



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR281258
Original Issued Date: 07/24/2019
Issued Date: 08/12/2021
Expiration Date: 09/24/2022

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: The Haven Center, Inc.

Phone Number: 508-360-9644
Email Address: chris.havencenter@gmail.com

Business Address 1: 308-310 Commercial Street
Business City: Provincetown Business State: MA Business Zip Code: 02657
Business Address 2:
Mailing Address 1: Po Box 2036
Mailing City: Orleans Mailing State: MA Mailing Zip Code: 02653
Mailing Address 2:

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: yes
Priority Applicant Type: RMD Priority
Economic Empowerment Applicant Certification Number:
RMD Priority Certification Number: RP201922

RMD INFORMATION

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

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 100
Percentage Of Control: 50
Role: Owner / Partner Other Role: Director on 2-Member Board of Directors, Chief Executive Officer, Chief Financial Officer,

President, Treasurer, Capital Contributor

First Name: Christopher Last Name: Taloumis Suffix:

Gender: Male User Defined Gender:

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

Specify Race or Ethnicity:

Person with Direct or Indirect Authority 2

Percentage Of Ownership: Percentage Of Control: 50

Role: Director Other Role: Director on 2-Member Board of Directors, Secretary, Capital Contributor

First Name: Jill Last Name: Taloumis Suffix:

Gender: Female User Defined Gender:

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

Specify Race or Ethnicity:

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

CLOSE ASSOCIATES AND MEMBERS

Close Associates or Member 1

First Name: Seth Last Name: Bock Suffix:

Describe the nature of the relationship this person has with the Marijuana Establishment: Seth Bock serves as the Chief Operating Officer.

Close Associates or Member 2

First Name: James Last Name: Ehrhart Suffix:

Describe the nature of the relationship this person has with the Marijuana Establishment: James Ehrhart serves as the Director of Security.

Close Associates or Member 3

First Name: James Last Name: Barnes Suffix:

Describe the nature of the relationship this person has with the Marijuana Establishment: James Barnes serves as the Director of Cultivation.

CAPITAL RESOURCES - INDIVIDUALS

Individual Contributing Capital 1

First Name: Christopher Last Name: Taloumis Suffix:

Types of Capital: Monetary/Equity	Other Type of Capital: Joint checking account with Jill Taloumis	Total Value of the Capital Provided: \$200000	Percentage of Initial Capital: 100
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Capital Attestation: Yes

Individual Contributing Capital 2

First Name: Jill Last Name: Taloumis Suffix:

Types of Capital: Monetary/Equity	Other Type of Capital: Joint checking account with Chris Taloumis	Total Value of the Capital Provided: \$200000	Percentage of Initial Capital: 100
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Capital Attestation: Yes

CAPITAL RESOURCES - ENTITIES

No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

Date generated: 09/24/2021

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

Individual 1

First Name: Christopher	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Cultivator	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 2

First Name: Christopher	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 3

First Name: Christopher	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Brewster	Marijuana Establishment State: MA	

Individual 4

First Name: Jill	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Cultivator	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 5

First Name: Jill	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 6

First Name: Jill	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Brewster	Marijuana Establishment State: MA	

Individual 7

First Name: Seth	Last Name: Bock	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Cultivator	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 8

First Name: Seth	Last Name: Bock	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 9

First Name: Seth	Last Name: Bock	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Brewster	Marijuana Establishment State: MA	

Individual 10

First Name: James	Last Name: Ehrhart	Suffix:
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Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Cultivator
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA

Individual 11

First Name: James	Last Name: Ehrhart	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 12

First Name: James	Last Name: Ehrhart	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Brewster	Marijuana Establishment State: MA	

Individual 13

First Name: James	Last Name: Barnes	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Cultivator	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 14

First Name: James	Last Name: Barnes	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Wareham	Marijuana Establishment State: MA	

Individual 15

First Name: James	Last Name: Barnes	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Brewster	Marijuana Establishment State: MA	

Individual 16

First Name: Christopher	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Fall River	Marijuana Establishment State: MA	

Individual 17

First Name: Jill	Last Name: Taloumis	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Fall River	Marijuana Establishment State: MA	

Individual 18

First Name: Seth	Last Name: Bock	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Fall River	Marijuana Establishment State: MA	

Individual 19

First Name: James	Last Name: Ehrhart	Suffix:
Marijuana Establishment Name: The Haven Center, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Fall River	Marijuana Establishment State: MA	

Individual 20

First Name: James	Last Name: Barnes	Suffix:
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Marijuana Establishment Name: The Haven Center, Inc. Business Type: Marijuana Retailer
Marijuana Establishment City: Fall River Marijuana Establishment State: MA

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 308-310 Commercial Street, Units A3, A4 and A5

Establishment Address 2:

Establishment City: Provincetown Establishment Zip Code: 02657

Approximate square footage of the establishment: 2378 How many abutters does this property have?: 29

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

HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Certification of Host Community Agreement	Haven Center - Provincetown Host Community Agreement Certification Form (exec).pdf	pdf	5c4635dd3779161b2a86f3d2	01/21/2019
Community Outreach Meeting Documentation	Haven Center - Provincetown Community Outreach Meeting Documentation.pdf	pdf	5c49ed45293a5312448e579a	01/24/2019
Plan to Remain Compliant with Local Zoning	Haven Center_Plan to Remain Compliant with Local Zoning (Provincetown).pdf	pdf	5c5afd4b293a5312448e6f79	02/06/2019

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	Haven Center_Plan to Positively Impact Areas of Disproportionate Impact.pdf	pdf	5cd19758613c400fa87502bd	05/07/2019
Other	Letter from Flint Neighborhood Association 5.2.19.pdf	pdf	5cd1975a3ab7900a54efc56e	05/07/2019

ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Other Role:
First Name: Christopher Last Name: Taloumis Suffix:
RMD Association: RMD Owner
Background Question: no

Individual Background Information 2

Role: Other Role:
First Name: Jill Last Name: Taloumis Suffix:
RMD Association: RMD Manager
Date generated: 09/24/2021

Background Question: no

Individual Background Information 3

Role: Other Role:
First Name: Seth Last Name: Bock Suffix:
RMD Association: RMD Manager
Background Question: no

Individual Background Information 4

Role: Other Role:
First Name: James Last Name: Ehrhart Suffix:
RMD Association: RMD Manager
Background Question: no

Individual Background Information 5

Role: Other Role:
First Name: James Last Name: Barnes Suffix:
RMD Association: RMD Manager
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	Haven Center - Articles of Entity Conversion.pdf	pdf	5c463f6e635d511b3474bd83	01/21/2019
Secretary of Commonwealth - Certificate of Good Standing	Haven Center - Certificate of Good Standing from Sec. of Commonwealth (3.12.18).PDF	pdf	5c463f7f5d4b0b1b3ebbc27d	01/21/2019
Bylaws	Haven Center - For-Profit Corporation By-Laws.pdf	pdf	5c463f92b411c1126cefed79	01/21/2019
Department of Revenue - Certificate of Good standing	Haven Center - MA DOR Certificate of Good Standing (4.2.18).pdf	pdf	5c463fa5eadf341230f63b80	01/21/2019

Certificates of Good Standing:

Document Category	Document Name	Type	ID	Upload Date
Department of Unemployment Assistance - Certificate of Good standing	Haven Center_DUA Cert of Good Standing Attestation_June 2021.pdf	pdf	60c108db0315ce21928ed682	06/09/2021
Secretary of Commonwealth - Certificate of Good Standing	Haven Center_SoC CoGS_5.27.21.pdf	pdf	60c108e6292d28219d8988be	06/09/2021
Department of Revenue - Certificate of Good standing	Haven Center_DoR CoGS 06.16.2021.pdf	pdf	60d204812ea73e03647671a1	06/22/2021

Massachusetts Business Identification Number: 001317348

Doing-Business-As Name: N/A

DBA Registration City:

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	Haven Center_Business Plan.pdf	pdf	60c109101853542108e1b073	06/09/2021
Plan for Liability Insurance	Haven Center_Liability Insurance.pdf	pdf	60c109178bc9552129ad4cda	06/09/2021
Proposed Timeline	Haven Center_Proposed Timeline_Provincetown.pdf	pdf	60e750e57a4b3b034a68037b	07/08/2021

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Diversity plan	Haven Center_Diversity Plan.pdf	pdf	60b8e25d384f2636315c61ab	06/03/2021
Plan for obtaining marijuana or marijuana products	Haven Center_Plan for Obtaining Marijuana.pdf	pdf	60c10f1c8bc9552129ad4d09	06/09/2021
Restricting Access to age 21 and older	Haven Center_Restricting Access.pdf	pdf	60c10f24bf6e082134bc8a82	06/09/2021
Security plan	Haven Center_Security Plan.pdf	pdf	60c10f88839da0211ee1ebbb	06/09/2021
Prevention of diversion	Haven Center_Prevention of Diversion.pdf	pdf	60c10f8f8bc9552129ad4d0d	06/09/2021
Storage of marijuana	Haven Center_Storage.pdf	pdf	60c10f97bf6e082134bc8a86	06/09/2021
Transportation of marijuana	Haven Center_Transportation.pdf	pdf	60c10f9d307f65213f0c896a	06/09/2021
Inventory procedures	Haven Center_Inventory.pdf	pdf	60c10fa21ebf4e214ab9f7ec	06/09/2021
Quality control and testing	Haven Center_Quality Control.pdf	pdf	60c10fa852c8c12155c9762c	06/09/2021
Dispensing procedures	Haven Center_Dispensing Procedures.pdf	pdf	60c10faf1daf99210f8e822a	06/09/2021
Personnel policies including background checks	Haven Center_Personnel Policies.pdf	pdf	60c10fbca26cf6217896f862	06/09/2021
Record Keeping procedures	Haven Center_Recordkeeping.pdf	pdf	60c10fc11853542108e1b0a5	06/09/2021
Maintaining of financial records	Haven Center_Maintaining Financial Records.pdf	pdf	60c10fc77e34cf21bec13e71	06/09/2021
Qualifications and training	Haven Center_Qualifications and Training.pdf	pdf	60c10fccca26cf6217896f866	06/09/2021
Energy Compliance Plan	Haven Center_Energy Compliance.pdf	pdf	60c10fd20e03aa2187d96446	06/09/2021

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

Adequate Patient Supply Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Haven Center_Retailer Specific Requirements_Not Applicable.pdf	pdf	5ec2e78f504715348b1e29fa	05/18/2020

Reasonable Substitutions of Marijuana Types and Strains Documentation:

Document Category	Document Name	Type	ID	Upload Date
	Haven Center_Retailer Specific Requirements_Not Applicable.pdf	pdf	5ec2e7937dc04134928173c1	05/18/2020

ATTESTATIONS

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

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

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

Notification: I 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: Although The Haven Center has not yet Commenced Operations for any of its adult-use licenses, the Haven Center has already begun the process of drafting the materials and documentation that it needs in order to effectuate its Positive Impact Plan. A copy of some of those materials is included below.

COMPLIANCE WITH DIVERSITY PLAN

Diversity Progress or Success 1

Description of Progress or Success: Although The Haven Center has not yet Commenced Operations for any of its adult-use licenses, the Haven Center has already begun the process of drafting the materials and documentation that it needs in order to effectuate its Diversity Plan. A copy of some of those materials is included below.

HOURS OF OPERATION

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

Sunday From: 8:00 AM

Sunday To: 8:00 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, Christopher T. Adams, (insert name) certify as an authorized representative of The Haven Center, LLC (insert name of applicant) that the applicant has executed a host community agreement with Provincetown (insert name of host community) pursuant to G.L.c. 94G § 3(d) on 11-21-2018 (insert date).



Signature of Authorized Representative of Applicant

Host Community

I, David B. Panagore, (insert name) certify that I am the contracting authority or have been duly authorized by the contracting authority for Town of Provincetown (insert name of host community) to certify that the applicant and Town of Provincetown (insert name of host community) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on 11-21-18 (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, Christopher Taloumis, (*insert name*) attest as an authorized representative of The Haven Center, Inc. (*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 January 11, 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 January 3, 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 December 28, 2018 (*insert date*) with the city or town clerk, the planning board, the contracting authority for the municipality, and local licensing authority for the adult use of marijuana, if applicable. A copy of the municipal notice is attached as Attachment B (*please clearly label the municipal notice in the upper right-hand corner as Attachment B and upload it as part of this document*).
4. Notice of the time, place and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was mailed on December 29, 2018 (*insert date*), which was at least seven calendar days prior to the community outreach meeting to abutters of the proposed address of the Marijuana Establishment, and residents within 300 feet of the property line of the petitioner as they appear on the most recent applicable tax list, notwithstanding that the land of any such owner is located in another city or town. A copy of one of the notices sent to abutters and parties of interest as described in this section is attached as Attachment C (*please clearly label the municipal notice in the upper right hand corner as Attachment C and upload it as part of this document; please only include a copy of one notice and please black out the name and the address of the addressee*).

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

CLASSIFIEDS

WWW.PROVINCETOWN.WICKEDLOCAL.COM/LOCAL/CLASSIFIEDS

Attachment A

REAL ESTATE

FOR SALE

COLDWELL BANKER PAT SHULTZ REAL ESTATE

PREMIER FOOD STORE - Centrally located health, prepared food and natural food store w/ parking has been in continuous operation for 35 years. This business sells organic produce, premium quality vitamins, body care, all natural/organic/specialty food items, fresh breads, local meats, artisanal cheeses, vegetarian hot bar dishes, sandwiches to order, prepared foods, and holds beer & wine license. Sale includes business and real estate; inventory sold separately. **\$1,295,000**

WELLFLEET LAND - Unique opportunity to build your own one-bedroom Wellfleet home. This lot is perfectly located-stroll to the center of town for the art galleries and boutiques, walk to the pier for dinner or catch the amazing sun setting at Mayo beach. **\$215,000**

4 FAMILY COMPLEX - Front building houses 3 apartments, total of 4 BD, 4.5BA. Freestanding, vintage mid-century modern cottage has 2BD, w/ pine paneling, cathedral ceilings, open living area, wood stove & huge wrap around upper level deck. 4 parking spaces. Centrally located and quick walk to Commercial St. Income potential or great conversion project! **\$1,100,000**

3BD SINGLE FAMILY HOME - Down a grassy East End lane in Gallery District, main level has large open living area, full bath, kitchen, rear private patio w/ access to yard space, and large storage area. In front, a large 2 story bedroom with a private entrance, gas fireplace, loft space, full bath and galley kitchen. Upstairs 2 bedrooms with a Jack n' Jill bath. Parking for 3 cars, central AC. Privately

sited and close to everything. **\$799,000**

COLDWELL BANKER PAT SHULTZ REAL ESTATE
406 Commercial St.
Provincetown, MA 02657
508-487-9550
www.patshultz.com

RENT

COMMERCIAL RENTALS

NEWLY RENOVATED COMMERCIAL SPACE
597 sf of newly renovated commercial space perfect for retail, art gallery or professional offices. Includes storage room and half bath. \$40,000, plus utilities. Call Brett Holmes at 508.360.3690 or e-mail BHolmes@KinlinGrover.com for more information.

