



Massachusetts Cannabis Control Commission

Marijuana Cultivator

General Information:

License Number: MC282136
Original Issued Date: 06/16/2020
Issued Date: 05/13/2021
Expiration Date: 06/16/2022

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: JAMACO, LLC

Phone Number: 978-834-6702
Email Address: matt@jamacollc.com

Business Address 1: 35 Buttonwood Road
Business City: Amesbury
Business State: MA
Business Zip Code: 01913
Business Address 2:
Mailing Address 1: 35 Buttonwood Road
Mailing City: Amesbury
Mailing State: MA
Mailing Zip Code: 01913
Mailing Address 2:

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

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

RMD INFORMATION

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

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 35
Percentage Of Control: 35

Role: Board Member	Other Role: Manager	
First Name: Matthew	Last Name: Gillard	Suffix:
Gender: Male	User Defined Gender:	

What is this person's race or ethnicity?: Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian), American Indian or Alaska Native, Some Other Race or Ethnicity

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 2

Percentage Of Ownership: 31	Percentage Of Control: 31	
Role: Board Member	Other Role: Head cultivation manager	
First Name: Christopher	Last Name: Gillard	Suffix:
Gender: Male	User Defined Gender:	

What is this person's race or ethnicity?: Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian), American Indian or Alaska Native, Some Other Race or Ethnicity

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 3

Percentage Of Ownership: 17	Percentage Of Control: 17	
Role: Board Member	Other Role:	
First Name: Timothy	Last Name: Healy	Suffix:
Gender: Male	User Defined Gender:	

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 4

Percentage Of Ownership: 16	Percentage Of Control: 16	
Role: Board Member	Other Role: Treasure	
First Name: Melinda	Last Name: Fields	Suffix:
Gender: Female	User Defined Gender:	

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 5

Percentage Of Ownership: 1	Percentage Of Control: 1	
Role: Board Member	Other Role:	
First Name: Christopher	Last Name: Deorocki	Suffix:
Gender: Male	User Defined Gender:	

What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)

Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

CLOSE ASSOCIATES AND MEMBERS

No records found

CAPITAL RESOURCES - INDIVIDUALS

Date generated: 05/24/2021

Individual Contributing Capital 1

First Name: Timothy Last Name: Healey Suffix:
Types of Capital: Monetary/Equity Other Type of Capital: Total Value of the Capital Provided: \$600000 Percentage of Initial Capital: 50
Capital Attestation: Yes

Individual Contributing Capital 2

First Name: Melinda Last Name: Fields Suffix:
Types of Capital: Monetary/Equity Other Type of Capital: Total Value of the Capital Provided: \$600000 Percentage of Initial Capital: 50
Capital Attestation: Yes

CAPITAL RESOURCES - ENTITIES

No records found

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

Owner First Name: Christopher Owner Last Name: Gillard Owner Suffix:
Entity Legal Name: Indoor plant kingdom llc Entity DBA:
Entity Description: Medical provider
Entity Phone: 207-251-8964 Entity Email: chris@indoorplantkingdom.com Entity Website:
Entity Address 1: 53 Webster Avenue Entity Address 2:
Entity City: Westbrook Entity State: ME Entity Zip Code: 04092 Entity Country: usa
Entity Mailing Address 1: 53 Webster Avenue Entity Mailing Address 2:
Entity Mailing City: Westbrook Entity Mailing State: ME Entity Mailing Zip Code: 04092 Entity Mailing Country: usa

DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 35 Buttonwood Road
Establishment Address 2:
Establishment City: Amesbury Establishment Zip Code: 01913
Approximate square footage of the Establishment: 21000 How many abutters does this property have?: 7
Have all property abutters have been notified of the intent to open a Marijuana Establishment at this address?: Yes
Cultivation Tier: Tier 02: 5,001 to 10,000 sq. ft. Cultivation Environment: Indoor

FEE QUESTIONS

Cultivation Tier: Tier 02: 5,001 to 10,000 sq. ft. Cultivation Environment: Indoor

HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Certification of Host Community	Single-page certification of host community	pdf	5cdc6967624ce5135e9228fa	05/15/2019

Agreement	agreement.pdf			
Community Outreach Meeting Documentation	Community outreach meeting documentation.pdf	pdf	5cdc69ff58ad7e1336c23e1c	05/15/2019
Plan to Remain Compliant with Local Zoning	Plan to Remain Compliant with Local Zoning.pdf	pdf	5cdc6a10acc50017edd5ecc9	05/15/2019

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.: \$1

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Plan for Positive Impact4.pdf	pdf	5e602b44a290f94426bd8e77	03/04/2020

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Other Role:
 First Name: Matthew Last Name: Gillard Suffix:
 RMD Association: Not associated with an RMD
 Background Question: no

Individual Background Information 2

Role: Other Role:
 First Name: Christopher Last Name: Gillard Suffix:
 RMD Association: Not associated with an RMD
 Background Question: no

Individual Background Information 3

Role: Other Role:
 First Name: Timothy Last Name: Healey Suffix:
 RMD Association: Not associated with an RMD
 Background Question: no

Individual Background Information 4

Role: Other Role:
 First Name: Melinda Last Name: Fields Suffix:
 RMD Association: Not associated with an RMD
 Background Question: yes

Individual Background Information 5

Role: Other Role:
 First Name: Christopher Last Name: Deorocki Suffix:
 RMD Association: Not associated with an RMD

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Articles of Organization	Scan0009.pdf	pdf	5cd3151c1e17b90a620c83e4	05/08/2019
Bylaws	Bylaws.pdf	pdf	5cd315f2a943080f66d73bed	05/08/2019
Department of Revenue - Certificate of Good standing	Good Standing from the Massachusetts Department of Revenue.pdf	pdf	5cf1603d722cea17c125f6a6	05/31/2019
Secretary of Commonwealth - Certificate of Good Standing	Certificate of Good Standing Secretary of Comm..pdf	pdf	5dd8056a9c1081532b9a686a	11/22/2019

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Department of Unemployment Assistance - Certificate of Good standing	Certificate of Good Standing - Department of Unemployment Assistance 03-22.pdf	pdf	605dde25d90419077cc3407f	03/26/2021
Secretary of Commonwealth - Certificate of Good Standing	Certificate of Good Standing Secretary of the Commonwealth.pdf	pdf	606310e77e61bd07773ac652	03/30/2021
Department of Revenue - Certificate of Good standing	Department of Revenue Good standing.pdf	pdf	60670d98bd015444c5501a04	04/02/2021

Massachusetts Business Identification Number: 001312192

Doing-Business-As Name:

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	Scan0010.pdf	pdf	5cd585a29852730f7c7dbeb5	05/10/2019
Proposed Timeline	Proposed Timeline 2.pdf	pdf	5df3cd4900f72d57285ecb9a	12/13/2019
Plan for Liability Insurance	Plan for Obtaining Liability Insurance 2.pdf	pdf	5df50591d74bf6532e9fedbf	12/14/2019
Plan for Liability Insurance	Jamaco LLC- 0100103116-1 Binder.pdf	pdf	605de11015bf0e07a4ba7456	03/26/2021
Proposed Timeline	Timeline.pdf	pdf	6065fb77694f45077ebc5a80	04/01/2021

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Policies and Procedures for cultivating.	Policies and procedures for cultivating.pdf	pdf	5cd6f33858ad7e1336c234ab	05/11/2019

Separating recreational from medical operations, if applicable	Separating recreational from medical operations, if applicable.pdf	pdf	5cd6f371bbb9651341337862	05/11/2019
Security plan	Security plan.pdf	pdf	5cd6f47c50e7af1803c1b290	05/11/2019
Storage of marijuana	Storage of marijuana.pdf	pdf	5cd6f596748dc71348c3447f	05/11/2019
Record Keeping procedures	Record Keeping procedures.pdf	pdf	5cd6f9c3c70e2b132b310f19	05/11/2019
Maintaining of financial records	Maintaining of financial records.pdf	pdf	5cd6fa0c41a4321320f2425f	05/11/2019
Qualifications and training	Qualifications and training.pdf	pdf	5cd6facc33099617d7940e9b	05/11/2019
Inventory procedures	Inventory Procedures.pdf	pdf	5dd965de8bdcfd57ae527300	11/23/2019
Transportation of marijuana	Transportation of marijuana 2.pdf	pdf	5df50cd8fe65bd5750700430	12/14/2019
Prevention of diversion	Prevention of diversion 2.pdf	pdf	5df513e8bb37d053183dd2a3	12/14/2019
Quality control and testing	Quality control and testing 2.pdf	pdf	5df51642d74bf6532e9fedca	12/14/2019
Personnel policies including background checks	Personnel policies including background checks 2.pdf	pdf	5df5177cbb37d053183dd2ab	12/14/2019
Policies and Procedures for cultivating.	Policies and procedures for cultivating 2.pdf	pdf	5df51e1b5e2d54535a9c09a6	12/14/2019
Diversity plan	Diversity plan4.pdf	pdf	5e602d2156474b469c1113f4	03/04/2020
Policies and Procedures for cultivating.	Cultivation Rev 1.pdf	pdf	605de1684967a0078ae97dbf	03/26/2021
Security plan	Security Measures Rev 1.pdf	pdf	605de19d7e61bd07773abdc8	03/26/2021
Restricting Access to age 21 and older	Restricting Access to 21 and Older.pdf	pdf	605de2fc1c41b407a7674948	03/26/2021
Prevention of diversion	Prevention Of Diversion Rev 2.pdf	pdf	605de3ae59735d07bd823764	03/26/2021
Storage of marijuana	Storage of Marijuana Rev 1.pdf	pdf	605de3f0c94e7f0783733584	03/26/2021
Transportation of marijuana	Transportation Rev 1.pdf	pdf	605de419d90419077cc340a4	03/26/2021
Inventory procedures	Inventory Procedure Rev 1.pdf	pdf	605de45f3e0ae507c9311d90	03/26/2021
Quality control and testing	Testing and Quality Control Rev 1.pdf	pdf	605de49b021c1507b3982c14	03/26/2021
Personnel policies including background checks	Personnel Policy Rev 2.pdf	pdf	605de5404967a0078ae97dc9	03/26/2021

ATTESTATIONS

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

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

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

Notification: I 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: JAMACO, LLC's plan to positively impact areas of disproportionate impact goals and status below:

- 1) Hire 50% of its staff from Haverhill an area of disproportionate impact. JAMACO, LLC currently has 1 full time employee. That employee resides in Haverhill.
- 2) To advertise employment in the Haverhill Gazette 4 times per year or as positions become available. First ad to print 04/07/2021
- 3) JAMACO, LLC will provide assistance to Emmaus the nightly homeless shelter in Haverhill, volunteer hours from all staff, as well as make a yearly monetary donation. We are currently speaking with Gretchen & Denise at Emmaus to get on the roster as a Cycle for Shelter rest stop, as well as discussing the volunteer opportunities.

COMPLIANCE WITH DIVERSITY PLAN

Diversity Progress or Success 1

Description of Progress or Success: JAMACO, LLC's diversity program is tailored to promote equity for the identified groups and to include them in our operations. Status below:

- 1) To advertise employment in the Haverhill Eagle Tribune 4 times per year, or as positions become available. First ad to print 04/07/2021
- 2) Distribution of workplace newsletter to encourage employees to recommend individuals falling into the listed demographics for employment. First newsletter planned for 05/01/2021 or after PFLI.
- 3) Biannual training or mentorship programs to promote their entry into the marijuana industry. To be planned upon receipt of PFLI.
- 4) Establish relationships with Emmaus and the Amesbury Carriage Museum that is diversity focused for the purpose of networking for possible employment purposes and provide training and informal sessions. To be planned upon receipt of PFLI.

HOURS OF OPERATION

Monday From: 7:00 AM	Monday To: 5:00 PM
Tuesday From: 7:00 AM	Tuesday To: 5:00 PM
Wednesday From: 7:00 AM	Wednesday To: 5:00 PM
Thursday From: 7:00 AM	Thursday To: 5:00 PM
Friday From: 7:00 AM	Friday To: 5:00 PM
Saturday From: 9:00 AM	Saturday To: 2:00 PM
Sunday From: 9:00 AM	Sunday To: 2:00 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

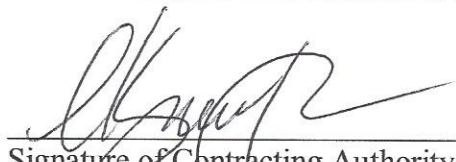
I, Matthew J. Gillard, (*insert name*) certify as an authorized representative of Jamaco, LLC (*insert name of applicant*) that the applicant has executed a host community agreement with City of Amesbury (*insert name of host community*) pursuant to G.L.c. 94G § 3(d) on October 5, 2018 (*insert date*).



Signature of Authorized Representative of Applicant

Host Community

I, C. Kenneth Gray, Mayor, (*insert name*) certify that I am the contracting authority or have been duly authorized by the contracting authority for City of Amesbury (*insert name of host community*) to certify that the applicant and City of Amesbury (*insert name of host community*) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on October 5, 2018 (*insert date*).



Signature of Contracting Authority or
Authorized Representative of Host Community

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, Matthew J. Gillard, (insert name) attest as an authorized representative of SAMACO, LLC (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 5/1/2019 (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 4/22/2019 (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 4/17/19 (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 4/17/19 (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.

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PUBLIC NOTICES

PUBLIC NOTICE

The Seabrook Planning Board will hold a public hearing at 6:30 PM on Tuesday May 7, 2019 at the Seabrook Town Hall in order to consider the following:

Case #2019-6 – Proposal by Planet Fitness for a change of use from retail to fitness club at 325 Lafayette Road, Tax Map 9, Lot 240.

Case #2019-7 – Proposal by 139 Folly Mill Road LLC. for a change of use to establish a coffee business at 139 Folly Mill Road, Tax Map 9, Lot 228.

NT – 4/22/19

JAMACO, LLC COMMUNITY OUTREACH PUBLIC NOTICE

Notice is hereby given that a Community Outreach Meeting for JAMACO, LLC, a proposed Marijuana Establishment, is scheduled for May 1, 2019 at 5:00 pm at the City of Amesbury Town Hall auditorium located at 62 Friend Street, Amesbury, MA. 01913. The proposed Tier 2 Cultivation Facility is anticipated to be located at 35 Buttonwood Road, Amesbury, MA. 01913. There will be an opportunity for the public to ask questions. There will be no retail sales at this facility.

NT – 4/22/19

TOWN OF SALISBURY MEETING NOTICE

The Citizens Advisory Committee will conduct a meeting, May 6, 2019 at 5:00 p.m. at Town Hall, 5 Beach Road, Salisbury, MA. The purpose

PUBLIC NOTICES

Notice of Self Storage Sale

Please take notice Prime Storage - Salisbury located at 242 Lafayette Rd., Salisbury, MA 01952 intends to hold an auction to sell the goods stored by the following tenants at the storage facility. The sale will occur as an online auction via www.storage-treasures.com on 5/8/2019 at 12:00 PM. Unless stated otherwise the description of the contents are household goods and furnishings. Logan Tillson unit #002; Daniel Strange unit #004; Neil Barry units #065 & #077; Chris Barry unit #085; Michael McGrath unit #086; James L. Laine unit #109. All property is being stored at the above self-storage facility. This sale may be withdrawn at any time without notice. Certain terms and conditions apply. See manager for details.

NT – 4/22, 4/29/19

Commonwealth of Massachusetts The Trial Court

Probate and Family Court
Essex Probate and Family Court
36 Federal Street
Salem, MA 01970
(978) 744-1020

CITATION ON PETITION FOR ALLOWANCE OF ACCOUNT

Docket No. ES19P0690P

Patterson Irrevocable Family Trust of 2012 In the matter of:

To all interested persons:

A Petition has been filed by:

Mary K Duckstein of Byfield, MA
requesting allowance of the First and Final Account of the Patterson Irrevocable Trust of 2012 account(s) as Trustee and any other relief as

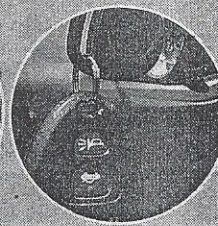
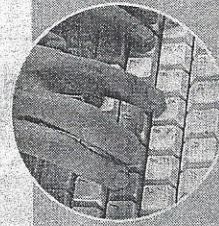
THAN 350,000 READERS.

ed etplace.

