



## Massachusetts Cannabis Control Commission

### Marijuana Retailer

#### General Information:

License Number: MR281571  
Original Issued Date: 08/21/2019  
Issued Date: 08/12/2021  
Expiration Date: 10/21/2022

### ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: FFD Enterprises MA

Phone Number: 860-490-0359  
Email Address: bzachs@finefettle.com

Business Address 1: 116 Newburyport Turnpike  
Business City: Rowley  
Business State: MA  
Business Zip Code: 01969  
Business Address 2:  
Mailing Address 1: 116 Newburyport Tpk  
Mailing City: Rowley  
Mailing State: MA  
Mailing Zip Code: 01969  
Mailing Address 2:

### CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

### PRIORITY APPLICANT

Priority Applicant: yes  
Priority Applicant Type: RMD Priority  
Economic Empowerment Applicant Certification Number:  
RMD Priority Certification Number: RPA201928

### RMD INFORMATION

Name of RMD: Ipswich Pharmaceutical Associates, Inc.  
Department of Public Health RMD Registration Number: RPA201928  
Operational and Registration Status: Obtained Provisional Certificate of Registration only  
To your knowledge, is the existing RMD certificate of registration in good standing?: yes  
If no, describe the circumstances below:

### PERSONS WITH DIRECT OR INDIRECT AUTHORITY

#### Person with Direct or Indirect Authority 1

Percentage Of Ownership: Percentage Of Control: 1  
Role: Board Member Other Role:  
First Name: Henry Last Name: Zachs Suffix:

User Defined Gender: M

**Specify Race or Ethnicity:**

Percentage Of Ownership:                      Percentage Of Control: 10

Other Role:

**Suffix:**

User Defined Gender: M

**Specify Race or Ethnicity:**

## Percentage Of Ownership: Percentage Of Control: 29

Other Role:

**Suffix:**

User Defined Gender: M

**Specify Race or Ethnicity:**

## Entity with Direct or Indirect Authority 1

Percentage of Ownership: 100

DBA City:

**Foreign Subsidiary Narrative:**

Entity Website:

Entity Address 2:

Entity Zip Code:

Entity Mailing Address 2:

Entity Mailing Zip Code:

**Relationship Description:** ZAFA XXV is the sole shareholder of FFD Enterprises MA, Inc.

Percentage of Control: 60                      Percentage of Ownership:

DBA  
City:

**Foreign Subsidiary Narrative:**

Entity Website:

Entity Address 2:

Entity Zip Code:

Entity Mailing Address 2:

Entity Mailing Zip Code:

**Relationship Description:** ZAFA II, LLC owns 60% of ZAFA XXV, LLC, which will be the sole shareholder of FFD Enterprises MA.

Inc. ZAFA II, LLC is a closely held manager-managed LLC family investment vehicle managed by Henry Zachs

#### CLOSE ASSOCIATES AND MEMBERS

No records found

#### CAPITAL RESOURCES - INDIVIDUALS

No records found

#### CAPITAL RESOURCES - ENTITIES

##### Entity Contributing Capital 1

<b>Entity Legal Name:</b> Zafa XXV, LLC		<b>Entity DBA:</b>	
<b>Email:</b> hzachs@mcmgt.com	<b>Phone:</b> 860-777-5702		
<b>Address 1:</b> 40 Woodland Drive		<b>Address 2:</b>	
<b>City:</b> Hartford	<b>State:</b> CT	<b>Zip Code:</b> 06105	
<b>Types of Capital:</b> Other	<b>Other Type of Capital:</b> convertible note	<b>Total Value of Capital Provided:</b> \$220000	<b>Percentage of Initial Capital:</b> 100
<b>Capital Attestation:</b> Yes			

#### BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

##### Business Interest in Other State 1

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

<b>Owner First Name:</b> Eric	<b>Owner Last Name:</b> Zachs	<b>Owner Suffix:</b>	
<b>Entity Legal Name:</b> FFD Central, LLC		<b>Entity DBA:</b> Fine Fettle Dispensary - Willimantic	
<b>Entity Description:</b> Connecticut Medical Marijuana Dispensary			
<b>Entity Phone:</b> 860-717-9333	<b>Entity Email:</b> hello@finefettle.com	<b>Entity Website:</b> www.finefettle.com	
<b>Entity Address 1:</b> 40 Woodland Street		<b>Entity Address 2:</b>	
<b>Entity City:</b> Hartford	<b>Entity State:</b> CT	<b>Entity Zip Code:</b> 06105	<b>Entity Country:</b> USA
<b>Entity Mailing Address 1:</b> 1548 West Main St		<b>Entity Mailing Address 2:</b>	
<b>Entity Mailing City:</b> Willimantic	<b>Entity Mailing State:</b> CT	<b>Entity Mailing Zip Code:</b> 06226	<b>Entity Mailing Country:</b> United States

##### Business Interest in Other State 2

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

<b>Owner First Name:</b> Eric	<b>Owner Last Name:</b> Zachs	<b>Owner Suffix:</b>	
<b>Entity Legal Name:</b> FFD Newington, LLC		<b>Entity DBA:</b> Fine Fettle Dispensary	
<b>Entity Description:</b> Connecticut Medical Marijuana Dispensary			
<b>Entity Phone:</b> 860-333-9032	<b>Entity Email:</b> newington@finefettle.com	<b>Entity Website:</b> www.finefettle.com	
<b>Entity Address 1:</b> 40 Woodland Street		<b>Entity Address 2:</b>	
<b>Entity City:</b> Hartford	<b>Entity State:</b> CT	<b>Entity Zip Code:</b> 06105	<b>Entity Country:</b> USA
<b>Entity Mailing Address 1:</b> 2280 Berlin Tpk		<b>Entity Mailing Address 2:</b>	
<b>Entity Mailing City:</b> Newington	<b>Entity Mailing State:</b> CT	<b>Entity Mailing Zip Code:</b> 06111	<b>Entity Mailing Country:</b> USA

##### Business Interest in Other State 3

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

Owner First Name: Benjamin	Owner Last Name: Zachs	Owner Suffix:	
Entity Legal Name: FFD Newington, LLC		Entity DBA: Fine Fettle Dispensary - Newington	
Entity Description: Connecticut Medical Marijuana Dispensary			
Entity Phone: 860-333-9032	Entity Email: newington@finefettle.com	Entity Website: www.finefettle.com	
Entity Address 1: 40 Woodland Street		Entity Address 2:	
Entity City: Hartford	Entity State: CT	Entity Zip Code: 06105	Entity Country: USA
Entity Mailing Address 1: 2280 Berlin Tpk		Entity Mailing Address 2:	
Entity Mailing City: Newington	Entity Mailing State: CT	Entity Mailing Zip Code: 06111	Entity Mailing Country: USA

#### Business Interest in Other State 4

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

Owner First Name: Benjamin	Owner Last Name: Zachs	Owner Suffix:	
Entity Legal Name: FFD Central, LLC		Entity DBA: Fine Fettle Dispensary - Willimantic	
Entity Description: Connecticut Medical Marijuana Dispensary			
Entity Phone: 860-717-9333	Entity Email: hello@finefettle.com	Entity Website: www.finefettle.com	
Entity Address 1: 40 Woodland Street		Entity Address 2:	
Entity City: Hartford	Entity State: CT	Entity Zip Code: 06105	Entity Country: United States
Entity Mailing Address 1: 1548 West Main St		Entity Mailing Address 2:	
Entity Mailing City: Willimantic	Entity Mailing State: CT	Entity Mailing Zip Code: 06226	Entity Mailing Country: USA

#### Business Interest in Other State 5

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

Owner First Name: Eric	Owner Last Name: Zachs	Owner Suffix:	
Entity Legal Name: New Leaf, LLC		Entity DBA:	
Entity Description: Class B Marijuana Cultivator			
Entity Phone: 401-241-2740	Entity Email: tom@riextracts.com	Entity Website:	
Entity Address 1: 24 Stafford Court		Entity Address 2:	
Entity City: Cranston	Entity State: RI	Entity Zip Code: 02920	Entity Country: USA
Entity Mailing Address 1: 24 Stafford Court		Entity Mailing Address 2:	
Entity Mailing City: Cranston	Entity Mailing State: RI	Entity Mailing Zip Code: 02920	Entity Mailing Country: USA

#### Business Interest in Other State 6

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

Owner First Name: Benjamin	Owner Last Name: Zachs	Owner Suffix:	
Entity Legal Name: New Leaf, LLC		Entity DBA:	
Entity Description: 401-241-2740			
Entity Phone: 401-241-2740	Entity Email: tom@riextracts.com	Entity Website:	
Entity Address 1: 24 Stafford Court		Entity Address 2:	
Entity City: Cranston	Entity State: RI	Entity Zip Code: 02920	Entity Country: USA
Entity Mailing Address 1: 24 Stafford Court		Entity Mailing Address 2:	

Entity Mailing City: Cranston Entity Mailing State: RI Entity Mailing Zip Code: 02920 Entity Mailing Country: USA

#### Business Interest in Other State 7

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

Owner First Name: Eric Owner Last Name: Zachs Owner Suffix:  
Entity Legal Name: FFD West, LLC Entity DBA:  
Entity Description: Connecticut Medical Marijuana Dispensary  
Entity Phone: Entity Email: Entity Website: www.finefettle.com  
860-430-8900 storrs@finefettle.com  
Entity Address 1: 1768 Storrs Road Entity Address 2:  
Entity City: Storrs Entity State: CT Entity Zip Code: 06268 Entity Country: United States  
Entity Mailing Address 1: 40 Woodland Street Entity Mailing Address 2:  
Entity Mailing City: Entity Mailing State: CT Entity Mailing Zip Code: Entity Mailing Country: United  
Hartford 06105 States

#### Business Interest in Other State 8

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

Owner First Name: Owner Last Name: Zachs Owner Suffix:  
Benjamin  
Entity Legal Name: FFD West, LLC Entity DBA:  
Entity Description: Connecticut Medical Marijuana Dispensary  
Entity Phone: Entity Email: Entity Website: finefettle.com  
860-430-8900 storrs@finefettle.com  
Entity Address 1: 1768 Storrs Road Entity Address 2:  
Entity City: Storrs Entity State: CT Entity Zip Code: 06268 Entity Country: United States  
Entity Mailing Address 1: 40 Woodland Street Entity Mailing Address 2:  
Entity Mailing City: Entity Mailing State: CT Entity Mailing Zip Code: Entity Mailing Country: United  
Hartford 06105 States

#### DISCLOSURE OF INDIVIDUAL INTERESTS

##### Individual 1

First Name: Eric Last Name: Zachs Suffix:  
Marijuana Establishment Name: FFD Enterprises MA, Inc Business Type: Marijuana Cultivator  
Marijuana Establishment City: Hinsdale Marijuana Establishment State: MA

##### Individual 2

First Name: Henry Last Name: Zachs Suffix:  
Marijuana Establishment Name: FFD Enterprises MA, Inc Business Type: Marijuana Cultivator  
Marijuana Establishment City: Hinsdale Marijuana Establishment State: MA

##### Individual 3

First Name: Benjamin Last Name: Zachs Suffix:  
Marijuana Establishment Name: FFD Enterprises MA, Inc Business Type: Marijuana Cultivator  
Marijuana Establishment City: Hinsdale Marijuana Establishment State: MA

#### MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 116 Newburyport Turnpike

Establishment Address 2:

Establishment City: Rowley

Establishment Zip Code: 01969

Approximate square footage of the establishment: 2100

How many abutters does this property have?: 11

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

#### HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Certification of Host Community Agreement	Single-page Host Community Agr Certification Form-Rowley.pdf	pdf	5c3e156dedbb73122a612466	01/15/2019
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning.pdf	pdf	5c54818ceadf341230f64e7f	02/01/2019
Community Outreach Meeting Documentation	2019-04-10 Abutters list parcel 14-27.pdf	pdf	5cb38be2cee9f84c3436466f	04/14/2019
Community Outreach Meeting Documentation	community outreach meeting documentation REV.pdf	pdf	5cb621feb10c2044c5596eac	04/16/2019

Total amount of financial benefits accruing to the municipality as a result of the host community agreement. If the total amount is zero, please enter zero and provide documentation explaining this number.: \$95180

#### PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	5.16.19 Positive Impact Plan REV 2 + letter.pdf	pdf	5ce83d55624ce5135e923f50	05/24/2019

#### ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

#### INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Other Role:

First Name: Henry Last Name: Zachs Suffix:

RMD Association: RMD Owner

Background Question: no

Individual Background Information 2

Role: Other Role:

First Name: Benjamin Last Name: Zachs Suffix:

RMD Association: RMD Owner

Background Question: no

Individual Background Information 3

Role: Other Role:

First Name: Eric Last Name: Zachs Suffix:

RMD Association: RMD Owner

Background Question: no

#### ENTITY BACKGROUND CHECK INFORMATION

##### Entity Background Check Information 1

Role: Investor/Contributor

Other Role:

Entity Legal Name: Zafa XXV, LLC

Entity DBA:

Entity Description: Closely held LLC investment vehicle managed by Henry Zachs

Phone: 860-727-5702

Email: hzachs@mcmgmt.com

Primary Business Address 1: 40 Woodland Street

Primary Business Address 2:

Primary Business City: Hartford

Primary Business State: CT Principal Business Zip Code: 06105

Additional Information:

##### Entity Background Check Information 2

Role: Parent Company

Other Role:

Entity Legal Name: Zafa II LLC

Entity DBA:

Entity Description: Closely held LLC investment vehicle managed by Henry Zachs and Eric Zachs

Phone: 860-727-5734

Email: ezachs@bbvllc.com

Primary Business Address 1: 40 Woodland Street

Primary Business Address 2:

Primary Business City: Hartford

Primary Business State: CT Principal Business Zip Code: 06105

Additional Information:

#### MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Department of Revenue - Certificate of Good standing	9.5.18 Good Standing DOR.pdf	pdf	5c3e18355d4b0b1b3ebbaef	01/15/2019
Secretary of Commonwealth - Certificate of Good Standing	9.5.18 Good Standing SOC.pdf	pdf	5c3e18429ff0081b48215e6e	01/15/2019
Articles of Organization	2013 IPA Articles of Organization.pdf	pdf	5c548c761e71bd1262328a95	02/01/2019
Articles of Organization	01.2019 Certificate of Change of Directors or Officers.pdf	pdf	5c548c8deadf341230f64edc	02/01/2019
Bylaws	Bylaws.pdf	pdf	5c77e4b63183181258e1b913	02/28/2019

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	Secretary of Commonwealth Cert of Good Standing.pdf	pdf	60e5da0e74b6080359f6fa48	07/07/2021
Department of Revenue - Certificate of Good standing	Dept of Revenue Cert of Good Standing.pdf	pdf	60e5da1d2ea73e036476abe2	07/07/2021
Department of Unemployment Assistance - Certificate of Good standing	DUA Cert of Good Standing.pdf	pdf	60e5da35504b25036f755bb1	07/07/2021

Massachusetts Business Identification Number: 001111562

Date generated: 09/24/2021

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Doing-Business-As Name: Fine Fettle

DBA Registration City: Ipswich

#### BUSINESS PLAN

No documents uploaded

#### OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Security plan	Emergency Procedures.pdf	pdf	60e71af223f3f9033f375715	07/08/2021
Dispensing procedures	Dispensing Procedures.pdf	pdf	60e71afa84f3fe0296c41287	07/08/2021
Prevention of diversion	Diversion Prevention.pdf	pdf	60e71b0523f3f9033f375719	07/08/2021
Diversity plan	Diversity Plan.pdf	pdf	60e71b09fb983a0274aaca22	07/08/2021
Energy Compliance Plan	Energy Efficiency & Conservation.pdf	pdf	60e71b182ea73e036476b15f	07/08/2021
Security plan	Immediate Dismissal.pdf	pdf	60e71b1f629ad9037af1f3d8	07/08/2021
Quality control and testing	Quality Control Procedures.pdf	pdf	60e71b2423f3f9033f37571d	07/08/2021
Record Keeping procedures	Record-Keeping & Inventory Procedures.pdf	pdf	60e71b2b1159b60338d4d881	07/08/2021
Security plan	Security Policies & Procedures.pdf	pdf	60e71b31aa87100331f63ba6	07/08/2021
Personnel policies including background checks	Staffing Plan & Records.pdf	pdf	60e71b467a4b3b034a68016f	07/08/2021
Storage of marijuana	Storage, Waste, Disposal + Description of Strains + Price List.pdf	pdf	60e71b4d8d6c3f02b7d1b002	07/08/2021
Transportation of marijuana	Transportation Procedures.pdf	pdf	60e71b531159b60338d4d885	07/08/2021
Qualifications and training	Workplace Safety.pdf	pdf	60e71b5caa87100331f63baa	07/08/2021
Separating recreational from medical operations, if applicable	Separating Recreational from Medical.pdf	pdf	60e71b667a4b3b034a680173	07/08/2021
Security plan	Written Information Security Program.pdf	pdf	60e71b8d2ea73e036476b165	07/08/2021
Qualifications and training	EE Security Policies & Procedures.pdf	pdf	60e71c0eddf0e402a870dd58	07/08/2021

#### MARIJUANA RETAILER SPECIFIC REQUIREMENTS

Adequate Patient Supply Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Adequate Patient Supply.pdf	pdf	60e71db2504b25036f75612c	07/08/2021

Reasonable Substitutions of Marijuana Types and Strains Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Reasonable Substitutions.pdf	pdf	60e71fc5504b25036f75615a	07/08/2021

#### ATTESTATIONS

Date generated: 09/24/2021

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

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

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

Notification: I Understand

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

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 Agree

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

#### ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

#### COMPLIANCE WITH POSITIVE IMPACT PLAN

##### Progress or Success Goal 1

**Description of Progress or Success:** FFD Enterprises MA, Inc. ("FFD MA") has recently added a Paid Volunteer Day for all Full & Part time employees. This program was instituted with the sole purpose of the betterment of the local communities and those of disproportionate impact are anticipated to benefit as a result. Although FFD MA did not hold any job fairs in 2020 due to the COVID-19 pandemic, we expect to host at least one job fair in the next year, whether in person or virtually. We will host job fairs within an area of disproportionate impact. Additionally, current and future job postings that have applicants from areas of disproportionate impact will be given priority consideration. In addition, FFD MA honored its commitment to make a charitable donation in the amount of \$5,000 to 24hr Power, Inc. for it to continue to provide services to Massachusetts residents and their families who are recovering from opioid addictions. Fine Fettle's Positive Impact Plan, along with the Paid Volunteer Day SOP and the letter from 24hr Power, Inc are attached as documentation

#### COMPLIANCE WITH DIVERSITY PLAN

##### Diversity Progress or Success 1

**Description of Progress or Success:** FFD Enterprises MA, Inc. ("FFD MA") has made substantial progress toward its diversity goals in the past year. As of June 2021, FFD MA's staff consists of 63% female employees and 53% of employees are minority, diverse gender, veteran, disabled or hired from an area of Disproportionate Impact. Please see the attached employment roster, for further detail.

In addition, every member of FFD MA's management team registered for the Commission's "Equity Services Program" and has committed to being a resource for social equity applicants. This commitment extends to sharing cultivation techniques, providing forms of capital and, potentially, providing job opportunities for such applicants.

#### HOURS OF OPERATION

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

Friday From: 9:00 AM	Friday To: 9:00 PM
Saturday From: 9:00 AM	Saturday To: 9:00 PM
Sunday From: 11:00 AM	Sunday To: 7:00 PM

## Host Community Agreement Certification Form

The applicant and contracting authority for the host community must complete each section of this form before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant and/or municipality appear in italics. Please note that submission of information that is "misleading, incorrect, false, or fraudulent" is grounds for denial of an application for a license pursuant to 935 CMR 500.400(1).

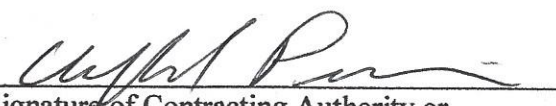
### Applicant

I, JOSEPH F. MCCARTHY, (insert name) certify as an authorized representative of IPSWICH PHARMACEUTICAL ASSOC. (insert name of applicant) that the applicant has executed a host community agreement with ROWLEY (insert name of host community) pursuant to G.L.c. 94G § 3(d) on 10 APRIL 2018 (insert date).

  
Signature of Authorized Representative of Applicant

### Host Community

I, Clifford Pierce, (insert name) certify that I am the contracting authority or have been duly authorized by the contracting authority for Town of Rowley (insert name of host community) to certify that the applicant and Town of Rowley (insert name of host community) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on April 10, 2018 (insert date).

  
Signature of Contracting Authority or  
Authorized Representative of Host Community

### Plan to Remain Compliant with Local Zoning

The applicant will remain compliant with local zoning rules by engaging in the requisite processes with the Planning Board. On October 10, 2018, the Rowley Planning Board voted to approve the Special Permit and Site Plan Review for the property where the applicant's Marijuana Establishment will be located by a 4-0 vote. On November 14, 2018, the Town Clerk filed a Certificate of Vote certifying that the twenty (20) day appeal period had expired and no appeal had been filed regarding the Planning Board's vote.

The applicant will continue to ensure compliance with local zoning requirements by meeting any reporting requirements or other obligations owed to the Rowley Planning Board, including responding to informational and inspection requests from the Planning Board, the Town Building Inspector, and any other relevant local governmental authorities. Furthermore, the applicant will keep abreast of changes in local bylaws and ordinances by monitoring the results of town meetings, special elections and ballot initiatives.

CERTIFIED ABUTTERS' LIST

Parcel ID	Location	Owner Name/Address
=====	=====	=====
014-027	116 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRUS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921
-----		
A B U T T E R S		
=====		
007-014	67 FOREST RIDGE DR	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
007-014-01	90 NEWBURYPORT TNP	FOSSA JOSEPH S FOSSA WENDY A 7 ESSEX PARK RD ESSEX, MA 01929
014-014-02	104 NEWBURYPORT TNP	L'ABBE CLARK L'ABBE HEATHER 34 ELLIOTT ST DANVERS, MA 01923
014-016	125-141 NEWBURYPORT TNP	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
014-017	111 NEWBURYPORT TNP	ARTISTIC LANDSCAPES LLC 1 SAWMILL WAY GEORGETOWN, MA 01833
014-018	NEWBURYPORT TNP	NEW ENGLAND COUNTRY CLUB MGT C/O SCOTT B RETZLOFF & ASSOC PO BOX 790830 SAN ANTONIO, TX 78279-0830
014-022-01	NEWBURYPORT TNP	TOWN OF ROWLEY LIGHT DEPARTMENT PO BOX 355 ROWLEY, MA 01969
014-028	120 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921
014-029	124 NEWBURYPORT TNP	KOTSIPOPOULOS DIMOSTHENIS 46 FOREST AVE EVERETT, MA 02149

Date: 04/10/2019  
txaabut

Town of Rowley

CERTIFIED ABUTTERS' LIST

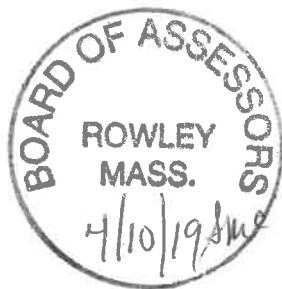
Page 2

Parcel ID	Location	Owner Name/Address
014-027	116 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRUS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921

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A B U T T E R S  
=====

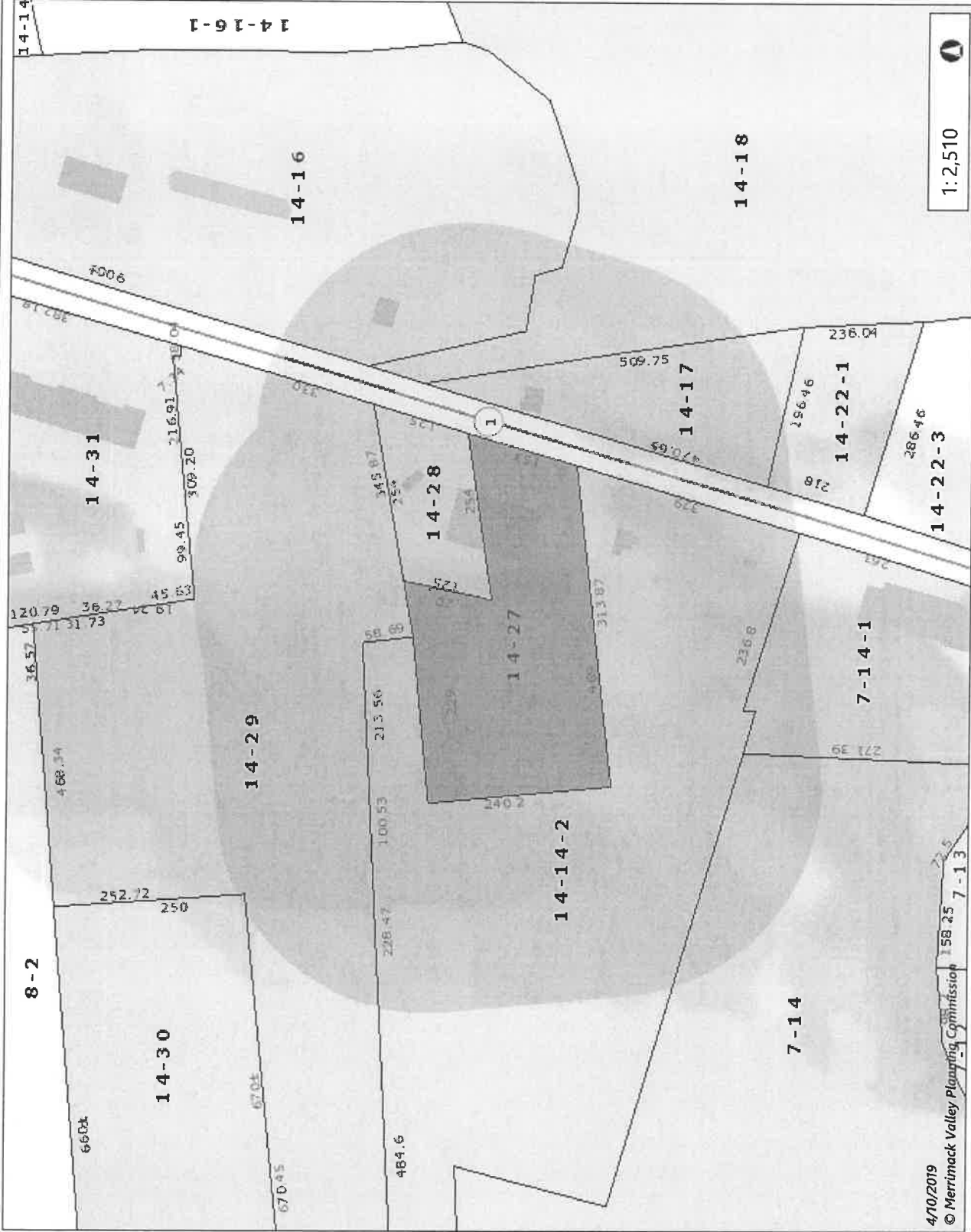
014-030	HUNSLOW HILL	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
014-031	144-150 NEWBURYPORT TNP	TRS SPIRIT REALTY TRUST ANNIS RUPERT E III ET AL TRUSTEE 144 NEWBURYPORT TNP ROWLEY, MA 01969

11 parcels listed



*Sean MCFadden*  
*Principal Assessor*

# Town of Rowley



4/10/2019

© Merrimack Valley Planning Commission

418

0

209

418

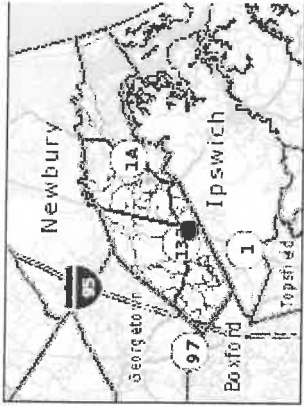
Feet

1:2,510



Data Sources: Produced by Merrimack Valley Planning Commission (MVPC) using data provided by the Town of Rowley & MassGIS. MVPC AND THE TOWN OF ROWLEY MAKES NO WARRANTIES, EXPRESSED OR IMPLIED, CONCERNING THE ACCURACY, COMPLETENESS, RELIABILITY, OR SUITABILITY OF THESE DATA. THE TOWN OF ROWLEY AND MVPC DOES NOT ASSUME ANY LIABILITY ASSOCIATED WITH THE USE OR MISUSE OF THIS INFORMATION.

