Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR285254

Original Issued Date: 09/26/2025

Issued Date: 09/26/2025

Expiration Date: 09/26/2026

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Rivers' Leaves of Natural Healing Inc.

Phone Number: 857-209-1477 **Email Address:** srivers@riversleavesofnaturalhealing.com

Business Address 1: 42 Main Street **Business Address 2:**

Business City: Maynard **Business State:** MA **Business Zip Code:** 01754

Mailing Address 1: 42 Main Street **Mailing Address 2:**

Mailing City: Maynard **Mailing State:** MA **Mailing Zip Code:** 01754

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: 100 **Percentage Of Control:** 100

Role: Owner / Partner **Other Role:**

First Name: Shara **Last Name:** Rivers **Suffix:**

Gender: Female **User Defined Gender:**

What is this person's race or ethnicity?: Decline to Answer

Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY
No records found

CLOSE ASSOCIATES AND MEMBERS
No records found

CAPITAL RESOURCES - INDIVIDUALS
No records found

CAPITAL RESOURCES - ENTITIES
No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES
No records found

DISCLOSURE OF INDIVIDUAL INTERESTS
No records found

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 42 Main Street

Establishment Address 2:

Establishment City: Maynard **Establishment Zip Code:** 01754

Approximate square footage of the establishment: 229 **How many abutters does this property have?:** 8

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

HOST COMMUNITY INFORMATION
Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Community Outreach Meeting Documentation	Public Notices Community Outreach Meeting.pdf	pdf	66e888cfcfa6590008e3e81e	09/16/2024
Plan to Remain Compliant with Local Zoning	HCA Planning Board Decison .pdf	pdf	66eb1016cfa6590008e647be	09/18/2024
Community Outreach Meeting Documentation	Community Outreach Notice Filed with Town Clerk.pdf	pdf	673cd934a18da60008f84a06	11/19/2024
Community Outreach Meeting Documentation	Community Outreach Meeting Attestation.pdf	pdf	6751fcc7b92cff00089b8cf9	12/05/2024
Executed HCA	Host Community Agreement.pdf	pdf	6752017be8b78900086ec084	12/05/2024
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning.pdf	pdf	6794584e3af3d30293a434ed	01/24/2025
Community Outreach Meeting Documentation	Abutters list with redactions .pdf	pdf	67ab9fa72cd2ec22829d8e32	02/11/2025

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

POSITIVE IMPACT PLAN

Positive Impact Plan:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Plan for Positive Impact revised.pdf	pdf	6839eed12309ac25e35d5086	05/30/2025

ADDITIONAL INFORMATION NOTIFICATION

Notification:

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Owner / Partner **Other Role:**

First Name: Shara **Last Name:** Rivers **Suffix:**

RMD Association: Not associated with an RMD

Background Question: yes

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Articles of Organization	Articles of Organization.pdf	pdf	66eb337194e8b800086867a1	09/18/2024
Bylaws	By Laws revised.pdf	pdf	679be829aa85921185a257ec	01/30/2025
Department of Unemployment Assistance - Certificate of Good standing	Certificate of Good Standing (UI) 2.25.pdf	pdf	67ab9848ac5cea389e7ca711	02/11/2025
Secretary of Commonwealth - Certificate of Good Standing	Certificate of good standing- Secretary of Commonwealth 2.25.pdf	pdf	67aea9edac5cea389e803e02	02/13/2025
Department of Revenue - Certificate of Good standing	Certificate of Good Standing (DOR).pdf	pdf	67af1e27ac5cea389e8050de	02/14/2025

No documents uploaded

Massachusetts Business Identification Number: 001611971

Doing-Business-As Name:

DBA Registration City: Cambridge

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Plan for Liability Insurance	Plan for Obtaining Liability Insurance.pdf	pdf	6706ba6d5fdc620008d17593	10/09/2024
Business Plan	Cannabis Business Plan 2024.pdf	pdf	67182d4aa18da60008dd69ee	10/22/2024
Proposed Timeline	Proposed TImeline- Revised.pdf	pdf	680a6d943fc596185ea3b2b6	04/24/2025
Capitalization Table	Capitalization Table (2).pdf	pdf	682d07862309ac25e354e891	05/20/2025
Capitalization Table	Capitalization Table.pdf	pdf	682d07876cf3645b62fd84b5	05/20/2025

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Diversity plan	Diversity Plan.pdf	pdf	66fb077ee3da310009daf69a	09/30/2024
Maintaining of financial records	Maintaining of Financial Records.pdf	pdf	66fb10a644b65c000834690b	09/30/2024
Restricting Access to age 21 and older	Policy for Restricting Access to Individuals Age 21 and Older.pdf	pdf	67044b4f7eba6a00080b85cc	10/07/2024
Storage of marijuana	Policy for Storage of Marijuana in Compliance with 935 CMR 500.pdf	pdf	67056f977eba6a00080cc4e1	10/08/2024
Prevention of diversion	Policy for Prevention of Diversion.pdf	pdf	670574477eba6a00080cd928	10/08/2024
Plan for obtaining marijuana or marijuana products	Plan for Obtaining Marijuana or Marijuana Products.pdf	pdf	6706be227eba6a00080e6c75	10/09/2024
Transportation of marijuana	Policies and Procedures for Transportation of Marijuana.pdf	pdf	670719bf5fdc620008d24511	10/09/2024
Qualifications and training	Qualifications and Training Policies and Procedures.pdf	pdf	670748e77eba6a00080f2826	10/09/2024
Security plan	Security Plan.pdf	pdf	673f83c9e8b7890008628cc9	11/21/2024
Inventory procedures	Inventory Policies and Procedures.pdf	pdf	673f8ab5e8b7890008629b9a	11/21/2024
Quality control and testing	Quality Control and Testing Procedures.pdf	pdf	673f8e78b92cff00088fb7a8	11/21/2024
Dispensing procedures	Dispensing Procedures- revised.pdf	pdf	673f9c22e8b789000862c62f	11/21/2024
Personnel policies including background checks	Personnel Policies.pdf	pdf	673fabaae8b789000862e878	11/21/2024
Maintaining of financial records	Operating Policies and Procedures- Maintenance of Financial Records Plan.pdf	pdf	67930dd229756ef8763f80de	01/23/2025
Energy Compliance Plan	Energy Efficiency and Conservation Plan.pdf	pdf	6797ff8029756ef87642358a	01/27/2025
Record Keeping procedures	Records Keeping Policies and Procedures.pdf	pdf	680a6e5b3fc596185ea3b460	04/24/2025
Diversity plan	SOP Diversity Plan- Revised.pdf	pdf	682628c46cf3645b62f97673	05/15/2025

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

ATTESTATIONS

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

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

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

Notification:

I 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 - PRE FEBRUARY 27, 2024

No records found

COMPLIANCE WITH DIVERSITY PLAN

No records found

HOURS OF OPERATION

Monday From: 8:00 AM	Monday To: 10:00 PM
Tuesday From: 8:00 AM	Tuesday To: 10:00 PM
Wednesday From: 8:00 AM	Wednesday To: 10:00 PM
Thursday From: 8:00 AM	Thursday To: 10:00 PM
Friday From: 8:00 AM	Friday To: 10:00 PM
Saturday From: 8:00 AM	Saturday To: 10:00 PM
Sunday From: 8:00 AM	Sunday To: 10:00 PM

METROWEST DAILY NEWS

Govt Public Notices

Originally published at metrowestdailynews.com on 07/05/2024

42 MAIN STREET
LEGAL NOTICE

As required under Mass. CMR 935 500.101, notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Sunday, July 21, 2024 at 5PM at Maynard-Clinton Lodge of Elks #1568, 34 Powder Mill Road, Maynard, MA 01754. The proposed Adult Use Marijuana Retailer, Rivers' Leaves of Natural Healing, is anticipated to be located at 42 Main Street, Maynard, MA 01754. There will be an opportunity for the public to ask questions.

#10354450
DN 7/5/24

RECEIVED
By Town Clerk at 2:23 pm, Jul 02, 2024

Legal Notice

As required under Mass. CMR 935 500.101, notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Sunday, July 21, 2024 at 5PM at Maynard-Clinton Lodge of Elks #1568, 34 Powder Mill Road, Maynard, MA 01754. The proposed Adult Use Marijuana Retailer, Rivers' Leaves of Natural Healing, is anticipated to be located at 42 Main Street, Maynard, MA 01754. There will be an opportunity for the public to ask questions.

Cannabis Control Commission
COMMONWEALTH OF MASSACHUSETTS

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): 07/21/24

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: 07/05/24

    b. Name of publication: MetroWest Daily News

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: 07/02/24

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: 7/10/24

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:

Shara Rivers

Name of applicant's authorized representative:

N/A

Signature of applicant's authorized representative:

Plan to Remain Compliant with Local Zoning

In accordance with Section 9.4.6 of the Zoning Bylaws, Rivers' Leaves of Natural Healing's proposed Marijuana Retailer Establishment is located at 42 Main Street in the Downtown Overlay District of Maynard that is designated for Marijuana Retailer Establishments.

In compliance with 935 CMR 500.110(3), Rivers' Leaves of Natural Healing's proposed Marijuana Retailer Facility is not located within five hundred (500) feet of a public or private, primary or secondary school providing education to children in kindergarten or grades 1 through 12, a licensed daycare center, public library, public park or playground.

As required by the local Zoning Ordinance, Rivers' Leaves of Natural Healing has applied for and received a Special Permit from the Maynard Planning Board. Rivers' Leaves of Natural Healing will also apply for any other local permits required to operate a Marijuana Retailer Establishment at the proposed location. Rivers' Leaves of Natural Healing will comply with all conditions and standards set forth in any required local permit.

Rivers' Leaves of Natural Healing will remain compliant at all times with the local zoning requirements set forth by the town of Maynard. Rivers' Leaves of Natural Healing is located at 42 Main Street, Maynard MA 01754, which is located within the downtown overlay district. Section 9.4.6 of the Zoning Bylaws states that to grant a Special Permit within the Downtown Overlay District (DOD), the board shall apply the following review criteria in addition to the criteria identified in Section 10.4 of this by-law:

a.) The proposal constitutes a high-quality development with regards to construction materials, architectural design, and site design, which will enhance the downtown and the immediate neighborhood and provide significant benefit to the residents of the Town of Maynard as provided in Section 9.4.1;

b.) When applicable, the proposed development will provide effective protection of the Assabet River from storm runoff from new impervious surfaces being proposed.

c.) The development will improve the functioning of the downtown by at least one of the following means:

    a. Provide a significant improvement to the usage and/or number of public parking spaces in the downtown area;
    b. Provide a significant improvement to the effectiveness of the parking space allocation of the downtown area;
    c. Provide significant improvement to the pedestrian experience in downtown Maynard.
    d. Provide a significant improvement to the water quality of current storm water runoff reaching the Assabet River;
    e. Increase views and access to the Assabet River;
    f. Provide a significant improvement to the functioning of the downtown area;

d.) The proposed development is designed in a manner that is compatible with the existing natural features of the site and is compatible with the characteristics of the surrounding area.

RIVERS' LEAVES OF NATURAL HEALING

Rivers' Leaves of Natural Healing will satisfy the requirements of development by improving the functioning of the downtown by satisfying criteria C, which will improve the pedestrian experience in downtown Maynard by providing an original Native American art piece that will occupy the storefront window. Rivers' Leaves of Natural Healing will also provide a donation to the town's Arbor Fund.

Rivers' leaves of Natural Healing will continue to work cooperatively with various municipal departments, boards, and officials to ensure that the establishment is compliant with all local laws, regulations, rules, and codes with respect to design, construction, operation, and security.

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37 RIVER ST
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Plan for Positive Impact

Rivers' Leaves of Natural Healing will support two goals that are aimed at providing a positive impact for those who have been disproportionately harmed by the prohibition of cannabis. The first goal is focused on providing funding for one of the sub-groups of people who have been identified by the Massachusetts Cannabis Commission as those who have been disproportionately harmed, social equity program participants. The second goal of this plan is aimed at providing job opportunities for those who have been disproportionately harmed as defined by the commission. It is the anticipation of Rivers' Leaves of Natural Healing (RLNH) that these efforts will provide a positive impact for those who have been disproportionately harmed by the prohibition of cannabis and that these efforts will improve opportunities for the future of the cannabis industry.

Goal 1: The first goal of this plan is to assist participants of the Massachusetts Cannabis Commission-designated social equity program in the process of licensure by providing financial support. The Cannabis Social Equity Trust Fund provides grants to select awardees who are participants of the social equity fund. By providing funding to this grant opportunity, it will help to reduce barriers to entry into the commercial adult-use cannabis industry for this group of disproportionately harmed people by reducing the financial obstacle that often stands in the way of entering the cannabis industry. There are many costs that are associated with entry into this industry which are not absorbed by participation in the social equity program; however, the grant that is available to these participants does provide funding for said costs. By supporting this worthwhile fund, Rivers' Leaves of Natural Healing can provide a positive impact for those who have been disproportionately harmed while feeling confident about supporting an established organization with a streamlined process.

Program: Rivers' Leaves of Natural Healing will make a donation of $10,000 annually to the grant funding that is available through the Massachusetts Cannabis Commission to participants of the state Cannabis Commission's social equity program. The Cannabis Social Equity Trust Fund provides financial awards to designated participants of the social equity program. Costs that are allowed for by this grant include: rent, regulatory fees, and professional consultations. All of these expenses can be costly and prohibitive to entering the cannabis industry, this grant serves to assist in overcoming the financial barrier that is experienced by social equity program participants.