SALEM NEWS Gloucester Daily Times DAILY NEWS

200 ONLINE: ClassifiedsNorth.com
FAX: 978.685.1588

Sections and report errors immediately. Billing adjustments are made for only one incorrect insertion and visible for failure to publish and reserve the right to reject, edit or cancel any ad. Ads are subject to credit



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



LAND/ACREAGE

Serene Setting For Two Buildable this sale! Situated in a wooded area Lanesville neighborhood. Short run and sewer located at the street. Lot is 6.44 acres +/- with approx. 5 feet of road frontage providing road frontage and an abundance of lot conformance. Anticipated building plenty of uplands and away for any offers. Lots slope away from street buildings with two levels of living at and three-levels to the rear side for living area square footage. Near the Gloucester line, site has easy commuter train to Boston and Plum ch.. No septic or wells necessary! Full complete lot division of two city lots at their expense. Developers at Total land of 6.44 acres consists combination of three parcels. \$388,000

Rick Petralia
arrett & Company
978-239-6207

ROOM FOR RENT

AFFORDABLE ROOMS
Apply in person 8 am - 10 pm
116 Lafayette St., Salem, MA

GLOUCESTER, MA Single furnished room.
Utilities included. No pets. \$170/week.
508-783-1575

MOTELS/HOTELS

A-1 RENTALS

Getting Divorced? Live at the Salisbury Inn. From \$200/week. 978-465-5584

VACATION RENTALS



SALISBURY BEACH Oceanfront & Oceanside cottages & condos. Prime weeks available. Tom Saab RE 978-683-6699

ROOMMATES

BEVERLY COVE prof., female seeking same to share spacious luxury apt, near beaches. Huge unfurnished bedroom, 2 closets, decks, yard. Parking and laundry. Near train station. No pets. \$1000+ 1/2 utilities. 978-590-7120

BORDER MA/NH Close to Amesbury/Seabrook & Rts. 95 & 495. Share house. Includes washer/dryer/heat/electric. NON-SMOKER. No pets. \$695/mo. Call 978-807-0569 or 603-394-7336

METHUEN - Professional male seeking same to share apt, private room, off street parking, close to major highways, all utilities. No pets. no smoking. 1st/last. Good references, proof of employment \$650. Call Dave 603-583-1406

ROOMMATE wanted to share updated. 2 bedroom mobile home in Seabrook, NH. Downtown area. All new appliances. Washer & dryer. \$750/mo utilities included 603-793-1954

SALISBURY Roommates Wanted, no cats, No Dogs. 1st, last, security deposit. Good, references \$750 a month Call (978) 223-7563

TRADES/INDUSTRIAL

ELECTRICIAN

SOUTH ESSEX
SEWERAGE DISTRICT
50 Fort Avenue, Salem, MA
seeks qualified applicants for the position of Electrician.

To obtain the application information and submittal requirements package for this position, contact Anita Runne' at 978-744-4550 ext. 158 or by email at arunne@sesd.com. The District has a comprehensive and competitive benefits package. EOE

MAINTENANCE EQUIPMENT OPERATOR

SOUTH ESSEX
SEWERAGE DISTRICT
50 Fort Avenue, Salem, MA
seeks qualified applicants for the position of Maintenance Equipment Operator.

To obtain the application information and submittal requirements package for this position, contact Anita Runne' at 978-744-4550 ext. 158 or by email at arunne@sesd.com. The District has a comprehensive and competitive benefits package. EOE

MAINTENANCE HELPER

SOUTH ESSEX
SEWERAGE DISTRICT
50 Fort Avenue, Salem, MA
seeks qualified applicants for the position of Maintenance Helper.

To obtain the application information and submittal requirements package for this position, contact Anita Runne' at 978-744-4550 ext. 158 or by email at arunne@sesd.com. The District has a comprehensive and competitive benefits package. EOE

Mechanic FT
For general repair shop
that can do A-Z
on gas or diesel vehicles

Must have tools

PUBLIC NOTICES

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NT - 4/22/19

TOWN OF SALISBURY MEETING NOTICE

The Citizens Advisory Committee will conduct a meeting, May 6, 2019 at 5:00 p.m. at Town Hall, 5 Beach Road, Salisbury, MA. The purpose of the hearing will be to discuss the following:
1. CDBG FY 2017

PUBLIC NOTICES

Notice of Self Storage Sale

Please take notice Prime Storage - Salisbury located at 242 Lafayette Rd., Salisbury, MA 01952 intends to hold an auction to sell the goods stored by the following tenants at the storage facility. The sale will occur as an online auction via www.storage-treasures.com on 5/8/2019 at 12:00 PM. Unless stated otherwise the description of the contents are household goods and furnishings. Logan Tillson unit #002; Daniel Strange unit #004; Neil Barry units #065 & #077; Chris Barry unit #085; Michael McGrath unit #086; James L. Laine unit #109. All property is being stored at the above self-storage facility. This sale may be withdrawn at any time without notice. Certain terms and conditions apply. See manager for details.
NT - 4/22, 4/29/19

Commonwealth of Massachusetts The Trial Court

Probate and Family Court
Essex Probate and Family Court
36 Federal Street
Salem, MA 01970
(978) 744-1020

CITATION ON PETITION FOR ALLOWANCE OF ACCOUNT

Docket No. ES19P0690PO
Patterson Irrevocable Family Trust of 2012 In the matter of:

To all interested persons:
A Petition has been filed by: Mary K Duckstein of Byfield, MA requesting allowance of the First and Final Account of the Patterson Irrevocable Trust of 2012 account(s) as Trustee and any other relief as requested in the Petition.

You have the right to obtain a copy of the Petition from the Pe-

COMMERCIAL/BUSINESS

INTERVIEW R.E. GET RESULTS!

RETAIL S. New Hampshire
Derry, NH.....\$700-\$1895
Derry, NH.....\$795-\$1695
WAREHOUSE, Southern NH
Derry, NH. Ext 5, Rte. 93,
200 ft., from \$695 to \$1495/mo
-40,000sf, some docks
ES: So. New Hampshire & MA
Ht. 800ft. inc. all utilities
offices from.....\$325/mo.
Office & Medical set up

Ma Ext 47, 500 -1500ft from \$1500
Business for Sale So. NH.
e & Bar Business NH.....\$150,000
Rest, 140 seats.....\$300,000
bs gr. \$15,000 wk.....\$159,000
Store Land/Bldg Bus
00

Southern NH.....\$109,000
MENTS Rent Derry & Hudson, NH
Heat & HW.....\$1295
bs from 950/mo. includes heat & hw
acre. E. Derry.....\$249,000
Multi Family:

3 bed house 4 apts and auto sales,
Seabrook NH.....\$795,000
ick Bld. 7% inc. NH.....\$2,100,000
2m & 2 Apt. Hudson NH
00

ATTACHMENT B



RECEIVED
19 APR 17 AM 10:46
AMESBURY CITY CLERK

JAMACO, LLC Community Outreach Public Notice

Municipality Notice

City Clerk, Planning Board and contracting authority Mayor Ken Gray

Notice is hereby given that a Community Outreach Meeting for JAMACO, LLC, a proposed Marijuana Establishment, is scheduled for May 1, 2019 at 5:00 pm at the City of Amesbury Town Hall auditorium located at 62 Friend Street, Amesbury, MA. 01913. The proposed Tier 2 Cultivation Facility is anticipated to be located at 35 Buttonwood Road, Amesbury, MA. 01913. There will be an opportunity for the public to ask questions. There will be no retail sales at this facility.

Matthew Gillard

Chief Operating manager

JAMACO, LLC

Jamacofarm@gmail.com

(978) 994- 7171



JAMACO, LLC Community Outreach Public Notice

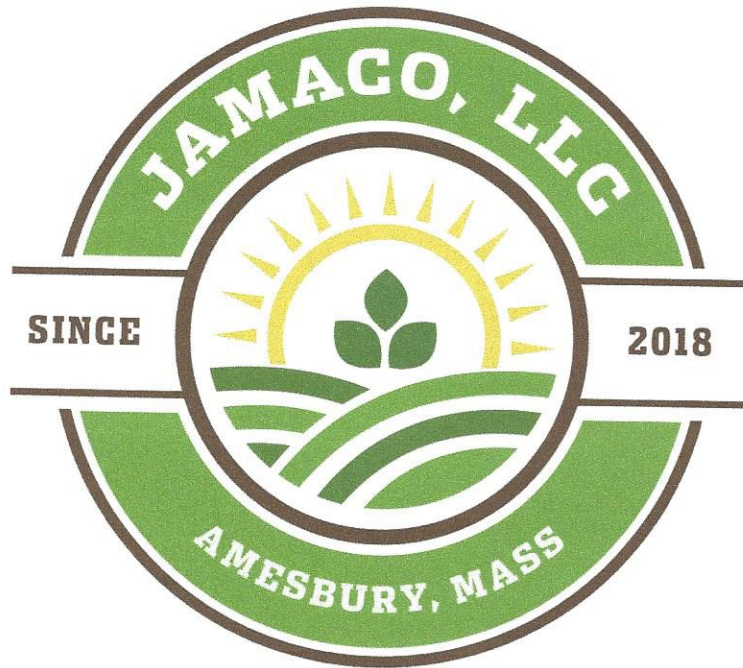
Abutters Notice

Mark E. Pender
90 Middle Road
Amesbury, MA. 01913

Notice is hereby given that a Community Outreach Meeting for JAMACO, LLC, a proposed Marijuana Establishment, is scheduled for May 1, 2019 at 5:00 pm at the City of Amesbury Town Hall auditorium located at 62 Friend Street, Amesbury, MA. 01913. The proposed Tier 2 Cultivation Facility is anticipated to be located at 35 Buttonwood Road, Amesbury, MA. 01913. There will be an opportunity for the public to ask questions. There will be no retail sales at this facility.

JAMACO, LLC warmly invites all questions from our community. We strive to remain transparent and believe a well-informed community is a supportive community. I Matthew Gillard Chief Operating Manager of JAMACO, LLC I will personally answer any questions and consider all feedback. We are excited to be your new neighbor and look forward to a long-lasting cooperative relationship. The community out reach meeting that we are holding is for you and the community in general. I hope we can answer any questions that you may be wondering about and moving forward in the future you will be able to contact me directly. We are native to Amesbury but new to your neighborhood and look forward to being your neighbor.

Matthew Gillard
Jamacofarm@gmail.com
(978)-994-7171



Plan to Remain Compliant with Local Zoning

When trying to secure a properly zoned location within the city of Amesbury, JAMACO, LLC made an effort to meet with as many members of the administration as possible, especially the Mayor/Town Manager, Council/Selectmen, Planning Board Members, and Police Department. In each case, the Planning Department and other officials have determined that our proposed location complies with local zoning and building codes. Before any construction begins and before apply for a permit, we will engage a code review expert to ensure that our proposed plans are compliant. We will maintain close relationships with all relevant stakeholders throughout the site development and modification of the property. JAMACO, LLC will continue to ensure compliance through the monitoring of changes to local codes and zoning ordinances as well as ongoing collaboration with elected officials and inspectors.



Matthew J. Gillard
JAMACO, LLC
35 Buttonwood Road
Amesbury, MA 01913

March 23, 2021

Kassandra Gove
Mayor's Office
62 Friend Street
Amesbury, MA 01913

Re: Municipal Cost

Dear Kassandra,

As part of our license renewal, we are requesting documentation records of any cost to the city reasonably related to the operation of JAMACO, LLC. In accordance with M.G.L. c. 94G, § 3(d), any cost to a city or town imposed by the operation of a Marijuana Establishment or MTC shall be documented and considered a public record as defined by M.G.L. c. 4, § 7, cl. 26. The host community costs can include actual and anticipated costs associated with the operation of JAMACO, LLC.

Correspondence can be mailed to 35 Buttonwood Rd, Amesbury, MA 01913 or emailed to matt@jamacollc.com

Please let us know if you need any further information from us.

Thank you for your assistance,

Matthew J. Gillard (President/Owner)

heather@jamacollc.com

From: Paul Fahey <faheyp@amesburyma.gov>
Sent: Thursday, March 25, 2021 5:04 PM
To: heather@jamacollc.com
Cc: matt@jamacollc.com
Subject: RE: Municipal Cost

Heather –

I have reviewed your question with all relevant City departments and there are no actual or anticipated costs to the City of Amesbury at the present time.

Please let us know if you have additional questions or concerns.

PAUL

PAUL J. FAHEY, MPA

Chief of Staff, Office of the Mayor
City of Amesbury

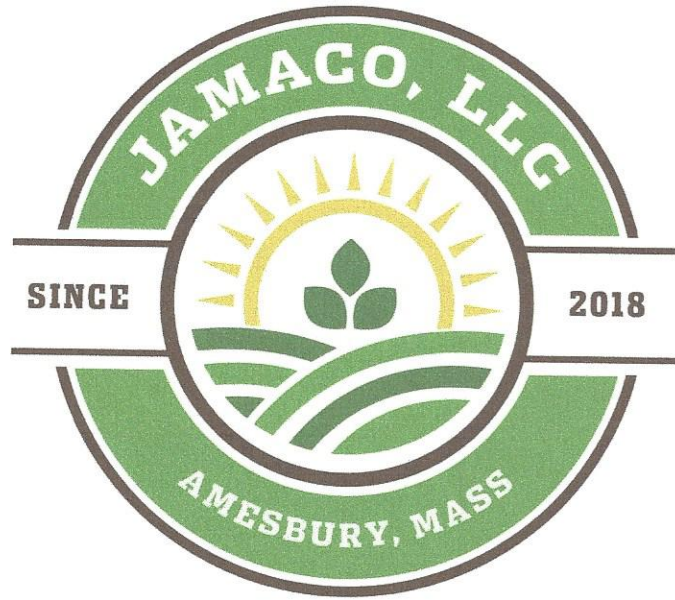
From: heather@jamacollc.com [mailto:heather@jamacollc.com]
Sent: Wednesday, March 24, 2021 9:37 AM
To: amesburymayor; Paul Fahey
Cc: matt@jamacollc.com
Subject: Municipal Cost

Good Morning,
Please see the attached document regarding Municipal Cost.
Please let me know if you need anything further from us.

Thank you for your help,
Heather

Heather Stephens-Fay
JAMACO, LLC
35 Buttonwood Road
Amesbury, MA 01913

Notice: Please be aware the Massachusetts Secretary of State has determined that most emails to and from the City of Amesbury are public records and therefore cannot be kept confidential. [MGL: Chpt.66, Sec.10 Public Records Law.](#)



Plan to Positively Impact Areas of Disproportionate Impact:

We will employ approximately 4 to 5 individuals in our Amesbury cultivation facility and will hire 3 to 5 more employees over the next two years. JAMACO, LLC will occupy a brand new custom built facility. We will select staff and vendors from Haverhill whenever possible. JAMACO, LLC will make substantial charitable donations to two local non-profit organizations. Lastly, JAMACO, LLC will annually conduct food drives with the Amesbury Carriage Museum.

JAMACO, LLC has developed specific programs to effectuate our goals in our positive impact plan programs as follows;

- a. JAMACO, LLC shall hire 50% of its staff from individuals from Haverhill.
JAMACO, LLC will post 4 times a year, or as positions become available, job advertisements in the Haverhill Tribune newspaper stating that JAMACO, LLC is specifically looking for Massachusetts residents who have past drug convictions for employment from Haverhill.
- b. JAMACO, LLC will provide assistance to Emmaus "where everybody matters". Emmaus runs the nightly homeless shelter in Haverhill, MA. They also fund, among other projects, the Bartlett House in Amesbury, MA, which is a shelter for battered woman. JAMACO, LLC will make a monetary donation of \$5,000 per year and require all of its staff and company members to volunteer 20 hours per year to their organization. JAMACO, LLC will also organize and conduct a food drive with the Amesbury Carriage Museum and that food will be donated to Emmaus

JAMACO, LLC's positive impact plan measurements will include both qualitative and quantitative measures that demonstrate the progress or success of the plan. Our Metrics will identify data sources and methods for tracking the data numbers as follows;

- a. The number of employees hired from Haverhill, make up at least 50% of our staff.
- b. JAMACO, LLC will retain specific financial data information and employee hours logs showing donations to or investments in Emmaus and the Amesbury Carriage Museum.

JAMACO, LLC affirmatively states the following;

- a. The applicant (JAMACO, LLC) acknowledges and is aware, and 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; and
- b. Any actions taken, or programs instituted, will not violate the commission's regulations with respect to limitations on ownership or control or other applicable state laws.
- c. That the progress or success of our plan will be documented upon renewal, one year from the provisional licensure and each year thereafter

PRESIDENT

Christopher Deorocki

VICE PRESIDENT

Tom Pendergast

SECRETARY

Courtney MacLachlan

IMMEDIATE PAST PRESIDENT

Mary Chatigny

DIRECTORS

Patricia Boyle-Steed

Maris DiTolla

Peter Hoyt

Susan Koso

Joyann Reynolds

Peter Siess

EXECUTIVE DIRECTOR

John Mayer

November 18, 2019

JAMACO, LLC
3 Dewey Street
Amesbury, MA 01913
c/o Atty. Christopher Deorocki

To whom it may concern,

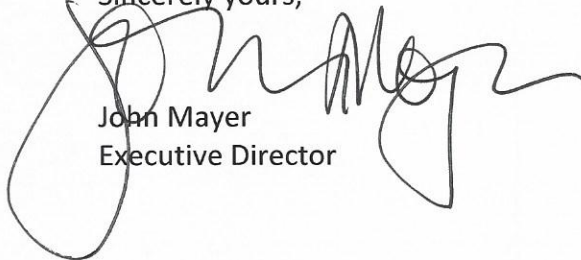
The Amesbury Carriage Museum is a 501 C 3 charitable organization registered in the State of Massachusetts and with the Internal Revenue Service. Our tax i.d. # is 04-3021666

As part of our operating strategy, we welcome and except support from individual, business, and foundation donors in our community.

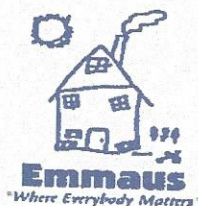
We are willing to accept financial donations from JAMACO, LLC and would be delighted to add your company to our roster of sponsoring organizations.