Projection: NAD\_1983\_StatePlane\_Massachusetts\_Mainland\_FIPS\_2001



## Legend

- Municipal Boundary
- Roads
  - Interstate
  - Major Road
  - Local Road
- MA Roads
  - Interstate
  - Major Road
  - Local Road
- Parcels
- Hydrographic Features
- Streams

## Community Outreach Meeting Attestation Form

The applicant must complete each section of this form and initial each page before uploading it to the application. Failure to complete a section will result in the application being deemed incomplete. Instructions to the applicant appear in italics. Please note that submission of information that is “misleading, incorrect, false, or fraudulent” is grounds for denial of an application for a license pursuant to 935 CMR 500.400(1).

I, Joseph F. McCarthy, (insert name) attest as an authorized representative of Town of PHARMACEUTICAL ASSOCIATION (insert name of applicant) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on 17 DECEMBER 2018 (insert date).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on 8 DECEMBER 2018 (insert date), which was at least seven calendar days prior to the meeting. A copy of the newspaper notice is attached as Attachment A (*please clearly label the newspaper notice in the upper right hand corner as Attachment A and upload it as part of this document*).
3. A copy of the meeting notice was also filed on 7 DEC 2018 (insert date) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on 7 DEC 2018 (insert date), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).

5. Information was presented at the community outreach meeting including:
  - a. The type(s) of Marijuana Establishment to be located at the proposed address;
  - b. Information adequate to demonstrate that the location will be maintained securely;
  - c. Steps to be taken by the Marijuana Establishment to prevent diversion to minors;
  - d. A plan by the Marijuana Establishment to positively impact the community; and
  - e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.
6. Community members were permitted to ask questions and receive answers from representatives of the Marijuana Establishment.

REACH MORE THAN 350,000 READERS.

# classified marketplace.

The Eagle-Tribune THE SALEM NEWS Gloucester Daily Times The DAILY NEWS

CALL 800.927.9200  
MON.-FRI. 8AM-5PM

ONLINE: ClassifiedsNorth.com  
FAX: 978.685.1588

POLICIES/ADJUSTMENTS: Advertisers must check insertions and report errors immediately. Billing adjustments are made for only one incorrect insertion and then only for the incorrect portion. We are not responsible for failure to publish and reserve the right to reject, edit or cancel any ad. Ads are subject to credit approval unless paid for prior to publication.

## Announcements

### HAPPY ADS



Place a happy ad in this section to wish a special someone a Happy Birthday, Anniversary, Retirement, Thinking of You, Love You or Just Wish Them a Nice Day. Only \$5.00 for 3 lines (\$1.00 each additional line. Call today The Classified Connection 800-927-9200

### INSTRUCTIONAL

G/C BUILDER'S LICENSE COURSE Register by Jan 4th, for Danvers, Lowell, Haverhill, MA 1-888-833-5207 www.StateCertification.com

### LOST & FOUND

FOUND CAT - GATO ENCONTRADO  
Long haired Calico / Tortie.  
Has chip, not locally registered. Found off Rte 125 between Longhorn and Taco Bell in Haverhill/Plaistow line. Call 978-885-6697



LOST CAT (Tuxedo) male, name Johnny  
Missing since July 6th, Tewksbury St., Andover. \$500 REWARD!! Call Debbie (978) 566-5626; Rick (781)789-2241

LOST - Ladies platinum wedding band, back in April, Rowley, Boxford Rd area - Marblehead, Name and date inscribed inside band. Call 978-948-2938



## Real Estate

### HOMES

Gloucester- Stunning Back Shore custom designed colonial built by well-known contractor. Perfectly sited on a spacious private manicured lot with granite hardscapes, mature plantings and landscape lighting. perched on an elevated knoll. This high quality home invites you through iron gates to a home with pristine hardwood floors, polished tile, marble and solid oak doors and trim throughout. The spacious rooms take full advantage of an open airy feel filled with sunlight. Highlighting the home, an updated kitchen that opens to a two story vaulted-ceiling family room w/ full-height granite fireplace opening to an expansive game room w/bar. The home also features a finished basement, two-car tiled garage, multiple decks and patio. A tranquil sanctuary setting! Near beaches. \$1,085,000

Rick Petralia  
J Barrett & Company  
978-239-6207

### HOMES

AMESBURY - Get in now before the interest rate increase! Merrimack River views and Powwow River frontage for this character-filled 1800 home in Point Shore. 4 fireplaces, 4 bedrooms, 2 acres, new gas high-efficiency heating system. New clapboards/new paint, new wood double glaze Marvin windows, full insulation, wide pine floors - this is a beautiful home in a great spot!  
NEW PRICE! \$475,000

#### RIVER VALLEY RE

Call Pat Skibbee for appointment  
978-502-4782, or office 800-773-9990

HAMILTON - Top Hamilton location/cul de sac with pond for this handsome 4 bedroom Colonial reproduction set up on knoll- very easy to HW High School / Miles River Middle School. Excellent room sizes, huge vaulted ceiling FP family room opens to roomy eat-in kitchen, beautiful in-ground gunite pool, 5-burner gas range, + finished room in lower level, new carpeting, new paint, some finishing touches needed. two-car garage, very private rear yard. \$746,000

#### RIVER VALLEY RE

Call Pat Skibbee for appointment  
978-502-4782, or office 800-773-9990

### Newburyport~High Street

THE MERRILL HOUSE - 1791 elegance and space with period features. 4 fireplaces, raised field paneled mantel walls; double staircases, cornice moldings. Formal dining room, library, private second floor deck, heated sunroom looking out on 1/2 acre of lawn and gardens. All systems updated, SS kitchen, Master Bath, two story carriage barn. Kept meticulously by caring owners. \$799,000

#### RIVER VALLEY RE

Call Joanie Purinton for appt 978-462-6898  
or office, 978-363-8851 for more information or to arrange a showing

### NEWBURYPORT

One of Newburyport earliest! 1657 Saltbox with direct views out across the expansive Mouth of the River. Two bedrooms, giant fireplaces, flower garden. Country kitchen with picturesque pantry room. Upgrades are left for the new owners; the period character remains. The other side of this duplex is also for sale, enabling a new owner to possess a single family residence. Sunrises are your daily excitement. \$419,000

#### RIVER VALLEY R.E.

Call Joanie Purinton for appt 978-462-6898

SOUTHPORT ISLAND, MAINE - Unique opportunity, 2 bedroom 1 bath home. some water views. Great location with abutting building lot. Many possibilities. \$339k. 207-633-7577

Swampscott- OPEN HOUSE! Sunday, December 2nd, 11:30am-12:30pm, 4 Merrymount Dr. Luxurious & updated throughout, 3 bedroom home close to Vinnin Sq plaza, shops and restaurants. \$779,000

#### Armstrong Field RE

(978) 740-8700  
armstrongfield.com

Wakefield- Beautiful 5 bedroom Colonial located on a quiet cul-de-sac in a desirable Wakefield neighborhood. This home boasts two distinct living spaces. \$695,900.

#### Armstrong Field RE

(978) 740-8700  
armstrongfield.com

Wakefield- OPEN HOUSE! Saturday, December 1st 11:30am-12:30pm, 148 Parker Rd. Brand New and completely updated, 4 bedroom colonial on an oversized corner lot. \$799,900

#### Armstrong Field RE

(978) 740-8700  
armstrongfield.com

### HOMES

#### BETTER PRICE

WEST NEWBURY  
Spacious and sturdy Colonial home with three living levels - needs rehab - new heating system, 1998 huge country kitchen, newer hot water heater and newer roof, passed Title V/septic inspection. High ceilings, fireplace, fine moldings, two bays of huge windows, 3,000+ square feet on 4.5 acres. This can be a magnificent home! Legal third-floor apartment, \$1000/mo rental income \$415,000

#### RIVER VALLEY RE

Call Pat Skibbee for appointment  
978-502-4782, or office 800-773-9990

### TOWNHOMES/CONDOS

Beverly - Centered between Cabot and Rantoul Streets, this new condominium association with first-floor updated two-bedroom unit offering many amenities. Unit features stainless-steel eat-in kitchen, new wood floors, wide trim moldings, laundry in unit, updated bath, exclusive use porch, storage, and two-car parking. Easy access to highway and Train. Near Danes Beach. Enjoy all that downtown Beverly has to offer! \$275,000

Rick Petralia  
J Barrett & Company  
978-239-6207

Salem- Beautifully maintained, 2 bedroom condo close to Downtown Salem and Salem State University. . Features include high ceilings, crown molding, hardwood floors in living room and both bedrooms. \$233,000

#### Armstrong Field RE

(978) 740-8700  
armstrongfield.com

Salem- OPEN HOUSE! Sunday, December 2nd, 12:00-2:00pm, 11 Andrew St. Updated, 3 bedroom, 3 level townhouse in Downtown Salem, just steps away from Salem Commons. \$515,000

#### Armstrong Field RE

(978) 740-8700  
armstrongfield.com

## PUBLIC NOTICES

### PUBLIC NOTICES

#### Notice of Community Outreach Meeting Ipswich Pharmaceutical Associates, Inc.

Notice is hereby given that the Ipswich Pharmaceutical Associates will hold a Community Outreach Meeting on **December 17th at 116 Newburyport Turnpike, Rowley, MA 01969 starting at 8 AM** to discuss the proposed siting of a Medical and Adult Use Marijuana Establishment in the Town of Rowley. The Ipswich Pharmaceutical Associates, Inc. intends to apply for a license to operate for one or more of the following Medical and Adult-Use Marijuana Establishment licenses: Marijuana Cultivator; Marijuana Product Manufacturer; Marijuana Retailer and Marijuana Transporter, to be located at 116 Newburyport Turnpike, Rowley, in accordance with M.G.L. c. 94 G and the Massachusetts Cannabis Control Commission's regulations at 935 CMR 500.00 et seq. Topics to be discussed at the meeting will include, but not be limited to:

1. The type(s) of Medical and Adult-Use Marijuana Establishment(s) to be located at the proposed address;
2. Plans for maintaining a secure facility;
3. Plans to prevent diversion to minors;
4. Plans to positively impact the community through a Host Agreement on Medical Marijuana and Tax Incentives on Recreational Marijuana;
5. Plans to ensure the establishment will not constitute a nuisance to the community by noise, odor, dust, glare, fumes, vibration, heat, glare or other conditions.

Interested members of the community are encouraged to ask question and receive answers from Ipswich Pharmaceutical Associates representative, Joseph McCarthy. Mr. McCarthy will take questions and provide answers about the proposed medical and adult-use proposed facility operations. A copy of this notice has been published in a local newspaper at least seven (7) calendar days to prior to the meeting and filed with the Town Clerk, the Planning Board, and Town Administrator of the Town of Rowley. This notice was also mailed at least seven (7) calendar days prior to the meeting to abutters of the proposed address of the Marijuana Establishment, owners of land directly opposite on any public or private street or way, and abutters to the abutters within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list.

Joseph F McCarthy  
CEO-Ipswich  
Pharmaceutical Associates  
NT - 12/8/18



Attachment A

line ad publication deadlines:

#### dailies:

The Eagle-Tribune, Gloucester Daily Times,  
The Salem News, Daily News of Newburyport  
Monday.....5pm Friday  
Tuesday-Saturday.....5pm day prior  
Sunday paper.....5pm Friday (auto only)  
Sunday paper.....5pm Friday

#### weeklies:

Carriage Towne News: 12pm Friday  
Andover Townsman, Derry News &  
Haverhill Gazette: 5pm Tuesday

Cancellation/change deadlines:  
same as publication deadlines



HAMILTON-WENHAM  
REGIONAL SCHOOL DISTRICT

### Part-time Food Service Workers (18.75 hours) and Food Service - On-Call Substitutes

The successful candidate will assist in providing nutritious, attractive meals in accordance with established menus, recipes and guidelines set forth by the food service director and the government regulations of the National School Lunch Program. Performs other duties related to the lunch program as assigned by the kitchen manager.

#### Qualifications and Requirements

- Any combination of experience and training which demonstrates the knowledge and experience to perform the work.
- Working knowledge of food products, materials, supplies methods and techniques used in food preparation and cooking.
- Ability to perform simple math functions.
- Ability to perform physical work efficiently with long periods of standing, twisting, bending and moving about. Lifting of food and supply components up to 40 pounds may be necessary.
- Ability to work with chemical cleaning products.
- Environment may be hot and noisy.

Catherine A. Donovan, Director of Nutrition Services  
978-468-0398 • c.donovan@hwschools.net

To apply go to [www.schoolspring.com](http://www.schoolspring.com)  
Part-time: ID# 3027967 • On-call Substitutes: ID #3024620

LEWIS BUILDERS 60 YEARS  
DEVELOPMENT, INC.