STORAGE UNITS
\$45-\$65/month. 3 mo. minimum. In-town location. (508)400-0248.

PROFESSIONAL OFFICE SPACE
Multi-room top-floor professional office suite with bathroom. \$15,000, plus utilities. Call Brett Holmes at 508.360.3690 or e-mail BHolmes@KinlinGrover.com for more information.

OFFICE SPACE
Two room office space, Commercial Street location with visibility and signage option. Approximately 450 square feet, plus shared half bath and kitchenette. Separate entrance. Individual electric and cable. \$1500/mo plus heat. 508-487-2284.

SEASONAL

FULL SUMMER SEASON: 4BR/2BA House. East End Commercial St. Spacious, gracious, updated. Parking, fireplace, beach access. \$36,000. + util. May 15-Sept 15
Beachfront Realty
Office 508-487-1397
bob@beachfront-realty.com

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Boston, NYC, airports; luxury SUV's, insured, reasonable rates. Call 508-349-3075 or email caranddriverforhire@hotmail.com

NEED HELP?
Cleaning and Gardening Services available. Organizing, yard clean-up and property checks. Please call Priscilla at 508-246-3902.

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LEGALS

PUBLIC NOTICE

NOTICE OF COMMUNITY OUTREACH MEETING

Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Jan 11th, 2019 from 12:30 - 1:30 pm. at 356 Commercial Street, Provincetown MA. The proposed Marijuana Establishment intends to apply for one or more of the following Adult-use Marijuana Establishment licenses: Marijuana Product Manufacturer; Marijuana Retailer, Marijuana Transporter. The proposed Marijuana Establishment is anticipated to be located at 308 Commercial Street, Provincetown MA. There will be an opportunity for the public to ask questions and receive answers.

P/T Banner, 1/3/2019
CN13759599

PROVINCETOWN

PUBLIC HEARING Proposed Sewer Betterment Rate Increase Town of Provincetown Water and Sewer Board

The Provincetown Water and Sewer Board will hold a public hearing in the Multi-purpose room at the Veterans Memorial Community Center, 2 Mayflower St., Provincetown, MA 02657 on **Thursday, January 10, 2019 at 2:00 p.m.** to discuss the proposed sewer Betterment rate increase:

The proposal would increase the existing betterment rate of \$45.00 per Title 5 gallon to \$55.00 per Title 5 gallon as laid out in the 2018 sewer expansion study.

Jonathan Sinaiko,
Chair
Provincetown Water and Sewer Board

Posted: Town Hall,
<http://www.provincetown-ma.gov> December 17, 2018, 8:10 am AR

Provincetown Banner
12/27/18, 1/3/19
CN13758202

PUBLIC HEARING BUILDING COMMITTEE January 9, 2019

The Provincetown Building Committee will hold a Public Hearing on **Wednesday, January 9th, 2019 at 5:00 pm**, in the Judge Welsh Room at Town Hall, 260 Commercial Street, Provincetown, MA 02657.

To consider the following:

New Provincetown Police Station

Richard Waldo

Posted by the Assistant Town Clerk:
www.provincetown-ma.gov, 12/27/2018, 1:45 pm AR

P/T Banner, 1/3/2019

PUBLIC HEARING HISTORIC DISTRICT COMMISSION January 16, 2019

The Provincetown Historic District Commission will hold a Public Hearing at 4:00 P.M. on **Wednesday, January 16, 2019, in the Judge Welsh Hearing Room, Town Hall, 260 Commercial Street, Provincetown, MA.**

Public Hearings will be held for the following applications requesting a Certificate to be issued in accordance with the Provincetown Historic District Commission established under the General By-Laws, Chapter 15 of the Town of Provincetown.

HDC 19-131
Application by **Ken Shapiro & Arthur Hayes** requesting to replace brick surfaces in kind and exterior stair treads with bluestone on the property located at **244 Commercial Street.**

HDC 19-133
Application by **Hal Winard**, on behalf of **James Smith & Robert Clifford**, requesting to install a new window and replace a window in kind on the structure located at **54 Bradford Street, U3-2.**

HDC 19-138
Application by **Nathaniel McKean & J. Patterson**, on behalf of Michael

C a m a r d e l l o, requesting to replace deck boards, handrails and a stairway on the structure located at **199 Commercial Street, #12.**

HDC 19-142
Application by **Don DiRocco, of Hammer Architects, LLC**, on behalf of **43 Town, LLC**, requesting to construct decks and access stairs on the west, east and south elevations, reconstruct a dormer on the south elevation, construct a faux chimney to match an existing chimney and reconfigure and install new windows and doors in various locations on the structure located at **43 Bradford Street.**

HDC 19-143
Application by **Don DiRocco, of Hammer Architects, LLC**, on behalf of **Patrick Wilson**, requesting to replace windows, doors and siding, install new doors, construct new decks and modify various details on the structure located at **41 Bradford Street, Building D.**

HDC 19-144
Application by **Don DiRocco, of Hammer Architects, LLC**, on behalf of **Patrick Wilson**, requesting to replace windows, doors and siding, install new doors, construct new decks and modify various details on the structure located at **41 Bradford Street, Building C.**

HDC 19-145
Application by **TGT Realty Trust** requesting to build a new single-family residence on the property located at **6 Commercial Street.**

HDC 19-146
Application by **Doug Dolezal** requesting to demolish and rebuild a structure on the property located at **30 Shank Painter Road** subsequent to a determination by the Historic District Commission that said demolition will not be detrimental to the historic, architectural or cultural heritage of the Town as set forth under General Bylaws Chapter 11, Section 11-1-5, Demolition Delay Permit.

HDC 19-147
Application by **Deborah Paine**, on behalf of **Terrence**

Meck, requesting to add a window on the first floor southeast façade of a structure located at **77 Commercial Street, U1.**

Thomas Biggert,
Chairman
Posted by the Assistant Town Clerk
www.provincetown-ma.gov, 12/19/2018, 9:50 am AR

Provincetown Banner
12/27/18, 1/3/19
CN13758239

PUBLIC HEARING LICENSING BOARD

Transfer of Liquor License

The Provincetown Licensing Board will hold a Public Hearing at 5:15 p.m. on Tuesday, January 8, 2019 in the Judge Welsh Room at Town Hall, 260 Commercial Street, Provincetown, Massachusetts, to hear a petition from John Connell, representing **A Lea Delaria Joint, LLC** d.b.a. The Club A Lea Delaria Joint for a **Transfer of Common Victualer and Seasonal All Alcohol Licenses** at 193A Commercial St.

Transfer of Liquor Licenses and New Common Vic License

The Provincetown Licensing Board will hold a Public Hearing at 5:15 p.m. on Tuesday, January 8, 2019 in the Judge Welsh Room at Town Hall, 260 Commercial Street, Provincetown, Massachusetts, to hear a petition from John Connell, representing **Noma Goods, LLC** d.b.a. East End Market for a **Transfer of Annual Wine & Malt and Seasonal All Alcohol Package Store Licenses and a New Common Victualer License** at 212 Bradford St.

Special Liquor License

The Provincetown Licensing Board will hold a Public Hearing at 5:15 p.m. on Tuesday, January 8, 2019 in the Judge Welsh Room at Town Hall, 260 Commercial Street, Provincetown, Massachusetts, to hear a petition from Richard Conley d.b.a. **Watership Inn**, for a **Special Liquor License** for an event on February 22, 2019 from 6 pm to 8 pm at 7 Winthrop St., Provincetown, MA. No

NOTICE OF COMMUNITY OUTREACH MEETING

Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Jan 11th, 2019 from 12:30 - 1:30 pm. at 356 Commercial Street, Provincetown MA. The proposed Marijuana Establishment intends to apply for one or more of the following Adult-use Marijuana Establishment licenses: Marijuana Product Manufacturer; Marijuana Retailer, Marijuana Transporter. The proposed Marijuana Establishment is anticipated to be located at 308 Commercial Street, Provincetown MA. There will be an opportunity for the public to ask questions and receive answers.



Christopher Taloumis
CEO The Haven Center Inc.

RECEIVED
BOS
JAN 02 2019

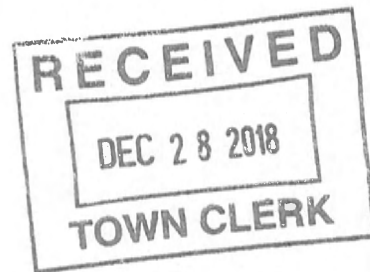
CC: BOS/TA

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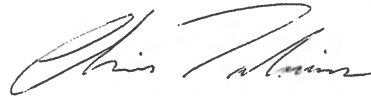


Christopher Taloumis
CEO The Haven Center Inc.



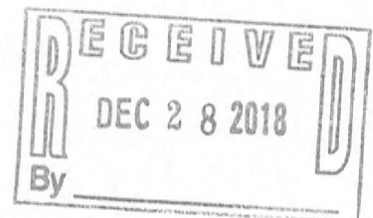
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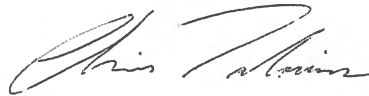
Christopher Taloumis
CEO The Haven Center Inc.

For the Planning
BOARD
Agallito



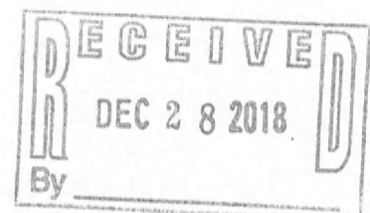
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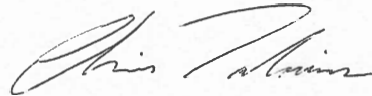
Christopher Taloumis
CEO The Haven Center Inc.

PROVINCETOWN LICENSING BOARD
TOWN HALL
260 COMMERCIAL STREET
PROVINCETOWN, MA 02657



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A handwritten signature in cursive script, appearing to read "Chris Taloumis".

Christopher Taloumis
CEO The Haven Center Inc.

7018 2290 0000 2097 2755

U.S. Postal ServiceTM
CERTIFIED MAIL[®] RECEIPT
Domestic Mail Only

For delivery information, visit our website at www.usps.com.

PROVINCETOWN, MA 02657

Certified Mail Fee	\$3.45
Extra Services & Fees (check box, add fee as appropriate)	\$2.75
<input type="checkbox"/> Return Receipt (hardcopy)	\$0.00
<input type="checkbox"/> Return Receipt (electronic)	\$0.00
<input type="checkbox"/> Certified Mail Restricted Delivery	\$0.00
<input type="checkbox"/> Adult Signature Required	\$0.00
<input type="checkbox"/> Adult Signature Restricted Delivery	\$0.00

Postage \$0.50

Total Postage and Fees \$6.70

Sent To [Redacted]

DEC 29 2018
0646 04
Postmark Here
12/29/2018

PLAN TO REMAIN COMPLIANT WITH LOCAL ZONING

The Haven Center, Inc. (“**Haven Center**”) will remain compliant at all times with the local zoning requirements set forth in the Town of Provincetown Zoning By-law. In accordance with the Zoning By-law, Haven Center’s proposed Marijuana Retailer Establishment is located at 308-310 Commercial Street in the Town Center Commercial (TCC) Zoning District designated for retail Marijuana Establishments.

In compliance with the Commission’s regulations and the Zoning By-law, Haven Center’s proposed facility is not located within one hundred (100) feet of a public or private, primary or secondary school providing education to children in kindergarten or grades 1 through 12, or a daycare center.

As required by the Zoning By-law, Haven Center will apply for a Special Permit from the Planning Board. Haven Center will also apply for any other local permits, approvals, registrations or certificates required to site and operate a Marijuana Retailer Establishment at the proposed location. Haven Center will comply with all conditions and standards set forth in any required local permit or approval.

Haven Center has met with local officials and community members to discuss its plans for a proposed Marijuana Retailer Establishment, and Haven Center has executed the required Host Community Agreement with the Town. Haven Center will continue to work cooperatively with various municipal departments, boards, and officials to ensure that the establishment is compliant with all local laws, regulations, rules, and codes with respect to design, construction, operation, and security.

Haven Center has also retained the law firm Vicente Sederberg LLC to assist with ongoing compliance with local zoning requirements.

June 18, 2021

Town Manager Alex Morse
Town of Provincetown
260 Commercial Street
Provincetown, MA 02657

Re: Request for Records of Costs Related to The Haven Center, Inc.'s Provincetown Operations

Dear Town Manager Morse:

Please be advised that as a requirement of The Haven Center, Inc.'s ("The Haven Center") license renewal application for its marijuana establishment in the Town of Provincetown ("Provincetown" or "Town"), the Cannabis Control Commission (the "Commission") is requiring The Haven Center to submit (1) documentation that it requested from its Host Community the records of any cost to the Town, whether anticipated or actual, resulting from the licensee's operation within its borders, and (2) any response received from the Host Community in connection with such request, and if no response is received, an attestation to that effect.