Best wishes to you and thank you for your interest and support.

Sincerely yours,



John Mayer
Executive Director



P.O. Box 568, Haverhill, Massachusetts 01831 • Phone: 978-241-3400 • Fax: 978-241-3422 • www.emmausinc.org

December 12, 2019

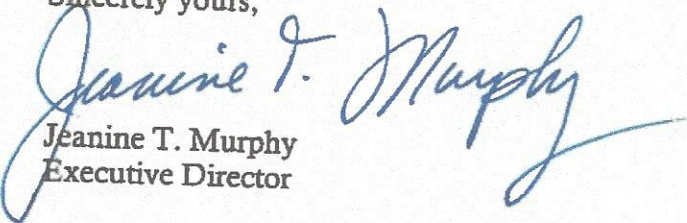
Mr. Matthew Gillard, Chief Operating Manager
JAMACO, LLC
35 Buttonwood Road
Amesbury, MA 01913

Dear Matt,

On behalf of Emmaus, I wish to inform you that we are able to accept monetary charitable contributions from your cannabis cultivation facility located in Amesbury, MA. Your gift will support our work with homeless families and single adults in the Lower Merrimack Valley region, including a housing program that we manage on Main Street in Amesbury targeting homeless women with histories of domestic violence.

We also wish to thank you for your interest in partnering with Emmaus on our annual Cycle for Shelter cycling fundraiser which will be held on July 26, 2020. We look forward to welcoming JAMACO as one of our rest stop sponsors.

Sincerely yours,


Jeanine T. Murphy
Executive Director

Providing shelter, affordable housing and compassionate services for homeless individuals and families.

Emergency Shelters • Job Training and Adult Education • Housing Services • Permanent Affordable Housing
Housing assistance for people living with AIDS/HIV • D'Youville Center for Social Justice

A SOMWBA-Certified Organization

FILED

FEB 08 2018

Certificate of Organization
JAMACO, LLC

SECRETARY OF THE COMMONWEALTH
CORPORATIONS DIVISION

Pursuant to the provisions of the Massachusetts Limited Liability Company Act ("the Act") the undersigned, desiring to organize a Massachusetts Limited Liability Company, hereby certifies as follows:

ARTICLE 1

Name of the Limited Liability Company

The name of the Limited Liability Company formed hereby is JAMACO, LLC, referred to in this Certificate of Organization as the "LLC".

ARTICLE 2

Employer Identification Number

The LLC organized hereby has applied for (but not yet received) a Federal Employer Identification Number.

ARTICLE 3

Office of the Limited Liability Company

The address of the office of the LLC in the Commonwealth of Massachusetts for purposed of Section 5 of the Act is: 3 Dewey Street Amesbury, Massachusetts 01913

ARTICLE 4

Business of the Limited Liability Company

The general character of the business of the LLC is to engage in retail and wholesale business of selling farm produce and in any lawful activity in which a limited liability company organized under the laws of the Commonwealth of Massachusetts may lawfully conduct business.

ARTICLE 5

Date of Dissolution

The LLC shall have no fixed date upon which it shall dissolve.

R
3

ARTICLE 6
Agent For Service Of Process

The name and address of the resident agent for service of process for the LLC for purposes of Section 5 of the Act is Matthew Joseph Gillard an individual resident of the Commonwealth of Massachusetts whose address is 3 Dewey Street Amesbury, Massachusetts 01913

ARTICLE 7
Manager

The LLC shall be managed by Matthew Joseph Gillard an individual resident of the Commonwealth of Massachusetts whose address is 3 Dewey Street Amesbury, Massachusetts 01913

ARTICLE 8
Execution of Documents
(Secretary of State)

The manager of the LLC is authorized to execute on behalf of the LLC any documents to be filed with the Secretary of State of the Commonwealth of Massachusetts.

ARTICLE 9
Execution of Recordable Documents

The manager of the LLC is authorized to execute, acknowledge, deliver and record any recordable instrument purporting to affect an interest in the LLC and real property.

IN WITNESS WHEREOF the undersigned hereby affirms under penalties of perjury that the facts stated in this Certificate of Organization are true as of this 30th day of January, 2018


Matthew Joseph Gillard

1305199

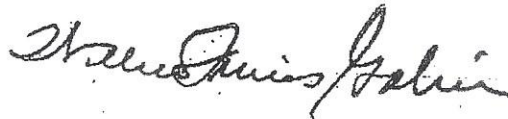
Check/Voucher#

6030

The Commonwealth of Massachusetts
Limited Liability Company
(General Laws, Chapter 156C)

SECRETARY OF THE
COMMONWEALTH
2018 FEB -8 AM 11:14
CORPORATIONS DIVISION

Filed this 8 day of February 2018



William Francis Galvin
Secretary of the Commonwealth

Name _____

Phone. _____

LIMITED LIABILITY COMPANY OPERATING AGREEMENT

FOR

JAMACO, LLC

A Member-Managed Liability Company

ARTICLE 1

Company Formation

- 1.1 FORMATION. The Members hereby form a Limited Liability Company ("Company") subject to the provisions of the Limited Liability Company Act as currently in effect as of this date. Articles of Organization shall be filed with the Secretary of State. This Operating Agreement hereby replaces the original agreement that was created upon formation.
- 1.2 NAME. The name of the Company shall be:
- JAMACO, LLC
- 1.3 REGISTERED AGENT. The name and location of the registered agent of the Company shall be:
- Matthew Joseph Gillard
3 Dewey Street
Amesbury, MA 01913
- 1.4 TERM. The Company shall continue for a perpetual period unless:
- (a) Members whose capital interest as defined in Article 2.2 exceeds 50 percent vote for dissolution; or
 - (b) Any event which makes it unlawful for the business of the Company to be carried on by the Members; or
 - (c) Any other event causing dissolution of this Limited Liability Company under the laws of the State of Massachusetts.
- 1.5 CONTINUANCE OF COMPANY. Notwithstanding the provisions of ARTICLE 1.4, in the event of an occurrence described in ARTICLE 1.4, if there are at least two remaining Members, said remaining Members shall have the right to continue the business of the Company.

CSG
MSF
TSW
MC
CDP

1.6 BUSINESS PURPOSE. The purpose of the Company is to engage in the retail and wholesale business of selling farm produce and in any lawful activity in which a limited liability company organized under the laws of the Commonwealth of Massachusetts may lawfully conduct business.

1.7 PRINCIPLE PLACE OF BUSINESS. The location of the principle place of business of the Company shall be:

35 Buttonwood Road
Amesbury, MA
01913

Principle place of business may be changed at a location the Manager from time to time selects.

1.8 THE MEMBERS. All members shall be on the Board of Directors and each members' voting rights shall equal his or her percentage ownership interest in the Company, except as noted below in paragraph 1.8(a). The name and place of residence of each member are contained in Exhibit 2 attached to this Agreement.

1.8(a) SPECIAL VOTING RIGHTS. The members acknowledge that Timothy S. Healey and Melinda S. Fields have provided a Line of Credit to Jamaco, LLC in the amount of \$1,200,000.00. The members agree that until such time as the loan has been paid in full, Timothy S. Healey and Melinda S. Fields shall have a combined voting interest of 51% in Jamaco, LLC. Once the loan is paid in full, voting rights shall revert back to the terms contained in paragraph 1.8 above.

1.9 ADMISSION OF ADDITIONAL MEMBERS. Except as otherwise expressly provided in the Agreement, no additional members may be admitted to the Company through issuance by the company of a new interest in the Company, without the prior unanimous written consent of the Members.

ARTICLE II

Capital Contributions

2.1 INITIAL CONTRIBUTIONS. The Members initially shall contribute to the Company capital as described in Exhibit 3 attached to this Agreement. The agreed total value of such property and cash is \$1,200,000.

2.2 ADDITIONAL CONTRIBUTIONS. Except as provided in ARTICLE 6.2, no Member shall be obligated to make any additional contribution to the Company's capital.

CSG
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COD
TRM

ARTICLE III

Profits, Losses and Distributions

- 3.1 PROFITS/LOSSES. For financial accounting and tax purposes the Company's net profits or net losses shall be determined on an annual basis and shall be allocated to the Members in proportion to each Member's relative capital interest in the Company as set forth in Exhibit 2 as amended from time to time in accordance with Treasury Regulation 1.704-1.
- 3.2 DISTRIBUTIONS. The Members/Board of Directors shall determine and distribute available funds annually or at more frequent intervals as they see fit. Available funds, as referred to herein, shall mean the net cash of the Company available after appropriate provision for expenses and liabilities, as determined by the Managers. Distributions in liquidation of the Company or in liquidation of a Member's interest shall be made in accordance with the positive capital account balances pursuant to Treasury Regulation 1.704-1(b)(2)(ii)(b)(2). The extent a Member shall have a negative capital account balance, there shall be a qualified income offset, as set forth in Treasury Regulation 1.704-1(b)(2)(ii)(d).

ARTICLE IV

Management

- 4.1 MANAGEMENT OF THE BUSINESS. The name and place of residence of each Manager is attached to Exhibit 1 of this Agreement. By a vote of the Members/Board of Directors holding a majority of the capital interests in the Company, as set forth in Exhibit 2 as amended from time to time, shall elect so many Managers as the Members determine, but no fewer than one, with one manager elected by the Members as Chief Executive Manager. The elected Manager(s) may either be a Member or Non-Member.
- 4.2 MEMBERS. The liability of the Members shall be limited as provided pursuant to applicable law. Members that are not Managers shall take no part whatever in the control, management, direction, or operation of the Company's affairs and shall have no power to bind the Company. The Managers may from time to time seek advice from the Members, but they need not accept such advice, and at all times the Manager shall have the exclusive right to control and manage the Company. No Member shall be an agent of any other Member of the Company solely by reason of being a Member.
- 4.3 POWER OF MANAGERS. The Managers are authorized on the Company's behalf to make all decisions as to (a) the sale, development lease or other disposition of the Company's assets; (b) the purchase or other acquisition of other assets of all kinds; (c) the management of all or any part of the Company's assets; (d) the borrowing of money and the granting of security interests in the

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mc
CDP

Company's assets; (e) the pre-payment, refinancing or extension of any loan affecting the Company's assets; (f) the compromise or release of any of the Company's claims or debts; and, (g) the employment of persons, firms or corporations for the operation and management of the company's business. In the exercise of their management powers, the Managers are authorized to execute and deliver (a) all contracts, conveyances, assignments, leases, sub-leases, franchise agreements, licensing agreements, management contract and maintenance contracts covering or affecting the Company's assets; (b) all checks, drafts and other orders for the payment of the Company's fund; (c) all promissory notes, loans, security agreements and other similar documents; and (d) all other instruments of any other kind relating to the Company's affairs, whether like or unlike the foregoing

- 4.4 CHIEF EXECUTIVE MANAGER. The Chief Executive Manager shall have primary responsibility for managing the operations of the Company and for effectuating the decisions of the Managers.
- 4.5 NOMINEE. Title to the Company's assets shall be held in the Company's name or in the name of any nominee that the Mangers may designate. The Mangers shall have power to enter into a nominee agreement with any such person, and such agreement may contain provisions indemnifying the nominee, except for his willful misconduct.
- 4.6 COMPANY INFORMATION. Upon request, the Mangers shall supply to any member information regarding the Company or its activities. Each Member or his authorized representative shall have access to and may inspect and copy all books, records and materials in the Manger's possession regarding the Company or its activities. The exercise of the rights contained in the ARTICLE 4.6 shall be at the requesting Member's expense.
- 4.7 EXCULPATION. Any act or omission of the Managers, the effect of which may cause or result in loss or damage to the Company or to the Members if done in good faith to promote the best interests of the Company, shall not subject the Managers to any liability to the Members.
- 4.8 INDEMNIFICATION. The Company shall indemnify any person who was or is a party defendant or is threatened to be made a party defendant, pending or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the Company) by reason of the fact that he is or was a Member of the Company, Manager, employee or agent of the Company, or is or was serving at the request of the Company, for instant expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred in connection with such action, suit or proceeding if the Members determine that he acted in good faith and in a manner he reasonably believed to be in or not opposed to the best interest of the Company, and with respect to any criminal action proceeding, has no reasonable

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cause to believe his/her conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order settlement, conviction, or upon a plea of "no lo Contendere" or its equivalent, shall not in itself create a presumption that the person did or did not act in good faith and in a manner which he reasonably believed to be in the best interest of the Company, and, with respect to any criminal action or proceeding, had reasonable cause to believe that his/her conduct was lawful.

- 4.9 RECORDS. The Managers shall cause the Company to keep at its principal place of business the following:
- (a) a current list in alphabetical order of the full name and the last known street address of each Member;
 - (b) a copy of the Certificate of Formation and the Company Operating Agreement and all amendments;
 - (c) copies of the Company's federal, state and local income tax returns and reports, if any, for the three most recent years
 - (d) copies of any financial statements of the limited liability company for the three most recent years.

ARTICLE V

Compensation

- 5.1 MANAGEMENT FEE. Any Manager rendering services to the Company shall be entitled to compensation commensurate with the value of such services.
- 5.2 REIMBURSEMENT. The Company shall reimburse the Managers or Members for all direct out-of-pocket expenses incurred by them in managing the Company.

ARTICLE VI

Bookkeeping

- 6.1 BOOKS. The Managers shall maintain complete and accurate books of account of the Company's affairs at the Company's principal place of business. Such books shall be kept on such method of accounting as the Managers shall select. The company's accounting period shall be the calendar year.
- 6.2 MEMBER'S ACCOUNTS. The Managers shall maintain separate capital and distribution accounts for each member. Each member's capital account shall be

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MDF
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CDD

determined and maintained in the manner set forth in Treasury Regulation 1.7804-1(b)(2)(iv) and shall consist of his/her initial capital contribution increased by:

(a) any additional capital contribution made by him/her;

(b) credit balances transferred from his/her distribution account to his capital account; and decreased by:

(a) distributions to him/her in reduction of Company capital;

(b) the Member's share of Company losses if charged to his/her capital account.

- 6.3 REPORTS. The Managers shall close the books of account after the close of each calendar year, and shall prepare and send to each member a statement of such Member's distributive share of income and expense for income tax reporting purposes.

ARTICLE VII

Transfers

- 7.1 ASSIGNMENT. If at any time a Member proposes to sell, assign, or otherwise dispose of all or any part of his or her interest in the Company, such Member shall first make a written offer to sell such interest to the other Members at a price determined by mutual agreement. If such other Members decline or fail to elect such interest within thirty (30) days, and if the sale or assignment is made and the Members fail to approve this sale or assignment unanimously, then, pursuant to the applicable law, the purchaser or assignee shall have no right to participate in the management of the business and affairs of the Company. The purchaser or assignee shall only be entitled to receive the share of the profits or other compensation by way of income and the return of contributions to which that Member would otherwise be entitled.

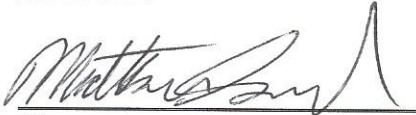
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COD

CERTIFICATE OF FORMATION

This Company Operating Agreement is entered into and shall become effective as of the Effective Date by and among the Company and the persons executing this Agreement as Members. It is the Members express intention to create a limited liability company in accordance with applicable law, as currently written or subsequently amended or redrafted.

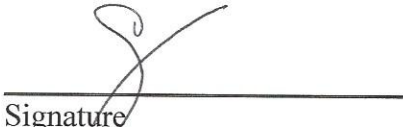
The undersigned hereby agree, acknowledge, and certify that the foregoing operating agreement is adopted and approved by each member, the agreement consisting of 7 pages, constitutes, together with Exhibit 1, Exhibit 2, and Exhibit 3 (if any), the Operating Agreement of Jamaco, LLC, adopted by the members as of March , 2019.

Members:



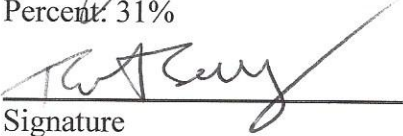
Signature
Percent: 35%

Printed Name: Matthew J. Gillard



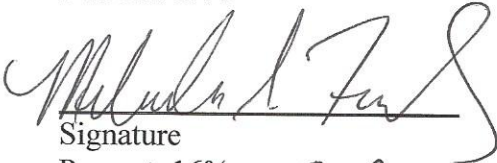
Signature
Percent: 31%

Printed Name: Christopher Gillard



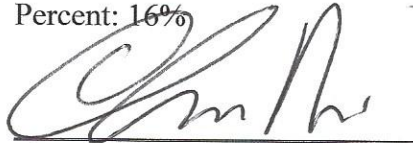
Signature
Percent: 17%

Printed Name: Timothy S. Healey



Signature
Percent: 16%

Printed Name: Melinda S. Fields



Signature
Percent: 1%

Printed Name: Christopher D. Deorocki

CSG
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MSTF
mg
CDP

EXHIBIT 1

**LIMITED LIABILITY COMPANY OPERATING AGREEMENT
FOR
JAMACO, LLC**

LISTING OF MANAGERS

By a majority vote of the Members the following Managers were elected to operate the Company pursuant to ARTICLE 4 of the Agreement:

Matthew J. Gillard

Printed Name

Title: Chief Executive Manager

Address

3 Dewey Street

Amesbury, MA 01913

The above listed Manager(s) will serve in his capacity until he is removed for any reason by a majority vote of the Members as defined by ARTICLE 4 or upon his voluntary resignation.