[sales@lewisbuilders.com](mailto:sales@lewisbuilders.com) or 603-489-9449

### OPEN HOUSE

Mon. to Fri.  
11 AM - 4 PM  
Weekends  
Noon - 4 PM

127 Cowbell  
Crossing  
Atkinson, NH



at Cowbell Crossing - Atkinson, NH

Starting at \$384,900

2 bedrooms

2 bathrooms



### THE PROPERTY

Settled on 110+ acres of woodlands abutting conservation property. Amenities include a Clubhouse, RV Parking Area, Community Garden, Walking Trails.

### NEW CONSTRUCTION



### KEY FACTS

- ✓ 2 bedrooms
- ✓ 2 bathrooms
- ✓ 2 car garage
- ✓ Single floor living
- ✓ Open concept
- ✓ Choice of floor plans



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

LEWIS BUILDERS DEVELOPMENT  
54 SAWYER AVE ATKINSON, NH  
603-362-5333

Some Condominium Units have not yet been registered by the New Hampshire Consumer Protection and Antitrust Bureau of the Attorney General's Office, Department of Justice. Until such time as registration has been issued, only non-binding reservation agreements may be accepted for those units.

The DAILY NEWS

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today

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Call or email customer service for additional information.

[customerservice@northofboston.com](mailto:customerservice@northofboston.com) or 800-836-7800



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## 2nd Community Outreach Meeting Notification

1 message

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**Jodie Mccarthy** <jodiem1955@gmail.com>

Fri, Dec 7, 2018 at 10:04 AM

To: planning@townofrowley.org, Debbie Eagan <debbie@townofrowley.org>, townclerk@townofrowley.org


Good Morning,  
The Cannabis Control Commission is requiring us to hold another Community Outreach Meeting.

Please see attached, and file with the special permits. The state may ask for proof that we held a 2nd hearing.

Please confirm receipt of this.

Thanks,  
Liz McCarthy

---

 CCC rowley abuters notice.docx  
16K

**Notice of Community Outreach Meeting  
Ipswich Pharmaceutical Associates, Inc.**

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Topics to be discussed at the meeting will include, but not be limited to:

1. The type(s) of Medical and Adult-Use Marijuana Establishment(s) to be located at the proposed address;
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A copy of this notice has been published in a local newspaper at least seven (7) calendar days to prior to the meeting and filed with the Town Clerk, the Planning Board, and Town Administrator of the Town of Rowley. This notice was also mailed at least seven (7) calendar days prior to the meeting to abutters of the proposed address of the Marijuana Establishment, owners of land directly opposite on any public or private street or way, and abutters to the abutters within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list.

Joseph F McCarthy  
CEO-Ipswich Pharmaceutical Associates

**Attachment B****Adrienne Dean** <adrienne@deanandray.com>

---

## Confirmation of Receipt

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**Rowley Town Clerk** <townclerk@townofrowley.org>

Thu, Apr 11, 2019 at 9:19 AM


To: "adrienne@deanandray.com" &lt;adrienne@deanandray.com&gt;

Be advised that this Meeting Notice was received by us and posted on December 13, 2018 at 8:13AM

Susan Hazen, Town Clerk, Rowley

**From:** [townhallcopier@townofrowley.org](mailto:townhallcopier@townofrowley.org) [mailto:[townhallcopier@townofrowley.org](mailto:townhallcopier@townofrowley.org)]**Sent:** Thursday, April 11, 2019 10:37 AM**To:** Rowley Town Clerk <[townclerk@townofrowley.org](mailto:townclerk@townofrowley.org)>**Subject:** Message from KM\_368

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 **SKM\_36819041109360.pdf**  
61K

## Notice of Community Outreach Meeting Ipswich Pharmaceutical Associates, Inc.

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Joseph F McCarthy  
CEO-Ipswich Pharmaceutical Associates



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## Fwd: CCC rowley abuters notice

2 messages

**Jodie McCarthy** <jodiem1955@gmail.com>

Tue, Apr 16, 2019 at 11:26 AM

To: jodiem1955@gmail.com, adrienne@deanandray.com, lntele1@comcast.net

Sent from my iPhone

Begin forwarded message:

**From:** Kirk Baker <[kirk.baker@townofrowley.org](mailto:kirk.baker@townofrowley.org)>

**Date:** April 16, 2019 at 11:15:48 AM EDT

**To:** Jodie McCarthy <[jodiem1955@gmail.com](mailto:jodiem1955@gmail.com)>

**Subject:** CCC rowley abuters notice

Mr. McCarthy,

This is to acknowledge that the Planning Board received the attached Community Outreach hearing notice on December 7, 2018. The notice announced a community outreach hearing that was subsequently held on December 17<sup>th</sup>, 2018 at [116 Newburyport Turnpike, Rowley, MA 01969](#) at 8 AM. The purposed of the meeting was to discuss with citizens and parties-in-interest the proposed siting of a Medical and Adult Use Marijuana Establishment in the Town of Rowley at the site/

Let me know if you have any further concerns.

Thanks

Kirk Baker

Rowley Town Planner

Email: [kirk.baker@townofrowley.org](mailto:kirk.baker@townofrowley.org)

Phone: 978-948-5549

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Joseph F McCarthy



Adrienne Dean <adrienne@deanandray.com>

---

## Please confirm receipt - 2nd Community Outreach Meeting Notification

---

Debbie Eagan <debbie@townofrowley.org>

Tue, Apr 16, 2019 at 9:39 AM

To: Adrienne Dean <adrienne@deanandray.com>

Cc: Jodie Mccarthy <jodiem1955@gmail.com>, "lmtele1@comcast.net" <lmtele1@comcast.net>

Dear Ms. Dean:

In response to your email message below, the Board of Selectmen received the attached notice from Ipswich Pharmaceutical Associates, Inc. regarding the December 17 Community Outreach Meeting.

Sincerely,

Deborah M. Eagan

Town Administrator

Town of Rowley

PO Box 275

Rowley, MA 01969

(t) 978-948-2705

(f) 978-948-8202

[debbie@townofrowley.org](mailto:debbie@townofrowley.org)

[www.townofrowley.net](http://www.townofrowley.net)

[Quoted text hidden]

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 Ipswich Pharmaceutical Assoc Inc Dec 17 Community Hearing Notice.pdf  
59K

Notice of Community Outreach Meeting  
Ipswich Pharmaceutical Associates, Inc.

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Joseph F McCarthy  
CEO-Ipswich Pharmaceutical Associates

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Joseph F McCarthy  
CEO-Ipswich Pharmaceutical Associates

CERTIFIED ABUTTERS' LIST

Parcel ID	Location	Owner Name/Address
014-027	116 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRUS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921
-----		
A B U T T E R S		
=====		
007-014	67 FOREST RIDGE DR	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
007-014-01	90 NEWBURYPORT TNP	FOSSA JOSEPH S FOSSA WENDY A 7 ESSEX PARK RD ESSEX, MA 01929
014-014-02	104 NEWBURYPORT TNP	L'ABBE CLARK L'ABBE HEATHER 34 ELLIOTT ST DANVERS, MA 01923
014-016	125-141 NEWBURYPORT TNP	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
014-017	111 NEWBURYPORT TNP	ARTISTIC LANDSCAPES LLC 1 SAWMILL WAY GEORGETOWN, MA 01833
014-018	NEWBURYPORT TNP	NEW ENGLAND COUNTRY CLUB MGT C/O SCOTT B RETZLOFF & ASSOC PO BOX 790830 SAN ANTONIO, TX 78279-0830
014-022-01	NEWBURYPORT TNP	TOWN OF ROWLEY LIGHT DEPARTMENT PO BOX 355 ROWLEY, MA 01969
014-028	120 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921
014-029	124 NEWBURYPORT TNP	KOTSIPOPOULOS DIMOSTHENIS 46 FOREST AVE EVERETT, MA 02149

Date: 04/10/2019  
txaabut

Town of Rowley

Attachment C

CERTIFIED ABUTTERS' LIST

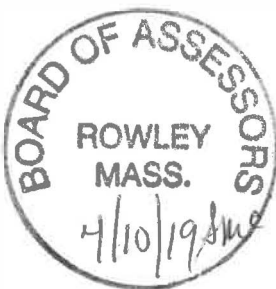
Page 2

Parcel ID	Location	Owner Name/Address
014-027	116 NEWBURYPORT TNP	TRS ULMAN FAMILY INVESTMENT TRUS ULMAN KATHLEEN J TRUSTEE 17 ELM ST BOXFORD, MA 01921

ABUTTERS

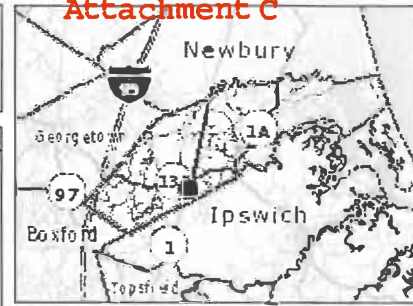
014-030	HUNSLOW HILL	TRS GATEWAY II TRUST OF 1997 COUGHLIN JOHN E ET AL TRUSTEES 239 WESTERN AVE ESSEX, MA 01929
014-031	144-150 NEWBURYPORT TNP	TRS SPIRIT REALTY TRUST ANNIS RUPERT E III ET AL TRUSTEE 144 NEWBURYPORT TNP ROWLEY, MA 01969

11 parcels listed



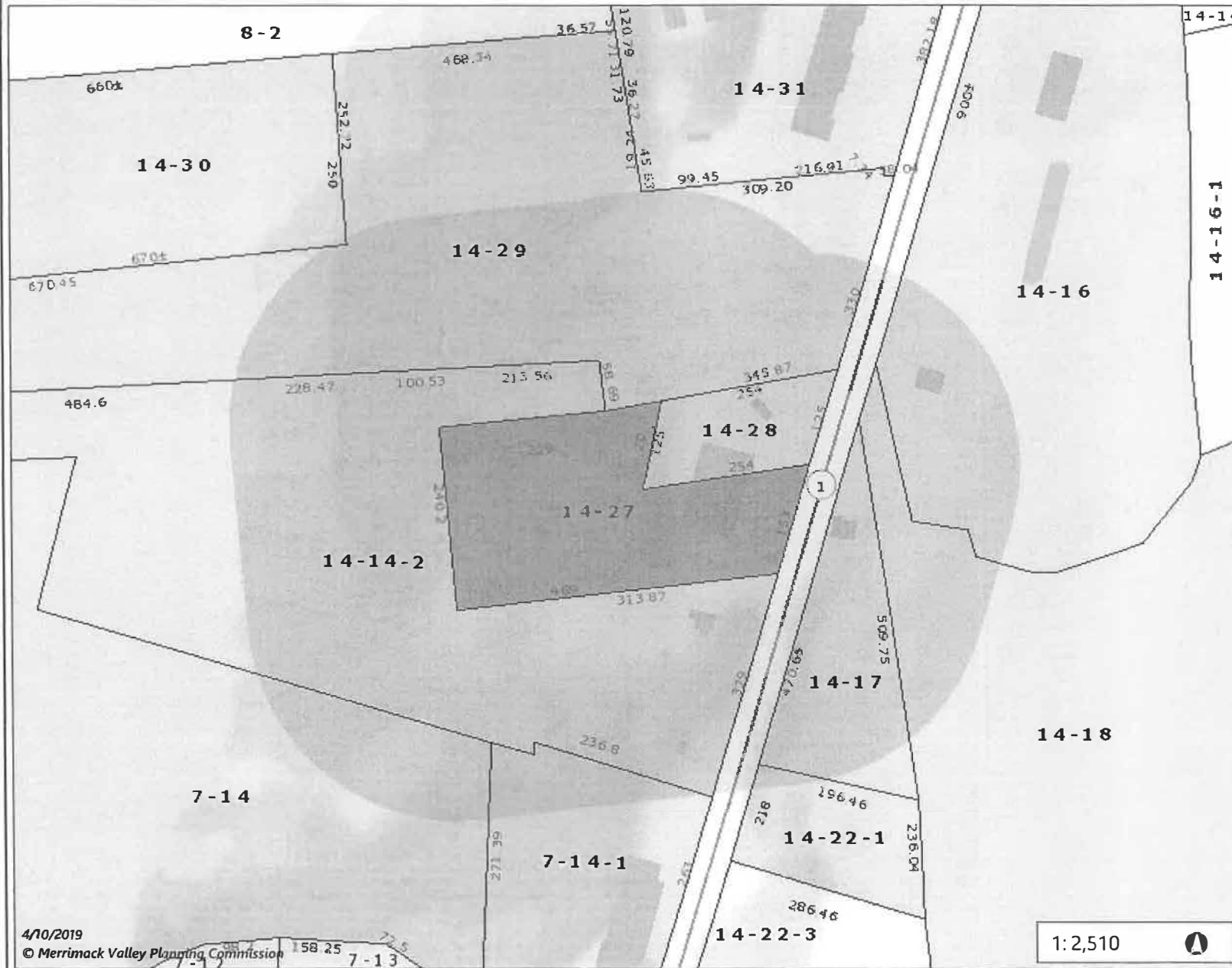
*Sean MCFadden*  
*Principal Assessor*

# Town of Rowley



## Legend

- Municipal Boundary
- Roads
  - Interstate
  - Major Road
  - Local Road
- MA Roads
  - Interstate
  - Major Road
  - Local Road
- Parcels
- Hydrographic Features
- Streams



4/10/2019  
© Merrimack Valley Planning Commission

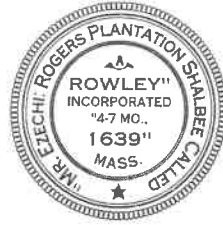
1:2,510



418 0 209 418 Feet

Projection: NAD\_1983\_StatePlane\_Massachusetts\_Mainland\_FIPS\_2001

Data Sources: Produced by Merrimack Valley Planning Commission (MVPC) using data provided by the Town of Rowley & MassGIS. MVPC and THE TOWN OF ROWLEY MAKES NO WARRANTIES, EXPRESSED OR IMPLIED, CONCERNING THE ACCURACY, COMPLETENESS, RELIABILITY, OR SUITABILITY OF THESE DATA. THE TOWN OF ROWLEY AND MVPC DOES NOT ASSUME ANY LIABILITY ASSOCIATED WITH THE USE OR MISUSE OF THIS INFORMATION.