Measurement: Rivers' Leaves of Natural Healing will consult with the Cannabis Commission and their statistics regarding the effectiveness of the funding provided to participants. Metrics that will be considered in the determination of effectiveness of programing include the number of grant participants who have become operation and the rate of grant participants' entrance into the industry as compared to those who have not received the grant. RLNH will access the success of these metrics annually and adjust the amounts of contributions accordingly. The progress or success of this plan will be documented upon renewal (one year from provisional licensure, and each year thereafter).

Goal 2: The second goal of this plan is to create jobs for people who identify as disproportionately harmed as identified by the commission. RLNH will offer a hiring preference to those who

identify as being within any of the five populations that have been identified as disproportionately harmed people. These groups include:

1. Past or present residents of the geographic "areas of disproportionate impact," which have been defined by the Commission and identified in its Guidance for Identifying Areas of Disproportionate Impact. The specific geographic ADI that is intended to be positively impacted are within Boston, Lowell, Springfield, and Worcester which are more specifically identified by the census tracts listed at chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://masscannabiscontrol.com/wp-content/uploads/2023/03/Guidance-for-Identifying-Areas-of-Disproportionate-Impact.pdf. The following census tracts within Boston will be targeted as ADI that are intended to be positively impacted: 803, 10103, 10104,10300, 10404, 10405, 60700, 61000, 61101, 70200, 71201, 80300, 61101, 80401, 80500, 80601, 80801, 81500, 81700, 81800, 81900, 8200, 82100, 90100, 90200, 90300, 90400, 90600, 91200, 91400, 91700, 91800, 91900, 9200, 92300, 92400, 100100, and 100200. The following census tracts within Lowell will be targeted as ADI that are intended to be positively impacted: 310100, 310400, 311100, 311200, 311700, 311800, 311900, 312000, 312400. The following census tracts within Worcester will be targeted as ADI that are intended to be positively impacted: 730200, 730500, 731002, 731203, 731204, 731300, 731400, 731500, 731700, 731800, 732001, 732302, 732400, 732700, and 733000. The following census tracts within Springfield will be targeted as ADI that are intended to be positively impacted: 800102, 800500, 800600, 800700, 800800, and 800900.
2. Commission-designated Certified Economic Empowerment Priority recipients;
3. Commission-designated Social Equity Program participants;
4. Massachusetts residents who have past drug convictions; and
5. Massachusetts residents with parents or spouses who have drug convictions.

It is anticipated that RLNH will maintain at least a 10% employment rate of people who identify as those who have been disproportionately harmed from the prohibition of cannabis.

Program: Rivers' Leaves of Natural Healing will reach out to applicants who are within the designated populations of those who have been disproportionately harmed by reaching out to a variety of sources to recruit for employment opportunities. The geographic areas of disproportionate impact will be targeted by advertising within these census tracts. The following site will be referenced when confirming that the appropriately designated areas of disproportionate harm are targeted in job postings: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://masscannabiscontrol.com/wp-content/uploads/2023/03/Guidance-for-Identifying-Areas-of-Disproportionate-Impact.pdf Examples of the local publications that will be utilized in attempts to attract members of these census tracts include: the "Worcester Telegram," and the "Dorchester Reporter." Jobs postings will run monthly in these publications until all positions are filled, and will resume weekly upon the opening of a new available position. RLNH will also note in its job postings that the company is welcoming to the populations defined as disproportionately harmed as defined above. RLNH will provide extended interview opportunities and time allotments for applicants that fall within this population. Our company will thoroughly review the applicant's skills and qualifications to

provide every opportunity for employment should references and experience match with the criteria of the respective job opening.

Metrics: Rivers' Leaves of Natural Healing will review the data on new hires and retention every other month to monitor the company's progress in attaining and maintaining this staffing goal of people who identify within the aforementioned groups of disproportionately harmed people. If the data shows that the employment goals are not being met, then adjustments will be made as necessary in order to align with this goal.

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

Rivers' Leaves of Natural Healing 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.

The Commonwealth of Massachusetts, William Francis Galvin

Corporations Division

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

Articles of Organization

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

Minimum Filing Fee: $250.00

Identification Number: 001611971 (number will be assigned)

ARTICLE I

The exact name of the corporation is:

RIVERS' LEAVES OF NATURAL HEALING INC.

ARTICLE II

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

ARTICLE III

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

Class of Stock	Par value per share (Enter 0 if no Par)	Total authorized number of shares	Total authorized par value	Total issued and outstanding number of shares
CNP	0	10,000	0	0

ARTICLE IV

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

ARTICLE V

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

ARTICLE VI

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

ARTICLE VII

The effective date of organization shall be the date and time the articles were received for filing if the articles are not rejected within the time prescribed by law. If a later effective date is desired, specify such date, which may not be later than ninety (90) days from the date and time of filing

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

ARTICLE VIII

The information contained in Article VIII is not a permanent part of the articles of organization.

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

Agent name: SHARA RIVERS

Number and street: 955 MASSACHUSETTS AVENUE

Address 2: #169

City or town: CAMBRIDGE State: MA Zip code: 02139

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

Title	Individual Name	Address
PRESIDENT	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
TREASURER	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
SECRETARY	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
CEO	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
CFO	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
ASSISTANT SECRETARY	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
VICE PRESIDENT	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA
DIRECTOR	SHARA RIVERS	955 MASSACHUSETTS AVENUE CAMBRIDGE, MA 02139 USA

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

December 31

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

RETAIL SALES

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

Number and street:	955 MASSACHUSETTS AVENUE				
Address 2:					
City or town:	CAMBRIDGE	State:	MA	Zip code:	02139
Country:	UNITED STATES				

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

Number and street:	955 MASSACHUSETTS AVENUE				
Address 2:					
City or town:	CAMBRIDGE	State:	MA	Zip code:	02139
Country:	UNITED STATES				

Which is:

- [x] its principal office
- [ ] an office of its transfer agent
- [ ] an office of its secretary/assistant secretary
- [ ] its registered office

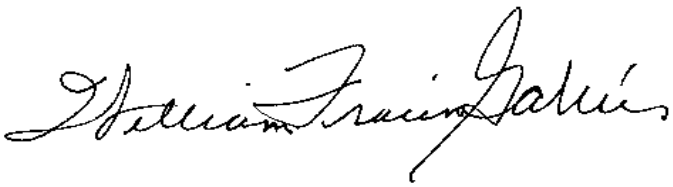
Signed this 4 Day of January, 2024 at 16:01 PM by the incorporator(s). (If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)

SHARA RIVERS

THE COMMONWEALTH OF MASSACHUSETTS

I hereby certify that, upon examination of this document, duly submitted to me, it appears that the provisions of the General Laws relative to corporations have been complied with, and I hereby approve said articles; and the filing fee having been paid, said articles are deemed to have been filed with me on:

January 04, 2024 04:23 PM



WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

BYLAWS OF RIVERS' LEAVES OF NATURAL HEALING
(the "Corporation")

ARTICLE I- BUSINESS AND PURPOSE

The Corporation is established to engage in lawful business or enterprise. By way of example and without limitation the Corporation may engage in any lawful business.

In the performance of its business, the Corporation shall have all powers granted by the general Corporation laws of the state of Massachusetts. Specifically, and without limitation, the Corporation shall have the power to engage generally in any and all phases of the business of owning, holding, managing, controlling, acquiring, purchasing, disposing of, or otherwise dealing in or with any interest or rights in any real or personal property. The foregoing shall include but is not limited to the power to invest and trade in the securities markets including without limitation the right to buy, sell, trade, barter, or otherwise exchange, acquire, and dispose of stocks, bonds, commodities, futures, options, puts, calls (including naked puts and calls), or other vehicles of public or private companies, mutual funds, or other entities, whether such be for the Corporation's own account or on the account of a customer or client of the Corporation; where the Corporation engages in such activities on behalf of a client or customer, said transactions may be concerned through banking or brokerage accounts in the Corporation's own name or in the name of said client or customer. The business and purpose shall include the conducting and engaging in such activities as is necessary or useful in connection with the foregoing.

ARTICLE II- OFFICES

The registered office of the Corporation shall be located in the city of Maynard, in the State of Massachusetts. The Corporation may also maintain offices at such other places within or outside of the state of Massachusetts, as the Board of Directors may, from time to time determine or deem necessary.

ARTICLE III- SHAREHOLDERS

Annual Meeting

A meeting of the shareholders of the Corporation (the "shareholders'") will be held annually for the purpose of electing directors (the "Directors") of the Corporation and for the purpose of doing other business that may come before the meeting. If the day fixed for the annual meeting is a legal holiday in the Commonwealth of Massachusetts, the annual meeting will be held on the next succeeding business day or on a date determined by the board of directors for the Corporation (the "Board") that is no later than two weeks after the date specified in the meeting notice.

The Corporation must hold its annual meeting within the earlier of:

a. 6 months after the end of the Corporation's fiscal year;
b. 15 months after its last meeting.

If the annual meeting is not held within the time period, then any shareholder entitled to participate in the meeting may apply to the superior court of the country where the Corporation's principal office, or, if none in the commonwealth of Massachusetts, its registered office, is located to fix the time and place of the meeting.

Special Meetings

Unless otherwise prescribed by statute, special meetings of the Shareholders, for any purpose or purposes, my only be called in the following ways:

a. By a majority of the Board; or
b. By the president of the Corporation (the "President"); or
c. By the holders of shares entitled to cast in total not less than 10 percent of the votes on any issue proposed for the meeting where written requests describing the purpose or purposes for the special meeting are signed, dated and delivered to a member of the Bard or other Officer of the Corporation.
d. The Board will determine the time, place and date of any special meeting provided that, in the case of a special meeting called by the requisite percentage of Shareholders in accordance with these Bylaws, the Board will issue notice of the special meeting within 30 days of receipt of the written demand(s) by the relevant Officer of the Corporation.

Place of the Meeting

The annual meeting or special meetings of the Shareholders may be held at any place in or out of the Commonwealth of Massachusetts at a place to be determined at the discretion of the Board. If no designation of the location is made for any annual or special meeting of the Shareholders, the place of the meeting will be the Principal Office of the Corporation. The Corporation must hold its annual meeting within the earlier of: a) six months after the end of the Corporation's fiscal year or; b) fifteen months after its last annual meeting. If an annual meeting is not held within that time period, a Shareholder may direct a request in writing to the Chairman of the Board of the Corporation to hold the annual meeting. If a note of meeting is not given within 60 days of that request, then any Shareholder entitled to vote at an annual meeting may apply to any court having jurisdiction for an order directing that the meeting be held and fixing the time and place of the meeting.

Notice of Meetings

a. The written notice of any meeting will be given not less than 7 days, but not more than 60 days before the date of the meeting to each Shareholder entitled to vote at that meeting. The written notice of the meeting will state the place, date and hour of the meeting, the means of remote communications, if any, and, in the case of a special meeting, the purpose or purposes for which the meeting is called.
b. If mailed, notice is given when the notice is deposited in the United States mail, postage prepaid, and directed to the Shareholder at the address of the Shareholder as it appears on the records of the Corporation. An affidavit of the secretary (the "Secretary") of the Corporation that the notice has been given will, in the absence of fraud, be prima facie evidence of the facts stated in the notice.

c. A written wavier, signed by the person entitled to a notice of meeting, or a wavier by electronic transmission by the person entitled to that notice, whether before or after the time in the notice, will be deemed equivalent to the person receiving the notice. Further, attendance of a person at a meeting will constitute a waiver of notice of that meeting, except when the person attends a meeting for the excess purpose of objecting at the beginning of the meeting to the transaction of any business because the meeting is not lawfully called or convened.

Consent of the Shareholders in Lieu of Meeting

Any action to be taken at any annual or special meeting of Shareholders, may be taken without a meeting, without prior notice and without a vote, if a consent or consents in writing, setting forth the action to be taken, is signed by the holders of outstanding stock having not less than the minimum number of votes that would be necessary to authorize or take action at a meeting at which all shares entitled to vote on the matter were present and voted is delivered to the Corporation. Every written consent will bear the date of signature of each Shareholder who signs the consent. No written consent will be effective unless the consent is delivered, either by hand or by certified or registered mail, within 90 days of the earliest dated consent, to the Corporation to be filed with the records of proceedings of the Shareholders.

Remote Communication Meetings

a. Remote communications means any electronic communication including conference telephone, video conference, or any other method or forum currently available or developed in the future by which Shareholders not present in the same physical location may simultaneously communicate with each other.
b. Where permitted under the statutes and regulations of the Commonwealth of Massachusetts, and in the sole and reasonable discretion of the Board of Directors, a meeting of Shareholders of the Corporation may be held at a specific location or may be held by any means of remote communication. Where a meeting will employ remote communication, one or more Shareholders may participate by means of remote communication or the meeting may be held solely by means of remote communication at the sole discretion of the Board of the Directors. Where any remote communication is used in a Shareholder meeting, all persons authorized to vote or take other action at the meeting must be able to hear each other during the meeting and each person will have a reasonable opportunity to participate. This remote participation in a meeting will constitute presence in person at the meeting. All votes or other actions taken at the meeting by means of electronic transmission must be maintained as a matter of record by the Corporation.