Accordingly, please accept this correspondence as The Haven Center's formal request to the Town to produce the records of any cost, whether anticipated or actual, resulting from The Haven Center's operation within the Town. Please note that a copy of this correspondence along with any response received from the Town, or barring receipt of any response, an attestation to that effect, shall be submitted by The Haven Center to the Commission. As the Town is aware, in accordance with M.G.L. c. 94G, § 3(d), any cost to the Town imposed by the operation of a Marijuana Establishment shall be documented and considered a public record as defined by M.G.L. c. 4, § 7, cl. 26.

We would greatly appreciate a response to David@VicenteSederberg.com by July 10, 2021 to ensure that The Haven Center is able to submit a complete license renewal application to the Commission in a timely manner.

Thank you for your attention to this matter, and do not hesitate to contact me with any questions.

Sincerely,

David M. Ullian

David M. Ullian, Esq.
Counsel for The Haven Center

E: David@VicenteSederberg.com
P: 617-752-7148

**Shipment Receipt****Address Information****Ship to:**

Alex Morse
Town of Provincetown
260 Commerical Street

PROVINCETOWN, MA
02657
US
(508) 487-7000

Ship from:

Adam Fine
Vicente Sederberg
2 Seaport Lane
11th Floor
BOSTON, MA
02210
US
6179342121

Shipment Information:

Tracking no.: 774050318782
Ship date: 06/21/2021
Estimated shipping charges: 12.41 USD

Package Information

Pricing option: FedEx Standard Rate
Service type: FedEx 2Day
Package type: FedEx Envelope
Number of packages: 1
Total weight: 1 LBS
Declared Value: 0.00 USD
Special Services:
Pickup/Drop-off: Drop off package at FedEx location

Billing Information:

Bill transportation to: Adam 974-974
Your reference: Mail/Shipping
P.O. no.: VISA 2153
Invoice no.: 161/Haven Center/Licensing
Department no.: MA Licensing

Thank you for shipping online with FedEx ShipManager at [fedex.com](https://www.fedex.com).

Please Note

FedEx will not be responsible for any claim in excess of \$100 per package, whether the result of loss, damage, delay, non-delivery, misdelivery, or misinformation, unless you declare a higher value, pay an additional charge, document your actual loss and file a timely claim. Limitations found in the current FedEx Service Guide apply. Your right to recover from FedEx for any loss, including intrinsic value of the package, loss of sales, income interest, profit, attorney's fees, costs, and other forms of damage whether direct, incidental, consequential, or special is limited to the greater of \$100 or the authorized declared value. Recovery cannot exceed actual documented loss. Maximum for items of extraordinary value is \$1000, e.g., jewelry, precious metals, negotiable instruments and other items listed in our Service Guide. Written claims must be filed within strict time limits; Consult the applicable FedEx Service Guide for details. The estimated shipping charge may be different than the actual charges for your shipment. Differences may occur based on actual weight, dimensions, and other factors. Consult the applicable [FedEx Service Guide](#) or the FedEx Rate Sheets for details on how shipping charges are calculated.

THE HAVEN CENTER, INC.
MUNICIPAL RESPONSE ATTESTATION – PROVINCETOWN

On behalf of The Haven Center, Inc. (“The Haven Center”), I, David M. Ullian, Esq., do hereby attest to the following:

- In accordance with the requirements of The Haven Center’s license renewal for its adult-use Marijuana Retailer license in Provincetown (MR281258), The Haven Center requested from Provincetown (the “Host Community”) the records of any cost to the Host Community, whether anticipated or actual, resulting from The Haven Center’s operation within its borders (the “Request”).
- The Haven Center submitted the Request to the Host Community on June 21, 2021.
- As of the date of this attestation, The Haven Center has not received a response from the Host Community with respect to the Request.

David M. Ullian

Signature

July 9, 2021

Date

Name: David M. Ullian, Esq.

Title: Counsel for The Haven Center, Inc.

PLAN TO POSITIVELY IMPACT AREAS OF DISPROPORTIONATE IMPACT

Overview

The Haven Center, Inc. (the “Haven Center”) is dedicated to serving and supporting populations falling within areas of disproportionate impact, which the Commission has identified as the following:

1. Past or present residents of the geographic “areas of disproportionate impact,” which have been defined by the Commission and identified in its Guidance for Identifying Areas of Disproportionate Impact;
2. Commission-designated Economic Empowerment Priority applicants;
3. Commission-designated Social Equity Program participants;
4. Massachusetts residents who have past drug convictions; and
5. Massachusetts residents with parents or spouses who have drug convictions are classified as areas of disproportionate impact.

To support such populations, Haven Center has created the following Plan to Positively Impact Areas of Disproportionate Impact (the “Plan”) and has identified and created goals/programs to positively impact residents in the City of Fall River. The Haven Center intends to integrate this Plan into its existing efforts in all of the communities in which the Haven Center operates, which the Haven Center has supported with charitable efforts dating back to 2016.

Goal

Haven Center has established the following goal with respect to its Plan:

- Providing business assets towards endeavors in Fall River that will have a positive impact on the members of that community or the community as a whole.

Programs

Haven Center has developed specific programs to effectuate its stated goals to positively impact Fall River. Such programs will include the following:

- Donating a minimum \$5,000.00 annually to the Flint Neighborhood Association a 501(c)(3) nonprofit in Fall River;
- Collecting, in an ongoing basis at the Haven Center’s facilities, food for the Flint Community Center Food Drive; and
- Scheduling quarterly employee volunteer days to assist at events for the Flint Neighborhood Association; such employee volunteer days will include supporting the Flint Neighborhood Association in community clean up events and events for local fundraisers.

The Haven Center has corresponded with Mr. Carlos Cesar of the Haven Center’s intention to donate to the Flint Neighborhood Association. This annual contribution of \$5,000.00 is in addition to the \$4,000.00 that the Haven Center has previously given to the Flint Neighborhood

Association to remove asbestos from the community center in 2016 and monthly food donations that the Haven Center has made.

Measurements

The Chief Executive Officer, Christopher Taloumis, will administer the Plan and will be responsible for developing measurable outcomes to ensure Haven Center continues to meet its commitments. Such measurable outcomes, in accordance with Haven Center's goals and programs described above, include:

- Auditing the Haven Center's financials in coordination with the Chief Financial Officer to ensure that the Haven Center makes its aforementioned charitable donation by the end of each fiscal year;
- Delivering, no less than quarterly, food for the Flint Community Center Food Drive; and
- Holding quarterly employee volunteer days to support the Flint Neighborhood Association.

Beginning upon receipt of The Haven Center's first "Commence Operations" designation from the Commission to operate a marijuana establishment in the Commonwealth, The Haven Center will utilize the proposed measurements to assess its Plan and will account for demonstrating proof of success or progress of the Plan upon the yearly renewal of the license. Mr. Taloumis will review and evaluate Haven Center's measurable outcomes twice annually to ensure that Haven Center is meeting its commitments. Haven Center is mindful that demonstration of the Plan's progress and success will be submitted to the Commission upon renewal.

Acknowledgements

- As identified above, Haven Center intends to donate to the Flint Neighborhood Association in Fall River and acknowledges that the Flint Neighborhood Association has been contacted and will receive the donation described herein.
- Haven Center will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment.
- Any actions taken, or programs instituted, by Haven Center will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

D

The Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

FORM MUST BE TYPED

Articles of Entity Conversion of a Domestic Non-Profit with a Pending Provisional or Final Certification to Dispense Medical Use Marijuana to a Domestic Business Corporation (General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)

FORM M

The Haven Center, Inc. is a registrant
with the Department of Public Health
in accordance with 105 CMR 725.100(C)
as of March 12, 2018.

Bryan Harter
Director

Medical Use of Marijuana Program
Bureau of Healthcare Safety and Quality
Massachusetts Department of Public Health

- (1) Exact name of the non-profit: The Haven Center, Inc. 001178548
- (2) A corporate name that satisfies the requirements of G.L. Chapter 156D, Section 4.01:
The Haven Center, Inc.
- (3) The plan of entity conversion was duly approved in accordance with the law.
- (4) The following information is required to be included in the articles of organization pursuant to G.L. Chapter 156D, Section 2.02(a) or permitted to be included in the articles pursuant to G.L. Chapter 156D, Section 2.02(b):

ARTICLE I

The exact name of the corporation upon conversion is:

The Haven Center, Inc.

ARTICLE II

Unless the articles of organization otherwise provide, all corporations formed pursuant to G.L. Chapter 156D have the purpose of engaging in any lawful business. Please specify if you want a more limited purpose:*

To engage in the cultivation, transportation and distribution of cannabis, to the extent permitted, and in accordance with, Massachusetts law, and to engage in any other business in which a Massachusetts limited liability company is authorized to engage.

8
P.C.

D

The Commonwealth of Massachusetts

William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

FORM MUST BE TYPED

**Articles of Entity Conversion of a
Domestic Non-Profit with a Pending Provisional
or Final Certification to Dispense Medical Use Marijuana
to a Domestic Business Corporation
(General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)**

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To engage in the cultivation, transportation and distribution of cannabis, to the extent permitted, and in accordance with, Massachusetts law, and to engage in any other business in which a Massachusetts limited liability company is authorized to engage.

ARTICLE III

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

WITHOUT PAR VALUE		WITH PAR VALUE		
TYPE	NUMBER OF SHARES	TYPE	NUMBER OF SHARES	PAR VALUE
Common	100			

ARTICLE IV

Prior to the issuance of shares of any class or series, the articles of organization must set forth the preferences, limitations and relative rights of that class or series. The articles may also limit the type or specify the minimum amount of consideration for which shares of any class or series may be issued. Please set forth the preferences, limitations and relative rights of each class or series and, if desired, the required type and minimum amount of consideration to be received.

N/A

ARTICLE V

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

N/A

ARTICLE VI

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

See attached continuation sheet.

Note: The preceding six (6) articles are considered to be permanent and may be changed only by filing appropriate articles of amendment.

THE HAVEN CENTER, INC.

ARTICLES OF CONVERSION

CONTINUATION SHEETS

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

A. **LIMITATION OF DIRECTOR LIABILITY.** Except to the extent that Chapter 156D of the Massachusetts General Laws prohibits the elimination or limitation of liability of directors for breaches of fiduciary duty, no director of the corporation shall be personally liable to the corporation or its stockholders for monetary damages for any breach of fiduciary duty as a director, notwithstanding any provision of law imposing such liability. No amendment to or repeal of this provision shall apply to or have any effect on the liability or alleged liability of any director of the corporation for or with respect to any acts or omissions of such director occurring prior to such amendment.

B. **VOTE REQUIRED TO APPROVE MATTERS ACTED ON BY SHAREHOLDERS.** The affirmative vote of a majority of all the shares in a group eligible to vote on a matter shall be sufficient for the approval of the matter, notwithstanding any greater vote on the matter otherwise required by any provision of Chapter 156D of the General Laws of Massachusetts.

C. **SHAREHOLDER ACTION WITHOUT A MEETING BY LESS THAN UNANIMOUS CONSENT.** Action required or permitted by Chapter 156D of the General Laws of Massachusetts to be taken at a stockholders' meeting may be taken without a meeting by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting.

D. **AUTHORIZATION OF DIRECTORS TO MAKE, AMEND OR REPEAL BYLAWS.** The Board of Directors may make, amend or repeal the bylaws in whole or in part, except with respect to any provision thereof which by virtue of an express provision in Chapter 156D of the General Laws of Massachusetts, the Articles of Organization or the bylaws requires action by the stockholders.

E. **AUTHORITY OF DIRECTORS TO CREATE NEW CLASSES AND SERIES OF SHARES.** The Board Of Directors, acting without the shareholders, may (a) reclassify any unissued shares of any authorized class or series into one or more existing or new classes or series, and (b) create one or more new classes or series of shares, specifying the number of shares to be included therein, the distinguishing designation thereof and the preferences, limitations and relative rights applicable thereto, provided that the board of directors may not approve an aggregate number of authorized shares of all classes and series which exceeds the total number of authorized shares specified in the Articles of Organization approved by the shareholders.

F. **INDEMNIFICATION.** The following indemnification provisions shall apply to the persons enumerated below.

1. **Right to Indemnification of Directors and Officers.** The Corporation shall indemnify and hold harmless, to the fullest extent permitted by applicable law as it presently exists or may

hereafter be amended, any person (an “**Indemnified Person**”) who was or is made or is threatened to be made a party or is otherwise involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (a “**Proceeding**”), by reason of the fact that such person, or a person for whom such person is the legal representative, is or was a director or officer of the Corporation or, while a director or officer of the Corporation, is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation or of a partnership, joint venture, limited liability company, trust, enterprise or nonprofit entity, including service with respect to employee benefit plans, against all liability and loss suffered and expenses (including attorneys’ fees) reasonably incurred by such Indemnified Person in such Proceeding. Notwithstanding the preceding sentence, except as otherwise provided in Section 3 of this Part F, the Corporation shall be required to indemnify an Indemnified Person in connection with a Proceeding (or part thereof) commenced by such Indemnified Person only if the commencement of such Proceeding (or part thereof) by the Indemnified Person was authorized in advance by the Board of Directors, or an authorized committee of the Board of Directors.

2. Prepayment of Expenses of Directors and Officers. To the extent permitted by law, the Corporation shall pay the expenses (including attorneys’ fees) incurred by an Indemnified Person in defending any Proceeding in advance of its final disposition, provided, however, that, to the extent required by law, such payment of expenses in advance of the final disposition of the Proceeding shall be made only upon receipt of an undertaking by the Indemnified Person to repay all amounts advanced if it should be ultimately determined that the Indemnified Person is not entitled to be indemnified under this Part F or otherwise.

3. Claims by Directors and Officers. If a claim for indemnification or advancement of expenses under this Part F is not paid in full within 30 days after a written claim therefor by the Indemnified Person has been received by the Corporation, the Indemnified Person may file suit to recover the unpaid amount of such claim and, if successful in whole or in part, shall be entitled to be paid the expense of prosecuting such claim. In any such action the Corporation shall have the burden of proving that the Indemnified Person is not entitled to the requested indemnification or advancement of expenses under applicable law.