BOARD OF SELECTMEN  
139 Main Street • PO Box 275  
Rowley, MA 01969  
Phone (978) 948-2372  
Fax (978) 948-8202  
selectmen@townofrowley.org

## Town of Rowley

Massachusetts 01969

TOWN ADMINISTRATOR  
139 Main Street • PO Box 275  
Rowley, MA 01969  
Phone (978) 948-2705  
Fax (978) 948-8202  
debbie@townofrowley.org

VIA: Email only: bzachs@finefettle.com

June 7, 2021

Benjamin Zachs  
CEO  
Fine Fettle  
116 Newburyport Turnpike  
Rowley, MA 01969

### RE: COMMUNITY IMPACT STATEMENT

Dear Mr. Zachs:

The Board of Selectmen has reviewed your email dated May 15, 2021 regarding your annual state license renewal. In response to your email, the Town has not yet suffered any quantified impacts from the operations of Fine Fettle.

If you have any questions, please contact me.

Sincerely,

Deborah Eagan  
Town Administrator

## Plan to Positively Affect Areas of Disproportionate Impact

### A. Overview

Ipswich Pharmaceutical Associates Inc. (“IPA”) is committed to having a positive impact on areas of disproportionate impact identified by the Commission. The specific goals of IPA’s positive impact plan are to promote sustainable, socially and economically reparative practices in the cannabis industry and to provide business assets towards an endeavor in a geographical location designated as a disproportionately impacted area that will have a positive impact on the members of that community. In service thereof, IPA has adopted the following programs: 1) hosting a job fair once a year in Haverhill and Pittsfield, 2) donating \$5,000 to 24 Hr. Power, Inc., a charitable organization that provides services to Massachusetts residents recovering from opioid addiction and their families, a population that includes many Massachusetts residents with drug convictions as well as Massachusetts residents with parents or spouses who have drug convictions and 3) co-hosting an annual Silent Auction Night with 24 Hr. Power, Inc. to raise funds to provide art supplies and transportation for participants in its programs.

IPA will adhere to the requirements set forth in 935 CMR 500.105(4), which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment. Any actions taken or programs instituted by IPA will not violate the Commission’s regulations with respect to limitations on ownership or control or other applicable state laws.

### B. Programs

#### I. Host a Job Fair Once a Year in Pittsfield and Haverhill

IPA will host a job fair once a year in the disproportionately impacted communities of Pittsfield and Haverhill to recruit residents for job openings and to raise awareness and provide

general information about opportunities available in the cannabis industry. IPA will advertise for its job fairs through local newspapers, local career centers and local colleges in each of those communities. At the job fairs, the hiring managers will be present to meet potential candidates and answer questions about the Company and the industry in general.

II. Donating to a Charity Dedicated to Supporting Massachusetts Residents Recovering from Opioid Addition and their Families

IPA will have a positive impact on the disproportionately impacted groups comprised of Massachusetts residents who have past drug conviction as well as Massachusetts residents with parents and spouses who have drug convictions by donating funds to 24 Hr. Power, Inc., a non-profit agency whose mission is to provide a supportive community to individuals recovering from opioid addiction and their families and to promote recovery through artistic expression. 24 Hr. Power, Inc. offers several programs, including its flagship Recovery GraffitiFest events that involve group painting activities, as well as opioid vigils to help memorialize loved ones lost to addiction. Additionally, many monthly Recovery Graffiti program volunteers are re-entering society after being incarcerated; the program helps them stay involved in a positive and supportive community. As evidence of this relationship, IPA has attached as Exhibit A hereto a letter from the founder 24 Hr. Power, Inc., stating that her organization will accept a donation from IPA.

III. Co-Hosting an Annual Silent Auction with a Charity Dedicated to Supporting Massachusetts Residents Recovering from Opioid Addition and their Families

IPA will have a positive impact on the disproportionately impacted groups comprised of Massachusetts residents who have past drug conviction as well as Massachusetts residents with parents and spouses who have drug convictions by co-hosting an annual Silent Auction Night with the non-profit 24 Hr. Power, Inc. during the last quarter of 2019. The mission of 24 Hr. Power is to

provide a supportive community to individuals recovering from opioid addiction and their families and to promote recovery through artistic expression. At the silent auction venue, the art work created by the programs' participants will be displayed. Tickets will be sold in advance and at the door. There will also be food sold. There will be a 50/50 raffle and 24 Hr. Power, Inc. will accept bids on donated services. Gunpowder and Lead, a popular cover band from the south shore, has agreed to perform for free at the auction night. All proceeds from the night will go towards purchasing supplies for the programs' participants and providing transportation for the participants to and from the non-profit's programs.

### C. Evaluation of Program Success

For Program I to be considered successful, the job fair to be held in Pittsfield and the one to be held in Haverhill must be advertised through at least two local newspapers, two local career centers and all local colleges, and at least thirty people must attend each job fair.

For Program II, success will be measured on an annual basis according to the company's fiscal year by data generated by IPA's Retail Store Manager Elizabeth McCarthy indicating the amount of funds donated. For the program to be considered successful, IPA must have donated \$5,000 to 24 Hr. Power, Inc. no later than the last day of the December 2019.

For Program III, success will be measured on an annual basis according to the company's fiscal year by data generated by IPA's Retail Store Manager Elizabeth McCarthy indicating the amount of funds raised for donation. For the program to be considered successful, the auction night must raise at least \$1,000 through a combination of ticket sales, raffle ticket sales, food sales and the silent auction items.

# EXHIBIT A



To Whom It May Concern

My name is Susan Lordi; I am the Founder and President of the 501 non-profit public charity 24 Hr. Power, Inc. I am writing this letter to confirm that my organization has agreed to accept a donation from Ipswich Pharmaceutical Associates, Inc..

To provide some background about myself: I am a grateful recovering addict/alcoholic who recently celebrated 25 years of consecutive sobriety - but it wasn't always that way. I spent 10 long years bouncing in and out of detoxes, treatment centers... I would clean up for a spell, invariably become angry, depressed when I realized there was just no fun or joy in my life. I did NOT get sober to be miserable. I realized I had to find a way to have fun to get me through tough times.

I chose graffiti because graffiti gets a bad rap, as do so many recovering addicts/alcoholics. If you were to do a search right now on Google, you'd find a million ways to remove graffiti, but not one headline about art scholarships available to talented graffiti artists (but they do exist!).

Recovery Graffiti turns negative into positive. Recovering addicts engaged in healthy sobriety achieve the same.

**We lose 5 people every single day to Opioid-related deaths in Massachusetts.** This is an all-out war and we are NOT winning. We need to step up to meet the forces killing our kids right now. This requires meeting these kids where they're at...right NOW. Recovery Graffiti accomplishes that...and more.

Addiction is a family disease, a community disease. Recovery Graffiti offers hope to all affected. Recovery GraffitiFest events include the entire family...not just the addict in recovery.

Children share huge canvases with other kids, making new friends who share similar experiences in a relaxed, fun atmosphere. Mom and/or Dad paint with other like-minded adults in recovery. Everyone is making new supports, new friends. Recovery does not happen alone. It takes a village, and Recovery Graffiti provides that village. Besides our flagship Recovery GraffitiFest, 24 Hr. Power, Inc. offers so many more creative healing events:

Recovery Graffiti canvases at Opioid Vigils to help memorialize loved ones lost to addiction.

Pay it Forward Recovery Graffiti Community Activities provide hope and comfort to our brothers and sisters on the streets, in nursing homes suffering from Traumatic Brain Injuries due to Narcan failures, strokes from overdoses, etc.

Recovery Graffiti volunteers include many re-entering our communities from incarceration. These men are eager to give back to the community with us and volunteer every month with 24 Hr. Power, Inc.

This is a Recovery Movement that I am extremely proud of. All of these events are FREE to those in recovery. We never want to turn away someone who truly needs this.

Elizabeth McCarthy, spouse and partner to Joseph McCarthy (CEO of Ipswich Pharmaceutical Associates, Inc.) has been my best friend since I was 19 years old, a freshman at Emerson College in Boston, MA. Liz has seen me through the good, the bad, the frightening times of my active addiction, and has also been there to celebrate my achievements in sobriety.

I have lost a cousin to complications from Crohn's disease. He suffered terribly for too many years. He begged me on numerous occasions to find him marijuana, as that was the ONLY thing that did not make him violently ill. Marijuana took away a measure of chronic pain he endured for years and years before he finally succumbed to these health issues.

I have another close friend in recovery from major trauma issues who relies on Cannabis to keep her level VS heavy psychotropic drugs she previously used for years which made her even more mentally unstable. She has found a small dose of cannabis keeps her demons at bay, without heavy side effects. I am not one to judge. I believe whatever works to keep people alive that have a history of opioid abuse in particular, they need to chase whatever will bring them relief.

Recovery Graffiti has caught on so fast! Within the past 9 months, we've produced more than 30 events! With the warm weather coming, there will be so many more! We are as "in the trenches" as you get. I extend a warm invitation for you to attend any of the 3 events (minimum) we currently hold every single month. I am confident you will see the incredible difference a little spray paint and acrylics is doing to keep many engaged in healthy sobriety right NOW.

Sincerely,

Susan Lordi  
Founder & President  
24 Hr. Power, Inc.  
(781) 789 2724  
[www.24HrPower.com](http://www.24HrPower.com)





24 Hr Power, Inc.

RECOVERY GRAFFITI

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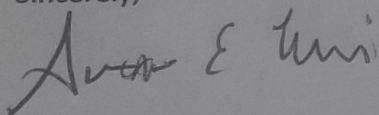
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Sincerely,



Susan E. Lordi  
Founder & President  
24 Hr. Power, Inc.  
(781) 789 2724  
[www.24HrPower.com](http://www.24HrPower.com)





Commonwealth of Massachusetts  
Department of Revenue  
Christopher C. Harding, Commissioner

mass.gov/dor

Letter ID: L1830818432  
Notice Date: September 5, 2018  
Case ID: 0-000-579-064



## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



IPSWICH PHARMACEUTICAL ASSOC INC  
53 TOWN FARM RD  
IPSWICH MA 01938-1375

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

The Commissioner of Revenue certifies that, as of the date of this certificate, IPSWICH PHARMACEUTICAL ASSOC INC 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) 887-6367 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

### *Visit us online!*

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

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

Edward W. Coyle, Jr., Chief  
Collections Bureau



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

William Francis Galvin  
Secretary of the  
Commonwealth

Date: September 05, 2018

To Whom It May Concern :

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

**IPSWICH PHARMACEUTICAL ASSOCIATES, INC.**

is a domestic corporation organized on **July 11, 2013**

I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 180 section 26 A, for revocation of the charter of said corporation; that the State Secretary has not received notice of dissolution of the corporation pursuant to Massachusetts General Laws, Chapter 180, Section 11, 11A, or 11B; that said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



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

*William Francis Galvin*

Secretary of the Commonwealth

Certificate Number: 18090054870

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

Processed by:

Examiner

# The Commonwealth of Massachusetts

William Francis Galvin

Secretary of the Commonwealth

One Ashburton Place, Boston, Massachusetts 02108-1512

## ARTICLES OF ORGANIZATION (General Laws, Chapter 180)

Name  
Approved

### ARTICLE I

The exact name of the corporation is:

IPSWICH PHARMACEUTICAL ASSOCIATES, INC.

### ARTICLE II

The purpose of the corporation is to engage in the following activities:

The corporation may engage in lawful business and is on a vital vision to provide high quality, responsive programs and services with accountability and adequate facilities. The corporation may engage in cultivating, manufacturing and distributing agriculture and/or horticulture in accordance with MGL Chapter 180 section 4(l).

C ☐  
P ☐  
M ☐  
R.A. ☐

P.C.

*Note: If the space provided under any article or item on this form is insufficient, additions shall be set forth on one side only of separate 8 1/2 x 11 sheets of paper with a left margin of at least 1 inch. Additions to more than one article may be made on a single sheet so long as each article requiring each addition is clearly indicated.*

**ARTICLE III**

A corporation may have one or more classes of members. If it does, the designation of such classes, the manner of election or appointments, the duration of membership and the qualification and rights, including voting rights, of the members of each class, may be set forth in the by-laws of the corporation or may be set forth below:

One class only.

**ARTICLE IV**

\*\*Other lawful provisions, if any, for the conduct and regulation of the business and affairs of the corporation, for its voluntary dissolution, or for limiting, defining, or regulating the powers of the corporation, or of its directors or members, or of any class of members, are as follows:

None.

**ARTICLE V**

The by-laws of the corporation have been duly adopted and the initial directors, president, treasurer and clerk or other presiding, financial or recording officers, whose names are set out on the following page, have been duly elected.

*\*\*If there are no provisions, state "None".*

*Note: The preceding four (4) articles are considered to be permanent and may only be changed by filing appropriate Articles of Amendment.*

**ARTICLE VI**

The effective date of organization of the corporation shall be the date approved and filed by the Secretary of the Commonwealth. If a *later* effective date is desired, specify such date which shall not be more than *thirty days* after the date of filing.