List of Shareholders Entitled to Vote

a. The officer who has charge of the Shareholders' List of the Corporation will prepare and make, not more than 70 days before every meeting of the Shareholders, a complete list of the Shareholders entitled to vote at the meeting, arranged in alphabetical order, and showing the address of each Shareholder and the number of shares of stock registered in the name of each Shareholder. The list must be available for inspection by any Shareholder

beginning two days after the meeting is announced and continuing through the meeting. The list must be provided for any purpose related to the meeting:

I. One reasonably accessible electronic network, so long as the information required to access the list is provided with the notice of the meeting; or
II. During ordinary business hours, at the Principal Office of the Corporation or at a place identified in the meeting notice in the city where the meeting will be held.

b. If the Corporation decides to make the list available on an electronic network, the Corporation will ensure that this information is available only to Shareholders of the Corporation. If the meeting is to be held at a physical location, then the list will be produced and kept at the time and place of the meeting during the whole time of the meeting and may be inspected by any shareholder who is present.
c. If the meeting is to be held solely by means of remote communication, then the list will also be open to the examination of any Shareholder during the whole time of the meeting on a reasonably accessible electronic network, and the information required to access the list will be provided with the notice of the meeting.
d. If any officer willfully neglects or refuses to produce the list of Shareholders at any meeting for the election of directors, or to open such a list to examination on a reasonably accessible electronic network during any meeting for the election of Directors held solely by means of remote communication, those Directors will be ineligible for election to any office at that meeting.
e. The Shareholders' List will be the only evidence as to who are the Shareholders entitled by this section or to vote in person or by proxy at the meeting of Shareholders.

Quorum and Required Vote

a. A minimum of 51 percent of the shares entitled to vote, present in person or represented by proxy, will constitute a quorum entitled to take action at a meeting of Shareholders.
b. In all matters other than the election of Directors, any act of the Shareholders must be passed by an affirmative vote of the majority of the shares present in person or represented by proxy at the meeting and entitled to vote on the matter.
c. Directors will be elected by a majority of the votes of the shares present in person or represented by proxy at the meeting and entitled to vote on the election of Directors.
d. Where a separate vote by a class or series of classes or series of shares ("Eligible Shares") is required, 51 percent of the outstanding Eligible Shares present in person or represented by proxy, will constitute a quorum entitled to take action with respect to that vote on the matter. Any act to be taken must be passed by an affirmative vote of the majority of outstanding Eligible Shares present in person or represented by proxy.
e. Subject to the Articles of Organization, each Shareholder will be entitled to one for each share of stock held by that Shareholder.
f. Each Shareholder entitle to vote at a meeting of Shareholders or to express consent or dissent to corporate action in writing without meeting may authorize another person to act for the Shareholder by proxy, but no proxy will be valid after 11 months from the date of its execution unless the proxy provides for a longer period.
g. Execution of a proxy may be accomplished by the Shareholder or by the authorized Officer, Director, employee or agent of the Shareholder, signing the writing or causing that

person's signature to be affixed to the writing by reasonable means including, but not limited to, by facsimile signature.

h. A duly executed proxy will be irrevocable if it states that it is irrevocable and if, and only as long as, it is coupled with an interest sufficient in law to support an irrevocable power. A proxy may be made irrevocable regardless of whether the interest with which it is coupled is an interest in the shares or an interest in the Corporation generally.

Voting Rights of Fiduciaries, Pledgers and Joint Owners of Shares
Persons holding shares in fiduciary capacity will be entitled to vote the shares so held. Persons whose shares are pledged will be entitled to vote, unless, in the transfer by the pledger on the books of the Corporation, the person has expressly empowered the pledgee to vote the shares, in which case only the pledgee, or that pledgee's proxy, may represent and vote the shares.

Voting Trusts and Other Voting Agreements

a. Two or more Shareholders may, by agreement in writing, create a voting trust by depositing their shares with a voting trustee, who will have the authority to vote the shares in accordance with the terms and conditions of the voting trust agreement. To be valid, the voting trustee must deliver copies of the list of Shareholders and voting trust agreement to the Principal Office of the Corporation. Upon receiving the voting trust agreement, the Corporation will issue new share certificates in the name of the trustee and cancel the old share certificates. The new share certificates issued will state that they are issued pursuant to a voting trust agreement.
b. Any amendment to a voting trust agreement will be made by a written agreement, a copy of which will be filed with the Principal Office of the Corporation.
c. The right of inspection of any voting trust agreement or related amendment by a Shareholder of record or a holder of a voting trust certificate, in person or by agent, will be the same right of inspection that applies to the securities register of the Corporation.
d. An agreement between two or more Shareholders, if in writing and signed by the parties to the agreement, may provide that in exercising any voting rights, the shares held by them will be voted as provided by the agreement, or as the parties may agree, or as determined in accordance with a procedure agreed upon by them.
e. The above provisions concerning voting trusts and voting agreements will not be deemed to invalidate any voting or other agreement among Shareholders or any irrevocable proxy which is not otherwise illegal.

ARTICLE IV- BOARD OF DIRECTORS

General Powers:
The business and affairs of the Corporation will be managed by or under the direction of the Board.

Number, Term, Election, and Qualifications:
The Board of Directors or shareholders all have the power in the interim between annual and special meetings of the shareholders, to increase or decrease the number of Directors of the

Corporation. A Director need not be a shareholder of the Corporation unless the Certificate of Incorporation of the Corporation or these Bylaws so require.

Except as may otherwise be provided herein or in the Articles of Incorporation, the members of the Board of Directors of the Corporation shall be elected at the first annual shareholders' meeting and at each annual meeting thereafter, unless their terms are staggered in the Articles of the Incorporation of the Corporation of these Bylaws, by the plurality of the votes cast at a meeting of the shareholders, by the holders of shares entitled to vote in the election.

The first Board of Directors shall hold office until the first annual meeting of shareholders and until their successors have been duly elected and qualified or until there is a decrease in the number of Directors. Thereafter, Directors will be elected at the annual meeting of shareholders and shall be hold office until the annual meeting of the shareholders next succeeding his/her election, unless their terms are staggered in the Articles of Incorporation of the Corporation (so long as at least one-fourth (1/4) in number of the Directors of the Corporation are elected at each annual shareholders' meeting) or these Bylaws, or until his/her prior death, resignation or removal. Any Director may resign at any time upon written notice of such resignation to the Corporation.

All Directors of the Corporation shall have equal voting power unless the Articles of Incorporation of the Corporation provide that the voting power of the individual Directors or classes of Directors are greater than or less than that of any other individual Directors or classes of Directors, and the different voting powers may be stated in the Articles of Incorporation or may be dependent upon any fact or event that may be ascertained outside the Articles of Incorporation if the manner in which the fact or event may operate on those voting powers is stated in the Articles of Incorporation. If the Articles of Incorporation provide that any Directors having voting power greater than or less than other Directors of the Corporation, every reference in these Bylaws to a majority or other proportion of Directors shall be deemed to refer to majority or other proportion of the voting power of all the Directors or classes of Directors, as may be required by Articles of Independence.

Duties and Powers

The Board of Directors shall be responsible for the control and management of the business and affairs, property, and interests of the Corporation, and may exercise all powers of the Corporation, except such as those stated under Massachusetts state law, the Articles of Incorporation, or by these Bylaws expressly conferred upon or resolved to the shareholders or any other person or persons named therein. The board shall be responsible for making all major and significant legal, tax, and financial decisions including, but not limited, to the following:

- Opening bank and brokerage accounts and establishing lines of credit, margin accounts, and other borrowing authority;
- Establishing written employment agreements and contractor agreements for a duration in excess of 2 years, or where the amount to be paid hereunder exceeds $20,000.00 or where any portion of the compensation is based in any manner upon the Corporation's profitability or financial performance.;

- Amendments to the Articles of Incorporation or Bylaws;
- Shareholder agreement, voting rusts, or proxies to which the Corporation is a party;
- Tax elections, including but not limited to the election for Internal Revenue Code (IRC) sub-chapter S §475, or otherwise;
- The purchase or sale of a business or significant interest therein;
- The purchase, sale, lease, or donation of property (real or personal, tangible or intangible) used in the operation of the business of the business including but not limited to office buildings/space, computer systems, vehicles, patents, trademarks, or copyrights;
- Reorganizations, mergers, and acquisitions;
- Loans, refinancing, and issuance of bonds;
- Declarations of dividends, stock splits, stock issuance, redemption or retirement of corporate shares;
- Liquidation or dissolution of the Corporation;
- The establishment, termination, increase, or decrease in employee benefit plans including but not limited to pension and profit sharing, life, health medical, and dental insurance plans, child care plans, educational plans, or others;
- The intimidation, defense, settlement, compromise, or termination of lawsuits and claims;
- Indemnification of Directors, Officers, or others;
- Change of Registered Agent or Registered Office;
- Filling vacancies on the Board of Directors or Officers;
- Establishing and terminating committees, appointing and removing members from committees;
- Salary and compensation matters pertaining to corporate officers; Ratification of prior corporate acts by Directors and Officers.

Regular Meetings
By resolution, the Board may provide the time and place, either within or without the Commonwealth of Massachusetts, for the holding of regular meetings without any notice other than that resolution.

Special Meetings
Special meetings of the Board may be called by or at the request of the President or by the majority of the Directors. The person or persons calling that special meeting of the Board may fix any date, time or place, either within or without the Commonwealth of Massachusetts, to be the date, time and place for holding that special meeting.

Notice
Reasonable written notice of the date, time, and place of a special meeting of the Board will be given prior to the date set for that meeting. The written notice can be given personally, by mail by private center, by telegraph, by telephone, or by any other manner as permitted by the Massachusetts Business Corporation Act. The notice will be given by the Secretary or one of the persons authorized to call Directors' meetings.

If written notice shall be mailed, correctly addressed to a Director's address as provided in the Corporation's current records, the notice will be deemed to have given to that Director at the time of mailing. If written notice is sent by private carrier of if the written notice is sent by United States mail, postage prepaid and by registered or certified mail, return receipt requested, the notice will be deemed to have been given to a Director on the date shown on the return receipt. Otherwise notice is effective when received by a Director.

Notice of any Director's meeting may be waived by a Director before or after the date and time of the meeting. The wavier must be in writing, must be signed by a Director, and must be delivered to the Corporation for inclusion in the minutes of riling with the corporate records. The attendance of a Director at a meeting of the Board will constitute a wavier of notice of that meeting except where a Director attends a meeting for the excess purpose of objecting to the transaction of any business because the meeting is not lawfully convened.

Action by Directors Without a Meeting
Any action to be taken at any meeting of the Board or of any committee of the Board may be taken without a meeting if all members of the Board or committee, as the case may be consent to it in writing, or by electronic transmission and the writing or writings or electric transmission or transmissions are filled with he minutes of proceedings of the Board, or committee. This filing will be in paper form if the minutes are maintained in paper form and will be in electronic form if the minutes are maintained in electronic form.

Remote Communications Meetings
Remote communication means any electronic communication including conference telephone, video conference, or any other method or forum currently available or developed in the future by which Directors not present in the same physical location may simultaneously communicate with each other.

A meeting of the Board may be held by any means of remote communication by which all persons authorized to vote or take other action at the meeting can hear each other during the meeting and each person has a reasonable opportunity to participate. This remote participation in a meeting will constitute presence in person at the meeting.

Vacancies and Newly Created Directorships
When vacancies or newly created directorships resulting from any increase in the authorized number of Directors occur, a majority f the Directors then in office, although less than a quorum, or a sole remaining Director will have the power to appoint new Directors to fill this vacancy or vacancies. Each new Director so chosen will hold office until the next annual meeting of the shareholders.

If at any time, by reason of death or resignation or other cause, the Corporation should have no Directors in office, then any Officer or any Shareholder or an executor, administrator, trustee or guardian of a Shareholder, or other fiduciary entrusted with like responsibility for the person or

estate of a Shareholder, may call a special meeting of Shareholders for an election to fill the vacancy.

When one or more Directors resign from the Board and the resignation is to become effective at a future date, a majority of the Directors then in office, including those who have resigned, will have the power to appoint new Directors to fill this vacancy or vacancies. The appointments of these new Directors will take effect when the resignation or resignations are to become effective, at each new Director so chosen will hold office until the next annual meeting of the Shareholders.

Removal
Any Director or the entire Board may be removed, with or without cause, by the holders of a majority of the shares then entitled to vote at an election of Directors at a special meeting of the Shareholders called for that purpose. No director may be removed when the votes cast against removal would be sufficient to elect the director if voted cumulatively at an election where the same total number of votes were cast.

Organization
Meetings of the Board will be presided over the President, or in the President's absence by a Director chosen at the meeting. The Secretary will act as secretary of the meeting, but in the absence of the Secretary, the person presiding at the meeting may appoint any person to act as secretary of the meeting.

Chair of the Board
The Chair of the Board, if present, will preside at all meetings of the Board, and exercise and perform any other authorities and duties as may be forth time to time delegated by the Board.

Compensation
The Board will, by resolution, fix the fees and other compensation for the Directors for their services as Directors, including their services as members of committees of the Board, All changes to Director compensation are subject to ratification by the Shareholders.