4. Indemnification of Employees and Agents. The Corporation may indemnify and advance expenses to any person who was or is made or is threatened to be made or is otherwise involved in any Proceeding by reason of the fact that such person, or a person for whom such person is the legal representative, is or was an employee or agent of the Corporation or, while an employee or agent of the Corporation, is or was serving at the request of the Corporation as a director, officer, employee or agent of another corporation or of a partnership, joint venture, limited liability company, trust, enterprise or nonprofit entity, including service with respect to employee benefit plans, against all liability and loss suffered and expenses (including attorney’s fees) reasonably incurred by such person in connection with such Proceeding. The ultimate determination of entitlement to indemnification of persons who are non-director or officer employees or agents shall be made in such manner as is determined by the Board of Directors, or an authorized committee of the Board of Directors, in its sole discretion. Notwithstanding the foregoing sentence, the Corporation shall not be required to indemnify a person in connection with a Proceeding initiated by such person if the Proceeding was not authorized in advance by the Board of Directors, or an authorized committee of the Board of Directors.

5. Advancement of Expenses of Employees and Agents. The Corporation may pay the expenses (including attorney’s fees) incurred by an employee or agent in defending any Proceeding

in advance of its final disposition on such terms and conditions as may be determined by the Board of Directors, or an authorized committee of the Board of Directors.

6. Non-Exclusivity of Rights. The rights conferred on any person by this Part F shall not be exclusive of any other rights which such person may have or hereafter acquire under any common law, statute, provision of these Articles of Organization, by-laws, agreement, vote of stockholders or disinterested directors or otherwise.

7. Other Indemnification. The Corporation's obligation, if any, to indemnify any person who was or is serving at its request as a director, officer or employee of another corporation, partnership, limited liability company, joint venture, trust, organization or other enterprise shall be reduced by any amount such person may collect as indemnification from such other corporation, partnership, limited liability company, joint venture, trust, organization or other enterprise.

8. Insurance. The Board of Directors may, to the full extent permitted by applicable law as it presently exists, or may hereafter be amended from time to time, authorize the Corporation to purchase and maintain at the Corporation's expense insurance: (a) to indemnify the Corporation for any obligation which it incurs as a result of the indemnification of directors, officers and employees under the provisions of this Part F; and (b) to indemnify or insure directors, officers and employees against liability in instances in which they may not otherwise be indemnified by the Corporation under the provisions of this Part F.

ARTICLE VII

The effective date of organization of the corporation is the date and time the articles were received for filing if the articles are not rejected within the time prescribed by law. If a later effective date is desired, specify such date, which may not be later than the 90th day after the articles are received for filing:

ARTICLE VIII

The information contained in this article is not a permanent part of the articles of organization.

- a. The street address of the initial registered office of the corporation in the commonwealth:
245 Route 6A, Orleans, MA 02653
- b. The name of its initial registered agent at its registered office:
Christopher Taloumis
- c. The names and addresses of the individuals who will serve as the initial directors, president, treasurer and secretary of the corporation (an address need not be specified if the business address of the officer or director is the same as the principal office location):

President: Christopher Taloumis - 5 George Holbrook Way, Harwich, MA 02645

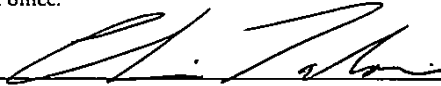
Treasurer: Christopher Taloumis - 5 George Holbrook Way, Harwich, MA 02645

Secretary: Jill Taloumis - 5 George Holbrook Way, Harwich, MA 02645

Director(s): Christopher Taloumis - 5 George Holbrook Way, Harwich, MA 02645
Jill Taloumis - 5 George Holbrook Way, Harwich, MA 02645

- d. The fiscal year end of the corporation:
December 31
- e. A brief description of the type of business in which the corporation intends to engage:
Cultivate and dispense cannabis as permitted by Massachusetts law.
- f. The street address of the principal office of the corporation:
245 Route 6A, Orleans, MA 02653
- g. The street address where the records of the corporation required to be kept in the commonwealth are located is:
245 Route 6A, Orleans, MA 02653, which is
(number, street, city or town, state, zip code)

- ☒ its principal office;
- ☐ an office of its transfer agent;
- ☐ an office of its secretary/assistant secretary;
- ☐ its registered office.

Signed by:  _____
(signature of authorized individual)

- ☐ Chairman of the board of directors,
- ☒ President,
- ☐ Other officer,
- ☐ Court-appointed fiduciary,

on this 5 day of 3, 2018

COMMONWEALTH OF MASSACHUSETTS

1307182 William Francis Galvin
Secretary of the Commonwealth
One Ashburton Place, Boston, Massachusetts 02108-1512

**Articles of Entity Conversion of a
Domestic Non-Profit with a Pending Provisional or
Final Certification to Dispense Medical Use Marijuana
to a Domestic Business Corporation**
(General Laws Chapter 156D, Section 9.53; 950 CMR 113.30)

I hereby certify that upon examination of these articles of conversion, duly submitted to me, it appears that the provisions of the General Laws relative thereto have been complied with, and I hereby approve said articles; and the filing fee in the amount of \$475 having been paid, said articles are deemed to have been filed with me this 12 day of March, 2018, at 11:47 a.m. 0 p.m.
time

Effective date: _____
(must be within 90 days of date submitted)

William Francis Galvin

WILLIAM FRANCIS GALVIN
Secretary of the Commonwealth

Filing fee: Minimum \$250

TO BE FILLED IN BY CORPORATION
Contact Information:

JOHN F. BRADLEY

PRINCE LOBEL TYE LLP

One International Place, Suite 3700, Boston, MA

Telephone: (617) 456-8000

Email: jbradley@princelobel.com

Upon filing, a copy of this filing will be available at www.sec.state.ma.us/cor. If the document is rejected, a copy of the rejection sheet and rejected document will be available in the rejected queue.

SB
Examiner
Ray
Name approval

C

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SECRETARY OF THE
COMMONWEALTH
2018 MAR 12 AM 11:47
CORPORATIONS DIVISION



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

William Francis Galvin
Secretary of the
Commonwealth

March 12, 2018

TO WHOM IT MAY CONCERN:

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

THE HAVEN CENTER, INC.

is a domestic corporation organized on **March 12, 2018**, under the General Laws of the Commonwealth of Massachusetts.

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



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

BY-LAWS

OF

THE HAVEN CENTER, INC.

ADOPTED March 5, 2018

THE HAVEN CENTER, INC.

By-Laws

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**BY-LAWS
OF
THE HAVEN CENTER, INC.**

**ARTICLE I
SHAREHOLDERS**

Section 1. Annual Meeting. The Corporation shall hold an annual meeting of shareholders at a time fixed by the Directors. The purposes for which the annual meeting is to be held, in addition to those prescribed by the Articles of Organization, shall be for electing directors and for such other purposes as shall be specified in the notice for the meeting, and only business within such purposes may be conducted at the meeting. In the event an annual meeting is not held at the time fixed in accordance with these Bylaws or the time for an annual meeting is not fixed in accordance with these Bylaws to be held within 13 months after the last annual meeting was held, the Corporation may designate a special meeting held thereafter as a special meeting in lieu of the annual meeting, and the meeting shall have all of the effect of an annual meeting.

Section 2. Special Meetings. Special meetings of the shareholders may be called by the President or by the Directors, and shall be called by the Secretary, or in case of the death, absence, incapacity or refusal of the Secretary, by another officer, if the holders of at least 10 percent, or such lesser percentage as the Articles of Organization permit, of all the votes entitled to be cast on any issue to be considered at the proposed special meeting sign, date, and deliver to the Secretary one or more written demands for the meeting describing the purpose for which it is to be held. Only business within the purpose or purposes described in the meeting notice may be conducted at a special shareholders' meeting.

Section 3. Place of Meetings. All meetings of shareholders shall be held at the principal office of the Corporation unless a different place is specified in the notice of the meeting or the meeting is held solely by means of remote communication in accordance with Section 11 of this Article.

Section 4. Requirement of Notice. A written notice of the date, time, and place of each annual and special shareholders' meeting describing the purposes of the meeting shall be given to shareholders entitled to vote at the meeting (and, to the extent required by law or the Articles of Organization, to shareholders not entitled to vote at the meeting) no fewer than seven nor more than 60 days before the meeting date. If an annual or special meeting of shareholders is adjourned to a different date, time or place, notice need not be given of the new date, time or place if the new date, time or place, if any, is announced at the meeting before adjournment. If a new record date for the adjourned meeting is fixed, however, notice of the adjourned meeting shall be given under this Section to persons who are shareholders as of the new record date. All notices to shareholders shall conform to the requirements of Article III.

Section 5. Waiver of Notice. A shareholder may waive any notice required by law, the Articles of Organization or these Bylaws before or after the date and time stated in the notice. The waiver shall be in writing, be signed by the shareholder entitled to the notice, and be delivered to the Corporation for inclusion with the records of the meeting. A shareholder's attendance at a meeting: (a) waives objection to lack of notice or defective notice of the meeting, unless the shareholder at the beginning of the meeting objects to holding the meeting or transacting business at the meeting; and (b) waives objection to consideration of a particular matter at the meeting that is not within the purpose or purposes described in the meeting notice, unless the shareholder objects to considering the matter when it is presented.

Section 6. Quorum.

(a) Unless otherwise provided by law, or in the Articles of Organization, these Bylaws or a resolution of the Directors requiring satisfaction of a greater quorum requirement for any voting group, a majority of the votes entitled to be cast on the matter by a voting group constitutes a quorum of that voting group for action on that matter. As used in these Bylaws, a voting group includes all shares of one or more classes or series that, under the Articles of Organization or the Massachusetts Business Corporation Act, as in effect from time to time (the "MBCA"), are entitled to vote and to be counted together collectively on a matter at a meeting of shareholders.

(b) A share once represented for any purpose at a meeting is deemed present for quorum purposes for the remainder of the meeting and for any adjournment of that meeting unless (1) the shareholder attends solely to object to lack of notice, defective notice or the conduct of the meeting on other grounds and does not vote the shares or otherwise consent that they are to be deemed present, or (2) in the case of an adjournment, a new record date is or shall be set for that adjourned meeting.

Section 7. Voting and Proxies. Unless the Articles of Organization provide otherwise, each outstanding share, regardless of class, is entitled to one vote on each matter voted on at a shareholders' meeting. A shareholder may vote his or her shares in person or may appoint a proxy to vote or otherwise act for him or her by signing an appointment form, either personally or by his or her attorney-in-fact. An appointment of a proxy is effective when received by the Secretary or other officer or agent authorized to tabulate votes. Unless otherwise provided in the appointment form, an appointment is valid for a period of 11 months from the date the shareholder signed the form or, if it is undated, from the date of its receipt by the officer or agent. An appointment of a proxy is revocable by the shareholder unless the appointment form conspicuously states that it is irrevocable and the appointment is coupled with an interest, as defined in the MBCA. An appointment made irrevocable is revoked when the interest with which it is coupled is extinguished. The death or incapacity of the shareholder appointing a proxy shall not affect the right of the Corporation to accept the proxy's authority unless notice of the death or incapacity is received by the Secretary or other officer or agent authorized to tabulate votes before the proxy exercises his or her authority under the appointment. A transferee for value of shares subject to an irrevocable appointment may revoke the appointment if he or she did not know of its existence when he or she acquired the shares and the existence of the irrevocable appointment was not noted conspicuously on the certificate representing the shares or on the information statement for shares without certificates. Subject to the provisions of Section 7.24 of the MBCA and to any express limitation on the proxy's authority appearing on the face of the appointment form, the Corporation is entitled to accept the proxy's vote or other action as that of the shareholder making the appointment.

Section 8. Action at Meeting. If a quorum of a voting group exists, favorable action on a matter, other than the election of Directors, is taken by a voting group if the votes cast within the group favoring the action exceed the votes cast opposing the action, unless a greater number of affirmative votes is required by law, or the Articles of Organization, these Bylaws or a resolution of the Board of Directors requiring receipt of a greater affirmative vote of the shareholders, including more separate voting groups. Directors are elected by a plurality of the votes cast by the shares entitled to vote in the election at a meeting at which a quorum is present. No ballot shall be required for such election unless requested by a shareholder present or represented at the meeting and entitled to vote in the election.

Section 9. Action without Meeting by Written Consent.

(a) Action taken at a shareholders' meeting may be taken without a meeting if the action is taken by all shareholders entitled to vote on the action; or to the extent permitted by the Articles of

Organization, by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting. The action shall be evidenced by one or more written consents that describe the action taken, are signed by shareholders having the requisite votes, bear the date of the signatures of such shareholders, and are delivered to the Corporation for inclusion with the records of meetings within 60 days of the earliest dated consent delivered to the Corporation as required by this Section. A consent signed under this Section has the effect of a vote at a meeting.

(b) If action is to be taken pursuant to the consent of voting shareholders without a meeting, the Corporation, at least seven days before the action pursuant to the consent is taken, shall give notice, which complies in form with the requirements of Article III, of the action (1) to nonvoting shareholders in any case where such notice would be required by law if the action were to be taken pursuant to a vote by voting shareholders at a meeting, and (2) if the action is to be taken pursuant to the consent of less than all the shareholders entitled to vote on the matter, to all shareholders entitled to vote who did not consent to the action. The notice shall contain, or be accompanied by, the same material that would have been required by law to be sent to shareholders in or with the notice of a meeting at which the action would have been submitted to the shareholders for approval.

Section 10. Record Date. The Directors may fix the record date in order to determine the shareholders entitled to notice of a shareholders' meeting, to demand a special meeting, to vote, or to take any other action. If a record date for a specific action is not fixed by the Board of Directors, and is not supplied by law, the record date shall be the close of business either on the day before the first notice is sent to shareholders, or, if no notice is sent, on the day before the meeting or, in the case of action without a meeting by written consent, the date the first shareholder signs the consent. A record date fixed under this Section may not be more than 70 days before the meeting or action requiring a determination of shareholders. A determination of shareholders entitled to notice of or to vote at a shareholders' meeting is effective for any adjournment of the meeting unless the Board of Directors fixes a new record date, which it shall do if the meeting is adjourned to a date more than 120 days after the date fixed for the original meeting.