**ARTICLE VII**

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

a. The street address (post office boxes are not acceptable) of the principal office of the corporation *in Massachusetts* is:

53 Town Farm Road, Ipswich, MA 01938

b. The name, residential address and post office address of each director and officer of the corporation is as follows:

	NAME	RESIDENTIAL ADDRESS	POST OFFICE ADDRESS
President:	Joseph F. McCarthy	53 Town Farm Road Ipswich MA 01938	53 Town Farm Road Ipswich MA 01938
Treasurer:	Joseph F. McCarthy	53 Town Farm Road Ipswich MA 01938	53 Town Farm Road Ipswich MA 01938
Clerk:	Joseph F. McCarthy	53 Town Farm Road Ipswich MA 01938	53 Town Farm Road Ipswich MA 01938
Directors: (or officers having the powers of directors)	Joseph F. McCarthy	53 Town Farm Road Ipswich MA 01938	53 Town Farm Road Ipswich MA 01938

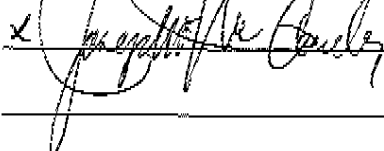
c. The fiscal year of the corporation shall end on the last day of the month of: December

d. The name and business address of the resident agent, if any, of the corporation is:

Joseph F. McCarthy, 53 Town Farm Road Ipswich MA 01938

I/We, the below signed incorporator(s), do hereby certify under the pains and penalties of perjury that I/we have not been convicted of any crimes relating to alcohol or gaming within the past ten years. I/We do hereby further certify that to the best of my/our knowledge the above-named officers have not been similarly convicted. If so convicted, explain.

IN WITNESS WHEREOF AND UNDER THE PAINS AND PENALTIES OF PERJURY, I/we, whose signature(s) appear below as incorporator(s) and whose name(s) and business or residential address(es) are clearly typed or printed beneath each signature, do hereby associate with the intention of forming this corporation under the provisions of General Laws, Chapter 180 and do hereby sign these Articles of Organization as incorporator(s) this 9 day of July, 20 13.

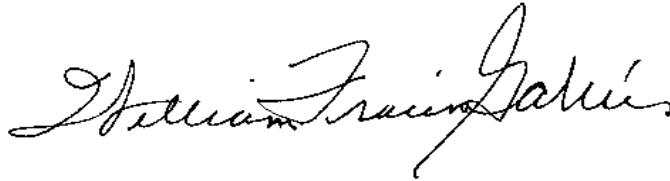
x 

*Note: If an existing corporation is acting as incorporator, type in the exact name of the corporation, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said corporation and the title he/she holds or other authority by which such action is taken.*

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:

July 11, 2013 11:00 AM

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

WILLIAM FRANCIS GALVIN

*Secretary of the Commonwealth*



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

No Fee

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

**Certificate of Change of Directors or Officers of Non-Profit Corporations**

(General Laws, Chapter 180, Section 6D)

**Identification Number:** 001111562

I, JOSEPH F. MCCARTHY \_\_\_ Clerk X Assistant Clerk ,

of IPSWICH PHARMACEUTICAL ASSOCIATES, INC.

having a principal office at: 53 TOWN FARM ROAD IPSWICH , MA 01938 USA

certify that pursuant to General Laws, Chapter 180, Section 6D, a change in the directors and/or the president, treasurer and/or clerk of said corporation has been made and that the name, residential street address, and expiration of term of the president, treasurer, clerk and each director are as follows: *(Please provide the name and residential street address of the assistant clerk if he/she is executing this certificate of change. Also, include the names of any additional officers of the corporation.)*

<b>Title</b>	<b>Individual Name</b> First, Middle, Last, Suffix	<b>Address</b> (no PO Box) Address, City or Town, State, Zip Code	<b>Expiration of Term</b>
PRESIDENT	JOSEPH F. MCCARTHY	53 TOWN FARM ROAD IPSWICH, MA 01938 USA	Until successors are duly elected and qualified
TREASURER	JOSEPH F. MCCARTHY	53 TOWN FARM ROAD IPSWICH, MA 01938 USA	Until successors are duly elected and qualified
CLERK	ELIZABETH MCCARTHY	53 TOWN FARM ROAD IPSWICH, MA 01938 USA	Until successors are duly elected and qualified
DIRECTOR	ELIZABETH MCCARTHY	53 TOWN FARM ROAD IPSWICH, MA 01938 USA	Until successors are duly elected and qualified
DIRECTOR	JOSEPH F. MCCARTHY	53 TOWN FARM ROAD IPSWICH, MA 01938 USA	Until successors are duly elected and qualified

**SIGNED UNDER THE PENALTIES OF PERJURY, this 31 Day of January, 2019,**  
**JOSEPH F. MCCARTHY , Signature of Applicant.**

---

# IPA By-Laws

## ARTICLE I

### OFFICES

The office of the Corporation shall be located in the city and state designated in the Certificate of Incorporation. The Corporation may also maintain office at such other places the State as the Board of Directors may from time to time approve for the Corporation if required.

## ARTICLE II

### BOARD OF DIRECTORS

1. The Corporation shall be managed by its Board of Directors. Each director shall be at least 18 years of age. The number of Directors constituting the entire Board shall not be less than two. Subject to the foregoing, the number of Board of Directors may be fixed from time to time by action of the Members or of the Directors. The number of Directors may be increased or decreased by action of the Members or the Board of Directors, provided that any action by the Board of Directors to affect such increase or decrease shall require the vote of a majority of the entire Board of Directors. No decrease shall shorten the term of any Director then in office.
2. The first Board of Directors shall consist of those persons elected by the Incorporators or named as the initial Board of Directors in the Certificate of Incorporation of the Corporation, and they shall hold office until the first Annual Meeting of Members, and until their successors have been duly elected and qualify. Thereafter, Director shall be elected to hold office until the expiration of the term for which he or she was elected, and until his or her successor has been duly elected and qualified, or until his prior death, resignation or removal.
3. (a) Any Director may be removed with or without cause by vote of the Members of the Corporation. The Board of Directors may remove any director thereof for cause only, at any special meeting of the Board called for that purpose.  
  
(b) A Director may resign from office at any time by delivering a written resignation to the Board of Directors. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof by the Corporation. Acceptance of such resignation, unless required by the terms thereof, shall not be necessary to make it effective.
4. Newly-created directorships or vacancies in the Board of Directors may be filled by a vote of majority of the Board of Directors then in office, although less than a quorum, unless otherwise provided in the Certificate of Incorporation of the Corporation. Vacancies occurring by reason of the removal of directors without cause shall be filled by a vote of the

Members. A director elected to fill a vacancy caused by resignation, death or removal shall be elected to hold office for the unexpired term of his predecessor.

5. (a) Meetings of the Board shall be held at any place within or without the Commonwealth of Massachusetts as the Board may from time to time fix or as shall be specified in the notice, or waiver of notice thereof. An annual meeting of the Board of Directors shall be held at such time and place as shall be fixed by the Board of Directors from time to time or by the person or persons calling the meeting.

(b) No notice shall be required for annual meetings of the Board of Directors for which the time and place have been fixed. Special meetings may be called by or at the direction of the Chairman of the Board, the President, or by a majority of the directors then in office.

(c) Notice of time and place of each special meeting of the Board of Directors shall be mailed to each Director, postage prepaid, addressed to him or her at his or her residence or usual place of business, or at such other address as he or she may have designated in a written request filed with the Secretary of the Corporation at least eight days before the day on which the meeting is to be held, provided, however that if such notice is for a special meeting requiring prompt action, such notice may be sent to him or her at such address by email or facsimile transmission or by telephone, not less than forty-eight hours before the time at which such meeting is to be held. The requirement for furnishing notice of a meeting may be waived by any Director who signs a Waiver of Notice before or after the meeting or who attends the meeting without protesting the lack of notice to him or to her.

6. (a) Except as otherwise stated by law, the Certificate of Incorporation of this Corporation or these Bylaws, a majority of the Board of Directors shall constitute a quorum for the transaction of business or of any specified item of business. At any meeting held to remove one or more Directors a quorum shall consist of a majority of the Directors present at such meeting. Whenever a vacancy on the Board of Directors prevents a quorum from being present, then, in such event, the quorum shall consist of a majority of the Members of the Board of Directors excluding the vacancy. A majority of the Directors present, whether or not a quorum is present, may adjourn a meeting to another time and place. Except as otherwise stated by law or these Bylaws, the vote of a majority of the Directors present at the time of vote, if a quorum is present at such time shall be the act of the Board.

(b) Any action required or permitted to be taken by the Board or any committee thereof may be taken without a meeting if all Members of the Board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the Members of the Board or committee shall be filed with the minutes of the proceedings of the Board or committee.

(c) Any one or more Members of the Board or a committee thereof may participate in a meeting of the Board or committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

7. The Chairperson of the Board, if any, shall preside at all meetings of Members and of the Board of Directors. If there be no Chairperson or in his absence, the President shall preside and, if there be no President or in his absence any other Director chosen by the Board, shall preside.
8. Whenever the Board of Directors shall consist of more than two persons, the Board of Directors may designate from their number, an executive committee, and other standing committees. Such committees shall have such authority as the Board of Directors may delegate, except to the extent prohibited by law. In addition, the Board of Directors may establish special committees for any lawful purpose, which may have such power as the Board of Directors may lawfully delegate.

### ARTICLE III

#### OFFICERS

1. The Board of Directors may elect or appoint a Chairperson of the Board of Directors, a President, one or more Vice-Presidents, a Secretary, a Treasurer, one or more Assistant Secretaries or Treasurers, or such other officers as the Board of Directors may from time to time appoint. One person may hold more than one office in the Corporation except that no one officer may hold the offices of President and Secretary.
2. Each officer shall hold office until the Annual Meeting of the Board of Directors and until his successor has been duly elected and qualified.
3. Any officer may be removed with or without cause by a vote of the majority of the Board of Directors.
4. The Chairperson shall preside at all meetings of the Board of Directors.
5. (a) The President shall be the chief executive officer of the Corporation, shall have general supervision of the affairs of the Corporation, and shall keep the Board of Directors fully informed about the activities of the Corporation. He or she shall have the power to sign alone, unless the Board of Directors shall specifically require an additional signature, in the name of the Corporation, all contracts authorized whether generally or specifically by the Board. He or she shall perform such other duties as shall from time to time be assigned to them by the Board of Directors.

(b) In the absence or disability of the President of the Corporation, the Vice-President or, if there be more than one, the Executive Vice-President shall perform all the duties of the President. The Vice-President shall perform such duties as may be prescribed by the Board of Directors from time to time.

(c) The Secretary shall attend all meetings of the Members and the Board of Directors, and of the executive committee, and shall preserve in the books of the Corporation true minutes of the proceedings of all meetings. He or she shall safely keep in his or her custody the seal of the Corporation and shall have authority to affix it to all instruments where its use is required. He or she shall give all notices required by statute, by these Bylaws, or resolution

and shall perform any other duties as may be delegated by the Board of Directors or by the executive committee.

(d) The Treasurer shall keep or cause to be kept full and accurate accounts of receipts and disbursements of the Corporation. He or she shall have the care and custody of all of the funds and securities of the Corporation, and shall deposit or cause to be deposited said funds in the name and to the credit of the Corporation in such bank accounts at such depositories as the Board of Directors may from time to time determine. He or she shall disburse funds of the Corporation as may be ordered by the Board, taking proper vouchers for the disbursements, and shall render to the president and directors at the annual meetings of the board, and whenever requested by them, an account of all treasurer transactions and of the financial condition of the Corporation. If required by the Board, he or she shall deliver to the President of the Corporation, and shall keep in force, a bond in form, amount and with a surety or securities satisfactory to the board, conditioned for faithful performance of the duties of the office, and for restoration to the Corporation in case of death, resignation, retirement or removal from office, of all books, papers, vouchers, money and property of whatever kind in the possession or control of the treasurer and belonging to the corporation. He or she shall when duly authorized by the Board of Directors, sign and execute all contracts in the name of the Corporation when counter-signed by the President; sign checks, drafts, notes and orders for the payment of money that shall have been duly authorized by the Board of Directors and counter-signed by the President.

(e) The Assistant Secretary, in the absence or disability of the Secretary, shall perform the duties and exercise the powers of the Secretary. The Assistant Treasurer, in the absence or disability of the Treasurer, shall perform the duties and exercise the powers of the Treasurer.

#### ARTICLE IV

##### BOARD OF ADVISORS

1. The Board of Directors may appoint, from time to time, any number of persons as advisors to the Corporation, to act either singly or as a committee or committees. Each such advisor shall hold office at the pleasure of the Board, and shall have such authority and obligations as the Board may from time to time determine.
2. No such advisor of the Corporation shall receive any salary, compensation, or emolument for any service rendered to the Corporation, except that the Board of Directors may authorize reimbursement of expenditures reasonably incurred on behalf of activities for the benefit of the Corporation.

#### ARTICLE V

##### MISCELLANEOUS

1. The Corporation shall keep at the principal office of the Corporation, complete and correct records and books of account of the Corporation, including a minute book, which shall contain a copy of the Corporation's Certificate of Incorporation, a copy of these Bylaws and

all minutes of meeting of the Boards of Directors, or any committee thereof, of the Members, as well as a list or record containing the names and address of all Members.

2. The corporate seal shall be in such form as the Board of Directors shall from time to time prescribe.
3. The fiscal year of the Corporation shall be fixed by the Board of Directors from time to time, subject to applicable law.

## ARTICLE VI

### CONTRACTS, CHECKS, BANK ACCOUNTS AND INVESTMENTS

1. The Board of Directors is authorized to select such depositories as it shall deem proper for the funds of the Corporation and shall determine who shall be authorized in the Corporation's behalf to sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts and documents.
2. The funds of the Corporation may be retained in whole or in part in cash or be invested and reinvested from time to time in such property, real, personal or otherwise, including stocks, bonds or other securities, as the Board of Directors may deem desirable.

