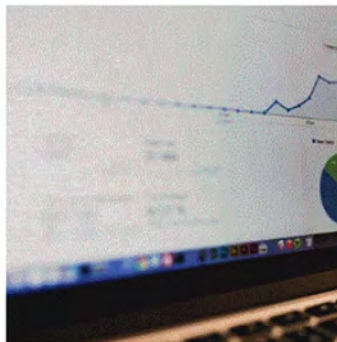


## THE TURN KEY LABORATORY SOLUTION

CLIENT PORTAL, CRM, LIMS, BILLING, INVENTORY MANAGEMENT, COA CREATION, BUILT-IT QUALITY CONTROLS & REPORTING IN ONE LOCATION.



**CRM**  
Manage your clients and the contacts you make in one software



**LIMS**  
Whether you provide third party testing, grow, manufacture, supply, or distribute, the safety and quality of the products you deliver is vital.



**Reporting**  
State traceability, weedmaps, MJ Buddy, Leafly, and general data export are all available at a click



Our Research Team and Internship Program partners include University of Florida, Duke University, Colombia University, Miami Dade College, University of Miami, and Florida International University.

The HEMP Institute at Kaycha Labs (T.H.I.) is a state-of-the-art, 7,000 square foot facility dedicated to hemp testing and research. Our process controls meet ISO 17025, AOAC, cGMP (current Good Manufacturing Practices), and GLP (Good Laboratory Practices) requirements. At T.H.I., we perform product efficacy trials along with a chemical make up of the tested hemp products. We aim to provide physicians, patients, and research programs with product data (chemical profiles) that work best for specific ailments as a starting point for treatment. This data is not currently available in the marketplace, as Cannabidiol (CBD) has been on the controlled substance list for decades.

Our product reviews and studies utilize MJ Buddy, a cannabis/CBD research and efficacy tool that has been selected to conduct these peer-to-peer product reviews at T.H.I. In collaboration with EndoDNA Health, these studies utilize Single Nucleotide Polymorphisms (SNPs, pronounced "snips") in DNA to detect biological similarities or differences among people. We use these SNPs to identify and correlate the most up-to-date research for specific genotypes.

As the industry develops there has been a need for clearing house services in bulk raw materials purchases. Buyers/sellers do not want to get scammed when exchanging raw materials and not getting what they expected. They are not sure if the Certificate of Analysis (COA) provided has accurate/updated results, but T.H.I. can help with that. During a transaction, the funds are held in escrow for the supplier. T.H.I. then performs testing and provides testing results to the buyer. This process makes it simple to source from multiple suppliers while maintaining quality control over raw materials.

We have recently added testing for other lipids adding to vaping products that may be potentially harmful, including Vitamin E acetate, vegetable glycerol, propylene glycol, and others. These substances can upset the natural function of surfactant, a liquid-like substance that also protects the lungs, leading to lipid accumulation in the lungs. Kaycha Labs now provides verification that products are lipid-free.

# HOW KAYCHA SUBSIDIARIES WILL LEAD THE DIGITAL TRANSFORMATION OF THE CANNABIS INDUSTRY

Kaycha Groups patient brand (MJ Buddy) entered the marketplace with a new model for medical marijuana. Our platform offers new ways to inform the patient population, empowered with interesting and educational content, real-time support, and unique, first-of-its-kind consumer and supplier incentives. Our state-of-the-art platform will not only transform the industry, but also give us a competitive advantage over other intermediaries and supplier companies using fragmented technologies and piecemeal processes focused on maintaining “ownership” of the consumer.



## **Breaking Down the Barriers between the Patient and Supplier**

Kaycha shares patient data with the supplier so that customers can get the right information quickly from the best source. Plus, we share valuable data and insights with suppliers.



## **Deep, Rich, Unique, and Customized Content for Every User**

Our content is comprehensive, educational, up-to-date, and driven by leading providers. With big data, Kaycha serves tailored content to profiled users for an exceptional, personalized user experience.



## **Growing the Market Correctly**

MJ Buddy will help to identify prospects who have never had personalized content provided to them, then incentive them to give feedback to further enhance their experience.



## **Incentives**

Patients purchasing medical marijuana from any dispensary that carry Kaycha Labs tested products will be provided with detailed cannabinoid & terpenoid profiles on the product they purchased.



## **Improve Patient Experience through Personalization**

Deep web access, big data, and sophisticated analytics powers the customized user experience with tailored products, promotions, and content.



## **Increase Omnichannel Opportunities**

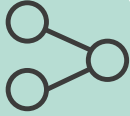
Complete omnichannel platform incorporation via web, mobile, call center, face-to-face and social media.



## **Reduce Cost to Serve**

More efficient distribution channels will provide cost savings for the industry.





#### **Grow Patient Mindshare**

We will connect the Patient to the cultivation and processor journey. Giving confidence and ensuring patient feedback.



#### **Connect Across Channels**

Continuously engage patients with personalized cross-brand and channel content and offerings. Partnering with existing wellness groups to share information.



#### **Increase Patient Satisfaction**

Ensure consistent quality experiences across digital and physical touch points. Remove the fear and confusion away from the process.