Signed and Agreed this 1ST day of March, 2019.



Signature of Member

Printed Name: Matthew J. Gillard



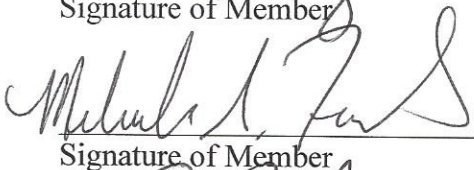
Signature of Member

Printed Name: Christopher Gillard



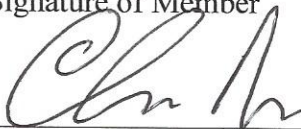
Signature of Member

Printed Name: Timothy S. Healey



Signature of Member

Printed Name: Melinda S. Fields



Signature of Member

Printed Name: Christopher D. Deorocki

CSG
TSM
MSR
mg
CDD

EXHIBIT 2

LIMITED LIABILITY COMPANY OPERATING AGREEMENT
FOR
JAMACO, LLC

LISTING OF MEMBERS

As of the 1st day of March, 2019 the following is a list of Members of the Company:

Name: Matthew J. Gillard Percent: 35%

Address: 3 Dewey Street, Amesbury, MA 01913

Name: Christopher J. Gillard Percent: 31%

Address: 53 WEBSTER AVENUE, WESTBURY, MA 04092

Name: Timothy S. Healey Percent: 17%

Address: 6 India Ridge Road, West Newbury, MA 01985

Name: Melinda S. Fields Percent: 16%

Address: 6 India Ridge Road, West Newbury, MA 01985

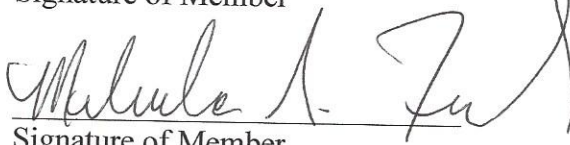
Name: Christopher D. Deorocki Percent: 1%

Address: 297 Middleton Road, Boxford, MA 01921


Authorized by Member(s) to provide Member Listing as of this 1st day of March, 2019.


Signature of Member


Signature of Member


Signature of Member


Signature of Member


Signature of Member


CSG
TSC
MSF
ME
COD


LIMITED LIABILITY COMPANY OPERATING AGREEMENT
FOR
JAMACO, LLC

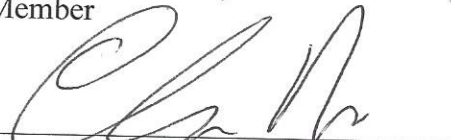
Pursuant to ARTICLE 2, the Members' initial contribution to the Company capital is stated to be \$ 1,200,000. (See Disbursement Schedule attached) The description and each individual portion of this initial contribution is as follows:


[illegible]

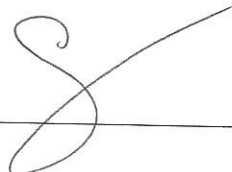
SIGNED AND AGREED this 15th day of March, 2019.


Member


Member


Member


Member


Member

OSG
TAX
MSF
MC
COP



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

mass.gov/dor

Letter ID: L1473793408
Notice Date: May 30, 2019
Case ID: 0-000-578-658



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



MATT GILLARD
JAMACO LLC
3 DEWEY ST
AMESBURY MA 01913-3404

Why did I receive this notice?

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

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

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

What if I have questions?

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

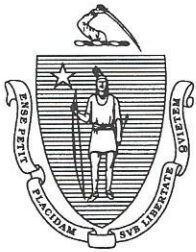
Visit us online!

Visit mass.gov/dor 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

Use the confirmation code below to print another copy of this letter or to review your submission.
Confirmation Code: 5yg8c5



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

William Francis Galvin
Secretary of the
Commonwealth

November 15, 2019

TO WHOM IT MAY CONCERN:

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

JAMACO, LLC

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **February 8, 2018.**

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

I also certify that the names of all managers listed in the most recent filing are:
MATTHEW JOSEPH GILLARD

I further certify, the names of all persons authorized to execute documents filed with this office and listed in the most recent filing are: **MATTHEW JOSEPH GILLARD**

The names of all persons authorized to act with respect to real property listed in the most recent filing are: **MATTHEW JOSEPH GILLARD**

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



Description of Activities

JAMACO, LLC proposes to custom build a state of the art, energy efficient, hybrid greenhouse for the purpose of supplying the adult-use marijuana market in Massachusetts. JAMACO, LLC will operate a Tier 2 cultivation facility after securing Site Plan approval from the Amesbury Planning Board and a license from the CNB (Cannabis Control Commission). JAMACO, LLC will operate a 21,000 sq ft stand-alone facility. The facility will be located at 35 Buttonwood Road, Amesbury, Massachusetts on a 2.88 acre lot zoned industrial and within the Medical Marijuana Overlay District. JAMACO, LLC will be a wholesale provider of adult-use cannabis. No retail sales will take place at this facility. JAMACO, LLC expects to have four full-time employees.

All cannabis cultivated at this facility will be required to meet rigorous safety standards established and enforced by the State of Massachusetts. The testing will be conducted by third party state-certified laboratories. The cannabis may only be distributed through licensed dispensaries in the State of Massachusetts.

No on-site consumption or retail sales of marijuana products will be allowed at this facility.

Our facility

JAMACO, LLC is excited to propose the most high tech, energy efficient facility designed for controlled environment cultivation. We will be able to achieve this by starting from scratch at our site at 35 Buttonwood Road, Amesbury, MA. Our hybrid cultivation facility will be 100% automated and will allow us to control all differing variables that affect the cultivation cycle. Most notably, the Nexus 420 Hybrid Greenhouses that will be installed will utilize a clear roof so we are able to harness 100% of the sun's energy for plant growth. With heavy gauge steel sides, the building will remain secure and also fit seamlessly into the industrial setting where the lot is located. Some notable environmental control features that will be contained within the building are energy efficient radiant floor heating, double insulated wall panels, shade curtains to reduce excess light, a clear roof that allows full spectrum sun, use of a passive cooling evaporative wall system that will require almost zero energy to cool the building, well water for all plant watering and feeding, and on-site septic system that will not tax the city's infrastructure. All of these features will be intelligently incorporated into this design and be architecturally pleasing. As a result, no commercial air conditioning units will be needed.

Existing site conditions:

Property description

The property is in the industrial zone and within the MMOD. It is a 2.88 acres parcel of registered land that is relatively flat. It is partially wooded with Norwegian maple trees and scrub brush. The property currently has a two bedroom home that is in disrepair. The home is missing siding, roof shingles and constitutes blight. The house was built over the course of a few different phases of construction and the three seasons enclosed porch is located within the setback zone of the property facing the Buttonwood Road side. There is a new septic system, city water, natural gas and three phase power on the property.

The house will be demolished and removed from the property. The services to the house will be rerouted to the new building facility. The foundation hole will be filled in and leveled off with loam. This area will be seeded and maintained as a grassy field.

Propose site development:

JAMACO, LLC proposes a Tier 2 adult-use cannabis cultivation facility. JAMACO, LLC has contracted Millennial Engineering to develop a complete site plan that incorporates our building's requirements and properly engineers distribution of all storm water runoff. This site currently has a grade that is no greater than 10 feet in elevation change. We intend to remove the existing house currently on the property. We will construct the new building over the existing footprint with expansions to the north and east. Our proposed building will sit at an elevation of 91 feet. It will be approximately 1 foot higher than the adjacent Buttonwood Road and S. Hunt Road intersection. Some of the trees will be removed from the property in the course of developing the site. The Storm Water Mediation System will be designed and engineered to meet all applicable standards. We will use the existing septic system to handle the needs of our

new facility. JAMACO, LLC will utilize city water for its fire suppression sprinkler system, bathroom and hand washing facilities. We will install an artesian well which will be utilized for all plant watering. This building will be heated with radiant floor heating and supplemental hanging heaters, all powered by a natural gas service currently existing on the property. Asphalt pavement will be used on the driveway and parking area. The driveway has been designed to handle large truck deliveries. There will be twelve12 parking spots located directly against the building. Given that we will have only four to six employees to start, there will be ample parking.

Building plan:

JAMACO, LLC's proposed new building will be designed and constructed by Nexus Greenhouses. The Nexus 420 Hybrid Greenhouse is custom designed and engineered to be the most energy efficient controlled environment agricultural building. The building will have double insulated steel sides which will match the surrounding buildings. The roof will be clear and enable us to securely use the sun's energy to cultivate our plants. The proposed building will be 21,000 sq. ft. and will allow us to cultivate approximately 7000 sq. ft. of cannabis.

Ventilation system and air quality:

The facility will be equipped with HVAC and particulate filtering designed by the manufacture. The system will be regularly inspected and maintained. No odors of marijuana will be expected at the facility. The cultivation facility will be equipped with a passive cooling evaporative wet wall system which is necessary for offsetting the high amount of heat generated by the greenhouse. A traditional air conditioning system will not be used. The air will be filtered for particulates and odor. An odor suppression system designed by the manufacturer will be installed on all exterior vent fans.

Subtractive Odor Control TM ODOR-ARMOR® 420

Many products, like masking agents designed to control odors, use fragrances added to the air to try to mask the odor, however, these fragrances add to the intensity of the odor. Benzaco Scientific Subtractive Odor Control TM makes additive masking technologies obsolete. By using scientific odor neutralization concepts developed over the last twenty years, Benzaco Scientific is able to dramatically reduce or eliminate these odors completely. Benzaco Scientific uses selected essential oils intermittently dispersed with the odor in a vapor phase delivery. Through a combined chemical reaction process the odor is neutralized and eliminated. The chemical reaction between the molecules of odors and the odor neutralizer creates a different molecule. Antagonistic pairs exist that work well outside of 1 to 1 stoichiometric chemistry. Benzaco Scientific chemists have discovered many odor opposites that work at a fraction of the level of the odor they neutralize. Benzaco Scientific has many operational sites in the United States using Subtractive Odor Control TM Technology. The results are impressive. Analysis of air samples before and after treatment show a 90% reduction in odor intensity. Comparative tests on other vapor phase odor control technologies showed reductions of 40 to 60%. Benzaco Science chemists and engineers have worked together to make Subtractive Odor Control TM an extremely effective method of odor management for the cannabis-growing industry. The right chemistry and the right engineering make the difference between unsatisfactory odor masking

and complete odor reduction. Benzaco Scientific Subtractive Odor Control TM has been - tested and proven for over twenty years.

Landscape plan:

Currently 40% of the lot is covered with trees and the other 60% of the lot is level and clear. The design situates our new building in a manner which lends itself to be architecturally pleasing to the landscape. The building's total height is 26 feet tall. To promote a buffer between Buttonwood Road and S. Hunt Road, we will install three native species of American Sycamore Trees (AKA buttonwood trees) along each side. Holly bushes will be planted in the setback along the side of the building in between the road and the building. There will be no exterior irrigation in the landscape. As a ground cover under the hollies, two inch black round pebble stones will be used as planter beds. The landscape plan includes, but is not limited, to a design that will be sustainable with low maintenance and will be aesthetically pleasing.

Storm water management:

The high point of the parcel is located at the North West corner of the property where Buttonwood Road intersects with S. Hunt Road. The existing site has a total grade change of approximately 10 feet over the distance of 373 feet. Uniformly sloping to the east, placement of the storm water management area naturally falls on the eastern border of the site. Given the size of the building and paved area, significant consideration and engineering has gone into swale and storm water management. The building will be situated in a particular manner so as to reduce water runoff. A storm water retention basin will be engineered and designed to handle all of the water. The location of the building elevation will be placed 1 foot higher than the adjacent roads. Millennial engineering has considered and designed all aspects of the storm water management system.

Parking and paved areas:

There will be entrances to the facility from both Buttonwood Road and S. Hunt Road. The driveway and parking areas will be asphalt pavement. There will be twelve parking spots. There will be ample room in which trucks will be able to turn around.

Anticipated facility traffic:

Both the small size of JAMACO, LLC's cultivation facility and the fully automated operations will reduce our need for labor. Our facility will run twenty hours a day, but there will be no need for employees to be there for the full twenty four hours. JAMACO, LLC will have 4 to 6 employees. The facility will be fully staffed Monday through Friday from 7 a.m. to 5 p.m. with a reduced staff Saturdays and Sundays from 7 a.m. to 5 p.m. There will be no retail sales, tours or anticipated large groups visiting this facility. Our wholesaling to our vendors will take place at scheduled times biweekly. Customers will be required to come to the facility in approved transportation that adheres to all state and local laws. Sales traffic will occur biweekly. Deliveries to our facility will consist of UPS trucks and smaller transportation vans. Our design and cultivation techniques require very little in materials. Once operational, the main supplies being delivered to the facility will be organic soil and occasional related potting materials. We will not accept cannabis deliveries or shipments or allow cannabis to be brought into the facility. From Monday through

Friday traffic will be limited to the employees and up to approximately four additional cars a day. On Saturdays and Sundays it is anticipated that up to two cars may arrive daily. No more than one shipping or receiving vehicle will enter the property at a time.

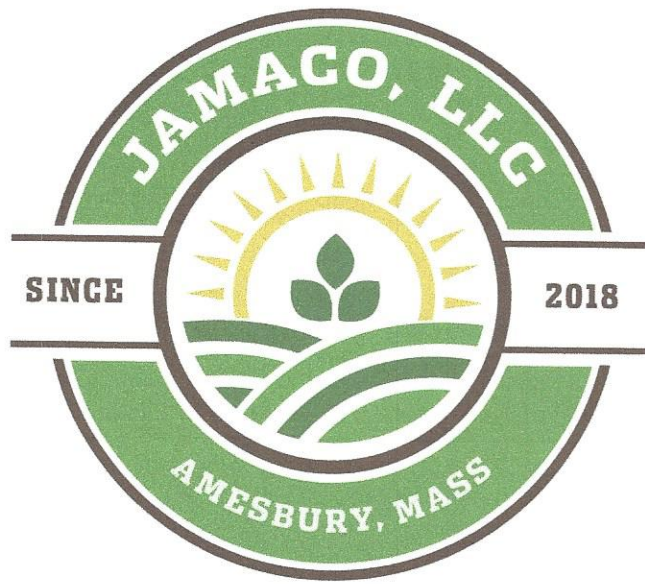
Building signage:

JAMACO, LLC proposes minimal signage. There will be JAMACO, LLC's logo on the S. Hunt Road side of the building and at the entrance of the driveway. Upon entering the driveway, there will be a "Private Facility" notice and a "Do Not Enter" sign. These signs will identify the location for parking for handicap vehicles, visitors, employees and deliveries. The main entry door will be labeled with JAMACO, LLC's logo and information stating the time of operations. Next to the door there will be signs related to restricted areas.

Utility usage:

JAMACO, LLC's proposed facility is the most high-tech energy efficient controlled environment cultivation facility available. This custom built facility will be designed to have the lowest operational cost available. Intelligently integrated into the building is a clear roof. This will allow us to grow our plants using the direct energy from the sun which is much different than typical indoor cannabis cultivation buildings. The facility will use a passive cooling wet wall technology allowing us to cool our building through passive air and not energy consuming air conditioning units. In the industry today, indoor cannabis cultivation takes an extreme amount of energy, lights and cooling to produce flowers. This facility will eliminate the two largest energy consuming factors of the operation. The third factor which will be eliminated will be municipal water consumption. JAMACO, LLC will use an artesian well for the watering of all of our plants. Our utility building will have three hand washing stations and one full bathroom that will be supplied with city water. Our cultivation techniques will require no plant water runoff. All of the water we deliver to feed the plants will be consumed by the plants. We currently have an up-to-date on-site septic system that will handle all of our septic needs. We anticipate that our building will place no excessive strain on the cities power grid, water infrastructure or sewage treatment plant.

JAMACO, LLC warmly invites all questions from our community. We strive to remain transparent and believe a well informed community is a supportive community. I, Matthew Gillard, Chief Operating Manager of JAMACO, LLC, will be happy to answer all questions and I will welcome input and feedback from the community.



Plan For Obtaining Liability Insurance

JAMACO, LLC has obtained and maintains a general liability insurance policy with coverage of 1 million per occurrence and 2 million in aggregate, annually, and production liability insurance coverage of 1 million per occurrence and 2 million in aggregate, annually. The deductible for each policy is \$5,000 per occurrence. JAMACO, LLC, currently meets the requirements set forth in 935 CMR 500.105(10). If JAMACO, LLC documents and an inability to obtain minimum liability insurance coverage as required by 935 CMR 500.105(10)(a) it may place in escrow a sum no less than \$250,000 or such other amounts approved by the commission to be expended for coverage of liabilities. The escrow account required pursuant to 935 CMR 500.105(10)(b) must be replenished within 10 business days of any expenditure. Reports documenting compliance with 935 CMR 500.105(10) shall be maintained in a manner and form determined by the commission pursuant to 935 CMR 500.000. The General and Product Liability Coverage is underwritten by Kinsale Insurance Company with copy of binder attached.