Section 11. Meetings by Remote Communications. If authorized by the Directors: any annual or special meeting of shareholders need not be held at any place but may instead be held solely by means of remote communication; and subject to such guidelines and procedures as the Board of Directors may adopt, shareholders and proxyholders not physically present at a meeting of shareholders may, by means of remote communications: (a) participate in a meeting of shareholders; and (b) be deemed present in person and vote at a meeting of shareholders whether such meeting is to be held at a designated place or solely by means of remote communication, provided that: (1) the Corporation shall implement reasonable measures to verify that each person deemed present and permitted to vote at the meeting by means of remote communication is a shareholder or proxyholder; (2) the Corporation shall implement reasonable measures to provide such shareholders and proxyholders a reasonable opportunity to participate in the meeting and to vote on matters submitted to the shareholders, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with such proceedings; and (3) if any shareholder or proxyholder votes or takes other action at the meeting by means of remote communication, a record of such vote or other action shall be maintained by the Corporation.

Section 12. Form of Shareholder Action.

(a) Any vote, consent, waiver, proxy appointment or other action by a shareholder or by the proxy or other agent of any shareholder shall be considered given in writing, dated and signed, if, in lieu of any other means permitted by law, it consists of an electronic transmission that sets forth or is delivered with information from which the Corporation can determine (i) that the electronic transmission was transmitted by the shareholder, proxy or agent or by a person authorized to act for

the shareholder, proxy or agent; and (ii) the date on which such shareholder, proxy, agent or authorized person transmitted the electronic transmission. The date on which the electronic transmission is transmitted shall be considered to be the date on which it was signed. The electronic transmission shall be considered received by the Corporation if it has been sent to any address specified by the Corporation for the purpose or, if no address has been specified, to the principal office of the Corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of shareholders.

(b) Any copy, facsimile or other reliable reproduction of a vote, consent, waiver, proxy appointment or other action by a shareholder or by the proxy or other agent of any shareholder may be substituted or used in lieu of the original writing for any purpose for which the original writing could be used, but the copy, facsimile or other reproduction shall be a complete reproduction of the entire original writing.

Section 13. Shareholders List for Meeting.

(a) After fixing a record date for a shareholders' meeting, the Corporation shall prepare an alphabetical list of the names of all its shareholders who are entitled to notice of the meeting. The list shall be arranged by voting group, and within each voting group by class or series of shares, and show the address of and number of shares held by each shareholder, but need not include an electronic mail address or other electronic contact information for any shareholder.

(b) The shareholders list shall be available for inspection by any shareholder, beginning two business days after notice is given of the meeting for which the list was prepared and continuing through the meeting: (1) at the Corporation's principal office or at a place identified in the meeting notice in the city where the meeting will be held; or (2) on a reasonably accessible electronic network, provided that the information required to gain access to such list is provided with the notice of the meeting. If the meeting is to be held solely by means of remote communication, the list shall be made available on an electronic network.

(c) A shareholder, his or her agent or attorney is entitled on written demand to inspect and, subject to the requirements of Section 2(c) of Article VI of these Bylaws, to copy the list, during regular business hours and at his or her expense, during the period it is available for inspection.

(d) The Corporation shall make the shareholders list available at the meeting, and any shareholder or his or her agent or attorney is entitled to inspect the list at any time during the meeting or any adjournment.

ARTICLE II DIRECTORS

Section 1. Powers. All corporate power shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be managed under the direction of, its Board of Directors.

Section 2. Number and Election. The Board of Directors shall consist of one or more individuals, with the number fixed by the shareholders at the annual meeting but, unless otherwise provided in the Articles of Organization, if the Corporation has more than one shareholder, the number of Directors shall not be less than three, except that whenever there shall be only two shareholders, the number of Directors shall not be less than two. Except as otherwise provided in these Bylaws or the Articles of Organization, the Directors shall be elected by the shareholders at the annual meeting to hold office until the next annual election and until their successors are elected and qualify.

Section 3. Vacancies. If a vacancy occurs on the Board of Directors, including a vacancy resulting from an increase in the number of Directors: (a) the shareholders may fill the vacancy; (b) the Board of Directors may fill the vacancy; or (c) if the Directors remaining in office constitute fewer than a quorum of the Board, they may fill the vacancy by the affirmative vote of a majority of all the Directors remaining in office. A vacancy that will occur at a specific later date may be filled before the vacancy occurs but the new Director may not take office until the vacancy occurs.

Section 4. Change in Size of the Board of Directors. At the annual meeting or any meeting of the shareholders called for such purpose, the number of Directors may be fixed or changed by the shareholders or the Board of Directors, and the Board of Directors may increase or decrease the number of Directors last approved by the shareholders. If the number is increased, the additional Directors may be chosen at such meeting.

Section 5. Tenure. The terms of all Directors shall expire at the next annual shareholders' meeting following their election. A decrease in the number of Directors does not shorten an incumbent Director's term unless the particular Director is removed as provided in Section 7. The term of a Director elected to fill a vacancy shall expire at the next shareholders' meeting at which Directors are elected. Despite the expiration of a Director's term, he or she shall continue to serve until his or her successor is elected and qualified or until there is a decrease in the number of Directors.

Section 6. Resignation. A Director may resign at any time by delivering written notice of resignation to the Board of Directors, its chairman, or to the Corporation. A resignation is effective when the notice is delivered unless the notice specifies a later effective date.

Section 7. Removal. The shareholders may remove one or more Directors with or without cause by the affirmative vote of two-thirds of all the shares of stock outstanding and entitled to vote. A Director may be removed for cause by the Directors by vote of a majority of the Directors then in office. A Director may be removed by the shareholders or the Directors only at a meeting called for the purpose of removing him or her, and the meeting notice must state that the purpose, or one of the purposes, of the meeting is removal of the Director.

Section 8. Regular Meetings. Regular meetings of the Board of Directors may be held at such times and places as shall from time to time be fixed by the Board of Directors without notice of the date, time, place or purpose of the meeting.

Section 9. Special Meetings. Special meetings of the Board of Directors may be called by the President, by the Secretary, by any two Directors, or by one Director in the event that there is only one Director.

Section 10. Notice. Special meetings of the Board must be preceded by at least two days' notice of the date, time and place of the meeting. The notice need not describe the purpose of the special meeting. All notices to directors shall conform to the requirements of Article III.

Section 11. Waiver of Notice. A Director may waive any notice before or after the date and time of the meeting. The waiver shall be in writing, signed by the Director entitled to the notice, or in the form of an electronic transmission by the Director to the Corporation, and filed with the minutes or corporate records. A Director's attendance at or participation in a meeting waives any required notice to him or her of the meeting unless the Director at the beginning of the meeting, or promptly upon his or her arrival, objects to holding the meeting or transacting business at the meeting and does not thereafter vote for or assent to action taken at the meeting.

Section 12. Quorum. A quorum of the Board of Directors consists of a majority of the Directors then in office, provided always that any number of Directors (whether one or more and whether or not constituting a quorum) constituting a majority of Directors present at any meeting or at any adjourned meeting may make any reasonable adjournment thereof.

Section 13. Action at Meeting. If a quorum is present when a vote is taken, the affirmative vote of a majority of Directors present is the act of the Board of Directors. A Director who is present at a meeting of the Board of Directors or a committee of the Board of Directors when corporate action is taken is considered to have assented to the action taken unless: (a) he or she objects at the beginning of the meeting, or promptly upon his or her arrival, to holding it or transacting business at the meeting; (b) his or her dissent or abstention from the action taken is entered in the minutes of the meeting; or (c) he or she delivers written notice of his or her dissent or abstention to the presiding officer of the meeting before its adjournment or to the Corporation immediately after adjournment of the meeting. The right of dissent or abstention is not available to a Director who votes in favor of the action taken.

Section 14. Action Without Meeting. Any action required or permitted to be taken by the Directors may be taken without a meeting if the action is taken by the unanimous consent of the members of the Board of Directors. The action must be evidenced by one or more consents describing the action taken, in writing, signed by each Director, or delivered to the Corporation by electronic transmission, to the address specified by the Corporation for the purpose or, if no address has been specified, to the principal office of the Corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of Directors, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this Section is effective when the last Director signs or delivers the consent, unless the consent specifies a different effective date. A consent signed or delivered under this Section has the effect of a meeting vote and may be described as such in any document.

Section 15. Telephone Conference Meetings. The Board of Directors may permit any or all Directors to participate in a regular or special meeting by, or conduct the meeting through the use of, any means of communication by which all Directors participating may simultaneously hear each other during the meeting. A Director participating in a meeting by this means is considered to be present in person at the meeting.

Section 16. Committees. The Board of Directors may create one or more committees and appoint members of the Board of Directors to serve on them. Each committee may have one or more members, who serve at the pleasure of the Board of Directors. The creation of a committee and appointment of members to it must be approved by a majority of all the Directors in office when the action is taken. Article III and Sections 10 through 15 of this Article shall apply to committees and their members. To the extent specified by the Board of Directors, each committee may exercise the authority of the Board of Directors. A committee may not, however: (a) authorize distributions; (b) approve or propose to shareholders action that the MBCA requires be approved by shareholders; (c) change the number of the Board of Directors, remove Directors from office or fill vacancies on the Board of Directors; (d) amend the Articles of Organization; (e) adopt, amend or repeal Bylaws; or (f) authorize or approve reacquisition of shares, except according to a formula or method prescribed by the Board of Directors. The creation of, delegation of authority to, or action by a committee does not alone constitute compliance by a Director with the standards of conduct described in Section 18 of this Article.

Section 17. Compensation. The Board of Directors may fix the compensation of Directors.

Section 18. Standard of Conduct for Directors.

(a) A Director shall discharge his or her duties as a Director, including his or her duties as a member of a committee: (1) in good faith; (2) with the care that a person in a like position would

reasonably believe appropriate under similar circumstances; and (3) in a manner the Director reasonably believes to be in the best interests of the Corporation. In determining what the Director reasonably believes to be in the best interests of the Corporation, a Director may consider the interests of the Corporation's employees, suppliers, creditors and customers, the economy of the state, the region and the nation, community and societal considerations, and the long-term and short-term interests of the Corporation and its shareholders, including the possibility that these interests may be best served by the continued independence of the Corporation.

(b) In discharging his or her duties, a Director who does not have knowledge that makes reliance unwarranted is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by: (1) one or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent with respect to the information, opinions, reports or statements presented; (2) legal counsel, public accountants, or other persons retained by the Corporation, as to matters involving skills or expertise the Director reasonably believes are matters (i) within the particular person's professional or expert competence or (ii) as to which the particular person merits confidence; or (3) a committee of the Board of Directors of which the Director is not a member if the Director reasonably believes the committee merits confidence.

(c) A Director is not liable for any action taken as a Director, or any failure to take any action, if he or she performed the duties of his or her office in compliance with this Section.

Section 19. Conflict of Interest.

(a) A conflict of interest transaction is a transaction with the Corporation in which a Director of the Corporation has a material direct or indirect interest. A conflict of interest transaction is not voidable by the Corporation solely because of the Director's interest in the transaction if any one of the following is true:

- (1) the material facts of the transaction and the Director's interest were disclosed or known to the Board of Directors or a committee of the Board of Directors and the Board of Directors or committee authorized, approved, or ratified the transaction;
- (2) the material facts of the transaction and the Director's interest were disclosed or known to the shareholders entitled to vote and they authorized, approved, or ratified the transaction; or
- (3) the transaction was fair to the Corporation.

(b) For purposes of this Section, and without limiting the interests that may create conflict of interest transactions, a Director of the Corporation has an indirect interest in a transaction if: (1) another entity in which he or she has a material financial interest or in which he or she is a general partner is a party to the transaction; or (2) another entity of which he or she is a director, officer, or trustee or in which he or she holds another position is a party to the transaction and the transaction is or should be considered by the Board of Directors of the Corporation.

(c) For purposes of clause (1) of subsection (a), a conflict of interest transaction is authorized, approved, or ratified if it receives the affirmative vote of a majority of the Directors on the Board of Directors (or on the committee) who have no direct or indirect interest in the transaction, but a transaction may not be authorized, approved, or ratified under this Section by a single Director. If a majority of the Directors who have no direct or indirect interest in the transaction vote to authorize, approve, or ratify the transaction, a quorum is present for the purpose

of taking action under this Section. The presence of, or a vote cast by, a Director with a direct or indirect interest in the transaction does not affect the validity of any action taken under clause (1) of subsection (a) if the transaction is otherwise authorized, approved, or ratified as provided in that subsection.

(d) For purposes of clause (2) of subsection (a), a conflict of interest transaction is authorized, approved or ratified if it receives the vote of a majority of the shares entitled to be counted under this subsection. Shares owned by or voted under the control of a Director who has a direct or indirect interest in the transaction, and shares owned by or voted under the control of an entity described in clause (1) of subsection (b), may not be counted in a vote of shareholders to determine whether to authorize, approve, or ratify a conflict of interest transaction under clause (2) of subsection (a). The vote of those shares, however, is counted in determining whether the transaction is approved under other Sections of these Bylaws. A majority of the shares, whether or not present, that are entitled to be counted in a vote on the transaction under this subsection constitutes a quorum for the purpose of taking action under this Section.

Section 20. Loans to Directors. The Corporation may not lend money to, or guarantee the obligation of a Director of, the Corporation unless: (a) the specific loan or guarantee is approved by a majority of the votes represented by the outstanding voting shares of all classes, voting as a single voting group, except the votes of shares owned by or voted under the control of the benefited Director; or (b) the Corporation's Board of Directors determines that the loan or guarantee benefits the Corporation and either approves the specific loan or guarantee or a general plan authorizing loans and guarantees. The fact that a loan or guarantee is made in violation of this Section shall not affect the borrower's liability on the loan.

ARTICLE III

MANNER OF NOTICE

Section 1. Notices. All notices hereunder shall conform to the following requirements:

(a) Notice shall be in writing unless oral notice is reasonable under the circumstances. Notice by electronic transmission is written notice.