## **THE CREATION, CURATION, AND CUSTOMIZATION OF CONTENT**

Our goal at Kaycha is to educate and inspire action through highly relevant content based on big data insights. Patient feedback information. Consumption tips. Ways to engage. Ways to share. A focus on providing content will not only help us convert more disbelievers, but it will also get more people to recommend and use MJ Buddy. A study by the New York Times provides an analysis of factors that push people to recommend online services and/or products:

- To promote valuable content and enrich people's lives
- To define ourselves (how we view the world and what we care about)
- To maintain, improve, and nurture our relationships
- For self-fulfillment
- To spread the word about causes we care about



MacBook

# INDUSTRY ANALYSIS



## **The global cannabis testing market is expected to reach \$1.4 billion by 2021, from \$822 million in 2016, at a CAGR of 11.5% during the forecast period (2016-2021).**

The growth in this market is mainly driven by factors such as legalization of medical cannabis, coupled with the growing number of cannabis testing laboratories (specifically in the U.S.); growing adoption of LIMS in cannabis testing laboratories; and increasing awareness through conferences, symposium, and workshops. On the other hand, the high cost of analytical instruments, presence of alternative technologies, and dearth of skilled professionals are some of the major factors that are expected to restrain the growth of this market in the coming years.

The portion of cannabis companies receiving infractions for requirements related to testing has nearly tripled when only looking at data from Q4 2015 compared to the whole August 2014 through December 2015 timeframe.

The cannabis testing services market (services offered by cannabis testing laboratories) is segmented into potency testing, terpene profiling, pesticide screening, residual solvent screening, heavy metal testing, microbial analysis, and genetic testing. The potency testing segment accounted for the largest share in 2016 and also expected to grow at the highest CAGR during the forecast period as a majority of the end users primarily test their cannabis plants for cannabinoids and look for evaluating the strength of cannabis and the effect it will have on medical marijuana users.

On the basis of end user, the cannabis testing products and software market is further segmented into laboratories and research institutes. Laboratories are expected to register the highest CAGR during the forecast period. The high share of this segment is attributed to the increasing demand for cannabis testing products and software among labs. This is particularly evident in the U.S., where the number of cannabis testing laboratories has grown due to the legalization of the use of cannabis in medicine, increasing expansion of leading cannabis testing laboratories, and growing availability of technologically advanced analytical instruments and software (LIMS) for the cannabis industry.

On the basis of end user, the cannabis testing services market is further segmented into cannabis testing drug manufacturers & dispensaries and cannabis cultivators. In 2016, cannabis drug manufacturers & dispensaries accounted for the largest share of the cannabis testing services market. The growth of this market segment is mainly driven by regulatory guidelines mandating cannabis testing.

# INDUSTRY ANALYSIS

## PATIENT POPULATION ACCESS

Kaycha Population access: 102.5 Million

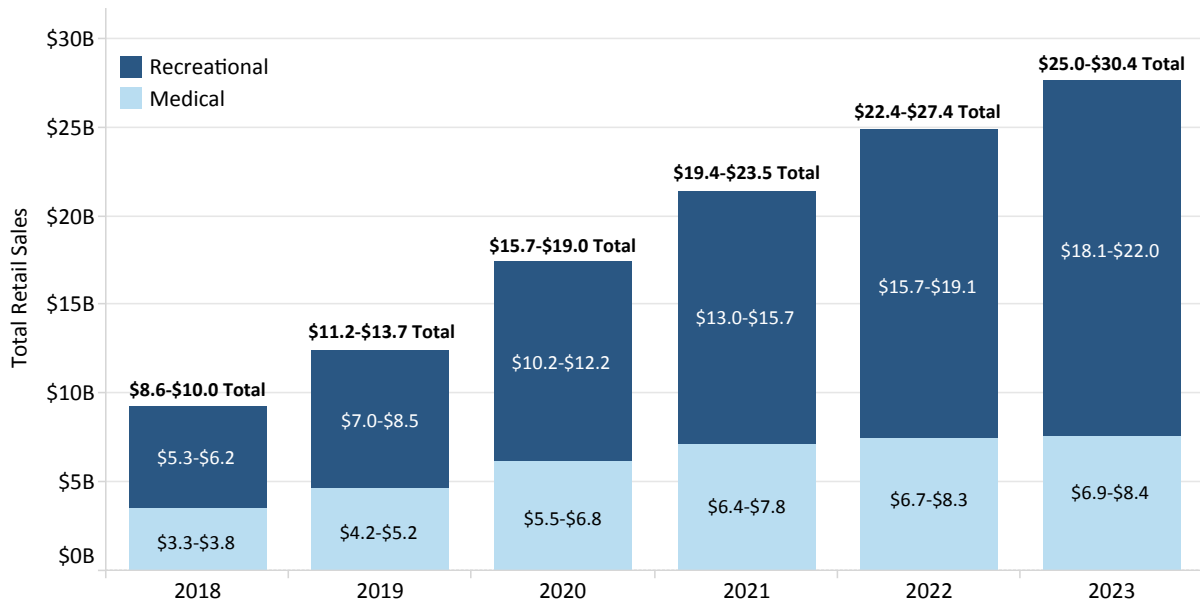
Future Population access: 184.4 Million

Total Sales 2019: \$12 Billion

Testing Revenue Opportunity: \$324 million

### U.S. Cannabis Retail Sales Estimates: 2018 - 2023

(In Billions Of U.S. Dollars)