KINSALE[®]

INSURANCE

Insurance binder presented to:

Boston Insurance Brokerage, Inc.

Chase Stone

For

Jamaco LLC

Policy period

12/12/2019 - 12/12/2020

BY

Thomas Coplan, *Senior Underwriter - Products Liability*

(804) 289-1371 - thomas.coplan@kinsaleins.com

12/12/2019

NO FLAT CANCELLATIONS ONCE COVERAGE IS BOUND

Kinsale Insurance Company P.O. Box 17008 Richmond, VA 23226
Phone (804) 289-1300 Fax (804) 673-5697
www.kinsaleins.com

Kinsale Insurance Company

A.M. Best Company Rating: A- (Excellent)
Financial Size Category: IX

Boston Insurance Brokerage, Inc. - Chase Stone

BINDER

RE: Jamaco LLC
3 Dewey Street
Amesbury, MA 01913

Policy:0100103116-0
Date:12/12/2019

This binder contains an outline of coverage and does not include all the terms, conditions and exclusions of the policy that may be issued. The policy contains the full and complete agreement with regards to coverage. Please review this binder thoroughly and notify the Company immediately of any inaccuracies or discrepancies.

Company: Kinsale Insurance Company

Policy Term: 12/12/2019 - 12/12/2020

Coverage Form: Commercial General Liability - Claims Made

Retro Date: Inception

Description Of Operations: Cannabis Producer

Limits:

Each Occurrence Limit	\$1,000,000
Damages to Premises Rented to You Limit	\$100,000
Medical Expense Limit	Excluded
Personal & Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$2,000,000
Products / Completed Operations Aggregate Limit	\$2,000,000

Deductible:

Per Claim	\$5,000
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** Deductibles apply to all coverages, damages, and expenses.

Coverage Enhancements:

Primary / Non-Contributory Endorsement

Basis of Premium

Class Description	Exposure Base	Exposure Units	Rate
Marijuana Products - Growing, Processing and Cultivating	per \$1,000 Gross Sales	2,500,000	4.0000

Premium	\$10,000
Company Fees	\$150
Total Due At Inception	\$10,150
Minimum Earned Premium	25.00%
Commission	10%

Company Fees are fully earned.

Premium is 100.00% minimum and deposit.

Taxes, fees and surcharges are the responsibility of the broker.

Policy Subject to Annual Audit.

Contingencies:

This binder is conditioned on our receipt and approval of the materials listed below. We may rescind this binder if we do not receive, review and approve in writing these materials. Further, this binder is strictly conditioned upon there being no material change in the risk between the date of the binder and the effective date of the policy. If we determine that a material change has occurred, we may modify the terms of this binder, including rescinding it altogether. Subject to favorable inspection and compliance with recommendations.

SL Tax Filing Form upon binding.

Comments:

Contact Information:

Thomas Coplan
Senior Underwriter - Products Liability

thomas.coplan@kinsaleins.com
(804) 289-1371

Exclusions and Endorsements:

CAS1001-0618 - Commercial General Liability Declarations - Claims Made
ADF9013-0419 - Notice - Where To Report A Claim
ADF4001-0110 - Schedule of Forms
CG0002-1001 - Commercial General Liability Coverage Form
CAN2002-0218 - Warranty Endorsement - Licensing Compliance
CAS2004-0110 - Deductible Endorsement
CAS2007-0817 - Common Conditions - Casualty
CAS2008-0110 - Amended Duties in the Event of a Claim or Suit - (Commercial General Liability - Claims Made)
CAS2009-1111 - General Liability Changes-Claims Made to Claims Made and Reported
CAS2013-0215 - Extended Reporting Period
ADF4002-0817 - Basis of Premium
ADF4005-0212 - Composite Rate Endorsement
CAS4004-0119 - Amendment - Supplementary Payments Inside Limits of Insurance
CAS4018-0411 - Minimum Policy Premium
CAS4029-1212 - Amendment - Premium Audit Conditions
ADF3003-0519 - Exclusion - Absolute Pollution and Pollution Related Liability
ADF3010-0110 - Exclusion- Nuclear, Biological or Chemical Materials
ADF3011-0115 - Exclusion of Other Acts of Terrorism Committed Outside the United States; Exclusion of Punitive Damages Related to a Certified Act of Terrorism; Cap on Losses from Certified Acts of Terrorism
ADF3013-0611 - Exclusion - Collection of Personal Identification Information
CAN3001-0218 - Additional Policy Exclusions - Cannabis
CAN3002-0218 - Exclusion - Cannabis Health Hazard
CAN3003-1218 - Exclusion - Ingredients or Additives - Cannabis
CAN3004-0218 - Exclusion - Impairment
CAN3005-1218 - Exclusion - Caffeine or Alcohol - Cannabis
CAN3006-0119 - Exclusion - Assault And Battery

CAS3009-0110 - Exclusion-Medical Payments
CAS3011-0110 - Exclusion- New Entities (Commercial General Liability)
CAS3026-0110 - Exclusion - Prior Products(12/12/2019)
CAS3069-0110 - Exclusion- Construction Activities
CAS3094-0110 - Exclusion - Other Policies(0100084520-0)
CAS3097-0110 - Exclusion - Intellectual Property
CAS3098-0110 - Exclusion- Named Insured vs. Named Insured
CAS3108-0814 - Exclusion - Access or Disclosure of Confidential or Personal Information and Data-Related Liability - General Liability
CAS3124-0616 - Exclusion - Violation of Statutes That Govern E-Mails, Fax, Phone Calls or Other Methods of Sending Material or Information
CG2167-1204 - Fungi or Bacteria Exclusion
CAN5001-0218 - Additional Insured - State or Political Subdivision
CAN5002-0218 - Additional Insureds - Vendors(Blanket where required by written contract)
CAS5003-0717 - Additional Insured - Primary and Non-Contributory Endorsement
CAS5017-0419 - Additional Insured - Managers or Lessors of Premises as Required by Written Contract
ADF9010-0115 - Notice of Terrorism Insurance Coverage
IL0021-0908 - Nuclear Energy Liability Exclusion Endorsement (Broad Form)
IL0985-0115 - Disclosure Pursuant to Terrorism Risk Insurance Act
ADF9004-0110 - Signature Endorsement
ADF9009-0110 - U.S. Treasury Department's Office of Foreign Assets Control (OFAC) Advisory Notice to Policyholders
CAS5006-0717 - Additional Insured As Required By Written Contract-Trade Event

Kinsale Insurance Company
P. O. Box 17008
Richmond, VA 23226
(804) 289-1300
www.kinsaleins.com

Kinsale Insurance Company

A.M. Best Company Rating: A (Excellent)
Financial Size Category: IX

Boston Insurance Brokerage, Inc. - Chase Stone

BINDER

RE: Jamaco LLC
3 Dewey Street
Amesbury, MA 01913

Policy:0100103116-1
Date:11/25/2020
Renewal of Policy:0100103116-0

This binder contains an outline of coverage and does not include all the terms, conditions and exclusions of the policy that may be issued. The policy contains the full and complete agreement with regards to coverage. Please review this binder thoroughly and notify the Company immediately of any inaccuracies or discrepancies.

Company: Kinsale Insurance Company

Policy Term: 12/12/2020 - 12/12/2021

Coverage Form: Commercial General Liability - Claims Made

Retro Date: 12/12/2019

Description Of Operations: Cannabis Producer

Limits:

Each Occurrence Limit	\$1,000,000
Damages to Premises Rented to You Limit	\$100,000
Medical Expense Limit	Excluded
Personal & Advertising Injury Limit	\$1,000,000
General Aggregate Limit	\$2,000,000
Products / Completed Operations Aggregate Limit	\$2,000,000

Deductible:

Per Claim	\$5,000
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** Deductibles apply to all coverages, damages, and expenses.

Coverage Enhancements:

Primary / Non-Contributory Endorsement

Basis of Premium

Class Description	Exposure Base	Exposure Units	Rate
Marijuana Products - Growing, Processing and Cultivating	per \$1,000 Gross Sales	2,500,000	4.2000

Premium	\$10,500
Company Fees	\$150
4% MA Surplus Lines Tax	\$420
Brokerage Filing Fee	\$150
Total Due At Inception	\$11,220

Minimum Earned Premium 25.00%

Commission 10.00%

Company Fees are fully earned.
Premium is 100.00% minimum and deposit.
Taxes, fees and surcharges are the responsibility of the broker.
Policy Subject to Annual Audit.

Contingencies:

This binder is conditioned on our receipt and approval of the materials listed below. We may rescind this binder if we do not receive, review and approve in writing these materials. Further, this binder is strictly conditioned upon there being no material change in the risk between the date of the binder and the effective date of the policy. If we determine that a material change has occurred, we may modify the terms of this binder, including rescinding it altogether.
SL Tax Filing Form upon binding.

Comments:**Contact Information:**

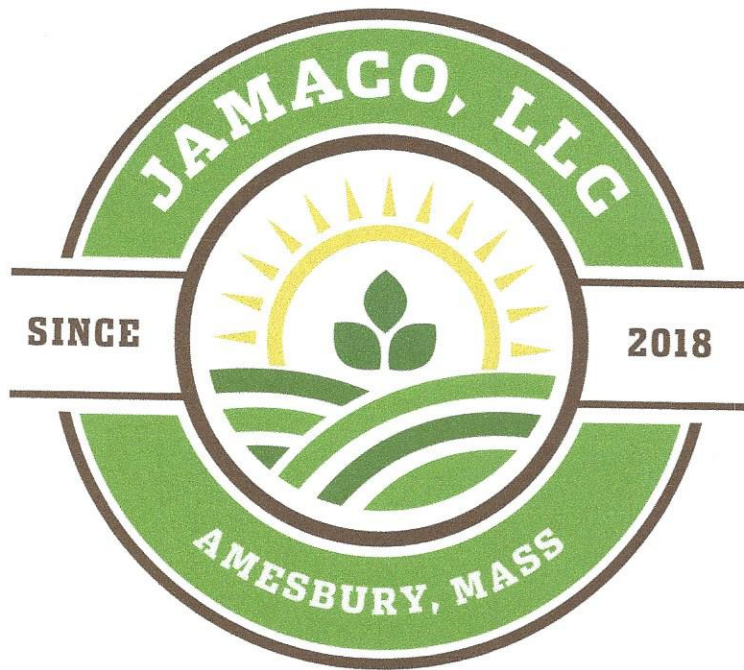
Thomas Coplan
Product Manager - Products Liability

Exclusions and Endorsements:

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ADF9013-0419 - Notice - Where To Report A Claim
ADF4001-0110 - Schedule of Forms
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CAS4018-0411 - Minimum Policy Premium
CAS4029-1212 - Amendment - Premium Audit Conditions
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CAN3001-0320 - Additional Policy Exclusions - Cannabis
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CAN3003-1119 - Exclusion - Ingredients or Additives - Cannabis
CAN3004-0218 - Exclusion - Impairment
CAN3005-1218 - Exclusion - Caffeine or Alcohol - Cannabis
CAN3006-0119 - Exclusion - Assault And Battery
CAS3009-0110 - Exclusion-Medical Payments
CAS3011-0220 - Exclusion - New Entities (Commercial General Liability)

CAS3026-0110 - Exclusion - Prior Products (12/12/2019)
CAS3069-0110 - Exclusion- Construction Activities
CAS3094-0110 - Exclusion - Other Policies (0100084520-0)
CAS3097-0220 - Exclusion - Intellectual Property
CAS3098-0110 - Exclusion- Named Insured vs. Named Insured
CAS3108-0420 - Amended Exclusion - Recording and Distribution of Material or Information- General Liability
CAS3124-0616 - Exclusion - Violation of Statutes That Govern E-Mails, Fax, Phone Calls or Other Methods of Sending Material or Information
CAS3140-0320 - Exclusion - Pathogen and Related Hazards
CAN5001-0420 - Additional Insured - State or Governmental Agency or Subdivision or Political Subdivision
CAN5002-0420 - Additional Insureds As Required By Written Contract - Vendors (Blanket where required by written contract)
CAS5003-0717 - Additional Insured - Primary and Non-Contributory Endorsement
CAS5017-0420 - Additional Insured As Required By Written Contract - Managers or Lessors of Premises
ADF9010-0115 - Notice of Terrorism Insurance Coverage
IL0021-0908 - Nuclear Energy Liability Exclusion Endorsement (Broad Form)
IL0985-0115 - Disclosure Pursuant to Terrorism Risk Insurance Act
ADF9004-0110 - Signature Endorsement
ADF9009-0110 - U.S. Treasury Department's Office of Foreign Assets Control (OFAC) Advisory Notice to Policyholders
CAS5006-0420 - Additional Insured As Required By Written Contract - Trade Event

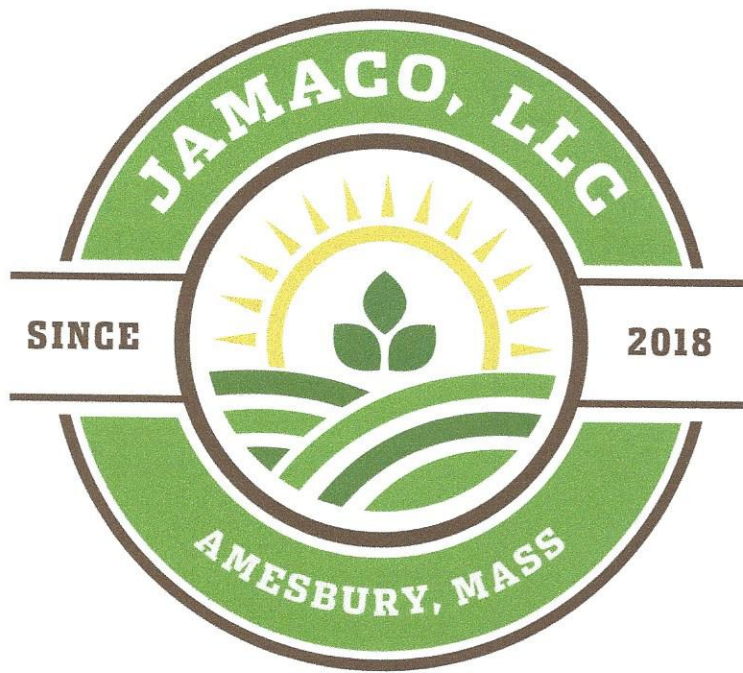
Kinsale Insurance Company
P. O. Box 17008
Richmond, VA 23226
(804) 289-1300
www.kinsaleins.com



Separating Adult-Use From Medical

Description of proposed operations:

JAMACO, LLC will provide product for the Massachusetts adult use marijuana market. JAMACO, LLC will not cultivate any medical marijuana and will not participate in the Massachusetts medical marijuana program. We will have no separation for we will only provide for the adult use market.