Presumption of Assent
A Director of the Corporation who is present at a meeting of the Board will be presumed to have assented to an action taken on any corporate matter at the meeting unless:

1. The Director objects at the beginning of the meeting, or promptly upon the Director's arrival, to holding the meeting or transacting business at the meeting;
2. The Director's dissent or abstention from the action taken is entered in the minutes of the meeting; or
3. The Director delivers written notice of the Director's dissent or abstention to the presiding officer of the meeting before the adjournment of the meeting or to the Corporation within a reasonable time after adjournment of the meeting.

Any right to dissent or abstain from the action will not apply to a Director who voted in favor of that action.

ARTICLE V- COMMITTEES

Appointment
The Board may designate one or more committees, each committee to consist of one or more of the Directors of the Corporation. The Board may designate one or more Directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee.

In the absence or disqualification of a member of a committee, the member or members present at any meeting and not disqualified from voting, whether or not that member or members constitute a quorum, may unanimously appoint another member of the Board to act at the meeting in the place of any absent or disqualified member.

The committee or committees, o the extent provided in the resolution of the Board will have and may exercise al the powers and authority of the Board in the management of the business and affairs of the Corporation, and may authorize the seal of the Corporation to be affixed to all papers which may require it. No such committee will have the power or authority in reference to the following matters:

1. Approving or adopting, or recommending to the Shareholders, any action matter (other than the election or removal of Directors) expressly required by the Massachusetts Business Corporation Act to be submitted to Shareholders for approval; or
2. Adopting, amending or repealing any Bylaws of the Corporation.

Tenure
Each member of a committee will serve at the pleasure of the Board.

Meetings and Notice
The method by which Directors' meetings may be called and the notice requirements for these meetings as set out in these Bylaws will apply to any committee designated by the Board as appropriate.

Quorum
The requirements for a quorum for the Board as set out in these Bylaws will apply to any committee designated by the Board as appropriate.

Action Without a Meeting
The requirements and procedures for actions without a meeting for the Board as set out in these Bylaws will apply to any committee designated by the Board as appropriate.

Resignation and removal
Any member of the committee may be removed at any time, with or without cause, by a resolution adopted by a majority of the full Board. Any member of a committee may resign from the committee at any time by giving written notice to the Chair of the Board of the Corporation, and

unless otherwise specified in the notice, the acceptance of this resignation will not be necessary to make it effective.

Vacancies
Any vacancy in a committee may be filled by a resolution adopted by a majority of the full Board.

Committee Rules and Procedures
A committee will elect a presiding officer from its members and may fix its own rules of procedure provided they are not inconsistent with these Bylaws. A committee will keep regular minutes of its proceedings, and report those minutes to the Board at the first subsequent meeting of the Board.

ARTICLE VI- OFFICERS

Appointment of Officers
The Officers of the Corporation (individually the "Officer" and collectively the "Officers") will consist of the President, the treasurer (the "Treasurer"), and the Secretary.

The Officers will be appointed by the Board at the first meeting of the Directors or as soon after the first meeting of the Directors as possible, if Officers have not already been appointed. Any appointee may hold one or more offices.

Term of Office
Each Officer will hold office until a successor is duly appointed and qualified or until the Officer's death or until the Officer resigns or is removed as provided in these Bylaws.

Removal
Any Officer or agent appointed by the Board or by the Incorporators may be removed by the Board at any time with or without cause, provided, however, any contractual rights of that person, if any, will not be prejudiced by the removal.

Vacancies
The Board may fill a vacancy in any office because of death, resignation, removal, disqualification, or otherwise.

President
Subject to the control and supervisory powers of the Board and its delegate, the powers and duties of the President will be:

1. To have the general management and supervision, direction and control of the business and affairs of the Corporation;
2. To preside at all meetings of the Shareholders when the Chair of the Board is absent;
3. To call meetings of the Shareholders to be held at such times and such places as the President will deem proper within the limitations prescribed by law or by these Bylaws;
4. To ensure that all orders and resolutions of the Board are effectively carried out;

5. To maintain records of and certify, whenever necessary, all proceedings of the Board and the Shareholders;
6. To put the signature of the Corporation to all deeds, conveyances, mortgages, guarantees, leases, obligations, bonds, certificates and other papers and instruments in writing which have been authorized by the Board or which, in the opinion of the President, should be executed on behalf of the Corporation; to sign certificates for the Corporation's shares; and, subject to the instructions of the Board, to have general charge of the property of the Corporation and to supervise and manage all Officers, agents and employees of the Corporation; and
7. To perform all other duties and carry out other responsibilities of the Board.

Treasurer
Subject to the control and supervisory powers of the Board and its delegate, the powers and duties of the Treasurer will be:

1. To keep accurate financial records for the Corporation;
2. To deposit all money, drafts and checks in the name of and to the credit of the Corporation in the banks and depositories designated by the Board;
3. To endorse for deposit all notes, checks, drafts received by the Corporation as instructed by the Board, making proper vouchers for them;
4. To disburse corporate funds and issue checks and drafts in the name of the Corporation, as instructed by the Board;
5. To submit to the President and the Board, as requested, an account of all transactions by the Treasurer and the financial condition of the Corporation;
6. To prepare and submit to the Board annual reports detailing the financial status of the Corporation; and
7. To perform all other duties and carry out other responsibilities as prescribed by the Board or the President.

Secretary
The Secretary will perform the following duties:

1. Prepare the minutes of the meetings of the Shareholders and meetings of the Board and keep those minutes in one or more books provided for that purpose;
2. Authenticate the records of the Corporation as will from time to time be required;
3. Ensure that all notices are duly given in accordance with the provisions of these Bylaws or as required by law;
4. Act as a custodian of the corporate records and the corporate seal, if any, and ensure that the seal of the Corporation, if any, is affixed to all documents the execution of which on behalf of the Corporation under its seal is dully authorized;
5. Keep a register of the post office address of each Shareholder;
6. Sign, along with the President, certificates for shares of the Corporation, the issuance of which will have been authorized by resolution of the Board;
7. Have general charge of the Shareholders' List of the Corporation; and
8. Perform all duties incidental to the office of the Secretary and any other duties as from time to time may be delegated to the Secretary by the President of the Board.

ARTICLE VII- LOANS, CHECKS, DEPOSITS, CONTRACTS

Loans
Without authorization by a resolution of the Board, the Corporation is prohibited from making or accepting loans in its name, or issuing evidences of indebtedness in its name. The authorization of the Board for the Corporation to perform these acts can be general or specific.

Checks, Drafts, Notes
All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Corporation must be signed by a designated Officer or Officers, agent or agents of the Corporation and in manner as will from time to time be determined by resolution to the Board.

Deposits
All funds for the Corporation not otherwise used will be deposited to the credit of the Corporation in banks, trust companies, or other depositories designated by the Board.

Voting Secretaries Held by the Corporation
The President, or another Officer or agent designated by the Board will, with full power and authority attend, act, and vote, on behalf of the Corporation, at any meeting of secretary holders or interest holders of other corporations or entities in which the Corporation may hold securities or interests. At that meeting, the President or other delegated agent will have and execute any and all rights and powers incidental to the ownership of the securities or interests that the Corporation holds.

Contracts
The Board may give authority to any Officer or agent, to make any contract or execute and deliver any instrument in the name of the Corporation and on its behalf, and that authority may be general or specific.

Conflict of Interest by Directors
A Director or Officer of the Corporation will be disqualified as a Director or Officer on a specific matter where that Director or Officer deals or contracts with the Corporation either as a vendor or purchaser.

A Director or Officer of the Corporation will be disqualified from voting as a Director or Officer on a specific matter where that Director or Officer deals or contracts with Corporation either as a vendor or as a purchaser.

Loan to Employees and Officers
The Corporation may lend money to, or guaranty any obligation of, or otherwise assist, any Officer or employee of the Corporation or of its subsidiary, including any Officer or employee who is a Director of the Corporation or any subsidiary of the Corporation, whenever, in the

opinion of the Directors, the loan, guaranty or assistance may reasonably be expected to benefit the Corporation. The loan, guaranty or other assistance may be with or without interest, and may be unsecured, or secured in such manner as the Board will approve, including, without limitation, a pledge of shares of the Corporation. Nothing contained in this section is to be construed so as to deny, limit or restrict the powers of guaranty or warranty of the Corporation at common law or under any applicable statute.

APPENDIX

Glossary

Bylaws- the purpose of these bylaws (the "Bylaws") is to provide rules governing the internal management of the Corporation.

Chair of the Board- Once a Board of Directors has been approved or elected by the Shareholders, the Board will then elect a chairman (the "Chair of the Board"). The Chair of the Board will act to moderate all meetings of the Board of Directors and any other duties and obligations as described in these Bylaws.

Corporate Officer- Corporate officer (individually the "Officer" and collectively "Officers") is any individual acting for or on behalf of the Corporation. An Officer of the Corporation will usually be appointed to a specific task such as secretary, president, treasurer or other similar position. One person may hold several offices. The Officers will manage the day-to-day operations of the Corporation and report to the Board of Directors.

Principal Executive Office- The Principal Executive Office for the Corporation is where the President of the Corporation has an office.

Principal Office- The principal Office of the Corporation is the address designated in the annual report where the executive offices of the Corporation are located.

Principal Place of Business- The Principal Place of Business is the address at which the Corporation conducts its primary business.

Registered Office- The registered Office is the physical address within the state where the registered agent can be contacted during normal business hours for service of process.

Shareholders' List- A Shareholders' List is the complete record of the owners of shares of stock in the Corporation.

The Commonwealth of Massachusetts

Secretary of the Commonwealth

State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

Date: February 12, 2025

To Whom It May Concern :

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

RIVERS' LEAVES OF NATURAL HEALING INC.

is a domestic corporation organized on **January 04, 2024** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.

In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

Secretary of the Commonwealth

Certificate Number: 25020198560

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

Processed by: Kma

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

mass.gov/dor

Letter ID: L0802878368
Notice Date: February 13, 2025
Case ID: 0-002-766-666

CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE

000044

RIVERS' LEAVES OF NATURAL HEALING
955 MASSACHUSETTS AVE
CAMBRIDGE MA 02139-3233

Why did I receive this notice?

The Commissioner of Revenue certifies that, as of the date of this certificate, RIVERS' LEAVES OF NATURAL HEALING 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, Monday through Friday, 9:00 a.m. to 4:00 p.m.

Visit us online!

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

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

Edward W. Coyle, Jr., Chief
Collections Bureau

Plan for Obtaining Liability Insurance

Rivers' Leaves of Natural Healing plans to obtain a liability insurance policy to meet the requirements of 935 CMR 500.105(10). Rivers' Leaves of Natural Healing will contract with an insurance provider to maintain general liability insurance coverage for no less than $1,000,000 per occurrence and $2,000,000 in aggregate annually. Rivers' Leaves of Natural Healing will obtain product liability coverage for no less than $1,000,000 per occurrence and $2,000,000 in aggregate annually. The deducible for this policy will be no higher than $5,000 per occurrence. Rivers' Leaves of Natural Healing is currently engaged with Quadscore Insurance Services to get a quote.

Rivers' Leaves of Natural Healing will carry property and casualty coverage, as well as coverage to include business interruption protection. Replacement cost will be used to value all property ensuring a full recovery in event of total loss. Business interruption coverage will allow Rivers' Leaves of Natural Healing to continue paying employees, vendors, taxes & fees during reconstruction, if necessary. Rivers' Leaves of Natural Healing will keep reports documenting compliance with 935 CMR 500.000.

2024
BUSINESS PLAN
Rivers' Leaves of Natural Healing
42 Main Street, Maynard Massachusetts 01754

Cannabis Retail Location with order online, pick up in store option

Shara Rivers, Founder and C.E.O.
SRivers@RiversLeavesofNaturalHealing.com
www.RiversLeavesofNaturalHealing.com

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EXECUTIVE SUMMARY

This is a woman-owned small business aimed at filling a void in the cannabis industry. The company's owner, Shara Rivers, has earned her Bachelor's degree and Master's degree in psychology from Rutgers University and Harvard University respectively. Shara Rivers has spent the majority of her professional career working as a mental health counselor which has allowed her to harness the interpersonal, organizational, and managerial skills necessary to open and successfully run a dispensary. Ms. Rivers' years of experience in dealing with people who have mental health challenges makes her well suited for dealing with the diverse client base that makes up the general public, as well as, dealing with any potential corresponding situations that might arise. Ms. Rivers' intense training and experience in communication and de-escalation is an asset for any business and one which will be harnessed in this cannabis dispensary. Ms. Rivers' education and professional experience will be coupled with her knowledge of the product to produce a tremendous combination of product knowledge and problem-solving abilities; this will result in an optimization of user-friendly experiences when visiting Rivers' Leaves of Natural Healing.

Rivers' Leaves of Natural Healing intends to offer a large variety of high-quality cannabis products, with a specialty in the diesel strain. This strain is a coveted favorite among regular cannabis users, well known for its distinct taste, fragrant aroma, and potent effects. RLNH intends to offer a variety of diesel flavors within a range of affordability with the intention to target the diverse consumer group attracted to this popular strain. In addition to the diesel strains that we anticipate carrying regularly, we also anticipate offering a variety of other popular and new strains that become available. In total, we anticipate offering upwards of thirty different varieties of strains at a time, offering a varied array of products to the diverse consumer group that we anticipate frequenting our location. In addition to flower, we also anticipate having a selection of their cannabis products, such as: infused edibles, tinctures, concentrate oils, and infused drinks. Rivers' Leaves of Natural Healing is looking to serve customers in and around Maynard, to include surrounding towns such as: Sudbury, Marlborough, Wayland, Stow, Framingham, and the surrounding areas.