Source: 2019 Marijuana Business Factbook

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### Kaycha Labs Marijuana Presence:

Florida (Medical, Recreational on ballot 2022, population 22 million)

Colorado (Medical, Recreational, population 5.7 million)

California (Medical, Recreational, population 40 million)

New York (Medical, Recreational in 2020, population 19.5 million)

Oklahoma (Medical, no limits for medical, population 4 million)

### Kaycha Labs Hemp Presence:

Tennessee (Hemp 3,400 licenses, population 6.8 million)

Kentucky (Hemp 1,000 licenses, population 4.5 million)

### Potential Future Locations:

Nevada (Medical, Recreational)

Michigan (Medical, Recreational)

Massachusetts (Medical, Recreational)

Arizona (Medical)

Illinois (Medical, Recreational)

### Cannabis Companies Typical Net Profit Margin & Annual Revenue By Sector

	Average Net Profit Margin	Median Annual Revenue
Medical Dispensaries/Recreational Stores	20%	\$1,200,000
Infused Product Manufacturers	31%	\$212,500
Wholesale Cultivators	30%	\$500,000
Testing Labs	28%	\$6,000,000
Ancillary Services Firms	29%	\$180,000
Ancillary Technology & Products Companies	22%	\$300,000

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### Portion Of Revenue-Generating Cannabis Businesses That Are Profitable

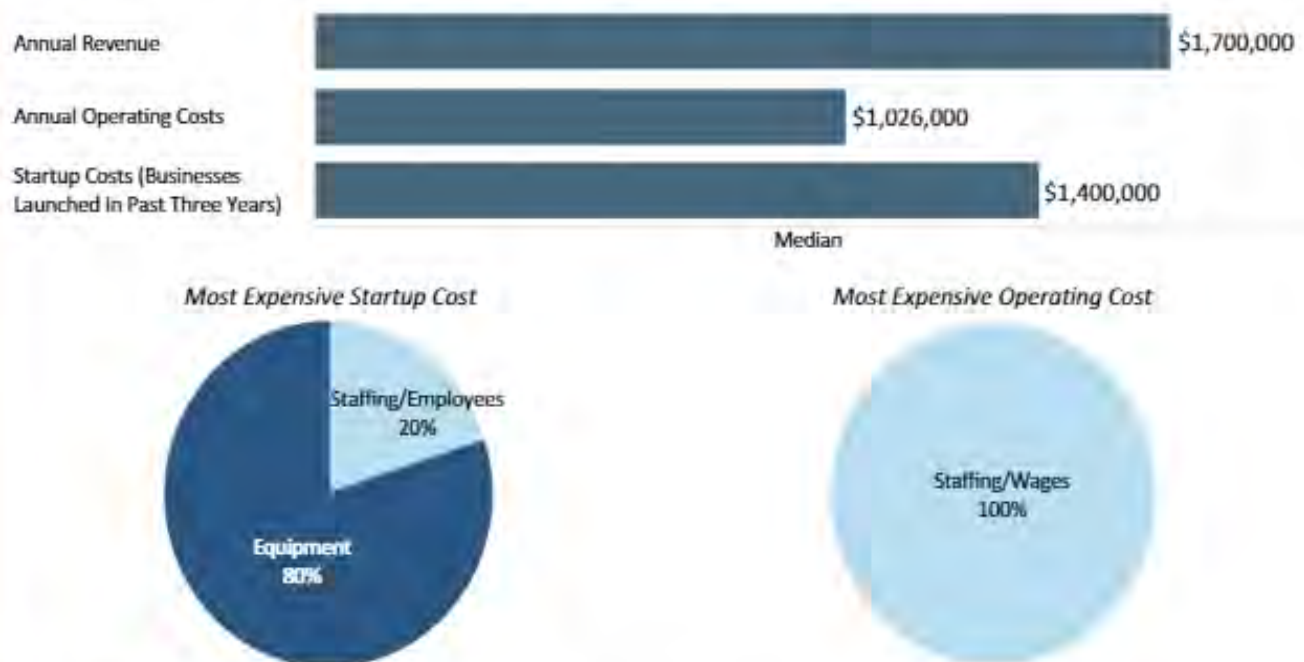
	Very Profitable	Modestly Profitable	Break-Even	Losing Some Money	Losing A Lot Of Money
Medical Dispensaries/Recreational Stores	18%	41%	29%	11%	1%
Infused Product Manufacturers	27%	27%	37%	7%	2%
Wholesale Cultivators	29%	31%	28%	10%	2%
Testing Labs	67%	33%			
Ancillary Services Firms	42%	27%	17%	13%	2%
Ancillary Technology & Products Companies	18%	36%	21%	18%	8%



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**CHART 6.01:** Testing Labs Overview: Revenue, Expenses & Startup Costs

**Testing Labs Overview: Revenue, Expenses & Startup Costs**



Source: 2019 Marijuana Business Factbook

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**CHART 1.04:** Estimated Number Of Cannabis Businesses In The United States: 2019