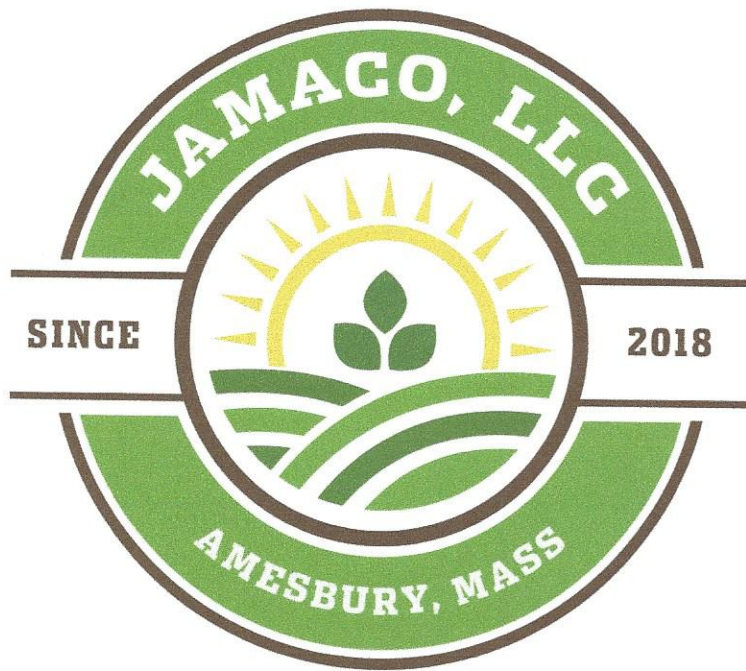


Record Keeping Procedures

JAMACO, LLC's records are available for inspection by the CNB upon request. JAMACO, LLC's internal records are maintained in accordance with generally accepted accounting principles. Written records that are maintained and available for inspection by the Commission include, but are not necessarily limited to, all records required in any section of 935 CMR 500.000, in addition to the following:

1. Written operating procedures as required by 935 CMR 500.105(1);
2. Inventory records as required by 935 CMR 500.105(8);
3. Seed-to-sale tracking records for all marijuana products as required by 935 CMR 500.105(8)(e);
4. The following personnel records;
 - Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
 - A personnel record for each marijuana establishment agent. JAMACO, LLC's records will be maintained for at least 12 months after termination of the individual's affiliation with JAMACO, LLC and will include, at a minimum, the following:
 - i. all materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - ii. documentation of verification of references;
 - iii. the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision

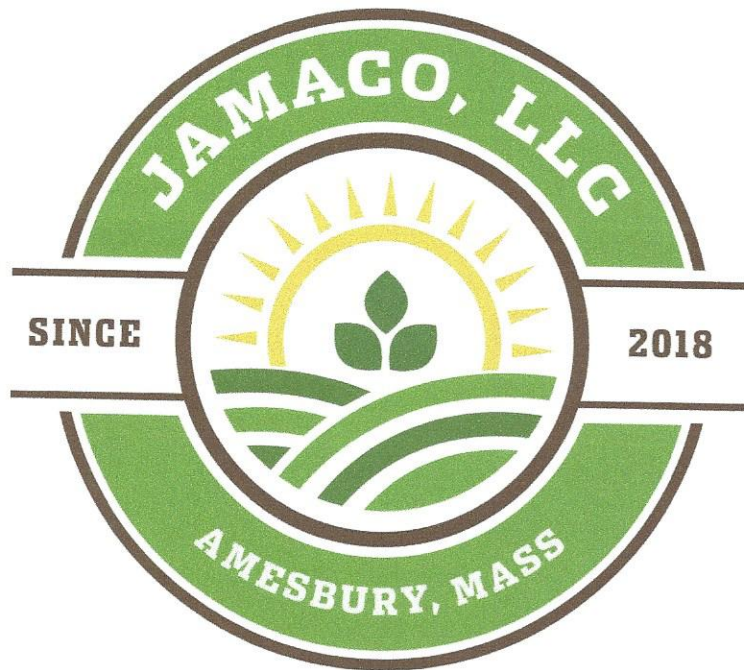
- iv. documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
 - v. documentation of periodic performance evaluations;
 - vi. a record of any disciplinary action taken; and
 - vii. notice of completed responsible vendor and eight-hour related duty training.
- A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
 - Personnel policies and procedures; and
 - All background check reports obtained in accordance with 935 CMR 500.030.
5. Business records: JAMACO, LLC maintains its financial records within QuickBooks, including all wholesale revenue, all expenses, wages, capital expenditures, liabilities, and all other items that would appear on JAMACO, LLC's profit and loss or balance sheet. These records cover:
- Assets and liabilities;
 - Monetary transactions;
 - Books of accounts, including journals, ledgers, and supporting documents;
 - Sales records including the quantity, form, and cost of marijuana products;
 - Salary and wages paid to each employee, stipend paid to each board member; and
 - Any executive compensation, bonuses, benefits, or items of value paid to any individual affiliated with a Marijuana Establishment, including members of the nonprofit corporation, if any.
6. Waste disposal records as required under 935 CMR 500.105(12); and In the event of closure, JAMACO, LLC will maintain all records for at least two years in a form and location acceptable to the Commission.



Maintaining of Financial Records

JAMACO, LLC maintains its financial records with QuickBooks software, including all retail and wholesale revenue, all expenses, wages, capital expenditures, liabilities, and all other items that would appear on JAMACO, LLC profit and loss or balance sheet. These records will cover:

1. Assets and liabilities;
2. Monetary transactions;
3. Books of accounts, including journals, ledgers, and supporting documents,
4. Sales records including the quantity, form, and cost of marijuana products;
5. Salary and wages paid to each employee, stipend paid to each board member; and
6. Executive compensation, bonuses, benefits, or items of value paid to any individual affiliated with a marijuana establishment, including members of the nonprofit corporation, if any.



Qualifications And Training

Qualifications for employment at JAMACO, LLC will vary with the position. Here is a list of minimum qualifications as shown on our current job descriptions:

1. Chief Operating Manager

The COM will be thoroughly committed to JAMACO, LLC's corporate mission. All candidates shall have proven leadership, coaching, and relationship management experience. Concrete, demonstrable experience and other qualifications shall include:

- Unwavering commitment to quality control and data-driven operational evaluation;
- Excellence in organizational management with the ability to coach staff, manage, and develop high-performance teams, set and achieve strategic objectives, and manage a budget;
- Past success working with a Board of Directors with the ability to cultivate existing board member relationships;
- Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders and cultures;
- Strong written and verbal communication skills;
- A persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills;
- Action-oriented, entrepreneurial, adaptable, and innovative approach to business planning;
- Ability to work effectively in collaboration with diverse groups of people; and
- Passion, idealism, integrity, positive attitude, mission-driven, and self-directed.

2. Chief Financial Officer

The CFO will have at least five to eight years of professional experience in financial services/accounting. He or she will have experience creating and driving the analytic framework for planning and managing organizational change in a highly entrepreneurial organization. The CFO will have the following experience and attributes:

- Bachelor's degree (MA/MBA preferred) in Business, Management, or Finance;
- Excellent people skills, with experience collaborating with a multi-disciplinary, diverse, and dynamic team;
- Demonstrated experience in financial management and accounting sector;
- Experience should include legal, audit, compliance, budget, and resource development;
- Demonstrated resourcefulness in setting priorities, proposing new ways of creating efficiencies, and guiding investment in people and systems;
- Proven effectiveness leading professionals in finance and accounting;
- Be flexible and a self-starter; able to multitask while also being highly detail-oriented; and
- Personal qualities of integrity, credibility, and a commitment to JAMACO, LLC's mission.

3. Director of Cultivation

- Valid driver's license, proof of insurance, and reliable transportation;
- Must be 21 years of age or older;
- Extensive knowledge of horticulture and botany;
- BS or AS in horticulture/floriculture/biology or related field preferred;
- Strong interpersonal skills/team player;
- Ability to manage time and effectively prioritize;
- Meticulous attention to detail;
- Must be professional and customer service oriented;
- Flexibility and ability to adapt quickly to business needs;
- Must be comfortable with a high level of responsibility;
- Must submit to a full background check;
- Have extensive horticulture and botany knowledge, as well as previous management experience;
- Excellent communication skills;
- Be flexible and willing to pitch-in wherever needed; and
- Must be professional and customer service oriented when dealing with vendors and staff members.

4. Director of Operations

- Results-proven track record of exceeding goals and delivering desired results;

- Evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment;
- High level of business acumen including successful P&L management;
- Ability to balance the delivery of programs against the realities of a budget;
- Problem solving, project management, and creative resourcefulness;
- Energetic, flexible, collaborative, and proactive;
- A team leader who can positively and productively impact both strategic and tactical operational initiatives;
- Proven track record of success facilitating progressive organizational change and development within a growing organization;
- 5+ years of relevant retail and/or operations management experience preferred;
- MBA or equivalent professional experience;
- MUST have a valid MA driver's license and proof of insured reliable transportation;
- Must be 21 years of age or older;
- Punctual, meticulous, reliable and nice;
- Courteous manner with staff; and.
- Knowledge of strains and cannabis products preferred.

5. Director of Security

- Project management skills. Minimum five (5) years of management experience;
- Minimum twelve (12) years of compliance-related experience;
- Bachelor's or clinical degree, or four (4) years of experience in a directly related field;
- High school diploma or general education development (GED) required;
- Knowledge of security compliance requirements and technologies;
- Expert knowledge of compliance policies, practices and systems;
- Must be able to develop advanced compliance principles, theories, and concepts; and
- Knowledge of compliance-related practices and standards.

6. Production Manager

- Must have a valid MA Driver's license and proof of insured reliable transportation;
- Must be 21 years of age or older;
- Punctual, meticulous, reliable and nice;
- Have or be willing to acquire knowledge of cannabis products and processing techniques;
- Submit to a full background check;
- Strong communication skills; and
- High level of responsibility.

7. Assistant Manager

- Must have a valid MA Driver's license and proof of insured reliable transportation. Must be 21 years of age;
- Punctual, meticulous, reliable;
- Courteous manners with retailers;
- Have knowledge of strains, genetics, and growing;
- Submit to a full background check;

- Meticulous attention to detail;
- Excellent communication skills;
- High level of responsibility;
- Flexibility and willingness to pitch-in wherever needed;
- Must be confident and customer service oriented when dealing with customers on the phone and in person as well;
- Compassion for people; and
- Applicable experience as a retail manager or assistant manager.

8. Cultivation Specialist

- Valid driver's license, proof of insurance, and reliable transportation;
- Must be 21 years of age or older;
- Extensive knowledge of horticulture and botany;
- BS or AS in horticulture/floriculture/biology or related field preferred;
- Strong interpersonal skills/team player;
- Ability to manage time and effectively prioritize;
- Meticulous attention to detail;
- Must be professional and customer service oriented;
- Flexibility and ability to adapt quickly to business needs;
- Must be comfortable with a high level of responsibility; and
- Must submit to a full background check.

9. Production Specialist

- Valid driver's license, proof of insurance, and reliable transportation;
- Must be 21 years of age or older;
- Courteous manner with fellow staff members;
- Team player with strong work ethic;
- Ability to manage time and effectively prioritize;
- Meticulous attention to detail;
- Flexibility and ability to adapt quickly to business needs;
- Must be comfortable with a high level of responsibility; and
- Must submit to a full background check.

Agent training:

The training will include a comprehensive training for current and new agents. This training will include any new or updated policies or procedures that are relevant for the agent being trained. A detailed training plan will be established and each agent will be required to undergo training prior to employment.

At Hiring:

New agents must complete an initial training regimen prior to performing actual job functions. Training includes shadowing an agent in a similar role with similar job responsibilities. Training must also include training on confidentiality, as well as in-depth review of the marijuana adult-use regulations, incident de-escalation techniques and emergency policies. Documentation of all required training, including training regarding

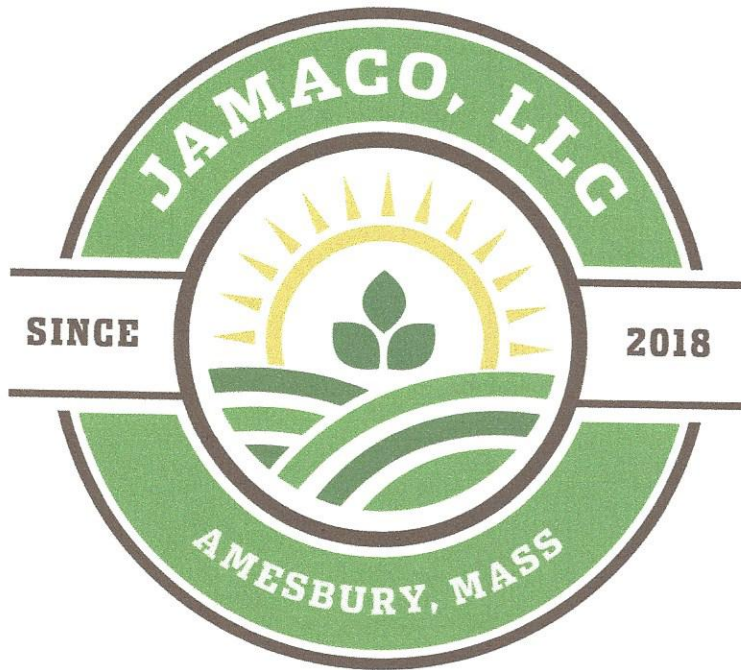
privacy and confidentiality requirements, and a signed statement of the individual hired indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters. This must be included in employee's personnel file.

Responsible Vendor Training

1. Within 90 days of being hired, all employees that are involved in the handling and sale of marijuana for adult-use will attend and successfully complete a responsible vendor program to be designated a "responsible vendor."
2. Administrative employees who do not handle or sell marijuana may take the "responsible vendor" program on a voluntary basis.

On-going:

At a minimum, staff shall receive annually a minimum of 8 hours of on-going, relevant training and/or supplemental education. The Director of Security will determine the annual training agendas for cultivation staff. All employees that are involved in the handling and sale of marijuana for adult-use will successfully complete the program once every year thereafter to maintain designation as a "responsible vendor."



Quality Control And Testing

JAMACO, LLC's procedures for ensuring high-quality, dose-consistent, contaminant-free marijuana will be built upon cultivation production practices which expressly prohibit the use of plant-growth regulators, non-organic pesticides and heavy-metal additives, while also demanding high standards of sanitization and third-party laboratory testing.

These procedures begin with strict sanitary protocols and personal hygiene requirements for all cultivation and manufacturing staff. These include, but are not limited to, depositing of non-essential personal belongings in sequestered locker rooms upon first entering the facility; sanitary uniforms for all employees/authorized visitors; and, before entering any cultivation or production area, mandated use of secondary locker/changing rooms and further changing into fresh clothing, a face mask, and a hair-net.

JAMACO, LLC's Requirements for the handling of marijuana.

JAMACO, LLC once authorized to process marijuana will do so in a safe and sanitary manner. JAMACO, LLC will process the leaves and flowers of the female marijuana plant only, which shall be; well cured and generally free of seeds, stems, free of dirt, sand, debris, and other foreign matter. It will also be free from contamination by mold, rot, other fungus, and bacterial disease and it will be prepared and handled on food grade stainless steel tables and packaged in a secure area.

JAMACO, LLC will comply with the following sanitary requirements as a minimum;

- Any JAMACO, LLC agent who's job includes contact with marijuana or non-edible marijuana products, including cultivation, production, or packaging, will be subject to the

requirements for food handlers specified in 105 CMR 300.000, (reportable diseases, surveillance, and isolated and quarantine requirements).

- Any JAMACO, LLC agent working in direct contact with preparation of marijuana or non-edible marijuana products shall conform to sanitary practices while on duty, including maintaining adequate personal cleanliness and washing his/her hands thoroughly in an adequate hand-washing area before starting work and at any other time when hands may have become soiled or contaminated.
- JAMACO, LLC has designed and will have hand-washing facilities adequate and convenient with running water at a suitable temperature.
- Hand-washing facilities will be located in JAMACO, LLC's production areas and where good sanitary practices require employees to wash and sanitize their hands and shall provide efficient hand cleaning and sanitizing preparations and sanitary towels service or suitable drying devices.
- JAMACO, LLC will provide sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations. Litter and waste will be properly removed and disposed of so as to minimize the development of odor and minimize the potential for the waste attracting and harboring pest. The operating systems for waste disposal shall be maintained in an adequate manner pursuant to 935CMR 500. 105(12).
- Floors, walls, and ceilings will be constructed in such a manner that they may be adequately kept clean and in good repair.
- There shall be adequate safety lighting in all processing and storage areas as well as areas where equipment or utensils are cleaned. JAMACO, LLC's building, fixtures, and other physical facilities shall be maintained in a sanitary condition. All contact surfaces, including utensils and equipment, shall be maintained in a clean and sanitary condition. Such surfaces shall be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US environmental protection agency EPA, in accordance with labeling instructions. Equipment and utensils shall be so designed in such materials and workmanship as to be adequately cleanable.
- All toxic items will be identified, held, and stored in a manner that protects against contamination of marijuana products.
- JAMACO, LLC's water supply will be sufficient for necessary operations. Any private water source will be capable of providing a safe, potable, and adequate supply of water to meet JAMACO, LLC's needs. Plumbing will be of adequate size and design, and adequately installed and maintained to keep and carry sufficient quantities of water to require locations throughout the JAMACO, LLC's marijuana establishment. Plumbing will properly convey sewage and liquid disposable waste from the marijuana establishment. There shall be no cross connections between the potable and waste water lines.
- JAMACO, LLC will provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair.
- Products that can support the rapid growth of undesirable microorganisms shall be held in a manner that prevent the growth of these microorganisms.

- The storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination as well as against deterioration of finished products or their containers. All vehicles and transportation equipment used for the transportation of marijuana products or edibles requires temperature control for safety and must be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with requirements pursuant to 21 CFR 1.908(c).
- All vehicles and transportation equipment used for the transportation of marijuana products or edibles require temperature control for safety and must be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with requirements pursuant to 21 CFR 1.908(c).
- All marijuana establishments, including those that develop or processed edible marijuana products, shall comply with sanitary requirements. All edible products shall be prepared, handled, and stored in compliance with the sanitation requirements in 105 CMR 590.000 (minimal sanitation standards for food establishments).

Marijuana products will be regularly tested at an ISO certified state-compliant lab. Testing will be conducted under Good Laboratory Practices (GLP) guidelines and ISO 17025 certification, consistent with 105 CMR 725.105. Our third-party lab vendors will be registered as dispensary agents. Our lab vendors will be responsible for transportation of samples to be tested. All excess marijuana must be returned to JAMACO, LLC and be disposed of pursuant to 105 CMR 725.105(j).

Product testing objectives include both qualifying and quantifying the potential benefits. This includes evaluating cannabinoid and terpene profiles, both of which have been anecdotally reported to have value. Cannabinoid profiles include identification and quantification of the predominant compounds present in a sample, and may include THC, CBD, CBN, CBG, CBC, and the acid forms of each of these (THCA, CBDA, CBNA, CBGA, and CBCA). Terpenoid profiles include the most abundant terpenes present and may include myrcene, limonene, linalool, alpha-pinene and trans-caryophyllene in addition to others.