Shara Rivers has an established relationship with the Massachusetts Cannabis Commission, through her participation in the Social Equity Program. Shara Rivers is an approved member of the social equity program which is run through the Cannabis Commission of Massachusetts. Product affordability among consumers is one issue that the company has identified and targeted to address. The pricing guide will be cost efficient. Unlike the cookie cutter corporations who will be our top competitors, Rivers' Leaves of Natural Healing's individual location will reflect the family feel of our independently run business. RLNH can set its own price range, we are not controlled by the restrictions that a large corporation would impose. Being an independent location allows us to pass the savings onto the general public. We will set the prices at what the market will bear and therefore make it more available to the everyday purchaser. By working closely with competent and well vested vendors, we intend to be able to specialize in a diverse variety of the diesel strain at a cost-efficient price. The company's participation in the social equity program allows for us to save on the exorbitant application fees that are typically associated with the cannabis industry; therefore, we are able to pass these savings onto the customer base. We will bring cannabis to people who before could not afford it on a regular basis. All of this adds up to a more user-friendly environment that you will experience when you come to Rivers' Leaves of Natural Healing.

Another problem that we have identified in the market is that there are many stores that do not offer the opportunity to see the product that is being purchased prior to leaving the store. Seeing the product prior to purchase is an important step in the cannabis experience and something that our store will provide. We intend to provide the customer with a plethora of visual displays and product information. We intend to provide a tangible display case that allows the customer to view samples of the products prior to purchasing, this way giving the customer the opportunity to see what they are buying prior to completing the purchase transaction.

Leaving Rivers' Leaves of Natural Healing, you know what you are getting and do not have that feeling of take it or leave it that many cookie cutter locations leave you feeling.

COMPANY OVERVIEW

Company Description:

Rivers' Leaves of Natural Healing (RLNH) is a woman-owned cannabis dispensary serving recreational cannabis to customers. The company intends to offer distinct samples of different strains of cannabis. It is the intent of this company to have multiple levels of sales personal. We intend for the sales force to be well versed in these strains. It is RLNH's intent to move forward with the strategic marketing plan which will allow us to bring the savings back to the consumer. The company plans to emphasize the small town feel of Maynard that will be the ambiance of Rivers' Leaves of Natural Healing. In time, Rivers' Leaves of Natural Healing will realize it's niche in the cannabis marketplace and become top competitors in the cannabis industry.

Mission:

Rivers' Leaves of Natural Healing's mission is to provide the best possible user experience for cannabis customers. RLNH will provide access to a large variety of quality cannabis products while offering competitive affordable prices to its consumers. Rivers' Leaves of Natural Healing will pride its self on providing an independent business feel that appreciates the value of each customer and goes out of their way for the customer to feel valued.

Mission Statement:

Rivers' Leaves of Natural Healing strives to be a strong voice in the cannabis industry, helping the occasional user or the everyday consumer to have user friendly experiences with every visit.

Vision:

The vision of this company is to consistently provide a large selection of quality cannabis products while providing affordable pricing and user-friendly experiences.

Problems:

Access to quality cannabis options at affordable prices is an ongoing problem that is exacerbated by larger corporations dominating the market. Exorbitant fees in this industry inflate startup costs for most cannabis corporations. The cost of purchasing cannabis in dispensaries can often exceed the cost of obtaining cannabis by other means. It is necessary for cannabis retailers to consider the affordability of their products to their consumers.

Larger corporations can be insensitive to the customers' experience. The inability to see the product being purchased prior to completing the transaction can be an issue for cannabis consumers. Due to the strict regulations in this industry, cannabis containers are kept sealed shut for the duration of the transaction. The customer is not able to look at or smell the product prior to purchase. Both looking at and smelling the cannabis are the highlights of the transaction for a cannabis consumer. It is possible to both respect state regulations and be considerate of the customer experience.

Solutions:

The company's owner, Shara Rivers, is a participant in the social equity program through the Massachusetts Cannabis Commission. As a member of the social equity program, Rivers' Leaves of Natural Healing has significant financial advantages over other cannabis dispensaries. As a member of the social equity program, the initial license fees that are associated with opening a dispensary are waved. In addition, the annual fees that are associated with the establishment are reduced by 50%. The fee waivers and reductions that are associated with

participation in the social equity program represents tens of thousands of dollars in startup and annual cost savings. These savings will be able to be passed along to the consumers through the reduced pricing.

The company can ensure that state regulations are appropriately respected while still considering the customer experience. The location will address the problem of the lack of tangible samples, by providing a prominent glass display case that will showcase the available inventory. This display case will contain visible samples of all of the cannabis flowers that are available for purchase within the location's current inventory.

Company History:
This company was founded in 2022 by the owner, Shara Rivers. This newly founded corporation is supported by the cannabis commission's social equity program. It is anticipated that RLNH will become operational in 2025.

Company Operations:
We intend to provide a turnkey answer to the public's cannabis needs in the surrounding townships of Maynard. The company operations include: transporting, distributing, storing, retailing, packaging, providing customer service, maintaining safety, and processing transactions.

Structure:
RLNH is currently structured as an S-Corporation. The company has the intention to transition to a C-Corporation. A C-corporation is a more diverse structure that allows to organize and plan the economic base and deliver the savings back to our clients which is the ultimate goal.

Long Term Goals:
The long-term goals of Rivers' Leaves of Natural Healing include providing access to quality products at competitive prices in order to maintain a financially sound and profitable business with regular repeat customers. The anticipated financial success of our initial Maynard location of Rivers' Leaves of Natural Healing will enable the business to grow into a multi-location establishment catering to a diverse client base.

Short Term Goals:
The short-term goal of Rivers' Leaves of Natural Healing is to have a financially successful opening and to grow upon this financial success over a three-year term of the company's initial retail location. It is Rivers' Leaves of Natural Healing's intention to work to cultivate the company's client base and address their needs.

Financial Highlights:
The current average retail price per ounce of cannabis flower in Massachusetts (as of 5/28/2022) is $302.77/oz (MCC). The current average wholesale cost of cannabis flower in the state of Massachusetts (as of 09/15/2022) is $160.00/oz.

Location:
Retail lease space will be utilized for our dispensary's location in Maynard, MA. The proposed location of this retail establishment is: 42 Main Street, Maynard MA. This location is ripe with competition as there are other dispensaries within feet, but competition brings out the best in business and in life. The company intends to deliver on the needs of the community, we can solve the earlier mentioned problems of affordability and tangibility. Maynard is a small town with a great flow of street traffic. This location is ripe with companies that are currently in the cannabis business and we feel that we can fit very comfortably into the existing business atmosphere. The street traffic in this area of town is rich with diverse people of many walks of life. It is Rivers' Leaves of Natural Healing plan to be open to the needs of all of the people in the area.

Accessibility:
Accessible parking, bilingual staff, and text read-aloud options for menus will all serve to improve accessibility of products to customers.

Security Measures:
Policies and procedures will be outlined and followed to provide direction in case of emergencies as well as standard procedures for: disposing of marijuana, waste disposal, safe cash handling. Safe and secure entrance and exits will be maintained by private security detail, with enhanced lighting, security cameras, fire extinguishers and other prevention measures that will be utilized. Alarms and cameras, which will record 24 hours per day with 90 days of footage storage, will be on the perimeter of all entry and exit points and windows. Immediate alert notifications will be made in the event of any failure in the security system. There will be several panic alert buttons carefully distributed throughout the store. Regular checks of the security system will be conducted to ensure that security measures maintain good working order and accurately display the date/time stamp on the security footage. Security system audits will be conducted annually by a Cannabis Commission approved vendor and submitted to the Cannabis Commission within 30 days of the completed report. RLNH intends to deliver all of the requirements that the Massachusetts Cannabis Commission demands as it relates to safety. RLNH intends to follow all of the requirements of the cannabis commission as it pertains to safety.

Identification and key cards will be required of all individuals attempting to access secure areas of the facility. All limited access areas will be appropriately labeled as such with signage that is a minimum of 12" x 12" with letters that are at least 1" high and shall read: "Do not enter- limited access area- Access limited to authorized personal only." Visitor identification badges will be provided to all outside vendors, contractors, or authorized visitors. Visitor badges must remain visible for the duration of the visit. Visitors will be escorted, logged in and logged out. Visitor badges will be returned to the facility at the conclusion of the visit.

Cash handling policies and procedures will be outlined in a policy/procedure manual. There will be an onsite vault with video cameras directed to provide images of areas where cash is kept, handled, and packaged for pick up orders. A contract for funds distribution will be in place with a local financial institution.

Incident reporting will occur in the event of an incident. In the event of a security breech, appropriate law enforcement agencies and the Cannabis Commission will be notified no later than 24 hours following the incident. An incident report will be submitted to the Cannabis Commission within 10 days of an incident taking place.

SWOT ANALYSIS:
Strengths:
With cannabis now being more accepted for its stress relieving properties, it is important to have good access to THC products; therefore, adding more choices for purchase is definitely a positive for the industry. The retail location will offer a diverse array of choices, with a particular specialty in the diesel strain. The diesel strain of cannabis is a coveted favorite that delivers a high-quality product for a reasonable price. Rivers' Leaves of Natural Healing's small-town walk-in location will offer the larger scale varieties that are desired by our consumers which will definitely appeal to the more astute cannabis customer.

In establishing a new business, it is necessary to put together a customer base that is diverse and resilient in order for it to stand the test of time. In an effort to encourage such diversity among our customer relations, we will strive for inclusion among our dispensary staff. The diversity that we are striving for should be achieved by recruiting from the diverse neighborhood population to create the company's staff.

Rivers' Leaves of Natural Healing will keep abreast of the needs and demands of the consumer base by implementing customer incentives. We will offer customer loyalty cards. These loyalty cards would provide the customer with a discount in exchange for completing purchases in a specified time period. Among the anticipated discounts earned will be free merchandise from the customer merchandise list. The customer loyalty cards will include the benefit of reduced cannabis prices if additional purchases are completed.

Rivers' Leaves of Natural Healing has a pre-established relationship with the cannabis commission. The CEO, Shara Rivers, is a member of the social equity program with the cannabis commission of Massachusetts. The advantages of this position include:

- For at least a three-year period, exclusive access to Social Consumption, Delivery Endorsement, Delivery Operator, and Delivery Courier License types as well as a Pre-Certification application that provides applicants with a streamlined process and an initial determination from the Commission which can then be used in interactions with property owners, local officials, investors, and more.
- Expedited Application Review;
- Waived Application Fee;
- 50% reduction of the Annual License Fees;
- Waived METRC monthly program fees;
- Access to technical assistance and training courses.

Weaknesses:
The newly established business is looking to establish a two-year success marker.

Opportunities:
The company will establish new jobs in the area while regulating natural remedies of healings.

Threats:
Employee retention is something that Rivers' Leaves of Natural Healing will make a concerted effort to achieve by providing competitive pay and through enhanced communication with staff.

MARKET ANALYSIS

The Cannabis Market:

It is necessary to keep up with the industry trends in order to cater to the needs of our customer base. The cannabis market consists of cannabis smokers and edible consumers (both medical and recreational). Customers will be of diverse age, health circumstances, socioeconomic backgrounds. In consideration of the diverse needs of our customers, we will have a diverse offerings of cannabis products.

Rivers' Leaves of Natural Healing Market:

The market consists of cannabis consumers who are interested in small town in-store purchases and pick up order options that are offered by Rivers' Leaves of Natural Healing. Unlike the competition, we will be able to cater to those consumers who have a reduced budget. We will keep our product at a cost that is reasonable and affordable within the customer's budget. We will also cater to the small-town locals who are looking for a more independent small business feel.

The Massachusetts Cannabis Market:

Massachusetts is among the most profitable states for cannabis sales within the United States. There is a strong market for Cannabis in Massachusetts. The first marijuana dispensary opened in Massachusetts on November 20, 2018. According the Massachusetts cannabis commission, since the opening of this first dispensary, the industry has grossed over 4.74 billion dollars in revenue for the state.

The Cannabis Commission found that 35% of Massachusetts residents has consumed marijuana within the past year, and 13% of Massachusetts residents consume marijuana on a daily basis. The current average retail price per ounce in Massachusetts (as of 11/20/2023) is $150-175/oz (MCC).

Market Size:

There are currently two other cannabis dispensaries in Maynard Massachusetts. The two locations are Rise and Wellsprings. Both of these other establishments have more than one location. Rise represents a corporate entity with multiple locations across multiple states. Rise has the increased inventory that would be expected of a large corporation; however, the pricing is not considerate of a lower budget. Wellsprings represents a smaller company with a recreational location in Maynard as well as medical location in Acton, MA. Wellsprings has a much smaller inventory than Rise; however, its pricing is in line with Rise. There is also another dispensary anticipated to be opening in Maynard in the future with no date currently set. There is an opening in the market for a diverse inventory at affordable prices.

Northampton has emerged as the retail capital of cannabis in Massachusetts. Northampton is a city of just 29,000 people; however, the town maintains 12 dispensaries that are successfully thriving at a high level of productivity. The gross revenue of the dispensaries in Northampton is 1.64 million. The success of Northampton shows a successful future for the cannabis industry in Massachusetts. We feel that Maynard is growing in the same direction as Northampton and should achieve the development of a tremendous cannabis revenue.