**Estimated Number Of Cannabis Businesses In The United States: 2019**

Medical Dispensaries/Recreational Stores	2,500 - 3,500
Wholesale Cultivators	5,500 - 6,500
Cannabis Product Manufacturers & Producers/Processors	2,000 - 3,000
Testing Labs	150 - 200
Ancillary Services, Technology & Products Companies	15,000 - 20,000

**Plant-Touching Total: 10,000 - 13,000**

**Industry Total: 25,000 - 33,000**

Source: 2019 Marijuana Business Factbook

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# Economics of the Business Model

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Kaycha brands are providers of services not products. Its revenues are derived from two main sources: the sale of medical marijuana testing at Kaycha Labs and advertising/licensing through MJ Buddy. The monthly operational costs are projected to be similar to other medical marijuana testing businesses and, other than initial variable costs, it will incur nominal ongoing capital costs. The expense associated with the online systems and the development of the websites are largely being offset by equity partnerships with managing partners.

Our testing facility should have larger market share than other facilities as we work to satisfy the interests of all stakeholders - consumers, patients, regulators, cultivators, extractors, and dispensaries. The Lab testing sector appears well positioned for explosive growth. We continue to believe that uniform national testing and operational standardization protocols will eventually be implemented, thus making this one of the most attractive subsectors within the marijuana eco system.

We have found that the average testing costs is approximately \$560 with prices ranging from \$30 to \$550 per test. The average number of test per laboratory per month is between 2,000 and 4,000. The 2016 Marijuana Factbook has much higher numbers than this at \$6,000,000 annually rather than the \$3,600,000 we used.

Our MJ Buddy app will be providing doctors the resources needed to fulfill state mandated dosage, method of delivery, and strain recommendations. Any MMTC that tests their product with Kaycha Labs will automatically be entered into the MJ Buddy app, allowing for patients to auto input the data on their products. not have to manually enter the data and doctors to review the plan execution by the patient and submit this to the state with little to no effort.



## **Natick, Massachusetts**

Between medical and recreational marijuana, opportunities abound for marijuana businesses in Massachusetts. The State market is befitting from both medical and recreational uses.

While it took some time for the regulatory authorities to open up the Massachusetts marijuana market, the pace of approved Massachusetts CCC dispensary licensees is accelerating. The increased availability of legalized product is fueling the market. In addition, as the first state on the eastern seaboard to begin adult-use sales, the state is also benefiting from out-of-state traffic.

Recently, weekly recreational sales have been averaging \$3.2 million and the medical marijuana program has continued to grow as well. Many in the industry are expecting Massachusetts to achieve \$1 billion in annual sales in the not too distant future.

We are currently working to open a facility in Natick, Massachusetts and have finalized our Host Community Agreement and are working through the additional regulatory requirements.

## CONCLUSION & SUMMARY OUTLOOK

The target market for Kaycha brands can be categorized by two customer groups, the first group being the supplier, and the second group being the end customer.

By providing a better service to the end customer looking for quality, safe marijuana, a market participant such as Kaycha can provide a viable alternative for suppliers who are looking for alternative marketing methods at a lower cost and stronger positive partnerships. Within the market, there are very few true competitors. Most companies are merely traditional testing facilities rather than offering a full suite of services including an on-line presence that can provide a large volume of customer contact at any given time. Given the size of the target market and the services those customers are seeking, Kaycha could successfully position itself as the medical testing and content specialist.

With a solid brand identity along with a good marketing plan and a market penetration entry strategy, Kaycha could capture a significant share of this niche market. Given the size of the market niche, capturing only a small portion of the target market would result in a profitable business for Kaycha.

From initial investments of key development partners worth upwards of \$4M, the company has been able to purchase and develop the one of the most powerful and robust platforms in the industry.

To operate successfully the company, Kaycha will rely on the deep experience and talent of its management team, a solid human resources management and development program, financial resources as well as automated systems and processes.

Kaycha MA, LLC  
Management and Operations Profile  
Operating Policies and Procedures

### **Separating Recreational from Medical Operations**

Kaycha MA, LLC (“Kaycha”) does not intend to sell marijuana or marijuana products. As a result, Kaycha will not need to separate its recreational operations from its medical operations.

Kaycha MA, LLC  
Management and Operations Profile  
Operating Policies and Procedures

**Maintaining of Financial Records**

Kaycha MA LLC (“Kaycha”) policy is to maintain financial records in accordance with 935 CMR 500.105(9)(e). The records will include manual or computerized records of assets and liabilities, monetary transactions; books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices and vouchers; sales records including the quantity, form, and cost of marijuana testing; and 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.

Kaycha will conduct monthly equipment and data software checks and initiate reporting requirements for discovery of software manipulation as required by 935 CMR 500.140(6)(d). Kaycha will not utilize software or other methods to manipulate or alter testing or sales data in compliance with 935 CMR 500.140(5)(c). Kaycha will conduct a monthly analysis of its equipment and sales data to determine that no software has been installed that could be utilized to manipulate or alter sales data and that no other methodology has been employed to manipulate or alter sales data. Kaycha will maintain records that it has performed the monthly analysis and produce it upon request to the Commission. If Kaycha determines that software had been installed for the purpose of manipulation or alteration of testing or sales data or other methods have been utilized to manipulate or alter testing or sales data we will: disclose the information to the Commission; cooperate with the Commission in an investigation relative to data manipulation; and take other action as directed by the Commission to comply with the applicable regulations. Pursuant to 935 CMR 500.140(6)(e), Kaycha will comply with 830 CMR 62C.25.1: *Record Retention* and DOR Directive 16-1 regarding recordkeeping requirements.