In addition, all cannabis products will be tested for the presence of pesticides and microorganisms, including bacteria and mold, which may present a health risk. Molds such as *Aspergillus*, *Penicillium* and *Cladosporium* can be found in almost all marijuana plant material, but testing will ensure that levels of mold and mycotoxins are below acceptable limits as determined by state regulations. Real time PCR (qPCR) will be generally used by our lab vendors to identify and quantify any microorganisms present in a sample, while additional chromatographic techniques, in combination with monoclonal antibody-based Immuno Affinity assays, will be used to detect the presence and levels of mycotoxins in a sample. Similar chromatographic methodologies will be used for the identification of plant growth regulators in our products.

Samples will be tested for the presence of heavy metals using ICP-MS. For samples of flower, residual moisture content will be measured.

Any marijuana plant material or finished product, along with its associated batch in which contaminants are found to be present, shall be disposed of in a compliant manner.

We intend to strictly adhere to all testing protocols as determined by the Cannabis Control Commission.

Testing results will be retained for no less than 1 year.

Quality Control (QC) Samples

Duplicate samples will be routinely collected to provide verification of both sampling and laboratory procedures and consistency. Specifically, a duplicate will be collected for 5 percent (1 per 20) of the samples collected for each marijuana batch. Duplicate samples will not be identified to the receiving laboratory (this is considered blind quality control). Duplicate samples will be used to evaluate any variance in the sampling and analysis procedures.

“Duplicate Samples” means two samples taken from, and representative of, the same material that is carried through all steps of the sampling and analytical procedures in an identical manner. Duplicate samples may be used to evaluate variance in the evaluation method, including sampling and analysis.

Procedures for sampling of finished product:

This section describes sample collection procedures that are generally applicable to JAMACO, LLC. Upon finishing a batch, a random blind sample will be chosen and packaged separately. A duplicate sample will be chosen at the same time from another adjacent location from the same batch. In all cases, sample collection must be conducted in a manner that provides analytically sound and representative samples so that all marijuana products dispensed are safe, effective, and accurately labeled. The RMD must document every sampling event and provide this documentation to the Commission upon request.

Prior to Sample Collection. The JAMACO, LLC’s agents conducting the sampling will assemble all equipment and information needed before beginning. Items to assemble before sampling include, but are not limited to, the following:

- Sample collection plan for each product type;
- Logbook or sample collection forms;
- Chain-of-custody forms (COCs);
- Disposable gloves;
- Decontaminated tool(s) such as a spatula, knife, sampling spear, or pipette;
- Stainless steel bowl and implement to homogenize the product (e.g., by stirring, chopping, or grinding);
- Clean, decontaminated surface for sample processing;

- Sample containers appropriate for the analyses required;
- Container labels and pen with indelible ink;
- Supplies to thoroughly clean, decontaminate and dry sampling equipment between samples; and
- A cooler with ice to keep samples cool until refrigeration or shipment to the laboratory (applies to perishable products only).

Sample collection personnel will create a new entry for each sampling event in a sample collection logbook or prepare sample collection forms for documentation of sample collection.

Sample collection documentation shall identify the sample collection date and start time, participating personnel, a general description of the product type and batch number sampled, a description of the sampling procedures used, and a record of batches that would potentially be impacted should analysis results indicate unacceptable contamination levels.

Sample collection personnel shall identify or determine the cultivation batch number, production batch, and number of samples to be collected based on the guidance provided in Section 5 of the testing protocols document, as well as further guidance obtained in consultation with the laboratory. The number of samples taken from each cultivation and/or production batch must be recorded in the sample collection logbook or forms. JAMACO, LLC will record the sample cultivation and production batch identifiers (ID) for each sample. The batch IDs will be included on sample labels. In addition to the batch ID, JAMACO, LLC will create a unique sample ID for each sample. Sample identifiers should be unique for a given sample event and both the batch and sample IDs will be recorded in the sample collection logbook.

Any tools that contact the samples should be made of stainless steel or other inert material to avoid potential contamination of the sample. Appropriate sample containers should be made of suitable materials.

Preparing sample labels and affixing them to sample containers immediately before sampling is recommended. Information to include on the label includes at a minimum the batch and sample IDs and date/time of collection and by whom. Additional information that must be recorded in documentation, if not on the label, includes sample collector's name, product type, collection method, and other details about the product such as MIP type or production method.

Sample Collection. Collect the planned samples from each cultivation or production batch one at a time. Follow these basic steps for each sample:

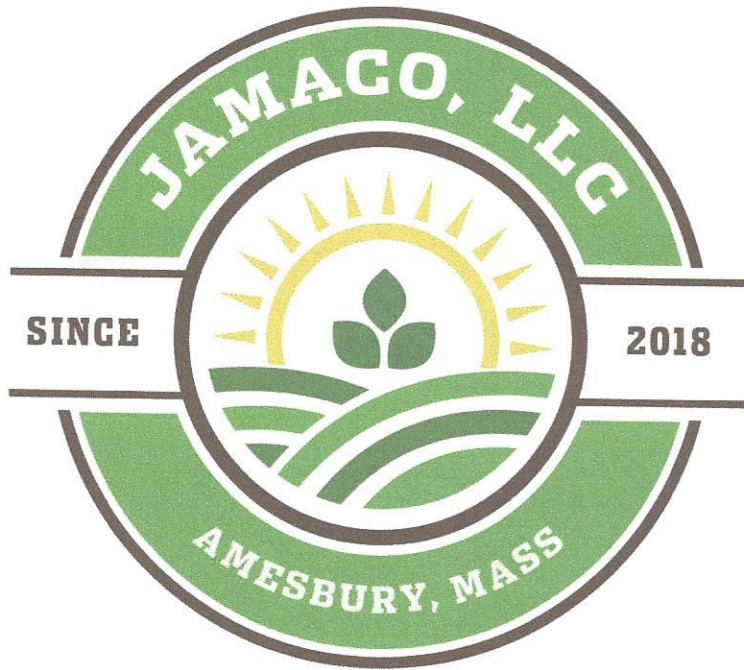
1. Wear disposable gloves, hair net and face mask to mitigate potential for contamination of samples;
2. Ensure that the sampling area is clean and decontaminated and lay out any tools and equipment needed;
3. Collect the sample using an appropriate tool. Do not touch the sample with your hands or allow the sample to touch anything that might cause cross-contamination;

4. If necessary, place the sample in the stainless steel bowl or on a decontaminated cutting surface for homogenizing the sample using either the sample collection tool or separate clean, decontaminated implement;
5. Record the time each sample was collected and record any difficulties, inconsistencies with the sampling plan, or other remarks (e.g., environmental conditions) that might be relevant to data analysis or quality assurance;
6. To avoid cross contamination of samples, any tools or equipment that come in contact with the finished plant material or other marijuana products should be cleaned with isopropyl alcohol before collecting the next sample;
7. All samples should be placed in clean, airtight sample containers that are large enough to hold the prescribed sample quantity with minimal headspace. Sample containers must be firmly closed and appropriately labeled;
8. To preserve the chemical and biological composition of the samples, they should be refrigerated or maintained on ice until shipped to the analytical laboratory; and
9. Chain-of-custody paperwork should be completed immediately prior to shipment to the analytical laboratory.

Marijuana finished plant material may be heterogeneous with respect to distribution of cannabinoids or contaminants. To obtain a representative sample, solid and semi-solid products must be ground and thoroughly mixed. A grinding device that minimizes loss (e.g., leaching of resins) should be used, and the grinding device should be cleaned thoroughly after each use.

Another method to promote the representativeness of a ground marijuana product is quartering. Quartering involves heaping the ground product, dividing the heap into four equal quarters, and selecting samples from two of the quarters, which are combined and mixed (Sexton and Ziskind, 2013). The remaining quarters may then be combined and mixed and then used for microbiological and contaminant testing (Sexton and Ziskind, 2013).

Resin and other solids should not be melted as a means of homogenization. Heating the product may alter the cannabinoid profile or contamination levels (WHO, 2005) thereby rendering the sample unrepresentative of the source product.



Personnel Policies

Agent Training

At Hiring:

- New agents must complete an initial training regimen prior to performing actual job functions.
- Training will entail shadowing an agent in a similar role with similar responsibilities as the new agent.
- Training must also include training on confidentiality (patient and employee), as well as in-depth review of the Massachusetts adult use marijuana regulations.
- Training will include incident de-escalation techniques and emergency procedures.
- Documentation of all required training, including training regarding privacy and confidentiality requirements, and a signed statement of the individual hired indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters. This must be included in the employee's personnel file.

On-going:

At a minimum, staff shall receive a minimum of 8 hours on-going, relevant training and/or supplemental education annually. The Director of Security will determine the annual training agendas for both office and cultivation staff.

JAMACO, LLC's facility, workplace and property on which it is located, is an alcohol, smoke, and drug free work place. Consumption of alcohol, smoking products and drugs are not allowed at its facility!

Personnel Records

JAMACO, LLC has considered how confidential information will be stored, maintained and has developed a plan to maintain such information securely. All paper copies of personal records will be stored in a locked, fireproof safe located in our office and will be under video surveillance 24 hours a day seven days a week. All digitally recorded information will be stored on a secure server and have private passwords to access.

Records will be available for inspection by the CNB upon request. Personnel records must include:

1. Job descriptions for each employee and volunteer position;
2. Organizational charts consistent with the job descriptions;
3. All materials submitted to the Department/Commission pursuant to 105 CMR 725.030(B);
 - The full name, date of birth, and address of the individual;
 - Written acknowledgement by the individual of the limitations on his or her authorization to cultivate, harvest, prepare, package, possess, transport, and dispense cannabis in the Commonwealth;
 - A copy of the dispensary agent's driver's license, government-issued identification card, or other verifiable identity document acceptable to the Department/Commission;
 - An attestation that the individual will not engage in the diversion of marijuana; and
 - Any other information required by the Department/Commission.
4. Documentation of verification of references;
5. The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
6. 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;
7. A copy of the application that the RMD submitted to the Department/Commission on behalf of any prospective dispensary agent;
8. A copy of the background check report commissioned by JAMACO, LLC prior to hire;
9. Documentation of periodic performance evaluations; and
10. A record of any disciplinary action taken

Personnel records for each dispensary agent must be maintained for at least 12 months after termination of the individual's affiliation with JAMACO, LLC.

Staffing plan and records in compliance with 105 CMR 725.105(A)(8) and 725.105(I)(4)(c).
JAMACO, LLC recruits new employees through:

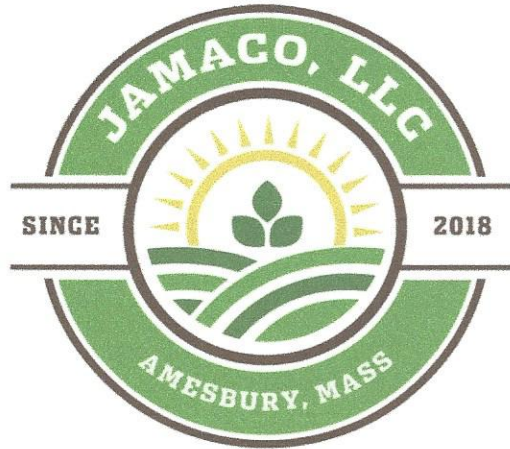
- Traditional job opportunity websites including Monster.com.;
- Word-of-mouth advertising via current JAMACO, LLC stakeholders;
- Posting on our website (www.jamacollc.com);
- Review of unsolicited job applications received prior to posting the opportunity; and
- Additional channels TBD, if volume and quality of response requires it.

Policy, as required under 105 CMR 725.105(A)(15), for the immediate dismissal of any dispensary agent who has:

- *Diverted marijuana, which shall be reported to law enforcement officials and to the Department; or*
- *Engaged in unsafe practices with regard to operation of the RMD, which shall be reported to the Department.*

Any dispensary agent found to have diverted marijuana or engaged in unsafe practices with regard to the operations of JAMACO, LLC will be subject to immediate dismissal per his or her employment contract and state regulations. A member of JAMACO, LLC Executive Management Team will report any and all instances of diversion to law enforcement officials and to the CNB. Any instance of a JAMACO, LLC employee engaging in unsafe practices with regard to the operations of JAMACO, LLC will also be reported to the CNB by a member of the Executive Management Team.

JAMACO, LLC. has adopted a zero tolerance policy toward individuals who knowingly violate the law, state marijuana regulations, or JAMACO, LLC's company policy.



Diversity Plan

JAMACO, LLC's hiring and staffing goal is simply to attract and retain the best individuals that we can. At least 50% of hirees with the company will promote equity among its staff including but not limited to the following demographics: minorities, women, veterans, people with disabilities, and LGBTQ. This is evidenced by the fact that JAMACO, LLC already has a diverse workforce, including a minority owner and multiple women in leadership roles. Compensation is equitable throughout the company and is commensurate with experience, job responsibilities, and market conditions. JAMACO, LLC's goal is as follows:

1. Increasing the number of individuals falling into the above listed demographics working in and or at JAMACO, LLC to 50% and providing tools to ensure their success.
2. Increase the number of individuals falling into the above listed demographics in management and existing executive positions in JAMACO, LLC to 50% and provide tools to ensure their success.

JAMACO, LLC's diversity plan programs are tailored to promote equity for the identified groups and to include them into the operations of JAMACO, LLC as follows:

1. JAMACO, LLC will advertise employment opportunities in multiple mediums and publications included but not limited to the Haverhill Gazette newspaper 4 times per year.
2. JAMACO, LLC will distribute internal workplace newsletters 4 times per year that encourage current employees to recommend individuals falling into the above listed demographics for employment.
3. JAMACO, LLC biannually will provide training or mentorship programs for individuals falling into the above listed demographics to promote their entry into the marijuana industry.
4. JAMACO, LLC will establish relationships with Emmaus and the Amesbury Carriage Museum that is diversity focused for the purpose of.
 - a. Networking with their constituencies annually for employment purposes;
 - b. Annual Provide training or informal sessions for individuals falling into the above listed demographics on the marijuana industry.

JAMACO, LLC's diversity plan measurements and metrics will be used in measuring the success of its programs. This plan includes both qualitative and quantitative measures that demonstrate the progress or success of the plan. Our metrics have identified data sources and methods for tracking that data is as follows;

1. JAMACO, LLC will track the number of individuals from the above referenced demographic groups who were hired and retained after the issuance of licensing.
2. JAMACO, LLC will track the number and % of promotions for people following into the above listed demographics since initial licensure.
3. JAMACO, LLC will track the number and % of positions created since initial licensure.
4. JAMACO, LLC will track the number and subject matter of trainings held and the number of individuals following into the above listed demographics in attendance.

JAMACO, LLC affirmatively states the following;

1. JAMACO, LLC (The applicant) acknowledges and is aware, and will adhere to, the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertisement, branding, marketing, and sponsorship practices of every marijuana establishment; and
2. Any actions taken, or programs instituted, will not violate the commission's regulations with respect to limitations on ownership or control or other applicable state laws.
3. That the progress or success of our plan will be documented upon renewal, one year from the provisional licensure and each year thereafter

PRESIDENT

Christopher Deorocki

VICE PRESIDENT

Tom Pendergast

SECRETARY

Courtney MacLachlan

IMMEDIATE PAST PRESIDENT

Mary Chatigny

DIRECTORS

Patricia Boyle-Steed

Maris DiTolla

Peter Hoyt

Susan Koso

Joyann Reynolds

Peter Siess

EXECUTIVE DIRECTOR

John Mayer

November 18, 2019

JAMACO, LLC
3 Dewey Street
Amesbury, MA 01913
c/o Atty. Christopher Deorocki

To whom it may concern,

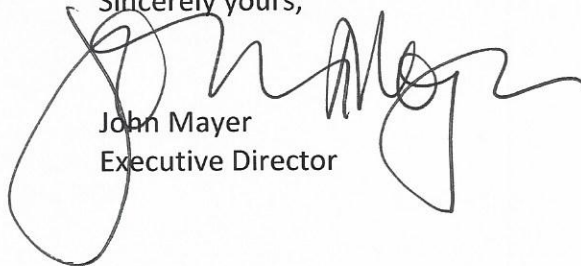
The Amesbury Carriage Museum is a 501 C 3 charitable organization registered in the State of Massachusetts and with the Internal Revenue Service. Our tax i.d. # is 04-3021666

As part of our operating strategy, we welcome and except support from individual, business, and foundation donors in our community.

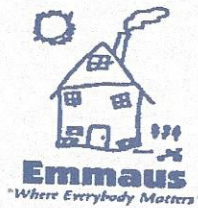
We are willing to accept financial donations from JAMACO, LLC and would be delighted to add your company to our roster of sponsoring organizations.

Best wishes to you and thank you for your interest and support.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'John Mayer', is written over the typed name and title.

John Mayer
Executive Director



P.O. Box 568, Haverhill, Massachusetts 01831 • Phone: 978-241-3400 • Fax: 978-241-3422 • www.emmausinc.org

December 12, 2019

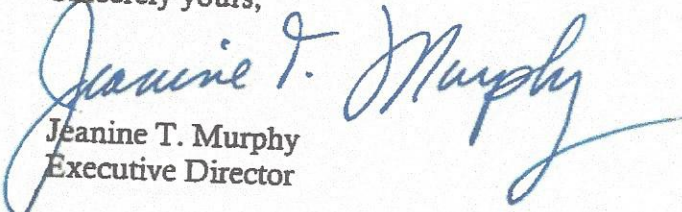
Mr. Matthew Gillard, Chief Operating Manager
JAMACO, LLC
35 Buttonwood Road
Amesbury, MA 01913

Dear Matt,

On behalf of Emmaus, I wish to inform you that we are able to accept monetary charitable contributions from your cannabis cultivation facility located in Amesbury, MA. Your gift will support our work with homeless families and single adults in the Lower Merrimack Valley region, including a housing program that we manage on Main Street in Amesbury targeting homeless women with histories of domestic violence.