THE OPERATING PLAN

The starting capital for the business is rooted in business loans. The strong credit history of the company's owner, Shara Rivers is an anticipated asset that will serve the company's ability to achieve the best possible interest rates available for the borrowing of money to fund the business. This strong credit rating will facilitate the acquisition of the funds necessary to cover the startup costs of the business. The company will be able to keep pour startup costs comparatively low in consideration of its affiliation with the Massachusetts Cannabis Commission Social Equity program and the waivers associated with this affiliation.

The funds acquired through financing will be utilized to secure the rent payment for the first year of business at a rate of $1,800 per month for 12 months at a total of $21,600. The funds will also be used for the build out, which is projected to cost approximately $15,000. There will be $3,600 allocated for projected utility expenses. Approximately $30,000 will be utilized for the purchase of the store's initial inventory. The total projected startup costs are anticipated to be $133,200- $138,200. Projected salaries for the first year will total approximately $48,000.

The total projected startup costs include:

- Rent for the first year: $21,600
- Build out of the retail space: $15,000
- Projected utility expenses: $3,600
- Initial inventory: $30,000
- Architectural Drawings: $10,000-$15,000
- Furniture: $4,000
- Point of Sale System: $1,000
- Salaries for the first year: $48,000

Products to Sell in the Dispensary:

- Cannabis Products:
  - Flower
    - Sativa, Indica, Hybrids
  - Pre-rolls
  - Infused Edibles
    - Brownies, Hard Candies, Chocolate Bars
  - Tinctures
  - Wax
  - Concentrate Oil
  - Infused Drinks
- Non-Cannabis Products:
  - Cigarettes
  - Rolling Papers- RAW, Zig-Zag, Etc.
  - Grinders (with logo and without)
  - Bowels (with logo and without)
  - Bongs (with logo and without)
  - Lighters (with logo and without)
  - Dab Rig Kit- Glass and Electronic
  - Dab Torch
  - T-Shirts (with logo and without)
  - Hats (with logo and without)

Blankets (with logo and without)
Ash Trays (with logo and without)
Torch Fuel

Services:

In-store Retail sales
Online order with in-store pick-up

Logistics:

We are located in the center of the striving cannabis industry in Maynard. This puts us logistically as a prime source on the main street of Maynard.

Technology:

The Point of Sale (POS) system that our company will use is Flowhub, which is a popular POS system among cannabis retailers. This platform retails for $9,588 annually, paid at $799 per month. This subscription to services includes: Retail POS, Integrated Payments, Accounting, eCommerce, One on one onboarding, 24/7 customer support, and other related services. This amount is representative of the costs associated with maintaining multiple registers. The iPad(s) and iPhone(s) necessary to run the POS will need to be purchased with a budget of approximately $1,000.00. The overall budget has allowed for additional funds in the department of technology to account for the multiple registers that our location intends to achieve as well as upgrades that might occur throughout the year.

Distribution:

The key role that distribution plays in any business is satisfying the business's customers and achieving a profit for the business. In the case of Rivers' Leaves of Natural Healing, we strive to know the customer, know what they're looking for in a product, and provide the product at a reasonable prices and a great variety. This allows RLNH to distribute the product at a great rate, while providing the customer with a great variety of different strains for purchase. In doing this, we are able to lower the profit margin and offer the product for distribution at the most cost-efficient price that the market will bear.

Sourcing:

Below are a few of the vendors which are anticipated to be utilized to provide products for the anticipated dispensary.

	Source 1	Source 2	Source 3	Source 4
Business Name	Bountiful Farms Inc	Hudson Botanical Processing	Western MA Hemp	Ocean Breeze
Address	200 Kenneth Welch Drive Lakeville, MA 02346	Hudson, MA	Chesterfield, MA	
Main Contact	Vladimir Laguerre	Justin Foley	Brian Lupario	Allison Noble
Web Site	www.bountifulfarms.care	www.hbprocessing.com	https://www.westernmahemp.com/about-us/	
Phone Number			413-575-8759	781-910-2507

MARKETING STRATEGY

Marketing Plan: We intend to offer quality products at reasonable prices. We intend to offer coupons and customer loyalty programs. We will open an online chat to provide interaction with the customer base so that with their input RLNH can offer a refined and polished product to the market place.

Customer Loyalty Programs: Loyal Customer Discount- 10% off 10th visit, bonus days where an extra punch is added to "punch card" (virtual app punch card)

Target Audience: The target audience of Rivers' Leaves of Natural Healing is cannabis consumers who are looking for a small town feel walk-in environment, with the option for in-store pick up orders.

Strategic Alliances:
Rivers' Leaves of Natural Healing has established a relationship with the Massachusetts Cannabis Commission through its membership in the Cannabis Commission Social Equity Program.

Rivers' Leaves of Natural Healing intends to create strategic alliances with the charitable agencies that we support.

Promotions:
RLNH intends to regularly offer new promotions to its customers. Social media platforms will be one vehicle that will be harnessed in order to promote the company's sales. Rivers' Leaves of Natural Healing intendeds to establish a Follow-on Facebook- 5% off upon initial sign-up offer. Additional social media platforms will be considered for the use of promotions to RLNH.

ORGANIZATION AND MANAGEMENT

Chief Executive Officer.:

Shara Rivers
BA Rutgers 2008, MA Harvard University 2020

Shara Rivers holds degrees in the field of psychology, including a master's degree from Harvard University. Ms. Rivers has many years of experience working in the mental health field and extensive experience managing diverse groups of people in varied frames of mind. This compilation of years in psychology-based academia combined with decades of work experience within diverse populations has established a strong repertoire of skills that can be harnessed to effectively structure and manage this business.

Team Architect:

Thomas Reynolds, AIA
Green Stories, LLC
Montclair, NJ

Thomas Reynolds is a founding member of the New Jersey Chapter of the National Organization of Minority Architects. Among his many credentials, Mr. Reynolds holds a LEED Green Associate certification. In addition to the decades of architectural experience that Mr. Reynolds offers to the project, he will incorporate his expertise is green building practices as well as offering added diversity to the teams' leadership.

Surveyor:

Todd Chapin PLS
RealMapInfo LLC

CONTACT DETAILS

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Surveyor:

Todd Chapin PLS

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420 Lakeside Avenue Suite 403, Marlborough, MA 01752

Phone Number:
(508) 523 - 4559

Diversity Plan

Diversity at Rivers' Leaves of Natural Healing is expressed through management's commitment to equality and the treatment of all individuals with respect. Rivers' Leaves of Natural Healing is committed to developing a rich culture, a diverse workforce and a healthy work environment in which every employee is treated fairly, is respected and has the opportunity to contribute to the success of the company, while having the opportunity to achieve their full potential as individuals.

Diversity at Rivers' Leaves of Natural Healing refers to all the characteristics that make individuals different from each other. It includes characteristics or factors such as religion, self-identifiers, language, gender, sexual orientation, disability, age or any other potential factor of difference. Rivers' Leaves of Natural Healing understands that the wide range of experiences and perspectives resulting from such diversity promotes innovation and business success. Diversity management makes us creative, productive, responsive, competitive and creates value for shareholders.

We are opposed to all forms of unlawful and unfair discrimination. All employees whether part-time, full-time, or temporary, will be treated fairly and with repect. When Rivers' Leaves of Natural Healing will select candidates for employment, promotion, training or any other benefit, it will be on the basis of their skills, abilities, and merit.

This diversity plan is designed to encourage equity by promoting hires from marginalized populations, such as: people of color, women, veterans, persons with disabilities, and people of the LGBTQ+ community. This plan shall outline the goals, programs, and measurements that the company will pursue once provisionally licensed. The company's goals and measurements within this plan are measurable and quantifiable. Upon license renewal, Rivers' Leaves of Natural Healing will provide a detailed report that demonstrates quantifiable proof of our company's efforts, progress, and success of our approved plan.

Diversity Goals of Rivers' Leaves of Natural Healing:
Rivers' Leaves of Natural Healing plans to have a diverse staff. This goal will aim that staff will be comprised of the following:

- 60% (or more) women;
- 50% self-identify as people of color
- 25% veterans;
- 10% persons with disabilities; and
- 10% LGBTQ+ people.

Rivers' Leaves of Natural Healing is committed to create an environment in which individual differences and contributions of all team members are recognized and valued. Rivers' Leaves of Natural Healing will work to create a working environment that promotes dignity and respect for every employee. Rivers' Leaves of Natural Healing will attract and retain a skilled and diverse workforce that best represents the talent available in the community in which our assets are located and our employees reside. Rivers' Leaves of Natural Healing will ensure appropriate

selection criteria based on diverse skills, experience, and perspectives is used when hiring new staff, including Board members. Job specifications, advertisements, application forms and contracts will not contain any direct inferred discrimination.

Programs that will be implemented to achieve these goals include:
Diverse Recruitment Efforts: Job postings will be advertised in a broad range of publications. The shortlist of applicants will represent a diverse recruitment pool. An employee referral program will be implemented to encourage staff members to recruit additional qualified applicants from diverse backgrounds.

Quarterly Team Building Exercises:
Rivers' Leaves of Natural Healing aims to foster a community of workplace inclusion. This inclusive community will encourage collaboration, flexibility and fairness. Team building exercises will take place quarterly to facilitate team building.

Measures of Attainment of Diversity Goals:
The measure of how effective this plan has been in implementing diversity in the corporation will be figured based on the representation of diversity amongst the staff. The effectiveness of teambuilding efforts will be evaluated based on surveys from staff participants. It is the expectation that the numbers will show that the company will reach the diverse hiring expectations set out in the company's diversity plan. It is further expected that the employee surveys will support the success of team building exercises in fostering a welcoming inclusive environment.

Cash Management Standard Operating Procedure

ROLES INVOLVED

Budtender/Sales Associate - Handles cash at the time of the transaction, responsible for accurate drawer counts.

Store Manager - Handles drops, reconciliation, and deposits. This person is responsible for accurate counts and safe storage of cash.

TIMING

This role is necessary to be filled on a daily basis. There is one person assigned to work this role on each shift. This role is responsible for completing cash management SOPs daily and as needed throughout the shift.

PURPOSE

Retail cannabis operations involve a lot of cash flow through the business. Currently, debit cards and gift cards are acceptable forms of payment; however, cash is the most widely used form of payment in dispensaries. It is necessary to maintain strict controls for managing cash within the dispensary. Failing to properly count, store, and manage cash is a liability to the business. Potential liabilities that could result from poor cash management include: theft, loss, and inaccurate reporting and accounting. The tighter that the business controls its cash management, the less risk there is to the business.

This SOP details every step in the process of cash transactions to ensure the safe storage of cash associated with the business. This SOP includes details that explain: how to handle cash at opening, when and how to do drops during the day, accepting cash/giving change to customers, when and how to close out drawers, deposit the days' cash at closing, reconcile discrepancies, and storage/transport.

EQUIPMENT

1. Computer
2. Flowhub Maui account and login information
3. Cash Drawers
4. Calculator
5. Secure, locked cash bags (for moving cash throughout the store)
6. Time-triggered safe

7. Deposit slips and withdrawal slips
8. Armored vehicle (or safe way to transport cash)

PROCESS FOR OPENING A NEW CASH DRAWER

A cash drawer is the physical register that is used to check out customers. The drawer is opened at the start of each day, or with a new employee starting a shift. When the Budtender comes onto a shift, they get a new cash drawer from the manager who is working that shift. Drawers are kept in the money safe in the safe room. Only managers are able to access the safe room. The manager will have put the day's starting cash of $200.00, in various bills, into the drawer as part of the closing process from the previous business day. The pre-counted drawer will be stored in the money safe in preparation for the next day. After obtaining a drawer from the manager on shift, the employee will proceed with the following steps in order to open their register.

1. In Flowhub, select "Drawers" from the navigation bar.
    a. If the drawer isn't on the list, you'll need to Create a New Drawer.
        1. To Create a New Drawer:
            1. Select "Drawers" from the pop-out menu in the top-left corner of the window.
            2. Select "New Drawer."
            3. Name the Drawer.
            4. Select the Room it will display inventory from.
            5. Select the inventory type it will display.
    b. Note: Employees need "Manage drawers" permission to be able to open, close, or manage drawers within Flowhub.
2. Find the drawer you'd like to open within Flowhub, click "Count & Open."
3. Count and enter the total of each coin and dollar denomination within the drawer. The total starting balance is shown. Double-count to ensure accuracy.
4. Add notes if desired, and click "Save."
5. Put the till into the cash drawer at your terminal.

PROCESS FOR CLOSING A CASH DRAWER

A drawer is closed at the end of each day (or shift) to confirm cash/debit totals.

Steps for budtenders:

1. After the last transaction is processed, count all monies in the drawer. If the store is open, count in safe room. If the store is closed, money can be counted at the terminal.
2. In Flowhub, select "Drawers" from the navigation bar.
3. Find the open drawer you'd like to close. Select "Count and Close."
4. Manually count and enter the total of each coin and dollar denomination within the drawer. Double-count to ensure accuracy. Count the drawer down to zero, meaning no money is left uncounted in the drawer.
5. Add any option notes.