Following the closure of Kaycha, all records will be kept for at least two years at the expense of Kaycha and in a form and location acceptable to the Commission, in accordance with 935 CMR 500.105(9)(g). Financial records shall be kept for a minimum of three years from the date of the filed tax return, in accordance with 830 CMR 62C.25.1(7) and 935 CMR 500.140(6)(e).

Kaycha MA, LLC  
Management and Operations Profile  
Operating Policies and Procedures

**Personnel Policies**

It is Kaycha MA LLC (“Kaycha”) policy to provide equal opportunity in all areas of employment, including recruitment, hiring, training and development, promotions, transfers, termination, layoff, compensation, benefits, social and recreational programs, and all other conditions and privileges of employment, in accordance with applicable federal, state, and local laws. Kaycha will make reasonable accommodations for qualified individuals with known disabilities, in accordance with applicable law.

Management is primarily responsible for seeing that equal employment opportunity policies are implemented, but all members of the staff share the responsibility for ensuring that, by their personal actions, the policies are effective and apply uniformly to everyone. Any employee, including managers, determined by Kaycha to be involved in discriminatory practices are subject to disciplinary action and may be terminated. Kaycha strives to maintain a work environment that is free from discrimination, intimidation, hostility, or other offenses that might interfere with work performance. In keeping with this desire, we will not tolerate any unlawful harassment of employees by anyone, including any manager, co-worker, vendor or clients.

In accordance with 935 CMR 500.105(2), all current owners, managers and employees of Kaycha that are involved in the handling of marijuana will successfully complete Responsible Vendor Training Program, and once designated a “responsible vendor”, require all new employees involved in handling of marijuana to complete this program within 90 days of hire. This program shall then be completed annually and those not handling marijuana may participate voluntarily. Kaycha will maintain records of responsible vendor training compliance, pursuant to 935 CMR 500.105(2)(b). Responsible vendor training shall include discussion concerning marijuana effect on the human body; diversion prevention; compliance with tracking requirements; identifying acceptable forms of ID, including medical patient cards; and key state and local laws.

All Kaycha policies will include a staffing plan and corresponding records in compliance with 935 CMR 500.105(1)(h) and ensure that all employees are aware of the alcohol, smoke, and drug-free workplace policies in accordance with 935 CMR 500.105(1)(j). Kaycha will also implement policies to ensure the maintenance of confidential information pursuant to 935 CMR 500.105(1)(k). Kaycha will enforce a policy for the immediate dismissal of agents for prohibited offenses including but not limited to diversion of marijuana, unsafe practices, or a conviction or guilty pleas for a felony charge of distribution to a minor according to 935 CMR 105(1)(l).

All Kaycha employees will be duly registered as marijuana establishment agents and have to complete a background check in accordance with 935 CMR 500.030(1). All marijuana establishment agents will complete a training course administered by Kaycha and complete a Responsible Vendor Program in compliance with 935 CMR 500.105(2)(b). Employees will be required to receive a minimum of eight hours of on-going training annually pursuant to 935 CMR 500.105(2)(a).



### **Procedures for Quality Control and Testing of Product**

Pursuant to 935 CMR 500.160, Kaycha MA LLC, (“Kaycha”) will implement a written policy for laboratory results that indicate contaminant levels that are above acceptable levels established in DPH protocols identified in 935 CMR 500.160(1) and subsequent notification to the Commission of such results. Results of any tests will be maintained by Kaycha for at least one year. All transportation of marijuana to or from testing facilities shall comply with 935 CMR 500.105(13).

All Kaycha agents whose job includes contact with marijuana or nonedible marijuana products is subject to the requirements for food handlers specified in 105 CMR 300.000: *Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements*. All Kaycha agents working in direct contact with marijuana or nonedible marijuana products shall conform to sanitary practices while on duty, including personal cleanliness and thorough handwashing. The hand-washing facilities will be adequate and convenient with running water at a suitable temperature and conform with all requirements of 935 CMR 500.105(3)(b)(3).

Pursuant to 935 CMR 500.105(11)(a)-(e), Kaycha will provide adequate lighting, ventilation, temperature, humidity, space and equipment, in accordance with applicable provisions of 935 CMR 500.105 and 500.110. Kaycha will have a separate area for storage of marijuana that has been destroyed or that is outdated, damaged, deteriorated, mislabeled, or contaminated, or whose containers or packaging have been opened or breached. Kaycha storage areas will be kept in a clean and orderly condition, free from infestations by insects, rodents, birds and any other type of pest. The Kaycha storage areas will be maintained in accordance with the security requirements of 935 CMR 500.110.

Pursuant to 935 CMR 500.160, testing of Marijuana Products performed by Kaycha will be in compliance with a protocol(s) established in accordance with M.G.L. c. 94G, § 15 and in a form and manner determined by the Commission including, but not limited to, the Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products. Testing of environmental media (e.g., soils, solid growing media, and water) shall be performed in compliance with the Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries published by the Commission.