We also wish to thank you for your interest in partnering with Emmaus on our annual Cycle for Shelter cycling fundraiser which will be held on July 26, 2020. We look forward to welcoming JAMACO as one of our rest stop sponsors.

Sincerely yours,


Jeanine T. Murphy
Executive Director

Providing shelter, affordable housing and compassionate services for homeless individuals and families.

Emergency Shelters • Job Training and Adult Education • Housing Services • Permanent Affordable Housing
Housing assistance for people living with AIDS/HIV • D'Youville Center for Social Justice

A SOMWBA-Certified Organization



Restricting Access to 21 and Older

REV.#: 1

DATE: 12/2020

Restricting Access to 21 and Older

JAMACO, LLC

SOP NAME: Restricting Access to 21 and Older

Version: 1

Restricting Access To 21 And Older To Prevent Diversion

1. Restricting access to our facility will be done at the point of entry. The office manager will be manning the point of entry and they will be checking IDs for anyone entering the facility. Each person entering must have an official and non-expired form of picture ID prior to entering, stating they are 21 or older. Acceptable forms of identification include the following:
 - a. Liquor purchase Identification Card
 - b. Motor Vehicle License
 - c. Valid Passport issued by the US government
 - d. Valid US Issued Military ID.



SOP NAME: Testing and Quality Control

REV.#: 1

DATE: 10/2020

Testing and Quality Control

JAMACO, LLC

SOP NAME: Testing and Quality Control

Version: 1

JAMACO, LLC's procedures for ensuring high-quality, contaminant-free marijuana will be built upon cultivation production practices which expressly prohibit the use of plant-growth regulators, non-organic pesticides and heavy-metal additives, while also demanding high standards of sanitization and third-party laboratory testing.

These procedures begin with strict sanitary protocols and personal hygiene requirements for all cultivation and manufacturing staff. These include, but are not limited to, depositing of non-essential personal belongings in sequestered locker rooms upon first entering the facility; sanitary uniforms/coveralls for all employees/authorized visitors.

JAMACO, LLC's Requirements for the handling of marijuana.

JAMACO, LLC once authorized to process marijuana will do so in a safe and sanitary manner. JAMACO, LLC will process the leaves and flowers of the female marijuana plant only, which shall be; well cured and generally free of seeds, stems, free of dirt, sand, debris, and other foreign matter. It will also be free from contamination by mold, rot, other fungus, and bacterial disease and it will be prepared and handled on food grade stainless steel tables and packaged in a secure area.

JAMACO, LLC will comply with the following sanitary requirements as a minimum;

- Any JAMACO, LLC agent whose job includes contact with marijuana or non-edible marijuana products, including cultivation, production, or packaging, will be subject to the requirements for food handlers specified in 105 CMR 300.000, (reportable diseases, surveillance, and isolated and quarantine requirements).
- Any JAMACO, LLC agent working in direct contact with preparation of marijuana or non-edible marijuana products shall conform to sanitary practices while on duty, including maintaining adequate personal cleanliness and washing his/her hands thoroughly in an adequate hand-washing area before starting work and at any other time when hands may have become soiled or contaminated.



- JAMACO, LLC has designed and will have hand-washing facilities adequate and convenient with running water at a suitable temperature.
- Hand-washing facilities will be located in JAMACO, LLC's production areas and where good sanitary practices require employees to wash and sanitize their hands and shall provide efficient hand cleaning and sanitizing preparations and sanitary towels service or suitable drying devices.
- JAMACO, LLC will provide sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations. Litter and waste will be properly removed and disposed of to minimize the development of odor and minimize the potential for the waste attracting and harboring pest. The operating systems for waste disposal shall be maintained in an adequate manner pursuant to 935CMR 500. 105(12).
- Floors, walls, and ceilings will be constructed in such a manner that they may be adequately kept clean and in good repair.
- There shall be adequate safety lighting in all processing and storage areas as well as areas where equipment or utensils are cleaned. JAMACO, LLC's building, fixtures, and other physical facilities shall be maintained in a sanitary condition. All contact surfaces, including utensils and equipment, shall be maintained in a clean and sanitary condition. Such surfaces shall be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US environmental protection agency EPA, in accordance with labeling instructions. Equipment and utensils shall be so designed in such materials and workmanship as to be adequately cleanable.
- All toxic items will be identified, held, and stored in a manner that protects against contamination of marijuana products.
- JAMACO, LLC's water supply will be sufficient for necessary operations. Any private water source will be capable of providing a safe, potable, and adequate supply of water to meet JAMACO, LLC's needs. Plumbing will be of adequate size and design, and adequately installed and maintained to keep and carry sufficient quantities of water to require locations throughout the JAMACO, LLC's marijuana establishment. Plumbing will properly convey sewage and liquid disposable waste from the marijuana establishment. There shall be no cross connections between the potable and wastewater lines.
- JAMACO, LLC will provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair.
- Products that can support the rapid growth of undesirable microorganisms shall be held in a manner that prevent the growth of these microorganisms.
- The storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination as well as against deterioration of finished products or their containers. All vehicles and transportation equipment used for the transportation of marijuana products or edibles requires temperature control for safety and must be designed, maintained, and equipped as necessary to provide adequate temperature



control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with requirements pursuant to 21 CFR 1.908(c).

- All vehicles and transportation equipment used for the transportation of marijuana products or edibles require temperature control for safety and must be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with requirements pursuant to 21 CFR 1.908(c).

Marijuana products will be regularly tested at an ISO certified state-compliant lab. Testing will be conducted under Good Laboratory Practices (GLP) guidelines and ISO 17025 certification, consistent with 105 CMR 725.105. Our third-party lab vendors will be registered as dispensary agents. Our lab vendors will be responsible for transportation of samples to be tested. All excess marijuana must be returned to JAMACO, LLC or must be disposed of pursuant to 105 CMR 725.105(j).

Product testing objectives include both qualifying and quantifying the potential benefits. This includes evaluating cannabinoid and terpene profiles, both of which have been anecdotally reported to have value. Cannabinoid profiles include identification and quantification of the predominant compounds present in a sample, and may include THC, CBD, CBN, CBG, CBC, and the acid forms of each of these (THCA, CBDA, CBNA, CBGA, and CBCA). Terpenoid profiles include the most abundant terpenes present and may include myrcene, limonene, linalool, alpha-pinene and trans-caryophyllene in addition to others.

In addition, all cannabis products will be tested for the presence of pesticides and microorganisms, including bacteria and mold, which may present a health risk. Molds such as *Aspergillus*, *Penicillium* and *Cladosporium* can be found in almost all marijuana plant material, but testing will ensure that levels of mold and mycotoxins are below acceptable limits as determined by state regulations. Real time PCR (qPCR) will be generally used by our lab vendors to identify and quantify any microorganisms present in a sample, while additional chromatographic techniques, in combination with monoclonal antibody-based Immuno Affinity assays, will be used to detect the presence and levels of mycotoxins in a sample. Similar chromatographic methodologies will be used for the identification of plant growth regulators in our products.

Samples will be tested for the presence of heavy metals using ICP-MS. For samples of flower, residual moisture content will be measured.

Any marijuana plant material or finished product, along with its associated batch in which contaminants are found to be present, shall be disposed of in a compliant manner.

We intend to strictly adhere to all testing protocols as determined by the Cannabis Control Commission.



Testing results will be retained for no less than 1 year.

Quality Control (QC) Samples

Duplicate samples will be routinely collected to provide verification of both sampling and laboratory procedures and consistency. Specifically, a duplicate will be collected for 5 percent (1 per 20) of the samples collected for each marijuana batch. Duplicate samples will not be identified to the receiving laboratory (this is considered blind quality control). Duplicate samples will be used to evaluate any variance in the sampling and analysis procedures.

“Duplicate Samples” means two samples taken from, and representative of, the same material that is carried through all steps of the sampling and analytical procedures in an identical manner. Duplicate samples may be used to evaluate variance in the evaluation method, including sampling and analysis.

Procedures for sampling of finished product:

This section describes sample collection procedures that are generally applicable to JAMACO, LLC. Upon finishing a batch, a random blind sample will be chosen and packaged separately. A duplicate sample will be chosen at the same time from another adjacent location from the same batch. In all cases, sample collection must be conducted in a manner that provides analytically sound and representative samples so that all marijuana products dispensed are safe, effective, and accurately labeled. The RMD must document every sampling event and provide this documentation to the Commission upon request.

Prior to Sample Collection. The JAMACO, LLC’s agents conducting the sampling will assemble all equipment and information needed before beginning. Items to assemble before sampling include, but are not limited to, the following:

- Sample collection plan for each product type;
- Logbook or sample collection forms;
- Chain-of-custody forms (COCs);
- Disposable gloves;
- Decontaminated tool(s) such as a spatula, knife, sampling spear, or pipette;
- Stainless steel bowl and implement to homogenize the product (e.g., by stirring, chopping, or grinding);
- Clean, decontaminated surface for sample processing;
- Sample containers appropriate for the analyses required;
- Container labels and pen with indelible ink;
- Supplies to thoroughly clean, decontaminate and dry sampling equipment between samples; and
- A cooler with ice to keep samples cool until refrigeration or shipment to the laboratory (applies to perishable products only).



Sample collection personnel will create a new entry for each sampling event in a sample collection logbook or prepare sample collection forms for documentation of sample collection.

Sample collection documentation shall identify the sample collection date and start time, participating personnel, a general description of the product type and batch number sampled, a description of the sampling procedures used, and a record of batches that would potentially be impacted should analysis results indicate unacceptable contamination levels.

Sample collection personnel shall identify or determine the cultivation batch number, production batch, and number of samples to be collected based on the guidance provided in Section 5 of the testing protocols document, as well as further guidance obtained in consultation with the laboratory. The number of samples taken from each cultivation and/or production batch must be recorded in the sample collection logbook or forms. JAMACO, LLC will record the sample cultivation and production batch identifiers (ID) for each sample. The batch IDs will be included on sample labels. In addition to the batch ID, JAMACO, LLC will create a unique sample ID for each sample. Sample identifiers should be unique for a given sample event and both the batch and sample IDs will be recorded in the sample collection logbook.

Any tools that contact the samples should be made of stainless steel or other inert material to avoid potential contamination of the sample. Appropriate sample containers should be made of suitable materials.

Preparing sample labels and affixing them to sample containers immediately before sampling is recommended. Information to include on the label includes at a minimum the batch and sample IDs and date/time of collection and by whom. Additional information that must be recorded in documentation, if not on the label, includes sample collector's name, product type, collection method, and other details about the product such as MIP type or production method.

Sample Collection. Collect the planned samples from each cultivation or production batch one at a time. Follow these basic steps for each sample:

1. Wear disposable gloves, hair net and face mask to mitigate potential for contamination of samples;
2. Ensure that the sampling area is clean and decontaminated and lay out any tools and equipment needed;
3. Collect the sample using an appropriate tool. Do not touch the sample with your hands or allow the sample to touch anything that might cause cross-contamination;
4. If necessary, place the sample in the stainless steel bowl or on a decontaminated cutting surface for homogenizing the sample using either the sample collection tool or separate clean, decontaminated implement;



5. Record the time each sample was collected and record any difficulties, inconsistencies with the sampling plan, or other remarks (e.g., environmental conditions) that might be relevant to data analysis or quality assurance;
6. To avoid cross contamination of samples, any tools or equipment that come in contact with the finished plant material or other marijuana products should be cleaned with isopropyl alcohol before collecting the next sample;
7. All samples should be placed in clean, airtight sample containers that are large enough to hold the prescribed sample quantity with minimal headspace. Sample containers must be firmly closed and appropriately labeled;
8. To preserve the chemical and biological composition of the samples, they should be refrigerated or maintained on ice until shipped to the analytical laboratory; and
9. Chain-of-custody paperwork should be completed immediately prior to shipment to the analytical laboratory.

Marijuana finished plant material may be heterogeneous with respect to distribution of cannabinoids or contaminants. To obtain a representative sample, solid and semi-solid products must be ground and thoroughly mixed. A grinding device that minimizes loss (e.g., leaching of resins) should be used, and the grinding device should be cleaned thoroughly after each use.

Another method to promote the representativeness of a ground marijuana product is quartering. Quartering involves heaping the ground product, dividing the heap into four equal quarters, and selecting samples from two of the quarters, which are combined and mixed (Sexton and Ziskind, 2013). The remaining quarters may then be combined and mixed and then used for microbiological and contaminant testing (Sexton and Ziskind, 2013).

Resin and other solids should not be melted as a means of homogenization. Heating the product may alter the cannabinoid profile or contamination levels (WHO, 2005) thereby rendering the sample unrepresentative of the source product.

Results

For any laboratory results that indicate levels that are above acceptable limits established in the protocols identified in 935 CMR.160(1) JAMACO will:

- a. Notify the commission within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch.
- b. Notifying the commission of any information regarding contamination as specified by the commission or immediately upon request by the commission.
- c. The notification must come from JAMACO and the Independent testing Laboratory, separately and directly.



- d. JAMACO's notification must describe a proposed plan of action for both the destruction of contaminated product as well as the assessment of the source of contamination.



SOP NAME: Personnel Policy

REV.#: 2

DATE: 12/2020

Personnel Policy

JAMACO, LLC

SOP NAME: Personnel Policy

VERSION: 2

Agent Training

At Hiring:

- New agents must complete an initial training regimen prior to performing actual job functions.
- A training record will be stored in each personnel folder as well as a digitally saved master copy with all employees.
- Training will entail shadowing an agent in a similar role with similar responsibilities as the new agent.
- Training must also include training on confidentiality (patient and employee), as well as in-depth review of the Massachusetts adult use marijuana regulations.
- Training will include incident de-escalation techniques and emergency procedures.
- Employees will be required to pass an approved Responsible Vendor Training program, paid for by JAMACO, LLC.
- Documentation of all required training, including training regarding privacy and confidentiality requirements, and a signed statement of the individual hired indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters. This must be included in the employee's personnel file.

On-going:

At a minimum, staff shall receive a minimum of 8 hours on-going, relevant training and/or supplemental education annually. The Director of Security will determine the annual training agendas for both office and cultivation staff.

Personnel Records

JAMACO, LLC's confidential information will be stored and maintained to keep information securely. All paper copies of personal records will be stored in a locked, file cabinet located in the office and will be under video surveillance 24 hours a day seven days a week. All digitally recorded information will be stored on a secure server and have private passwords to access.



Records will be available for inspection by the CCC upon request. Personnel records must include:

1. Job descriptions for each employee and volunteer position;
2. Organizational charts consistent with the job descriptions;
3. All materials submitted to the Department/Commission pursuant to 105 CMR 725.030(B);
 - The full name, date of birth, and address of the individual;
 - Written acknowledgement by the individual of the limitations on his or her authorization to cultivate, harvest, prepare, package, possess, transport, and dispense cannabis in the Commonwealth;
 - A copy of the dispensary agent's driver's license, government-issued identification card, or other verifiable identity document acceptable to the Department/Commission;
 - An attestation that the individual will not engage in the diversion of marijuana; and
 - Any other information required by the Department/Commission.
4. Documentation of verification of references;
5. The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
6. 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;
7. A copy of the application that the RMD submitted to the Department/Commission on behalf of any prospective dispensary agent;
8. A copy of the background check report commissioned by JAMACO, LLC prior to hire;
9. Documentation of periodic performance evaluations; and
10. A record of any disciplinary action taken

Personnel records for each dispensary agent must be maintained for at least 12 months after termination of the individual's affiliation with JAMACO, LLC.

JAMACO, LLC recruits new employees through:

- Traditional job opportunity websites including Monster.com;
- Job Advertisements in the Haverhill Tribune newspaper
- Word-of-mouth advertising via current JAMACO, LLC stakeholders;
- Review of unsolicited job applications received prior to posting the opportunity; and
- Additional channels TBD, if volume and quality of response requires it.



Policy, as required under 935 CMR 100.105(1)(m), for the immediate dismissal of any dispensary agent who has:

- Diverted marijuana, which shall be reported to law enforcement officials and to the CCC.
- Engaged in unsafe practices regarding the operation of the ME, which shall be reported to the CCC.
- Been Convicted or entered a guilty plea, plea of *nolo contendere*, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the Laws of any other jurisdiction.

Any dispensary agent found to have diverted marijuana or engaged in unsafe practices regarding the operations of JAMACO, LLC will be subject to immediate dismissal per his or her employment contract and state regulations. A member of JAMACO, LLC Executive Management Team will report all instances of diversion to law enforcement officials and to the CCC. Any instance of a JAMACO, LLC employee engaging in unsafe practices regarding the operations of JAMACO, LLC will also be reported to the CCC by a member of the Executive Management Team.

JAMACO, LLC. has adopted a zero-tolerance policy toward individuals who knowingly violate the law, state marijuana regulations, or JAMACO, LLC's company policy.