6. Select "Save."
7. Enter your PIN, then select "Submit."
8. Put the cash into a sealed cash bag and take the cash and physical drawer to your manager to review and close. Note: Be cautious about carrying cash throughout the store when it's open and customers are present.

Steps for Managers:

1. Receive the cash and physical drawer from the budtender. If the store is open, complete the closing process in the safe room. If the store is closed, money can be counted at the terminal.
2. In Flowhub, navigate to "Analytics" and the "Drawers Activity Report." [This report captures all actions taken on a drawer: the date, the time, and the person who performed the transaction]
3. Review the Drawers Activity Report and count all monies in the drawer and compare the expected cash with the actual cash.
    a. If they match, close the drawer.
    b. If they do not match, recount and update as necessary.
    c. If they still don't match, follow the discrepancy process below.
4. Put the funds (along with the Z-receipt printed from Flowhub and a deposit slip) in sealed cash bag with appropriate labeling and put it in the safe.
5. When the closing manager closes a shift, they put the next day's starting cash of $200.00 (in various bills) into the drawer as part of the closing process. The pre-counted drawer will be stored in the money safe in preparation for the next day.

CASH DROP PROCESS

Cash drops are when a cash drawer/till is counted and a portion of the cash is removed from the drawer to be deposited elsewhere. Cash drops are different from payouts, as they do not impact revenue. The goal is to limit the amount of cash in a drawer at any given time in order to limit the potential for liabilities.

** Managers are expected to perform a cash drop every three hours OR whenever a cash till exceeds $2,000.00.

Aim to count and remove cash when as few customers are in the store as possible to ensure safety.

1. Count the drawer and physically remove the desired amount of cash.
    a. Put the removed cash into a sealed cash bag.
    b. Count twice to ensure accuracy.
    c. Note: Be sure the surroundings are safe to count money before doing so.
2. Select an Open drawer in Maui.

3. Select "Drop" from the panel on the right.
4. Enter an amount.
5. Enter a reason.
6. Enter your PIN, then select "Submit."
7. Immediately deposit the cash and deposit slip into the safe that is in the safe room.

PAYOUT PROCESS

A payout is when a payment, such as paying a vendor, needs to be taken from a cash drawer/till. A payout is different than a drop, as the payout will impact revenue.

1. Physically remove the desired amount of cash from the drawer.
    a. Count twice to ensure accuracy.
    b. Note: Be sure the surroundings are safe to count money before doing so.
2. Select an Open drawer.
3. Select "Payout" from the panel on the right.
4. Enter an amount.
5. Enter a reason.
6. Enter your PIN, then select "Submit."
7. Put the money into an envelope and give to the vendor or person you're paying. Ensure you receive a receipt and place the receipt in or under the cash drawer to include in documentation during closing.

DEPOSITING MONEY INTO THE SAFE PROCESS

Managers must follow this process anytime cash is deposited into the safe.

1. Fill out your store's deposit slip with the pertinent information (i.e. amount being deposited, name of employee, where the cash came from, date, time, and notes, if applicable.)
2. Attach the deposit slip to the cash.
3. Ensure the surroundings are appropriate to open the safe.
4. Open the safe and place the deposit into the slot of the deposit box that is in the safe.
5. Close and lock the safe.

COLLECTING PAYMENT/GIVING CHANGE PROCESS

As budtenders process transactions, they will receive cash from customers and hand back the correct change. This is the process for reducing errors in cash handling during the transaction process.

1. For each customer/transaction, build the cart in Flowhub.

2. Once all products are added, and specials applied (if applicable), tell the customer their total.
3. Select "Collect Payment" to process the transaction.
4. On the next screen you will see a summary of the transaction, with payment options.
5. If the customer hands you the cash, have them count the cash to you to confirm the amount that they are giving you.
6. Take the cash from the customer and count it in front of the customers as a second check to verify the amount prior to adding the cash to the register. Say the amount out loud to the customer in order to confirm the amount with the customer.
7. Enter the cash amount into the payment screen. Enter your PIN and click "Check Out."
    a. If you are assigned to more than one drawer, you will need to select the drawer before processing the payment.
    b. Count the cash one more time while putting the money into the drawer.
8. The payment screen will show you the amount of change due to the customer.
    a. Take the required cash to give the customer the appropriate amount of change from the drawer. Count it as you remove it from the drawer.
    b. Then count the change back to the customer, verifying that amount is what shows on your screen.
9. Close the drawer.
10. Provide the customer with the printed receipt or provide an email receipt option.

RECONCILING DRAWER DISCREPANCIES PROCESS

Sometimes drawers are off, sometimes by pennies, and sometimes by significantly more. A drawer can either be over (meaning it has more cash in it than expected) or under (meaning it has less cash than expected). The most effective way to reduce drawer discrepancies is to use the triple cash count process (outlined in the collecting payment/giving cash process above) when accepting money from customers and counting the change to give back to the customer.

If a drawer is off by more than $20.00 at the end of the night, the closing manager will follow this process:

1. In the Reports section of Flowhub Maui:
    a. View the Accounting Report
    b. View the Transactions Report
    c. View the Drawer Activity Report
2. Verify that the total number of payouts and drops on the Drawer Activity Report are equal the same values that are expressed on the Accounting and Transactions Reports.
3. If the Accounting Report does not match the itemized Sales Report values, then the cash that was either added to the drawer or removed from the drawer was done external to Flowhub.
4. Look into the Drawer Activity Report to find the employee username associated with that drawer. Watch for consistent drawer errors from that employee.

5. Add all drawer discrepancies that exceed $20.00 to a Cash Discrepancy Log. This log is located in the safe room. The information that will be included in the log entry are: amount off, employee assigned to drawer, date, and notes.

    Note: When the drawer was closed, the discrepancy and employee information was tracked in Flowhub. If an employee is found to consistently have drawer errors, determine whether the error appears to be malicious (i.e. theft) or negligence (i.e. errors in counting). If an employee is found to have discrepancies that exceed $20 on three occasions within a quarter, then they will receive a formal warning. If any more discrepancies continue to occur, termination of the employee will be considered.

CASH STORAGE & TRANSPORT PROCESS

This process explains how to safely store cash at your dispensary.

1. During the business day, all cash being used for transactions is stored with the open drawers/tills.
    a. Aim to keep drawer totals below $2,000.
2. Do drops every three hours or when the drawer is in excess of $2,000.00.
3. Count down and close drawers at the end of the day (or employee shift).
1. Put all cash from drops and drawer closing into the time-triggered safe in safe room, along with a deposit slip.
    a. Only count money when and where it is safe to do so.
    b. Do not count or transport cash when or where customers may see.
    c. Only open the safe when no other employees are around.
2. All cash is to be transported to the bank by armored vehicle pick up every second or third day prior to opening the store. Cash transport days will vary in order to prevent the liabilities that could be associated with a more predictable schedule.

OTHER INFO

Deposit slips and bags can be found at the register, and additional can be found in the safe room. If there are any malfunctions in the operation of the safe, then clear safe and wait a few minutes before trying. If problems persist, then contact the store owner for follow up. If a security issue presents itself contact the local Maynard Police Department for assistance.

DEFINITIONS

Cash: The physical paper money you receive as payment for cannabis products
Drawers: Also known as the register or till, a drawer is the part of your point-of-sale hardware set-up that securely holds cash. Monies received from customers are placed in the drawer and change owed to customers is pulled from drawers.

Safe: The locked, secure storage vessel for your dispensary's cash
Reconciliation: The process of ensuring the money you have in your drawers aligns with what your sales reports say you should have.
Discrepancy: the difference between what money should be in your drawer and what's actually there. This number is determined during the reconciliation process.
Transportation: the physical act of moving cash from your store to either the bank or longer-term secure storage facility.

Policy for Restricting Access to Individuals Age 21 and Older

Retail Facility Access Restriction – Employees, Vendors, and Visitors
Rivers' Leaves of Natural Healing will restrict access to its facilities to individuals who are 21 years of age or older and are either employees or approved visitors. All employees and prospective employees of Rivers' Leaves of Natural Healing will have provided adequate proof of being 21 years of age or older prior to being submitted for the required registration with the Cannabis Control Commission as Marijuana Establishment Agents.

To ensure that access to Rivers' Leaves of Natural Healing is restricted to individuals age 21 and older, mandatory positive identification of all individuals seeking access to the premises of Rivers' Leaves of Natural Healing is required to gain entry to the premises. Individuals who are not able to provide Massachusetts State-Issued Identification, or two forms of identification if their State-Issued Identification is that of a state other than Massachusetts, will not be allowed access to the premises of Rivers' Leaves of Natural Healing as a visitor.

Retail Facility Access Restriction – Retail Customers
Access to Rivers' Leaves of Natural Healing will require that any and all individuals looking to gain access to the retail area of the facility will provide proof that they are 21 years of age or older prior to entering the retail sales area of the Rivers' Leaves of Natural Healing facility, and at the sales counter. At each check, an ID scanning device will be utilized as part of the age confirmation process to ensure that individuals with expired or false identification are unable to enter the retail areas of the facility. This double-check method ensures that access to the premises of Rivers' Leaves of Natural Healing and its retail area will only be possible to individuals 21 years of age or older.

Qualifications and Training Policies and Procedures

Management of Rivers' Leaves of Natural Healing will thoroughly review all applicants during the hiring process. Rivers' Leaves of Natural Healing will ensure that potential staff members are qualified candidates based on several criteria: experience and training, age, and background check. It is preferable that potential staff members have relevant past experience and/or training. All applicants will be required to present valid identification to verify their age and ability to work in the United States. All applicants will be required to submit to a background check. Once applicants have passed the background check, a final decision will be made in regards to employment.

Employees of Rivers' Leaves of Natural Healing will be required to complete responsible vendor training (RVT) within 90 days of hire pursuant to 935 CMR 500.105(2)(b) and 501.105(2)(b). The training will take place in person or virtually. Rivers' Leaves of Natural Healing will consult the list of approved RVT vendors to engage an RVT to train the employees of Rivers' Leaves of Natural Healing.

The basic core curriculum (BCC) of RVT is a four-hour course with two hours of this course comprised of instruction time. The topics that are covered in BCC include: Key state laws and regulations affecting Agents; Diversion prevention; Prevention of sales to minors; Effects of marijuana on a person, including recognizing signs of impairment; and How to check proper identification. Successful completion of the course with a test score of 70% or greater will be a necessary step in the employment process.

Rivers' Leaves of Natural Healing will ensure that each staff member receives basic on-the-job trainings prior to performing their job duties. In addition to the RVT, employees will receive additional training on site. There will be virtual training provided by the POS FlowHub technicians that will provide the training necessary for staff to fully understand the POS software that will be used in the store. Additional software support will be provided to staff as necessary. The employee management standard operating procedure provides additional details on the hiring and training processes. Staff will also be provided with on-the-job training hours where they will shadow an existing staff member to better grasp the day to day of the position. Rivers' Leaves of Natural Healing will ensure that each staff member receives a total of eight hours of training each year.

Rivers' Leaves of Natural Healing will maintain RVT completion and all other in-house training records for each staff member for at least 12 months. All training records, including RVT completion records, will be maintained in the staff's personnel file pursuant to 935 CMR 500.105(9) and/or 935 CMR 501.105(9). Rivers' Leaves of Natural Healing will make personnel and training records available to Commission staff upon request.

RIVERS' LEAVES OF NATURAL HEALING

Quality Control and Testing Procedures

In accordance with 935 CMR 500.105(3), Rivers' Leaves of Natural Healing will ensure that only the leaves and flowers of the female marijuana plant are processed accordingly in a safe and sanitary manner as prescribed below:

- Well cured and generally free of seeds and stems;
- Free of dirt, sand, debris, and other foreign matter;
- Free of contamination by mold, rot, other fungus, and bacterial diseases;
- Prepared and handled on food-grade stainless steel tables; and
- Packaged in a secure area.

In accordance with 105 CMR 300.000, all agents whose job includes contact with marijuana is subject to the requirements for food handlers. Any agent working in direct contact with marijuana shall conform to sanitary practices while on duty, including:

- Maintaining adequate personal cleanliness; and
- Washing hands appropriately. 935 CMR 500.105(3)

In accordance with 935 CMR 500.105(3), hand-washing facilities shall be located in production areas and where good sanitary practices require employees to wash and sanitize their hands.

In accordance with 935 CMR 500.105(3), there shall be 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(12) and 935 CMR 500.105(3), litter and waste shall be properly removed so as to minimize the development of odor and the potential for the waste attracting and harboring pests.

In accordance with 935 CMR 500.105(3), floors, walls, and ceilings shall be constructed in such a manner that they may be adequately kept clean and in good repair.

In accordance with 935 CMR 500.105(3), all contact surfaces, shall be maintained, cleaned, and sanitized as frequently as necessary to protect against contamination.

In accordance with 935 CMR 500.105(3), all toxic items shall be identified, held, and stored in a manner that protects against contamination of marijuana.

In accordance with 935 CMR 500.105(3), water supply shall be sufficient for necessary operations.

In accordance with 935 CMR 500.105(3), plumbing shall be of adequate size and design and maintained to carry sufficient quantities of water to required locations throughout the establishment.

In accordance with 935 CMR 500.105(3), the establishment shall provide its employees with adequate, readily accessible toilet
facilities.

In accordance with 935 CMR 500.105(3) storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination.