In accordance with 935 CMR 500.160(2), Marijuana shall be tested for the Cannabinoid Profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant growth regulators, and the presence of Pesticides. The Commission may require additional testing.

Pursuant to 935 CMR 500.160(3), Kaycha will ensure Marijuana Establishments submitting samples have a written policy for responding to laboratory results that indicate contaminant levels that are above acceptable limits established in the protocols identified in 935 CMR 500.160(1). These policies will include:

1. Notifying the Commission within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the Production Batch.
2. Notifying the Commission of any information regarding contamination as specified by the Commission or immediately upon request by the Commission.

The notification will be from Kaycha, directly. The notification from Kaycha will include an assessment of the source of contamination.

Pursuant to 935 CMR 500.160(12), Marijuana and Marijuana Products submitted for retesting prior to remediation must be submitted to an Independent Testing Laboratory other than the laboratory which provided the initial failed result. Marijuana submitted for retesting after documented

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remediation may be submitted to the same Independent Testing Laboratory that produced the initial failed testing result prior to remediation.

Kaycha will provide sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations, in accordance with 935 CMR 500.105(3)(b)(4). Litter and waste will be properly removed and disposed of and the operating systems for waste disposal shall be maintained in an adequate manner pursuant to 935 CMR 500.105(12). The floors, ceilings and walls will be constructed in a way that allows them to be adequately cleaned and in good repair. All contact surfaces, including utensils and equipment, shall be maintained in a clean and sanitary condition in compliance with 935 CMR 500.105(3)(b)(9). All toxic items shall be identified, held, and stored in a manner that protects against contamination of marijuana products.

Pursuant to 935 CMR 500.105(3)(b)(11), Kaycha's water supply will be sufficient for necessary testing operations. The plumbing requirements of 935 CMR 500.105(3)(b)(12) will be met through adequate size and design and adequately installed and maintained to carry sufficient quantities of water to required locations throughout the Kaycha premises. Kaycha will also provide employees with adequate, readily accessible toilet facilities that are maintained in sanitary condition and in good repair. All products that can support the rapid growth of undesirable microorganisms will be held in a manner that prevents the growth of these microorganisms.

Environmental media will be tested in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the Department of Public Health pursuant to 935 CMR 500.160(1). All testing results will be maintained by Kaycha for no less than one year in accordance with 935 CMR 500.160(3).

Samples that fail testing will be reported and destroyed.

### **Qualifications and Training**

Pursuant to 935 CMR 500.105(2)(a), Kaycha MA LLC (“Kaycha”) will ensure all agents complete training prior to performing job functions. Training will be tailored to the role and responsibilities of the job function. Agents will be trained for one week before acting as an agent. At a minimum, staff shall receive eight hours of on-going training annually. New agents will receive employee orientation prior to beginning work with Kaycha. Each department managed will provide orientation for agents assigned to their department. Orientation will include a summary overview of all the training modules.

In accordance with 935 CMR 500.105(2), all current owners, managers and employees of Kaycha that are involved in the handling, testing and sale of marijuana testing will successfully complete Responsible Vendor Training Program, and once designated a “responsible vendor”, require all new employees involved in handling, testing and sale of marijuana testing to complete this program within 90 days of hire. This program shall then be completed annually and those not selling testing or handling marijuana may participate voluntarily. Kaycha will maintain records of responsible vendor training compliance, pursuant to 935 CMR 500.105(2)(b). Responsible Vendor Training shall include: discussion concerning marijuana effect on the human body; diversion prevention; compliance with tracking requirements; identifying acceptable forms of ID, including medical patient cards; and key state and local laws.

All employees will be registered as agents, in accordance with 935 CMR 500.030. All Kaycha employees will be duly registered as marijuana establishment agents and have to complete a background check in accordance with 935 CMR 500.030(1). All registered agents of Kaycha shall meet suitability standards of 935 CMR 500.800.

Training will be recorded and retained in agents file. Training records will be retained by Kaycha for at least one year after agents’ termination. Agents will have continuous quality training and a minimum of 8 hours annual on-going training.

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**Record Keeping Procedures**

Kaycha MA LLC (“Kaycha”) records will be available to the Cannabis Control Commission (“CCC”) upon request pursuant to 935 CMR 500.105(9). The financial records will be maintained in accordance with generally accepted accounting principles. All written records required in any section of 935 CMR 500.000 are subject to inspection, in addition to written operating procedures as required by 935 CMR 500.105(1), inventory records as required by 935 CMR 500.105(8) and seed-to-sale tracking records for all marijuana products are required by 935 CMR 500.105(8)(e).

Kaycha will also keep all waste disposal records as required by 500.105(12), including record keeping procedures. Kaycha will ensure that at least 2 Marijuana Establishment Agents witness and document how the marijuana waste is disposed or otherwise handled in accordance with 935 CMR 500.105(12). When the marijuana products or waste are disposed or handled, Kaycha will create and maintain a written or electronic record of the date, the type, and quantity disposed or handled, the manner of disposal or other handling, the location of the disposal or other handling, and the names of the Agent(s) present during the disposal or handling, with their signatures. Kaycha will keep these records for at least 3 years.