(b) Notice may be communicated in person; by telephone, voice mail, telegraph, electronic transmission or other electronic means; by mail; or by messenger or delivery service. If these forms of personal notice are impracticable, notice may be communicated by a newspaper of general circulation in the area where published; or by radio, television, or other form of public broadcast communication.

(c) Written notice, other than notice by electronic transmission, if in a comprehensible form, is effective upon deposit in the United States mail, if mailed postpaid and correctly addressed to the shareholder's address shown in the Corporation's current record of shareholders.

(d) Written notice by electronic transmission, if in comprehensible form, is effective: (1) if by facsimile telecommunication, when directed to a number furnished by the shareholder for the purpose; (2) if by electronic mail, when directed to an electronic mail address furnished by the shareholder for the purpose; (3) if by a posting on an electronic network together with separate notice to the shareholder of such specific posting, directed to an electronic mail address furnished by the shareholder for the purpose, upon the later of (i) such posting and (ii) the giving of such separate notice; and (4) if by any other form of electronic transmission, when directed to the shareholder in such manner as the shareholder shall have specified to the Corporation. An affidavit of the Secretary or an Assistant Secretary of the Corporation, the transfer agent or other agent of the Corporation that

the notice has been given by a form of electronic transmission shall, in the absence of fraud, be prima facie evidence of the facts stated therein.

(e) Except as provided in subsection (c), written notice, other than notice by electronic transmission, if in a comprehensible form, is effective at the earliest of the following: (1) when received; (2) five days after its deposit in the United States mail, if mailed postpaid and correctly addressed; (3) on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested; or if sent by messenger or delivery service, on the date shown on the return receipt signed by or on behalf of the addressee; or (4) on the date of publication if notice by publication is permitted.

(f) Oral notice is effective when communicated if communicated in a comprehensible manner.

ARTICLE IV OFFICERS

Section 1. Enumeration. The Corporation shall have a President, a Treasurer, a Secretary and such other officers as may be appointed by the Board of Directors from time to time in accordance with these Bylaws. The Board may appoint one of its members to the office of Chairman of the Board and from time to time define the powers and duties of that office notwithstanding any other provisions of these Bylaws.

Section 2. Appointment. The officers shall be appointed by the Board of Directors. A duly appointed officer may appoint one or more officers or assistant officers if authorized by the Board of Directors. Each officer has the authority and shall perform the duties set forth in these Bylaws or, to the extent consistent with these Bylaws, the duties prescribed by the Board of Directors or by direction of an officer authorized by the Board of Directors to prescribe the duties of other officers.

Section 3. Qualification. The same individual may simultaneously hold more than one office in the Corporation.

Section 4. Tenure. Officers shall hold office until the first meeting of the Directors following the next annual meeting of shareholders after their appointment and until their respective successors are duly appointed, unless a shorter or longer term is specified in the vote appointing them.

Section 5. Resignation. An officer may resign at any time by delivering notice of the resignation to the Corporation. A resignation is effective when the notice is delivered unless the notice specifies a later effective date. If a resignation is made effective at a later date and the Corporation accepts the future effective date, the Board of Directors may fill the pending vacancy before the effective date if the Board of Directors provides that the successor shall not take office until the effective date. An officer's resignation shall not affect the Corporation's contract rights, if any, with the officer.

Section 6. Removal. The Board of Directors may remove any officer at any time with or without cause. The appointment of an officer shall not itself create contract rights. An officer's removal shall not affect the officer's contract rights, if any, with the Corporation.

Section 7. President. The President when present shall preside at all meetings of the shareholders and, if there is no Chairman of the Board of Directors, of the Directors. He or she shall be the chief executive officer of the Corporation except as the Board of Directors may otherwise provide. The President shall perform such duties and have such powers additional to the foregoing as the Directors shall designate.

Section 8. Treasurer. The Treasurer shall, subject to the direction of the Directors, have general charge of the financial affairs of the Corporation and shall cause to be kept accurate books of accounts. He or she shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Directors may otherwise provide. The Treasurer shall perform such duties and have such powers additional to the foregoing as the Directors may designate.

Section 9. Secretary. The Secretary shall have responsibility for preparing minutes of the Directors' and shareholders' meetings and for authenticating records of the Corporation. The Secretary shall perform such duties and have such powers additional to the foregoing as the Directors shall designate.

Section 10. Standards Of Conduct For Officers. An officer shall discharge his or her duties: (a) in good faith; (b) with the care that a person in a like position would reasonably exercise under similar circumstances; and (c) in a manner the officer reasonably believes to be in the best interests of the Corporation. In discharging his or her duties, an officer, who does not have knowledge that makes reliance unwarranted, is entitled to rely on information, opinions, reports, or statements, including financial statements and other financial data, if prepared or presented by: (1) one or more officers or employees of the Corporation whom the officer reasonably believes to be reliable and competent with respect to the information, opinions, reports or statements presented; or (2) legal counsel, public accountants, or other persons retained by the Corporation as to matters involving skills or expertise the officer reasonably believes are matters (i) within the particular person's professional or expert competence or (ii) as to which the particular person merits confidence. An officer shall not be liable to the Corporation or its shareholders for any decision to take or not to take any action taken, or any failure to take any action, as an officer, if the duties of the officer are performed in compliance with this Section.

ARTICLE V

PROVISIONS RELATING TO SHARES

Section 1. Issuance and Consideration. The Board of Directors may issue the number of shares of each class or series authorized by the Articles of Organization. The Board of Directors may authorize shares to be issued for consideration consisting of any tangible or intangible property or benefit to the Corporation, including cash, promissory notes, services performed, contracts for services to be performed, or other securities of the Corporation. Before the Corporation issues shares, the Board of Directors shall determine that the consideration received or to be received for shares to be issued is adequate. The Board of Directors shall determine the terms upon which the rights, options or warrants for the purchase of shares or other securities of the Corporation are issued and the terms, including the consideration, for which the shares or other securities are to be issued.

Section 2. Share Certificates. If shares are represented by certificates, at a minimum each share certificate shall state on its face: (a) the name of the Corporation and that it is organized under the laws of The Commonwealth of Massachusetts; (b) the name of the person to whom issued; and (c) the number and class of shares and the designation of the series, if any, the certificate represents. If different classes of shares or different series within a class are authorized, then the variations in rights, preferences and limitations applicable to each class and series, and the authority of the Board of Directors to determine variations for any future class or series, must be summarized on the front or back of each certificate. Alternatively, each certificate may state conspicuously on its front or back that the Corporation will furnish the shareholder this information on request in writing and without charge. Each share certificate shall be signed, either manually or in facsimile, by the President or a Vice President and by the Treasurer or an Assistant Treasurer, or any two officers designated by the Board of Directors, and shall bear the corporate seal or its facsimile. If the person who signed, either manually or in facsimile, a share certificate no longer holds office when the certificate is issued, the certificate shall be nevertheless valid.

Section 3. Uncertificated Shares. The Board of Directors may authorize the issue of some or all of the shares of any or all of the Corporation's classes or series without certificates. The authorization shall not affect shares already represented by certificates until they are surrendered to the Corporation. Within a reasonable time after the issue or transfer of shares without certificates, the Corporation shall send the shareholder a written statement of the information required by the MBCA to be on certificates.

Section 4. Record and Beneficial Owners. The Corporation shall be entitled to treat as the shareholder the person in whose name shares are registered in the records of the Corporation or, if the Board of Directors has established a procedure by which the beneficial owner of shares that are registered in the name of a nominee will be recognized by the Corporation as a shareholder, the beneficial owner of shares to the extent of the rights granted by a nominee certificate on file with the Corporation.

Section 5. Lost or Destroyed Certificates. The Board of Directors of the Corporation may, subject to Massachusetts General Laws, Chapter 106, Section 8-405, determine the conditions upon which a new share certificate may be issued in place of any certificate alleged to have been lost, destroyed or wrongfully taken. The Board of Directors may, in its discretion, require the owner of such share certificate, or his or her legal representative, to give a bond, sufficient in its opinion, with or without surety, to indemnify the Corporation against any loss or claim which may arise by reason of the issue of the new certificate.

ARTICLE VI CORPORATE RECORDS

Section 1. Records to be Kept.

(a) The Corporation shall keep as permanent records minutes of all meetings of its shareholders and Board of Directors, a record of all actions taken by the shareholders or Board of Directors without a meeting, and a record of all actions taken by a committee of the Board of Directors in place of the Board of Directors on behalf of the Corporation. The Corporation shall maintain appropriate accounting records. The Corporation or its agent shall maintain a record of its shareholders, in a form that permits preparation of a list of the names and addresses of all shareholders, in alphabetical order by class of shares showing the number and class of shares held by each. The Corporation shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

(b) The Corporation shall keep within The Commonwealth of Massachusetts a copy of the following records at its principal office or an office of its transfer agent or of its Secretary or Assistant Secretary or of its registered agent:

- (1) its Articles or Restated Articles of Organization and all amendments to them currently in effect;
- (2) its Bylaws or restated Bylaws and all amendments to them currently in effect;
- (3) resolutions adopted by its Board of Directors creating one or more classes or series of shares, and fixing their relative rights, preferences, and limitations, if shares issued pursuant to those resolutions are outstanding;
- (4) the minutes of all shareholders' meetings, and records of all action taken by shareholders without a meeting, for the past three years;

- (5) all written communications to shareholders generally within the past three years, including the financial statements furnished under Section 16.20 of the MBCA for the past three years;
- (6) a list of the names and business addresses of its current Directors and officers; and
- (7) its most recent annual report delivered to the Massachusetts Secretary of State.

Section 2. Inspection of Records by Shareholders.

(a) A shareholder is entitled to inspect and copy, during regular business hours at the office where they are maintained pursuant to Section 1(b) of this Article, copies of any of the records of the Corporation described in said Section if he or she gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy.

(b) A shareholder is entitled to inspect and copy, during regular business hours at a reasonable location specified by the Corporation, any of the following records of the Corporation if the shareholder meets the requirements of subsection (c) and gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy:

(1) excerpts from minutes reflecting action taken at any meeting of the Board of Directors, records of any action of a committee of the Board of Directors while acting in place of the Board of Directors on behalf of the Corporation, minutes of any meeting of the shareholders, and records of action taken by the shareholders or Board of Directors without a meeting, to the extent not subject to inspection under subsection (a) of this Section;

(2) accounting records of the Corporation, but if the financial statements of the Corporation are audited by a certified public accountant, inspection shall be limited to the financial statements and the supporting schedules reasonably necessary to verify any line item on those statements; and

(3) the record of shareholders described in Section 1(a) of this Article.

(c) A shareholder may inspect and copy the records described in subsection (b) only if:

(1) his or her demand is made in good faith and for a proper purpose;

(2) he or she describes with reasonable particularity his or her purpose and the records he or she desires to inspect;

(3) the records are directly connected with his or her purpose; and

(4) the Corporation shall not have determined in good faith that disclosure of the records sought would adversely affect the Corporation in the conduct of its business.

(d) For purposes of this Section, "shareholder" includes a beneficial owner whose shares are held in a voting trust or by a nominee on his or her behalf.

Section 3. Scope of Inspection Right.

(a) A shareholder's agent or attorney has the same inspection and copying rights as the shareholder represented.

(b) The Corporation may, if reasonable, satisfy the right of a shareholder to copy records under Section 2 of this Article by furnishing to the shareholder copies by photocopy or other means chosen by the Corporation including copies furnished through an electronic transmission.

(c) The Corporation may impose a reasonable charge, covering the costs of labor, material, transmission and delivery, for copies of any documents provided to the shareholder. The charge may not exceed the estimated cost of production, reproduction, transmission or delivery of the records.

(d) The Corporation may comply at its expense, with a shareholder's demand to inspect the record of shareholders under Section 2(b)(3) of this Article by providing the shareholder with a list of shareholders that was compiled no earlier than the date of the shareholder's demand.

(e) The Corporation may impose reasonable restrictions on the use or distribution of records by the demanding shareholder.

Section 4. Inspection of Records by Directors. A Director is entitled to inspect and copy the books, records and documents of the Corporation at any reasonable time to the extent reasonably related to the performance of the Director's duties as a Director, including duties as a member of a committee, but not for any other purpose or in any manner that would violate any duty to the Corporation.

ARTICLE VII
INDEMNIFICATION

Section 1. Definitions. In this Article the following words shall have the following meanings unless the context requires otherwise:

"*Corporation*", includes any domestic or foreign predecessor entity of the Corporation in a merger.

"*Director*" or "*officer*", an individual who is, was or has agreed to become, a Director or officer, respectively, of the Corporation or who, while a Director or officer of the Corporation, is or was serving at the Corporation's request as a director, officer, partner, trustee, employee, or agent of another domestic or foreign corporation, partnership, joint venture, trust, employee benefit plan, or other entity. A Director or officer is considered to be serving an employee benefit plan at the Corporation's request if his or her duties to the Corporation impose duties on, or otherwise involve services by, him or her to the plan or to participants in or beneficiaries of the plan. "Director" or "officer" includes, unless the context requires otherwise, the estate or personal representative of a Director or officer.

"*Disinterested Director*", a Director who, at the time of a vote or selection referred to in Section 4 of this Article, is not (i) a party to the proceeding, or (ii) an individual having a familial, financial, professional, or employment relationship with the Director whose indemnification or advance for expenses is the subject of the decision being made, which relationship would, in the circumstances, reasonably be expected to exert an influence on the Director's judgment when voting on the decision being made.

"*Expenses*", includes all reasonable out of pocket costs, including but not limited to the fees of counsel and other professionals.

"*Liability*", the obligation to pay a judgment, settlement, penalty, or fine (including an excise tax assessed with respect to an employee benefit plan), or reasonable expenses incurred with respect to a Proceeding.

"*MBCA*". Chapter 156D of the Massachusetts General Laws, as amended from time to time,

"*Party*", an individual who was, is, or is threatened to be made, a defendant or respondent in a Proceeding.