## ARTICLE VII

### INDEMNIFICATION

The Corporation may, to the fullest extent now or hereafter permitted by law, indemnify any person made, or threatened to be made, a party to any action or proceeding by reason of the fact that he, his testator or intestate was at any time, a director, officer, or employee of the Corporation, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees.

The right of indemnification under this section shall be a contract right inuring to the benefit of the directors, officers, other persons entitled to be indemnified hereunder, and no amendment or repeal of this section shall adversely affect any right of such director, officer or other person existing at the time of such amendment or repeal.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of a director, officer or other person entitled to indemnification hereunder. The indemnification provided hereunder may, to the extent authorized by the corporation, apply to the directors, officers and other persons associated with constituent corporations that have been merged into or consolidated with the corporation who would have been entitled to indemnification hereunder had they served in such capacity with or at the request of the corporation.

The right of indemnification under this section shall be in addition to and not exclusive of all other rights to which such director, officer or other persons may be entitled. Nothing contained in this section shall affect any rights to indemnification to which corporation employees or agents,

## **FFD Enterprises MA, Inc**

### **Diversity Plan**

FFD Enterprises MA, Inc (“FFD MA”) is committed to advancing equity among women, minorities, veterans, people with disabilities, and people of all gender identities in the adult-use cannabis industry in Massachusetts through its diversity plan. The specific goals of FFD MA’s diversity plan are twofold: (i) to hire individuals from each of the groups listed above to fill job openings at its Rowley retail location in conformity with the following quotas – 60% women, 20% minorities, 10% veterans, 5% individuals with disabilities, and 5% individuals who have nonconforming gender identities and/or who identify as not being heterosexual – and to provide them with the tools to ensure their success and (ii) to hire a workforce for its cultivation facility in Hinsdale that is equally if not more racially diverse than the average demographics in Berkshire County and to provide those minorities with the tools to ensure their success. In service thereof, FFD MA has adopted the following three programs: 1) advertising employment opportunities with local career centers, 2) establishing relationships with specific organizations for the purpose of networking with their constituencies for employment purposes and providing information on employment opportunities, and 3) providing cultural training on cultural sensitivity and recognizing unconscious bias at least two (2) times per year. FFD MA will adhere to the requirements set forth in 935 CMR 500.105 (4), which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment. (5) To have all management register for the Commission’s “Equity Services Program” to be a resource or employer for social equity applicants. Any actions taken or

programs instituted by FFD MA will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws. The specifically named organizations in this letter have been contacted and will work with FFD MA in furthering its goals.

## **II. Programs**

### **A. Advertising Employment Opportunities with Career Centers.**

FFD MA plans to advertise its open positions with local career centers by posting job openings on their respective websites. Those centers include the Merrimack Valley Career Center in Haverhill, the North Shore Career Center in Lynn and the MassHire Berkshire Career Center. Additionally, FFD MA will post its job openings on the career center websites of Northern Essex Community College located in Lawrence, North Shore Community College located in Danvers, and Berkshire Community College located in Pittsfield. All job postings will include the statement that any applicants who are minorities, women, veterans, people with disabilities, or people of diverse gender identities or sexual orientations will be given special consideration in the hiring process. They will be monitored daily, and responses to them will be reviewed on a daily basis by the hiring managers and Director of HR.

### **B. Providing Employees Who Are Women, Minorities, Veterans, Individuals with Disabilities, or Individuals Who Have Nonconforming Gender Identities and/or Who Identify as Not Being Heterosexual with the Tools for Success.**

In addition to specifically targeting women, minorities, veterans, individuals with disabilities, or individuals who have nonconforming gender identities and/or who identify as not being heterosexual for hiring, FFD MA will also provide the following tools to ensure their success: (1) weekly mentorship meetings with management and (2) at the Rowley location, structured, bi-monthly management training seminars. Employees who are women, minorities, veterans, individuals with disabilities, or individuals who have nonconforming gender identities and/or who identify as not being heterosexual will have weekly one-on-one mentorship meetings with the Rowley Store Manager or the Hinsdale Cultivation Facility General Manager as appropriate. These meetings are intended to provide a forum for the employee to discuss his or her personal development goals directly with management and to come up with strategies to meet those goals. Additionally, employees will be encouraged to share any challenges that they are facing in their employment with the intention that management will provide guidance on how to resolve the conflict or, if appropriate, will address the matter directly with the appropriate individuals. Additionally, these meetings will present an opportunity for employees who are women, minorities, veterans, individuals with disabilities, or individuals who have nonconforming gender identities and/or who identify as not being heterosexual to share their ideas about how to improve FFD MA privately and directly with management. FFD MA will also hold mandatory bi-monthly management training seminars to be conducted by the Rowley Store Manager. All retail employees will be required to attend. These seminars will focus on developing leadership skills, conflict resolution skills and empathy towards fellow co-workers and

customers/patients. During these seminars, employees will be encouraged to share ideas and experiences that will help the company improve and grow.

**C. Providing Cultural Training on Cultural Sensitivity and Recognizing Unconscious Bias**

At least twice per year, FFD MA will conduct cultural training on cultural sensitivity and recognizing unconscious bias at both its Rowley location and its Hinsdale location. This training will ensure that all employees understand what FFD MA (and the law) considers appropriate and inappropriate behavior towards people based on their race, ethnicity, age, gender, religion, disability or gender identity or sexual orientation. In addition to the list of characteristics that are protected against discrimination and harassment, this training will also explore the types of inclusive actions that can improve teamwork and motivation. This training will help employees understand the nuances of cross-culture communication, and the importance of words, actions, gestures and body language in cultivating relationships with different people and groups. This training should stimulate ongoing conversations among co-workers about how to deal with bias and insensitive remarks and behavior. It will also encourage employees to speak up, ask questions, raise concerns and report incidents of discrimination they experience or observe.

**Measures of Success**

In order for Programs A-C to be considered successful, no less than 60 days prior to the provisional license renewal for the Rowley retail store (i) the following hiring quotas must be met - 60% women, 20% minorities, 10% veterans, 5% individuals with disabilities, and 5% individuals who have nonconforming gender identities and/or who identify as not being heterosexual; (ii) every employee who is a woman, minority, veteran, an individual with a

disability, or an individual who has a nonconforming gender identity and/or who identifies as not being heterosexual has received weekly mentorship meetings for each week that the employee is in attendance and (iii) bi-monthly management training seminars were held at the Rowley location. On a bi-monthly basis, FFD MA's Rowley Store Manager and Hinsdale Cultivation Facility General Manager will review the number of hires made, meetings held, and training seminars performed to ensure that FFD MA is on track to meet its goals as well as to adjust hiring priorities accordingly. The entire workforce hired for the cultivation facility must be equally if not more racially diverse than the average demographics in Berkshire County. In order for Program C to be successful, no less than 60 days prior to the respective provisional license renewal dates for the retail store and the cultivation facility, FFD MA's Store Manager and the Cultivation Facility General Manager are responsible for ensuring that two (2) cultural sensitivity trainings are conducted per year.

#### **D. 2020-2021 Updates**

1. Due to COVID-19, FFD MA has focused its hiring online versus through hiring fairs and career services centers. We have been unable to conduct interviews in person, making Indeed and other online sites significantly more feasible. Even though our hiring initiatives have been through other means, we are incredibly proud of hitting our diversity employment goals beyond local demographics in both our cultivation and retail facility.
2. FFD MA has made substantial progress toward its diversity goals in the past year. Most notably, FFD MA is well on its way to achieving its long-term diversity hiring goals. As

of May 2021 FFD MA's staff consists of, Rowley: 66.6% female employees, 22.2% minority employees, 16.6% Non hetero/non gender conforming employees, 5.55 disabled employees, 0% veteran employees. Hinsdale: 25% female employees, 8.33% minority employees.

3. FFD MA completed one cultural sensitivity training versus our goal of two. As we opened late due to COVID-19, our timeline was delayed with staff. We do plan to complete the second within one year of being operational in Rowley and Hinsdale.

# **Standard Operating Procedure General Commercial Cannabis Retail**

**Objective Statement : Commercial Cannabis Retail Sec. p.1.2**

**Activity : Energy Efficiency and Conservation Policies**

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## **1. Potential Energy Use Reduction Policy**

- The general manager, assistant manager or floor lead shall be responsible for identifying and implementing potential energy use reduction opportunities.
- As a matter of policy, the overhead lighting shall utilize T8 fluorescent bulbs.
- LED lights shall be used in the display cases.
- Natural lighting shall be used as much as possible.

## **2. Opportunities for Renewal Energy**

- The Establishment does not have an opportunity for renewable energy generation. The Establishment is a rental tenant in a multi-unit commercial building; as such, the Establishment lacks the legal authority to modify the physical plant of the building.

## **3. Strategies to Reduce Electrical Demand**

- The physical structure of the Establishment is controlled by two split units – one covering the front half of the store, and the other covering the back half. The split units allows the Establishment to adjust heating and cooling in each unit separately, reducing the overall electrical demand.
- The east wall entrance is 70% thermal glass that utilizes heat and sun for full day, limiting the use of supplemental heating systems.

## **4. Engagement with Energy Efficiency Programs**

- The general manager shall be responsible for enrolling the Establishment in all energy efficiency programs offered under M.G.L. c. 25, § 21 to the greatest extent

# Standard Operating Procedure

## General Commercial Cannabis Retail

**Objective Statement : Commercial Cannabis Retail Sec. g.1.1**

**Activity : Quality Control and Monitoring**

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### TASK 1 : Monitoring for Quality Control and Testing for Contaminants

Any product to be sold at the Marijuana Establishment must first be tested for contaminants in compliance with 935 CMR 500.105(3)(b) by third-party lab prior to being offered for sale. All testing must be conducted by an independent laboratory that is:

i. Accredited to International Organization for Standardization (ISO) 17025

by a third-party accrediting body that is a signatory to the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement; or

ii. Certified, registered, or accredited by an organization approved by the Commission.

### TASK 2 : Marijuana Establishment Reporting and Errors

The Marijuana Establishment recognizes that protocol and procedures need to be in place to handle errors in dispensing and reporting. Identifying and eliminating errors is crucial to the success of its security and anti-diversion plans. Should a customer have a problem with the marijuana that was purchased, the customer needs to be able to immediately contact the Marijuana Establishment.

If, pursuant to 935 CMR 500.335, the Commission issues an order to the Establishment

to remove or prohibit any type or form of Marijuana or Marijuana Product pursuant to 935 CMR 500.335, the Establishment shall accept Consumer returns of used and unopened product for a period of 30 days after the date of the order. Such product shall be disposed of in accordance with the Storage and Waste Procedure contained herein.

# **Standard Operating Procedure General Commercial Cannabis Retail**

**Objective Statement : Commercial Cannabis Retail Sec. f.1.1**

**Activity : Record-Keeping and Inventory**

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**Facility :** Cannabis infrastructure should include the following :

- Clean area for computer and office supplies - Secure area for storing documents and computers / servers to prevent unauthorized users from accessing the data - Printers for traceability tags and plant identification numbers

**Inputs :** These are the items required on-site :

- Internet access - METRC software - Computer to run traceability, accounting, HR, and software required for operations of the Retail site - METRC supplies for printing required barcodes (ink, paper, stickers) - Flowhub Inventory Management system

**Personnel :** Requirements for the people that will be working on-site :

- Meet minimum age, criminal background, and other criteria set forth by the state as stated in 935 CMR 500 - Have filled out proper state required documents to be qualified as an employee or contractor (W-4, I-9, W-9, 1099 and others) - Personnel must be educated on state regulations and compliance requirements of general personnel on-site - Any employees or contractors working with METRC must be educated on the

supply chain and METRC functions and requirements

## **General Requirements**

- All required records must be available for inspection upon request of the commission.
  - 1) Paper documents must be used, stored, and filed correctly.
  - 2) Digital documents must be stored on the google drive.
- Notify CCC within 24 hours of discovering records have been tampered with
- If a marijuana agent is terminated, the personnel file maintained for 12 months following such Agent's termination
- All records must be maintained for at least 2 years after the establishment closes.
- If inventory is taken using a recording device, such inventory shall be transcribed immediately.
- The record of inventory shall include date, summary of findings, and sign-off of those who conducted the inventory.
- When changing location of product on the premises, ensure product is clearly grouped according to strain, source ID, and entered into corresponding location with physical location on the METRC.

### **TASK 1 : Maintain Real-time Inventory**

- New product arrives at the Marijuana Establishment. Any product that the Marijuana Establishment has purchased to be sold retail must have been tested in accordance with the testing requirements set forth in 935 CMR 500.160: *Testing of Marijuana and Marijuana Products* prior to transportation to the Marijuana Establishment

- Product is transported through the front entry directly to the vault
- All product should already have METRC RFID tags
- On the RFID tag, the receiver should write the name of the product and the date that it was received in black permanent marker on both the top and bottom halves of the tag
- Inside the vault, A.M. physically checks products against transportation manifest
- Make adjustment in METRC to indicate that products have been transferred to the Marijuana Establishment's custody (see Task 2 below for instruction on adjustment in METRC)
- All use of METRC will conform to the guidelines set forth in the Commission's *Seed-to-Sale Tracking Guidance* released in September 2018.
- Make any requisite adjustment in FlowHub to reflect the same
- Store inventory in vault in an organized fashion until it needs to be removed to re-stock front of house
- No inventory stored in display cases
  - Customer purchases logged in FlowHub, which automatically updates METRC
  - Any pre-orders that are not picked up are returned to inventory (change status in FlowHub and METRC, return to vault)
  - At the close of the day, all product from front of house is returned to vault

TASK 2 : Adjusting inventory as product is moved and sub-divided or converted into additional products or sent to external facilities

Step 2A : When product is being converted from one form to another or a bulk lot of

inventory is being adjusted to have a portion taken out, verify the source of the order is authorized to make adjustments

Step 2B : Once verified, document the initial weight and allocate portion to adjustment in traceability system

Step 2C : Determine expected remaining amounts and amount needed from lot

### TASK 3: Transfer between Marijuana Establishments and MTCs

- At the time of the writing of this SOP, the Marijuana Establishment, which shall be retail store, shall purchase its product wholesale. Any such product must be tested in accordance with the regulations.
- At this time, the Marijuana Establishment's medical cultivation facility is non-operational; once it becomes operational, the Establishment will create policies and procedures concerning the transfer of Marijuana and Marijuana Products from the medical cultivation facility to the Establishment.