Personnel records will also be maintained, in accordance with 935 CMR 500.105(9)(d), including but not limited to, job descriptions for each employee, organizational charts, staffing plans, personnel policies and procedures and background checks obtained in accordance with 935 CMR 500.030. Personnel records will be maintained for at least 12 months after termination of the individual’s affiliation with Kaycha, in accordance with 935 CMR 500.105(9)(d)(2). Additionally, business will be maintained in accordance with 935 CMR 500.104(9)(e) as well as waste disposal records pursuant to 935 CMR 500.104(9)(f), as required under 935 CMR 500.105(12).

Following the closure of the Marijuana Establishment, all records will be kept for at least two years at the expense of Kaycha and in a form and location acceptable to the Commission, pursuant to 935 CMR 500.105(9)(g). In accordance with 935 CMR 500.105(9), records of Kaycha will be available for inspection by the Commission upon request. Kaycha’s financial records will be maintained in accordance with generally accepted accounting principles. Kaycha will have all required written records and available for inspection, including all written operating procedures as required by 935 CMR 500.105(1) and business records as outlined by 935 CMR 500.105(9)(e).

### **Restricting Access to Age 21 or Older**

Upon entry into the premise of Kaycha MA, LLC (“Kaycha”) by an individual, a Kaycha agent shall immediately inspect the individual’s proof of identification. An individual shall not be admitted to the premise unless the agent has verified that the individual is 21 years of age or older by offering proof of identification.

Kaycha’s management team is responsible for ensuring that all persons who enter the facility or are otherwise associated with the operations of Kaycha are 21 years of age or older. To verify an individual’s age, a Kaycha Agent must receive and examine from the individual one of the following authorized government issued ID cards: Massachusetts issued driver’s license; Massachusetts issued ID card; Out-of-state driver’s license or ID card (with photo); Passport; valid Agent Registration Card issued by the Commission; or U.S. Military ID. To verify the age of the individual the Agent will use an Age Verification Smart ID Scanner that will be supplied by Kaycha. If for any reason the identity of the customer or the validity of the ID is in question, the individual will not be granted access to the facility.

Kaycha will train all Security Agents on the verification and identification of individuals. All Agents will enroll in and complete the Responsible Vendor Training Program when it is available. This curriculum will include: Diversion prevention and prevention of sales to minors; and Acceptable forms of identification, including how to check identification, spotting false identification, provisions for confiscating fraudulent identifications, and common mistakes made in verification.

Kaycha will have limited access areas identified with clear signage designating the access point for authorized personnel only, pursuant to 935 CMR 500.110(4). Identification badges will be required to be worn at all times by Kaycha employees while at the facility or engaged in transportation. Kaycha will positively identify all individuals seeking access to the facility to limit access solely to individuals 21 years or age or older.

While at the facility or transporting marijuana for the facility all Kaycha Agents must carry their valid Agent Registration Card issued by the Commission. All Kaycha Agents are verified to be 21 years of age or older prior to being issued a Marijuana Establishment Agent card. All outside vendors, contractors and visitors shall be required to wear visitor badges prior to entering limited access areas and shall be displayed at all times. Visitors shall be logged in and out and be escorted while at the Kaycha facility. The visitor log will be available for inspection by the Commission at all times. All visitor badges will be returned to Kaycha upon exit.

The following individuals shall be granted immediate access to the facility: Representatives of the Commission in the course of responsibilities authorized by Chapter 334 of the Acts of 2016, as amended by Chapter 55 of the Acts of 2017 or 935 CMR 500.000; representatives of other state agencies in the Commonwealth; emergency responders in the course of responding to an emergency; and law enforcement personnel or local public health, inspectional services, or other permit-granting agents acting within their lawful jurisdiction.

All Limited Access areas will be clearly described by the filing of a diagram of the registered

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premises, as determined by the Commission, reflecting, where applicable, entrances and exits, walls, partitions, storage, disposal areas. Access to Limited Access areas will be restricted to employees, agents or volunteers specifically permitted by Kaycha, agents of the Commission, state and local law enforcement and emergency personnel. All Kaycha employees will visibly display an employee identification badge issued by Kaycha at all times while Kaycha's Marijuana Establishments or transporting marijuana.



### **Energy Compliance Plan**

At all times, Kaycha MA, LLC's ("Kaycha") Marijuana Establishment will work with its landlord and all its other vendors to satisfy minimum energy efficiency and conservation standards as required by the Commission and in accordance with 935 CMR 500.105(15). Kaycha will strive to reduce energy demand, initiatives will include but are not limited to, the following:

- Use of natural lighting where feasible and compliant with CCC regulations.
- Insulate remaining walls and the ceiling to meet or exceed the Energy Code for commercial buildings.
- Purchase and installation of LED lights throughout suite.
- Utilization of advanced and energy efficient HVAC roof top unit with pre-cooling economizer.
- New Energy efficient cooling tower.
- New insulated piping from building to cooling tower.
- Heat pump filters to be replaced in spring and fall to maximize energy efficiency.
- Plenum purging during hot summer months and adding night-time cooler fresh air to the plenum.
- Hot water tank with hybrid design to enhance overall energy efficiency.
- Insulated glazing.
- Programable energy savings thermostats.
- New building insulation, where feasible.