"*Proceeding*", any threatened, pending, or completed action, suit, proceeding, or investigation, whether civil, criminal, administrative, arbitative, or investigative and whether formal or informal.

"*Qualified Party*" means a Director or Officer who is a Party to a Proceeding because he or she is a Director or Officer or by reason of any action alleged to have been taken or omitted in such capacity.

Section 2. Indemnification of Directors and Officers. To the fullest extent permitted by these Articles and applicable provisions of the MBCA, the Corporation shall indemnify each Qualified Party who was or is a Party to any Proceeding against all Liability and Expenses incurred by or on behalf of the Qualified Party in connection with such Proceeding and any appeal therefrom:

(a) The Corporation shall indemnify fully each Qualified Person who is wholly successful, on the merits or otherwise, in the defense of any Proceeding against Expenses incurred by him or her in connection with the Proceeding.

(b) Except as otherwise provided in this Section, the Corporation shall indemnify to the fullest extent permitted by law a Qualified Party against Expenses and Liabilities incurred in a Proceeding if:

(1) (i) he or she conducted himself or herself in good faith; and (ii) he or she reasonably believed that his or her conduct was in the best interests of the Corporation or that his or her conduct was at least not opposed to the best interests of the Corporation; and (iii) in the case of any criminal proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful; or

(2) he or she engaged in conduct for which he or she shall not be liable under a provision of the Articles of Organization authorized by Section 2.02(b)(4) of the MBCA or any successor provision to such Section.

Clause (2) of subsection (a) shall apply to an officer who is also a Director if the basis on which he is made a party to the proceeding is an act or omission solely as an officer. If the Qualified Party is an officer but not a Director, and if the basis on which he is made a party to the Proceeding is an act or omission solely as an officer, the Corporation shall indemnify to such Qualified Party to such further extent as may be provided by these Articles of Organization, the bylaws, a resolution of the board of directors, or contract except for liability arising out of acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of law.

(c) A Director's or officer's conduct with respect to an employee benefit plan for a purpose he or she reasonably believed to be in the interests of the participants in, and the

beneficiaries of, the plan is conduct that satisfies the requirement that his or her conduct was at least not opposed to the best interests of the Corporation.

(d) The termination of a proceeding by judgment, order, settlement or conviction, or upon a plea of nolo contendere or its equivalent, is not, of itself, determinative that the Director or officer did not meet the relevant standard of conduct described in this Section.

(e) Unless ordered by a court, the Corporation may not indemnify a Director or officer under this Section if his or her conduct did not satisfy the standards set forth in subsection (b) or subsection (c).

Section 3. Advance for Expenses. The Corporation shall, before final disposition of a proceeding, advance funds to pay for or reimburse the reasonable expenses incurred by a Director or officer who is a party to a proceeding because he or she is a Director or officer if he or she delivers to the Corporation:

(a) a written affirmation of his or her good faith belief that he or she has met the relevant standard of conduct described in Section 2 of this Article or that the proceeding involves conduct for which liability has been eliminated under a provision of the Articles of Organization as authorized by Section 2.02(b)(4) of the MBCA or any successor provision to such Section; and

(b) his or her written undertaking to repay any funds advanced if he or she is not wholly successful, on the merits or otherwise, in the defense of such proceeding and it is ultimately determined pursuant to Section 4 of this Article or by a court of competent jurisdiction that he or she has not met the relevant standard of conduct described in Section 2 of this Article. Such undertaking must be an unlimited general obligation of the Director or officer but need not be secured and shall be accepted without reference to the financial ability of the Director or officer to make repayment.

Section 4. Determination of Indemnification. The determination of whether a Director or officer has met the relevant standard of conduct set forth in Section 2 shall be made:

(a) if there are two or more Disinterested Directors, by the Board of Directors by a majority vote of all the Disinterested Directors, a majority of whom shall for such purpose constitute a quorum, or by a majority of the members of a committee of two or more Disinterested Directors appointed by vote;

(b) by a majority vote of a quorum of the outstanding shares of stock of all classes entitled to vote for directors voting as a single class, but shares owned by or voted under the control of a Director who at the time does not qualify as a disinterested Director may not be voted on the determination,

(c) by independent legal counsel (who may, to the extent permitted by law, be regular legal counsel to the Corporation) 1) selected in the manner prescribed in clause (a); or (2) if there are fewer than two Disinterested Directors, selected by the Board of Directors, in which selection Directors who do not qualify as Disinterested Directors may participate, or

(d) by a court of competent jurisdiction.

Section 5. Notification and Defense of Claim; Settlements.

(a) In addition to and without limiting the foregoing provisions of this Article and except to the extent otherwise required by law, it shall be a condition of the Corporation's obligation to indemnify under Section 2 of this Article (in addition to any other condition provided in the by-

laws or by law) that the Qualified Person asserting, or proposing to assert, the right to be indemnified, must notify the Corporation in writing as soon as practicable of any action, suit, proceeding or investigation involving such Qualified Person for which indemnity will or could be sought, but the failure to so notify shall not affect the Corporation's objection to indemnify except to the extent the Corporation is adversely affected thereby.

(b) With respect to any Proceeding of which the Corporation is so notified, the Corporation will be entitled to participate therein at its own expense and/or to assume the defense thereof at its own expense, with legal counsel reasonably acceptable to such Qualified Person. After notice from the Corporation to such Qualified Person of its election so to assume such defense, the Corporation shall not be liable to such Qualified Person for any legal or other expenses subsequently incurred by such Qualified Person in connection with such Proceeding other than as provided below in this subsection (b). Such Qualified Person shall have the right to employ his or her own counsel in connection with such action, suit, proceeding or investigation, but the fees and expenses of such counsel incurred after notice from the Corporation of its assumption of the defense thereof shall be at the expense of such Qualified Person unless (1) the employment of counsel by such Qualified Person has been authorized by the Corporation, (2) counsel to such Qualified Person shall have reasonably concluded that there may be a conflict of interest or position on any significant issue between the Corporation and such Qualified Person in the conduct of the defense of such action, suit, proceeding or investigation or (3) the Corporation shall not in fact have employed counsel to assume the defense of such Proceeding, in which case the Expenses of counsel for such Qualified Person shall be at the expense of the Corporation, except as otherwise expressly provided by this Article. The Corporation shall not be entitled, without the consent of such Qualified Person, to assume the defense of any claim brought by or in the right of the Corporation or as to which counsel for such Qualified Person shall have reasonably made the conclusion provided for in clause (2) above.

(c) *Settlements.* The Corporation shall not be required to indemnify a Qualified Person under this Article for any amounts paid in settlement of any Proceeding unless authorized in the same manner as the determination that indemnification is permissible under Section 4 of this Article, except that if there are fewer than two Disinterested Directors, authorization of indemnification shall be made by the Board of Directors, in which authorization Directors who do not qualify as Disinterested Directors may participate. The Corporation shall not settle any Proceeding in any manner which would impose any penalty or limitation on such Qualified Person without such Qualified Person's written consent. Neither the Corporation nor such Qualified Person will unreasonably withhold their consent to any proposed settlement.

Section 6. Insurance. The Corporation may purchase and maintain insurance on behalf of a Director or officer against Expenses and Liabilities asserted against or incurred by him or her in that capacity or arising from his or her status as a Director or officer, whether or not the Corporation would have power to indemnify or advance expenses to him or her against the same liability under this Article. The Corporation shall not indemnify any such Qualified Person to the extent such Qualified Person is reimbursed from the proceeds of insurance, and, in the event the corporation makes any indemnification payments to any such Qualified Person and such Qualified Person is subsequently reimbursed from the proceeds of insurance, such Qualified Person shall promptly refund such indemnification payments to the corporation to the extent of such insurance reimbursement.

Section 7. Further Limitations

(a) The Corporation shall not indemnify a Qualified Person seeking indemnification in connection with a Proceeding (or part thereof) initiated by such Qualified Person unless the initiation thereof was approved by the Board of Directors of the Corporation.

(b) If Qualified Person is entitled to indemnification by the corporation for some or a portion of the Liabilities or Expenses actually and reasonably incurred by him or on his behalf, but not, however, for the total amount thereof, the Corporation shall nevertheless indemnify such Qualified Person for the portion of Liabilities or Expenses to which Qualified Person is entitled.

Section 8. Application of this Article.

(a) The Corporation shall not be obligated to indemnify or advance expenses to a Director or officer of a predecessor of the Corporation, pertaining to conduct with respect to the predecessor, unless otherwise specifically provided.

(b) This Article shall not limit the Corporation's power to (1) pay or reimburse expenses incurred by a Director or an officer in connection with his or her appearance as a witness in a proceeding at a time when he or she is not a party or (2) indemnify, advance expenses to or provide or maintain insurance on behalf of an employee or agent of the corporation or other persons serving the corporation and such rights may be equivalent to, or greater or less than, those set forth in this Article. The corporation may, to the extent authorized from time to time by its Board of Directors, grant indemnification rights to other employees or agents

(c) The indemnification and advancement of expenses provided by, or granted pursuant to, this Article shall not be considered exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under any law, agreement or vote of shareholders or directors or otherwise, and (ii) shall inure to the benefit of the heirs, executors and administrators of such Qualified Persons.

(d) Each person who is or becomes a Director or officer shall be deemed to have served or to have continued to serve in such capacity in reliance upon the indemnity provided for in this Article. All rights to indemnification under this Article shall be deemed to be provided by a contract between the Corporation and the person who serves as a Director or officer of the Corporation at any time while this Article and the relevant provisions of the MBCA are in effect. Any repeal or modification thereof shall not affect any rights or obligations then existing.

(e) If the laws of the Commonwealth of Massachusetts are hereafter amended from time to time to increase the scope of permitted indemnification, indemnification hereunder shall be provided to the fullest extent permitted or required by any such amendment.

ARTICLE VIII FISCAL YEAR

The fiscal year of the Corporation shall be the year ending with December 31 in each year.

**ARTICLE IX
AMENDMENTS**

(a) The power to make, amend or repeal these Bylaws shall be in the shareholders. If authorized by the Articles of Organization, the Board of Directors may also make, amend or repeal these Bylaws in whole or in part, except with respect to any provision thereof which by virtue of an express provision in the MBCA, the Articles of Organization, or these Bylaws, requires action by the shareholders.

(b) Not later than the time of giving notice of the meeting of shareholders next following the making, amending or repealing by the Board of Directors of any By-Law, notice stating the substance of the action taken by the Board of Directors shall be given to all shareholders entitled to vote on amending the Bylaws. Any action taken by the Board of Directors with respect to the Bylaws may be amended or repealed by the shareholders.

(c) Approval of an amendment to the Bylaws that changes or deletes a quorum or voting requirement for action by shareholders must satisfy both the applicable quorum and voting requirements for action by shareholders with respect to amendment of these Bylaws and also the particular quorum and voting requirements sought to be changed or deleted.

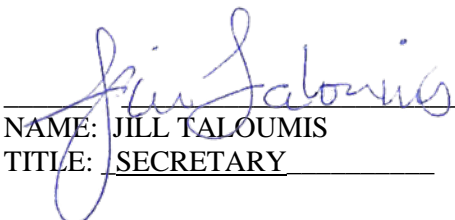
(d) A By-Law dealing with quorum or voting requirements for shareholders, including additional voting groups, may not be adopted, amended or repealed by the Board of Directors.

(e) A By-Law that fixes a greater or lesser quorum requirement for action by the Board of Directors, or a greater voting requirement, than provided for by the MBCA may be amended or repealed by the shareholders, or by the Board of Directors if authorized pursuant to subsection (a).

(f) If the Board of Directors is authorized to amend the Bylaws, approval by the Board of Directors of an amendment to the Bylaws that changes or deletes a quorum or voting requirement for action by the Board of Directors must satisfy both the applicable quorum and voting requirements for action by the Board of Directors with respect to amendment of the Bylaws, and also the particular quorum and voting requirements sought to be changed or deleted.

ADOPTED on March 5, 2018:

ATTTEST:


NAME: JILL TALOUMIS
TITLE: SECRETARY



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

mass.gov/dor

Letter ID: L0783392896
Notice Date: April 2, 2018
Case ID: 0-000-320-534



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE

THE HAVEN CENTER INC,
245 6A
ORLEANS MA 02653

Why did I receive this notice?

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

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

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

What if I have questions?

If you have questions, call us at (617) 887-6367 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 8:30 a.m. to 4:30 p.m..

Visit us online!

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

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

Edward W. Coyle, Jr., Chief
Collections Bureau



THE HAVEN CENTER, INC.
BUSINESS PLAN

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EXECUTIVE SUMMARY

MISSION STATEMENT

The Haven Center, Inc. (“The Haven Center”) is an established marijuana company that is committed to operating compliant, safe, and high-quality Marijuana Establishments (“MEs”) and Medical Marijuana Treatment Centers (“MTCs”) in the Commonwealth of Massachusetts. The Haven Center seeks to distinguish itself as an industry leader through excellence in operational protocol, security systems, product quality, and community integration.

PRODUCT

The Haven Center will sell high-grade cannabis and extract products compliant with the guidelines and regulations set out by the Commission. In addition to traditional sativa, indica, and hybrid cannabis flower, Haven Center will offer a wide range of products and services that will allow The Haven Center to serve customers with a wide variety of needs and preferences.

The products The Haven Center intends to offer include, but will not be limited to:

1. Topical Salves
2. Creams and Lotion
3. Patches
4. Oral Mucosal/Sublingual Dissolving Tablets
5. Tinctures
6. Oral Sprays
7. Inhalation Ready to Use CO2 Extracted Hash Oils
8. Pre-Dosed Oil Vaporizers
9. Ingestion Capsules
10. Food and Beverages

CUSTOMERS

The Haven Center’s target customers are consumers 21 years of age or older and registered, qualifying patients in the Commonwealth who are seeking to purchase high-quality marijuana and marijuana products. The Haven Center will also conduct wholesale transactions with other licensed marijuana establishments in the Commonwealth.

WHAT DRIVES US

Haven Center’s goals include producing and providing safe and high-grade cannabis and extract products and contributing to the local economy and community in which our facilities reside by providing jobs, organizing employee volunteer days, and coordinating industry specific training classes to prospective employees.