In accordance with 935 CMR 500.160(2), the establishment shall notify the Commission within 72 hours of any laboratory testing results indicating contamination if contamination cannot be remediated and disposal of the production batch is necessary.

Personnel Policies

In compliance with 935 CMR 500.105(9) and 935 CMR 500.105(1), a staffing plan with job descriptions and records will be made available to authorized personnel.

In compliance with 935 CMR 500.105(1), an alcohol, smoke, and drug-free workplace will be maintained according to company policies.

In compliance with 935 CMR 500.105(1), a plan will detail the description of how confidential information will be maintained and kept secure. All confidential information will be kept in a locked cabinet at all times, which is only accessible by authorized personal. This confidential information will be kept in a limited access area where only authorized personal is able to access and this area will be monitored by video surveillance.

In compliance with 935 CMR 500.105(1), there will be a no tolerance policy strictly in effect, the policy will call for the immediate dismissal of any agent who has diverted marijuana, engaged in unsafe practices, or been convicted or entered a guilty plea for a felony charge of distribution of a drug to a minor.

Operating Policies and Procedures: Maintenance of Financial Records Plan

Rivers' Leaves of Natural Healing will maintain the following business records:
- Assets and liabilities;
- Monetary transactions;
- Books of accounts;
- Sales records; and
- Salary and wages paid to each employee. 935 CMR 500.105(9)

Rivers' Leaves of Natural Healing is prohibited from utilizing software or other methods to manipulate or alter sales data. 935 CMR 500.140(6) (required for retail only)

Rivers' Leaves of Natural Healing shall conduct a monthly analysis of equipment to determine that no software has been installed that could be utilized to manipulate or alter sales data a. 935 CMR 500.140(6) (required for retail only)

Rivers' Leaves of Natural Healing shall maintain records that it has performed the monthly analysis.935 CMR 500.140(6) (required for retail only)

If Rivers' Leaves of Natural Healing determines that software or other methods have been installed/utilized to manipulate or alter sales data it shall immediately disclose the information to the Commission, cooperate in any investigation, and take such other action directed by the Commission. 935 CMR 500.140 (required for retail only)

Rivers' Leaves of Natural Healing shall comply with 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements. 935 CMR 500.140(6) (required for retail only)

Rivers' Leaves of Natural Healing shall adopt separate accounting practices at the point-of-sale for marijuana and non-marijuana sales. 935 CMR 500.140(6) (required for retail only)

Energy Efficiency and Conservation Plan

(a) Rivers' Leaves of Natural Healing will identify potential energy use reduction opportunities (such as natural lighting and energy efficiency measures), and a plan for implementation of such opportunities. 935 CMR 500.105(15) The establishment's retail location has a large window display at the front of the store. While the view into the store will be obscured from the pedestrians who pass the retail establishment, there will be enough light that comes through the window and the covering mural, that this light will help to luminate the store an cut down on the use of energy to light the store.

(b) Rivers' Leaves of Natural Healing will provide consideration of opportunities for renewable energy generation including, where applicable, submission of building plans showing where energy generators could be placed on the site, and an explanation of why the identified opportunities were not pursued, if applicable;

(c) Rivers' Leaves of Natural Healing will utilize lighting schedules and provide other strategies to reduce electric demand (such as active load management, and energy storage) 935 CMR 500.105(15); and

(d) Rivers' Leaves of Natural Healing will strive for engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, or through municipal lighting plants. 935 CMR 500.105(15)

Records Keeping Policies and Procedures
Rivers' Leaves of Natural Healing will comply with 935 CMR 500.105(12) in maintaining waste disposal records.

In accordance with 935 CMR 500.105(9), upon closure of the establishment, all records shall be kept for at least two years.

In accordance with 935 CMR 500.105(9), establishments shall maintain their records in accordance with generally accepted accounting principles.

In accordance with 935 CMR 500.105(8) and 935 CMR 500.105(9), inventory records shall be maintained.

In accordance with 935 CMR 500.105(8)(e) and 935 CMR 500.105(9) seed-to-sale SOR Electronic Tracking Records will be kept for all marijuana.

In accordance with 935 CMR 500.105(9), the following business records shall be maintained:

- Assets and liabilities;
- Monetary transactions;
- Books of accounts;
- Sales records; and
- Salary and wages paid to each employee.

In accordance with 935 CMR 500.105(9), upon closure of the Establishment, all records shall be kept for at least two years.

Upon closure of the Establishment, all records shall be kept for at least two years. 935 CMR 500.105(9)

Written operating procedures shall be maintained as required by 935 CMR 500.105(1).
935 CMR 500.105(9)

The following personnel records shall be maintained:

- Job descriptions for each agent;
- A personnel record for each agent.
- A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
- Personnel policies and procedures; and
- All background check reports obtained in accordance with 935 CMR 500.030.935 CMR 500.105(9)

Personnel policies and procedures, including, at a minimum, the following:

- Code of ethics;
- Whistle-blower policy; and

- A policy which notifies persons with disabilities of their rights under https://www.mass.gov/service-details/about-employment-rights or a comparable link and includes provisions prohibiting discrimination and providing reasonable accommodations.

Operating Policies and Procedures- Diversity Plan

Purpose

This policy outlines our commitment to creating an inclusive workplace where all employees feel valued, respected, and empowered. We aim to foster an environment that celebrates diversity and promotes a strong sense of belonging.

Our company's mission is to be a strong voice in the cannabis industry, helping the occasional user or the everyday consumer to have user friendly experiences with every visit. Rivers' Leaves of Natural Healing will embrace and celebrate the diverse consumer group that is anticipated to frequent the store by mirroring that diversity in the employment choices of the store.

1. Goals

It is the goal of Rivers' Leaves of Natural Healing (RLNH) to recruit more than 50% of its employees from the groups that identify from one of the diverse backgrounds within the Massachusetts Cannabis Commission-approved areas of diversity. The Massachusetts Cannabis Commission-approved areas of diversity include the following: people of color, particularly Black, African American, Hispanic, Latinx, and Indigenous people; women; Veterans; persons with disabilities; and LGBTQ+ people. RLNH intends to hire more than 50% of its staff from the above-mentioned commission-approved areas of diversity. It is anticipated that 70% of new hires will be women, 50% will identify as minorities, 20% will be veterans, 10% will have disabilities, and 20% will identify as LGBTG+ which will result in more than 50% of the company's workforce representing Massachusetts Cannabis Commission-approved areas of diversity. RLNH will audit job descriptions, and maintain a structured interview process in order to achieve this goal. Furthermore, RLNH will contract with diverse businesses for the purchase of wholesale products and for the contracts of other services that are necessary for the operation of the company. It is anticipated that at least 30% of all contracts will be with businesses that are majority owned and managed by women. It is anticipated that 40% of all contracts with businesses will be with companies that are majority-owned or managed by minorities. It is anticipated that 20% of all contracts with businesses will be with companies that are majority-owned and managed by veterans. It is anticipated that 15% of all contracts will be with businesses that are majority-owned or managed by persons with disabilities. It is anticipated that 15% of all contracts will be with businesses that are majority-owned or managed by individuals who identify as LGBTQ+. At Rivers' Leaves of Natural Healing (RLNH) we are dedicated to building a team that embodies our vision and values. Our hiring process is merit-based, yet we are steadfast in providing equal opportunities to attract talented individuals from diverse backgrounds. This includes differences in race, class, veteran status, religion, political affiliation, sexual orientation, and more. Our stance on inclusive belonging is a reflection of Rivers' Leaves of Natural Healing's long-term commitment to inclusion, diversity, equity, belonging, and accessibility, rather than a reactive measure. We deeply value diverse perspectives and actively encourage our teams to include members from a variety of

backgrounds. It is our goal to retain employees who feel that the workplace promotes and fosters an inclusive environment. We firmly believe that differing opinions and diverse talent are essential to our success.

1. The second goal of RLNH as it pertains to diversity is to ensure that workers feel that the workplace is a welcoming and inclusive environment. Rivers' Leaves of Healing is dedicated to promoting feelings of inclusivity in the workplace, this is accomplished by the collaboration and cooperation of the diverse group of workers who will represent RLNH. It is important to foster an environment where people of all backgrounds are able to feel welcome and work together effectively.

2. Scope

This policy applies to all employees, contractors, and stakeholders associated with Rivers' Leaves of Natural Healing. Our company provides guidelines for behavior and practices that support inclusion at all levels. This policy ensures the promotion of feelings of equity and inclusion which are fundamental priorities of RLNH.

3. Definitions

Rivers' Leaves of Natural Healing's definitions as they pertain to our commitment to Inclusive Belonging, founded by inclusion and diversity principles to achieve a commitment to the following guidelines:

- **Representation and Acceptance**: We will ensure that our team includes individuals representing a wide cross-section of society. We also focus on the emotional experience of being accepted and valued, leading to increased engagement and performance.
- **Fairness and Opportunity**: We will create programs and processes that are unbiased, impartial and provide equal opportunities for all based on merit.
- **Positive Culture**: We will build a culture where employees feel valued, respected, and engaged. It encourages open communication, collaboration, and trust, supporting growth and well-being. This culture makes a workplace that works for all, leading to higher job satisfaction and productivity.
- **Equity and Accessibility**: We are committed to removing barriers that hinder access to opportunities and resources within the workplace. We strive to cultivate an environment where every team member feels empowered to contribute fully and where diversity in all its forms is not only accepted but actively embraced.

4. Policy Statement

Rivers' Leaves of natural Healing is committed to fostering an inclusive culture that embraces diverse perspectives. We strive to eliminate barriers to participation and ensure there is access to opportunities for all employees.

Rivers' Leaves of Natural Healing is Committed to Achieving and Maintaining a minimum of 50% recruitment and employment of a diverse group of employees.

Rivers' Leaves of Natural Healing will also ensure that the employment base feels that an inclusive community is fostered through the implementation of programs to promote such diversity.

5. Responsibilities

- **Leadership**: Champion diversity and inclusion initiatives. *A diverse representation of leadership within the company will work to promote feelings of inclusion and promote the teamwork and communication necessary to ensure a welcoming workplace for a diverse group of people.*
- **Managers**: Implement inclusive practices and address disparities. *Managers will be encouraged to consider the diverse prospective and contributions that are provided from maintaining an inclusive workplace.*
- **Employees**: Engage in inclusive behavior and contribute positively to the culture. *Employees will be encouraged to participate in team building exercises to promote positivity within the workplace.*

6. Procedures/Programing

- **Hiring Practices to promote Goal 1**: Rivers' Leaves of Natural Healing will ensure a diverse pipeline, unbiased job descriptions, and equal access to development opportunities. A diverse employment group, with inclusive policies will encourage and foster a diverse workplace. By recruiting from diverse sources of employment, this will promote the recruitment of a diverse candidate pool and serve to eliminate bias in the hiring process. Monthly outreach will be conducted in diverse publications to recruit for all available positions until they are filled. Once new positions become available, monthly postings will be made in said publications until these openings are filled. Diverse recruitment postings will include online job boards that are targeted for different populations, such as women, veterans, etc. By utilizing diverse recruitment sources, as well as conventional online recruiting job sites, this will provide for a diverse candidate pool that is more representative of the diversity within the market base and allow for a diverse employment base within RLNH. Attainment of this goal will be accessed based on an evaluation of self-reported self-identification of staff.
- **Training to Promote Goal 2**: Rivers' Leaves of Natural Healing will provide regular diversity and unconscious bias training for all employees. Rivers' Leaves of Natural Healing will schedule regular training sessions and encourage participation across all levels. RLNH intends to host training sessions semiannually which will be a part of the quarterly events. Rivers' Leaves of Natural Healing intends to host quarterly company events to promote diversity and inclusion. The quarterly events will be available for all employees to promote diverse cultures through the communal gathering that provides food of different cultures.

7. Metrics

In goal 1, Rivers' Leaves of Natural Healing will create an inclusive workforce. RLNH will track diversity metrics in order to satisfy this goal. The self-reported self-identification of employees will be evaluated in order to ensure that this goal is being met. The results of the metrics utilized to track the diversity within our company will be continually reviewed and expanded upon as necessary to further foster the diversity within RLNH.

In goal 2, Rivers' Leaves of Natural Healing will ensure a welcoming inclusive workplace which will be reinforced by celebrations of diversity at regular training sessions and quarterly events, while providing platforms for anonymous staff feedback to serve as the metrics to analyze the effectiveness of this goal. Rivers' Leaves of Natural Healing will establish surveys to gather insight on inclusion practices and areas for improvement. Rivers' Leaves of Natural Healing will create a survey feedback system that will encourage anonymous submissions, this will enable the company to reflect on if the company is meeting its goals of promoting cultural inclusion in the workplace through the eyes of the employees. The survey results will serve as the metrics to determine if the company is achieving its diversity and inclusion goals.

8. Guardrails

Rivers' Leaves of Natural Healing acknowledges that diversity is inclusive of all backgrounds and identities. RLNH will avoid activism unrelated to our mission. RLNH will maintain performance standards without bias. RLNH will ensure consistency in our approach across all teams.

9. Review and Evaluation

This policy will be reviewed annually to ensure its effectiveness and relevance. Updates will be made as needed to reflect our ongoing commitment to fostering an inclusive work environment The progress or success of this plan will be documented upon renewal (one year from provisional licensure, and each year thereafter).

Rivers' Leaves of Natural Healing 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.

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