The project will be in compliance with the International Building Code's requirements for sustainable and energy conservation in construction. Kaycha will work closely with the landlord and the utility to create and execute an energy savings plan, including:

- Understanding of how we consume energy through analysis generation.
- Compare our operation with similar businesses and act accordingly.
- Solicit customized energy improvement recommendations from professionals and determine how and if such recommendations can be incorporated into our business plan.
- Identify cost incentives through utility energy programs, such as Mass Save programs to explore financial incentives for energy efficiency and demand reduction measures.

**Kaycha MA LLC**

**Diversity Plan**

**I. Intent**

Kaycha MA, LLC (“Kaycha”) is committed to creating a diverse workforce by utilizing hiring practices that do not discriminate against women, minorities, veterans, persons with disabilities and LGBTQ+ individuals. Furthermore, it is our belief that the more diverse and inclusive our team is, the more successful Kaycha will be in Massachusetts as we seek to utilize ideas and innovations from a variety of backgrounds, experiences and cultures.

**II. Purpose**

Kaycha’s Diversity Plan has been created to ensure that our hiring practices create a diverse and inclusive organization. In doing so, individuals will be able to apply their life experiences and talents to support the goals of the company.

Kaycha’s Diversity Plan is meant to be an evolving document designed to guide decisions and practices that ensure we are able to reach our goals described below. The Diversity Plan represents an initial approach to establish a comprehensive management plan with goals and measures for inclusion and diversity. The Diversity Plan will be evaluated and modified, when necessary, as our company grows and expands.

Any actions taken, or programs instituted, by Kaycha will not violate the Cannabis Control Commission’s regulations with respect to limitations on ownership or control or other applicable state laws or regulations.

**III. Proposed Initiatives, Goals and Metrics**

**GOAL 1:** Recruit and hire a diverse group of employees that values and promotes inclusiveness among the workforce.

**Proposed Initiative:** As part of its hiring plan, Kaycha will seek to hire a workforce that is made up of at least 50% women and 20% described as minorities, 10% veterans, 10% people with disabilities, and 10% LGBTQ+ individuals (herein referred to as Plan Populations) with a goal to increase the number of individuals falling into these demographics working in the establishment. To achieve this goal, Kaycha will:

- Create gender-neutral job descriptions;
- Recruit from state and local employment staffing groups such as Masshire Career Center as needed;
- Post hiring needs in diverse publications such as a variety of web-based recruitment platforms such as indeed.com as needed;
- Participate in local hiring events and job fairs annually, including events held by the Massachusetts Cannabis Business Association (MassCBA);

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- Attend community group meetings in and around Natick annually to introduce Kaycha and address our existing hiring needs to attract a diverse array of individuals, with an emphasis on those affiliated with the cannabis industry.

Kaycha will adhere to the requirements set forth in 935 CMR 500.105(4) relative to the permitted and prohibited advertising, brand, marketing, and sponsorship practices of marijuana establishments. Kaycha work to further identify ways in which to attract candidates that may not otherwise be aware of employment opportunities with Kaycha. To ensure that our workplace is an inclusive environment and to promote equity among our team, hiring managers will undergo training to address bias and cultural sensitivity.

**Metrics and Evaluation:** Kaycha will assess the demographics of its employees to see if it is meeting its goal of increasing diversity in these positions. Kaycha will annually analyze the staffing makeup and based upon the outcome of those analytics, determine what steps are necessary to further increase the diversity of Kaycha. Based upon this annual review and in conjunction with the license renewals, Kaycha will be able to report to the Commission on this initiative. The company's progress will be documented one year from provisional licensure.

**GOAL 2:** Work to ensure that all participants in our supply chain and ancillary services are committed to the same goals of promoting equity and diversity in the adult-use marijuana industry. Kaycha is committed to ensuring full participation in the cannabis industry in Massachusetts by supporting minority-owned companies, women-owned companies, veterans, people with disabilities, and LGBTQ+ with a goal of having as many contracts go to these identified businesses.

**Proposed Initiative:** To accomplish this goal, Kaycha will prioritize working with businesses in our supply chain and required ancillary services that are owned and/or managed by minority groups; women, veterans, people with disabilities, and LGBTQ+ individuals.

**Metrics and Evaluation:** Kaycha will ask suppliers and ancillary services if they would identify themselves as a business that is owned or managed by one of the Plan Populations and give supplier contractor priority to these businesses. Kaycha will adhere to the requirements set forth in 935 CMR 500.105(4) relative to the permitted and prohibited advertising, brand, marketing, and sponsorship practices of marijuana establishments. During its engagement with community groups and leaders referenced in Goal 1, Kaycha will seek to further identify ways in which to attract diverse supply chain candidates that may not otherwise be aware of employment opportunities with Kaycha. Kaycha's goal will be to work with at least 15% of businesses who identify as one of the Plan Populations throughout its supply chain.

#### **IV. Conclusion**

Kaycha will conduct continuous and regular evaluations of the implementation of its goals and at any point will retool its policies and procedures in order to better accomplish the goals set out in this Diversity Plan. Any actions taken, or programs instituted by Kaycha will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state law.