### TASK 4 : Conduct Inventory Review

- Inventory reviews shall be performed by either the inventory manager and at least one other individual - another assistant manager, a floor lead or the general manager.
- Such reviews shall be conducted on at least a monthly basis; there will also be a comprehensive annual review and audits from time to time.
- In the event that any unusual discrepancy in weight or inventory is detected, the manager shall contact the Cannabis Control Commission to report it within 24 hours.
- The record of each inventory shall include the date of the inventory, a summary of

inventory findings and the names, signatures and titles of the individuals who conducted the inventory

- Detailed Instructions:

- Pull current inventory report from Flowhub into Excel.
- Hide quantities
- Print sheet and give to agent (cycle counts, nightly counts) or inventory manager and chosen agent (monthly, comprehensive, etc.)
- Physically count inventory
- Working with one supplier at a time, write physical counts next to each line item
- Once one supplier counts are complete, employee shall input values
- Employee must retrieve spreadsheet and unhide column for quantity
- Employee must input the physical counts onto the spreadsheet under “quantity on shelf”
  - A second employee completes the next supplier’s physical counts while this is being done
- Compare “quantity” column to “quantity on shelf” column to identify any discrepancies
- Repeat the above process for reconciliation in METRC

### **How do you resolve discrepancies?**

1. Double-check Flowhub for correct quantities on-hand ensuring no product in question has been sold during the time of the inventory

2. Double-check METRC for correct quantities on-hand ensuring no product in question has been sold during the time of the inventory
3. Double-count the “quantity on shelf”
4. If still unresolved, ask for assistance

### TASK 3 : Maintain Patient Supply

- **Required Supply-** Ensure registered patients have access to a sufficient quantity and variety of marijuana and marijuana products.

- During the first month of operations, 35% of all on hand inventory must be designated as the “Medical Reserve” inventory
- After the first month, use the sales data reports from Flowhub and METRC to establish sufficient par levels for the demand of marijuana for registered patients.

- **On Hand Supply**

- When ordering products for the medical reserve, to the best of the inventory control manager’s ability, he or she will acquire most of the products and strains that were sold in the previous six months.
  - Reasons this might not be possible include
    - Vendor supply restrictions
    - Customer requests or feedback
- If there are substitutions to the product supply
  - Any substitutions will reflect similarities to the original products or strains.

- the inventory manager will make the general manager aware
- all agents will be trained on the new products
- The inventory manager will document the product change and indicate the reason on the inventory incident log

#### TASK 4 : Maintain Financial Records and Business Records

- Financial records prepared in accordance with GAAP, maintained on the premises in electronic format and updated quarterly or upon audit (internal or by CCC)
- Financial records shall include a statement of retained earnings and cash flow, income statement and balance sheet.
- List business records that must be maintained from regs
- Maintain for 2 years
- Following ME closure, all records shall be retained for 2 years post-closing at ME's expense in conformity with Commission's requirements regarding place and manner of storage

#### TASK 5 : Maintain Personnel Records

- Hiring manager maintains personnel records within HR management system, Wurk.
  - Wurk automatically stores employee data in a safe and secure network for the lifetime of the company.
- Maintain for 2 years
- List required info in records from regs
- Following ME closure, all records shall be retained for 2 years post-closing at ME's

expense in conformity with Commission's requirements regarding place and manner of storage

#### TASK 6 : Maintain Waste Disposal Records

- Inventory manager and another employee creates
- Maintain for 5 years
- List required info in records from SOP
- Maintained in accordance with Storage and Waste Disposal SOP
- Following ME closure, all records shall be retained for 2 years post-closing at ME's expense in conformity with CCC's requirements regarding place and manner of storage

# **Standard Operating Procedure General Commercial Cannabis Retail**

**Objective Statement : Commercial Cannabis Retail Sec. h.1.1**

**Activity : Staffing Plan and Staffing Records**

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## **a. Mandatory Personnel Records**

(1) Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions; (2) A personnel record for each marijuana establishment agent. Such records shall be maintained for at least 12 months after termination of the individual's affiliation with the Establishment and shall include, at a minimum, the following:

- a. All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
- b. Documentation of verification of references;
- c. The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
- d. Documentation of all required training including training regarding privacy and confidentiality requirements and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
- e. A copy of the application that the Establishment submitted to the Department on behalf of any prospective marijuana establishment agent;
- f. Documentation of periodic performance evaluations; and
- g. A record of any disciplinary action taken.

(3) The general manager shall be responsible for maintaining such records in compliance with the Establishment's WISP.

#### **b. Mandatory Employee Training**

Marijuana Establishment Agents are trained prior to performing job functions. Training shall be tailored to the roles and responsibilities of the job function of each marijuana establishment agent, and at a minimum, must include training on confidentiality, and other topics as specified by the Department. At a minimum, staff shall receive 8 hours of ongoing training annually.

#### **c. Staffing Plan.**

The Marijuana Establishment will conduct its hiring in accordance with its Diversity Plan included as Exhibit A. Aspects of recruitment shall be set forth in the Positive Impact Plan included as Exhibit B.

possible.

## **Standard Operating Procedure**

### **EMERGENCY ACTION PLAN**

The purpose of this SOP is to define potential emergencies staff may face during business operations. Follow up SOP's will provide specific instructions in the event an emergency occurs.

A facility emergency management plan is designed to educate and train facility employees on the actions and procedures to follow in the event of an emergency. In the case of an emergency, facility employees will need to respond quickly and think strategically in order to successfully manage the emergency situation. Having a good understanding of the facility emergency management plan will enable employees to better adapt to and handle emergencies.

All employees will be going through initial and recurrent training in emergency action plans, and will also be trained through mentoring and role playing on how to respond to different emergencies in the facility.

It is the responsibility of the Director of Security and Facility Manager to document emergency action plans, and to provide recurrent training for all employees for the plans.

**Burglary:** Burglary is legally defined as the criminal offense of breaking and entering a building illegally for the purpose of committing a crime. Burglaries generally will occur at the facility after operating hours and while there are no registered employees present. Typically, burglaries occur during the night and are not discovered until the next day during normal operating hours.

If upon entering the facility a registered employee notices something is afoul and upon investigation a burglary was determined to have occurred the previous night, then registered employees will be required to immediately secure the facility and document the incident.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Robbery or Theft:** Robbery is legally defined as the taking of money or goods in the possession of another, from his or her person or immediate presence, by force or intimidation. Robbery can be committed with or without a specific weapon. It can be initiated with a note, verbal threats, or complete takeover of the facility. The number one rule registered employees will need to follow when/if dealing with a robbery is to comply with all robber demands. Projecting calm when faced with a robbery, although not an easy task, aides in defusing the situation.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Fire Emergency:** A fire emergency can range from a small isolated fire that could possibly be managed by staff and onsite extinguishers, to a significant

potentially life-threatening fire. Preservation of life is always paramount.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Medical Emergency:** A medical emergency is an acute injury or illness that poses an immediate risk to a person's life or long-term health. This could involve a C.P.C. employee or guest. Immediate notification of emergency services, and making the subject comfortable is always the priority. C.P.C. staff should only assist to the level of their training.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Active Shooter:** An active shooter incident is defined by U.S. government agencies as "an individual actively engaged in killing or attempting to kill people in a confined and populated area." Although, it can be committed by more than one perpetrator, and in less confined spaces. An Active Shooter incident does not always involve the use of a firearm. Evacuation, lockdown, and confronting the shooter are all viable options, with the preservation of life being the ultimate priority.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Transportation Emergency:** It is anticipated that unforeseen emergencies may occur during the transportation of product. Motor vehicle accidents, transport vehicle mechanical failure, and a medical emergency involving a transport staff member are only a few examples of potential transportation emergencies. No one policy can cover all contingencies. We have developed an SOP in the event our transport staff find themselves in an emergency situation.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**False Alarm:** Repeated false alarms degrade the credibility of the alarm systems. All C.P.C. staff will take efforts to minimize the frequency of false alarms. False alarms can take place through the building, or the duress alarm systems. They not only waste valuable emergency service resources, but they also needlessly jeopardize public safety.

Registered employees will be required to document the incident and notify all required authorities as directed by the Incident Reporting SOP, and the Commission. Document the situation in the Emergency Situation Documentation log sheet.

**Employee/Guest Theft:** Employee and guest theft, or diversion of inventory is an unfortunate reality of any retail business. C.P.C. has implemented rigorous hiring, security, visitor maintenance, and inventory measures in an effort to minimize the diversion of inventory. C.P.C.

maintains a zero-tolerance policy regarding theft.

Inventory theft comes in different forms – inside theft and outside theft. Inside theft occurs when an employee removes inventory without permission and without paying for it. Outside theft occurs when a non-employee steals an item(s) from the facility. There is also a hybrid version when an employee collaborates with an outside person to steal inventory from the dispensary.

Our surveillance system is capable of recording all incidents, except those that happen in the bathrooms. However, theft is a crime of opportunity, and with employees it may occur when something is being moved, something is not given to a customer when it is paid for, or when an accounting error occurs and excess inventory over what is reported is either brought to the dispensary or is there after an inventory count.

We have two ways to detect theft – actual observance, or inventory reports that indicate something is missing. If an employee observes a theft by an employee, he or she is obligated to bring it to the facility's manager attention. The manager will observe tapes and inventory counts, and determine the correct course of action. When inventory is stolen by an outsider, the police and the executive director are alerted, and the previous robbery procedures are followed in reporting the incident by the director.

**Evacuation Plan:** The Evacuation Standard Operating Procedure provides guidance related to pre-planning, training and evacuation drills. This procedure includes short-term and long-term evacuations, which include transportation plans, offsite-sheltering locations with sheltering guidelines for staff and guests, procedures for moving required materials and supplies, and re-entry guidelines.

Separating Financial Records for Medical-Use and Adult-Use

FFD Enterprises MA, Inc. ("FFD MA") will use proprietary software to separate financial records for medical-use from those for adult-use.

FFD MA has chosen the software, Leaf Logix, as our point of sale (POS) system and main portal of business information tracking. Leaf Logix integrates via API to the other programs we are using, QuickBooks (Accounting Software) and the state traceability software, METRC. Leaf Logix has a full suite of custom reports including inventory records for tax purposes separately for both medical use and adult use. Additionally, Leaf Logix has a robust Business Intelligence/Data Analytics tool integrated into the software. Leaf Logix has onboarded FFD MA to the program, assuring we are fully aware of how to access and manage our financial records. FFD MA's GM, ASM, all Leads, the Regional Retail Manager and the Director of Compliance & Security are fully trained and well versed in managing and reconciling inventory between Leaf Logix and METRC to ensure full compliance.

Separating Medical and Recreational Products at the Point of Sale

FFD Enterprises MA, Inc. ("FFD MA") will use proprietary software to separate products for medical-use from those for adult-use at the point of sale.

FFD MA has chosen Leaf Logix for the point of sale (POS) system. Leaf Logix uses integration with METRC and the batch tracking system to segregate and manage both medical and adult-use inventories and sales. Leaf Logix has features such as the permission-based employee management system to limit access to sensitive features in the system such as inventory control and program settings. Additional features and safeguards include barcode scanning for accuracy at the point of sale, inventory auditing and system alerts.

Storage of physical inventory will be separated by medical and adult use and will be clearly labeled to include the corresponding RFID tag from METRC. The point-of-sale locations will be clearly indicated for medical or adult-use sales. Sales associates will be verifying identification at the point of sale as well. FFD MA's GM, ASM, all Leads, the Regional Retail Manager and the Director of Compliance & Security are fully trained and well versed in the tracking and reconciling of inventory between Leaf Logix and METRC to ensure there are no discrepancies in Medical and Recreational inventory.

# Standard Operating Procedure

## General Commercial Cannabis Retail

**Objective Statement : Commercial Cannabis Retail Sec. b.1.1**

**Activity : Employee Security Policies**

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1. Personal Safety.

- a. No employee, manager, agent or volunteer will ever be alone in the store during business hours.
- b. Closing and opening the store will always be done with at least two marijuana establishment agents present.
- c. Never leave inventory or cash on the sales counter.
- d. Never turn your back to a customer.
- e. Always make your manager is aware if you need a cash drop, and have them escort you and the cash to the cash processing area.
- f. Always report any suspicious behavior to a floor lead or the manager on duty.
- g. You have the right to refuse service if you feel the customer is endangering themselves, other customers, or the general public.

2. Crime Prevention. ***Proximity Swipe Cards.*** The Marijuana Establishment shall utilize proximity swipe cards for its employees. These cards will only allow the cardholder access

to the parts of the Retail facility that the holder needs to enter to accomplish his or her job duties. This also creates a footprint of each cardholder's activity. Any employee that is terminated shall immediately have his or her card deactivated, and such termination shall be reported to the Commission within 24 hours.

**Video Monitoring.** In addition to proximity swipe cards, the Marijuana Establishment shall monitor specific areas of the Retail facility through a video monitoring system which shall video record 24/7. Recorded video shall be retained for a minimum of 90 days as is required by the commission.

3. Incident Reporting. *See Security SOP contained herein.*