COMPANY DESCRIPTION

CORPORATE AND APPLICATION STATUS

The Haven Center is a Massachusetts domestic profit corporation in good standing that holds licenses from the Massachusetts Cannabis Control Commission (the “**Commission**”) to operate MEs Commonwealth. In addition, The Haven Center has also applied for and received three (3) Provisional Certificates of Registration (“PCRs”) from the Medical Use of Marijuana Program to operate vertically-integrated MTCs and is currently in the Inspections phase.

OPERATIONS

The Haven Center intends to be a vertically-integrated MTC, as well as an adult-use Marijuana Cultivator, Marijuana Product Manufacturer, and Marijuana Retailer in the Commonwealth.

The Haven Center has executed binding property agreements for its various medical and adult-use marijuana operations. The Haven Center intends to make significant modifications to these existing facilities to improve exterior and interior conditions and install state-of-the-art security systems.

The Haven Center’s facilities will be designed with the specific intentions of ensuring safety and promoting a smooth flow of business throughout the facility. The Haven Center will meticulously invest in security, interior design, quality control, product testing, and staff training.

The Haven Center’s flagship cultivation facility is located in Barnstable County and will be designed by Christopher Taloumis. All marijuana cultivation and storage will be located in highly secured areas with limited access points that do not allow any public visibility of operations.

POLICIES AND PROCEDURES

The following are brief descriptions of the policies and procedures that The Haven Center is developing to accomplish its objective of establishing new standards in the industry.

Structural policies:

- Form a team composed of respected, educated, and experienced cannabis industry professionals;
- Provide adequate funding and reserves for the operation;
- Implement a business model based on best practices utilizing state-of-the-art techniques and methodologies from the alternative energy, energy, and indoor farming industry; and
- Maximize cooperation with state and local officials to promote reasonable and effective marijuana regulatory policies.

Cultural policies:

- The highest ethical and operational standards are required from all stakeholders, beginning with the founders and continuing to contractors and employees.
- The business prioritizes the cultivation and distribution of high-quality, pharmaceutical grade product, and the operation will be conducted in a tightly-controlled environment at all times with only the most conscientious of employees and contractors.

- The general manager will review any changes in applicable laws and regulations to determine necessary changes to its policies or procedures. The Haven Center will also review industry standards published by trade groups to maintain benchmark operations. Examples of such groups include the American Herbal Products Association, American Herbal Pharmacopeia, Coalition for Cannabis Standards and Ethics, the Emerald Valley Growers Association, and the National Cannabis Industry Association.

INVENTORY PROCEDURES

The Haven Center will establish inventory controls and procedures for reviewing comprehensive inventories of marijuana products; conduct a monthly inventory of finished, stored marijuana; conduct a comprehensive annual inventory at least once every year after the date of the previous comprehensive inventory; and promptly transcribe inventories if taken by use of an oral recording device.

The Haven Center will track all marijuana products using a seed-to-sale methodology in a form and manner approved by the Commission. Two employees are required for all inventory movement. Such procedures have a well-established track record in the industry of preventing internal diversion of product.

The Haven Center will maintain records which will be available for inspection by the Commission and host community upon request. The records will be maintained in accordance with generally accepted accounting principles. Records will be maintained for at least 12 months.

SECURITY

The Haven Center understands the concerns surrounding the potential for crime and diversion as it concerns marijuana facilities. The security plan implements systems, policies, and procedures that have been effective in other states where marijuana is legal but also incorporates new technologies and systems that will help create a facility that is secure, safe, and minimizes eliminates the potential for diversion. The protocols address the functional and performance requirements for a complete video surveillance and recording system, alarm detection system, and company policies and procedures within the proposed facility.

The Haven Center will contract with a professional security and alarm company to design, implement, and monitor a comprehensive security plan to ensure that the facility is a safe and secure environment for employees and the local community.

The Haven Center's state-of-the-art security system will consist of perimeter windows, as well as duress, panic, and holdup alarms connected to local law enforcement for efficient notification and response in the event of a security threat. The system will also include a failure notification system that will immediately alert the executive management team if a system failure occurs. A redundant alarm system will be installed to ensure that active alarms remain operational if the primary system is compromised.

Interior and exterior HD video surveillance of all areas that contain marijuana, entrances, exits, and parking lots will be operational 24/7 and available to the municipal Police Department.

These surveillance cameras will remain operational even in the event of a power outage. The exterior of the dispensary and surrounding area will be sufficiently lit, and foliage will be minimized to ensure clear visibility of the area at all times.

Only The Haven Center's registered agents and other authorized visitors (e.g. contractors, vendors) will be allowed access to the facility, and a visitor log will be maintained in perpetuity. All agents and visitors will be required to visibly display an ID badge, and The Haven Center will maintain a current list of individuals with access.

On-site consumption of marijuana by The Haven Center's employees and visitors will also be prohibited. The Haven Center will have security personnel on-site during business hours.

BENEFITS TO THE HAVEN CENTER'S HOST MUNICIPALITIES

The Haven Center looks forward to working cooperatively with its host municipalities to ensure that The Haven Center operates as a responsible, contributing member of the community. The Haven Center anticipates establishing a mutually beneficial relationship with the municipalities in exchange for permitting The Haven Center to site and operate. The municipalities stand to benefit in various ways, including but not limited to the following:

- a. **Jobs.** The Haven Center will add jobs for qualified local residents, in addition to hiring qualified, local contractors and vendors.
- b. **Host Community Agreement.** A Host Community Agreement under which The Haven Center will make significant community impact payments to its host municipalities will provide additional financial benefits beyond local property taxes.
- c. **Access to Quality, Tested Legal Product for Consumers and Patients.** The Haven Center will ensure that consumers are able to purchase consistent, high-quality marijuana and marijuana products that are regulated and tested for cannabinoid content and contaminants. This will help to eliminate the current black market, in which marijuana products are not tested.
- d. **Control.** In addition to the Commission, the Police Department and other municipal departments will have oversight over The Haven Center's security systems and processes.
- e. **Responsibility.** The Haven Center is comprised of experienced professionals who will be thoroughly background checked and vetted by the Commission.
- f. **Economic Development.** The Haven Center's project will revitalize the surrounding area and contribute to the overall economic development of the local community.

MARKET RESEARCH

CUSTOMERS

The Haven Center's target customers are consumers 21 years of age or older and registered, qualifying patients in the Commonwealth who are seeking to purchase high-quality marijuana and marijuana products. The Haven Center will also conduct wholesale transactions with other licensed marijuana establishments in the Commonwealth.

COMPETITORS

The Haven Center's main competitors will include other licensed marijuana establishments and MTCs in Southeastern Massachusetts and Cape Cod.

COMPETITIVE ADVANTAGE

The Haven Center's Co-Founder, Owner, and Chief Executive, Christopher Taloumis, is a lifelong Cape Cod resident who, along with Co-Founder Jill Taloumis, understands and values the unique needs of Cape Cod towns and businesses. Since 1985, Chris has also owned and operated a service business based in Orleans, MA, and as a long-time businessman on Cape Cod, Chris knows how to successfully operate a year-round local business on Cape Cod, which will provide The Haven Center with a competitive advantage over other businesses.

The Haven Center currently holds three PCR's from the Medical Use of Marijuana Program to operate vertically-integrated MTCs in the Commonwealth. In order to obtain these PCR's, The Haven Center's diverse and experienced executive management team, facility properties, financing, business plans, and operational plans were highly scrutinized and ultimately approved by the Medical Use of Marijuana Program over a period of several years. Additionally, The Haven Center currently holds adult-use licenses for cultivation, product manufacturing, and retail marijuana establishments and has been thoroughly vetted by the Commission.

The Haven Center also has leading dispensary operators, patient education specialists, experienced management, and cannabis cultivation, security, retail, and processing experts all aiming to create a best-in-class establishment to better support the needs of its customers. The Haven Center feels confident that their highly qualified team mixed with their ties to the local community will allow them to stand out as a leading marijuana establishment.

PRODUCT / SERVICE

PRODUCTS

The Haven Center intends to product a variety of marijuana strains, concentrates, and infused products to meet the wide-ranging needs and preferences of its customer base. The products available for purchase will include, but will not be limited to:

1. Sativa, Indica, and Hybrid Cannabis Flower
2. Creams and Lotions
3. Topical Salves

4. Patches
5. Tinctures
6. Pre-Dosed Oil Vaporizers
7. Concentrates
8. Infused Food Products and Beverages
9. Capsules

PRICING STRUCTURE

The Haven Center holds licenses to operate cultivation and product manufacturing facilities, in addition to retailer establishments, in the Commonwealth. This vertical integration capability will enable The Haven Center to offer a consistent supply of high-quality product at competitive prices.

When determining the appropriate pricing structure, The Haven Center will continually strive to find the perfect balance between affordability for consumers and preventing the diversion of product to the black market.

MARKETING & SALES

GROWTH STRATEGY

The Haven Center's plan to grow the company includes:

1. Strong and consistent branding;
2. Intelligent, targeted, and compliant marketing programs;
3. An exemplary customer in-store experience; and
4. A caring and thoughtful staff made of highly-trained, consummate professionals

COMMUNICATION

The Haven Center will engage in reasonable marketing, advertising, and branding practices that do not jeopardize the public health, welfare, or safety of the general public, or promote the diversion of marijuana or marijuana use in individuals younger than 21 years old. Any such marketing, advertising, and branding created for viewing by the public will include the statement: "Please Consume Responsibly," in a conspicuous manner on the face of the advertisement and will include a minimum of two of the warnings, located at 935 CMR 500.105(4)(a), in their entirety in a conspicuous manner on the advertisement.

All marketing, advertising, and branding produced by or on behalf of The Haven Center will include the following warning, including capitalization, in accordance with M.G.L. c. 94G, § 4(a½)(xxvi): "This product has not been analyzed or approved by the Food and Drug Administration (FDA). There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN. There may be health risks associated with consumption of this product. Marijuana can impair concentration, coordination, and judgment. The impairment effects of edible marijuana may be delayed by two

hours or more. In case of accidental ingestion, contact poison control hotline 1-800-222-1222 or 9-1-1. This product may be illegal outside of MA.”

The Haven Center will communicate with customers through:

1. A company-run website;
2. A company blog;
3. Popular online information platforms such as WeedMaps and Leafly;
4. Popular social media platforms such as Instagram and Facebook;
5. Opt-in direct communications; and
6. Partnership with local businesses.

The Haven Center will provide a catalogue and a printed list of the prices and strains of marijuana available to customers and will post the same catalogue and list on its website and in the retail stores.

The Haven Center will seek events where 85% or more of the audience is reasonably expected to be 21 years of age or older, as determined by reliable, current audience composition data. At these events, The Haven Center will market its products and services to reach a wide range of qualified consumers.

PRODUCT PACKAGING

The Haven Center will ensure that all marijuana products that are provided for sale to consumers are sold in tamper or child-resistant packaging. Packaging for marijuana products sold or displayed for consumers, including any label or imprint affixed to any packaging containing marijuana products or any exit packages, will not be attractive to minors.

Packaging for marijuana products sold or displayed for consumers in multiple servings will allow a consumer to easily perform the division into single servings and include the following statement on the exterior of the package in a printed font that is no smaller than ten-point Times New Roman, Helvetica, or Arial, including capitalization: “INCLUDES MULTIPLE SERVINGS.” The Haven Center will not sell multiple serving beverages and each single serving of an edible marijuana product contained in a multiple-serving package will be marked, stamped, or otherwise imprinted with the symbol issued by the Commission under 935 CMR 500.105(5) that indicates that the single serving is a marijuana product. At no point will an individual serving size of any marijuana product for adult use contain more than five (5) milligrams of delta-nine tetrahydrocannabinol.

BRANDING AND LOGOS

The Haven Center has developed and will continue to develop logos and branding that complies with state regulations and that will distinguish The Haven Center from its competitors. The Haven Center will file for trademark protection at the state level, and when permissible, at the federal level.

Samples of the logos are included below:



FINANCIAL SUMMARY

The Haven Center is well-funded and has the ability to leverage its medical marijuana experience and progress to establish a successful, compliant adult-use operation in a timely manner.

Initial capital in the amount of \$1,300,000 has previously been committed to The Haven Center to fund the applications, permitting and build out of The Haven Center's MTC facilities, and significant amounts of capital have already been utilized for The Haven Center's medical marijuana operations over the past several years. The Haven Center is also evaluating additional funding opportunities to supplement its initial capital commitments so that The Haven Center may deliver best-in-class facilities and products for consumers.

The Haven Center's proposed facilities are also existing structures that will eliminate the need for significant capital and time-intensive construction.

As a result, The Haven Center does not anticipate it will require significant amounts of new capital to add adult-use marijuana operations to its medical marijuana operation plans. The Haven Center's initial capital will be used to obtain permits, build out the facility, ensure compliance with packaging, labeling, and tracking for the adult-use program, and the implementation of the required systems.

TEAM

GENERAL

The Haven Center has assembled a team of highly experienced cannabis industry professionals with a diverse set of talents to operate a successful Marijuana Establishment, including real estate development, cultivation, healthcare, operations, compliance, design-build, management, and security.

EXECUTIVE MANAGEMENT TEAM

CHRISTOPHER TALOUMIS

Co-Founder, Director, President, Treasurer, Chief Executive Officer, and Chief Financial Officer

With nearly 34 years of professional business experience, Chris Taloumis leverages a background as a business owner entrepreneur. For the last five years, Chris has developed deep expertise as an RMD applicant, investor, and executive, having visited many production, processing, and retail facilities in states with approved legal marijuana programs. He gained insight into facility design, workflow optimization, regulatory compliance, hiring and staffing models, security system design and implementation, organic cultivation methods and best practices in retail management. Chris has assembled a formidable and passionate RMD management team, as well as leading industry consultants and dispensary operators to train The Haven Center staff with time proven methods. He has navigated The Haven Center team to priority accredited status for adult use in the state licensing process and has received three PCRs from the Medical Use of Marijuana Program for his medical licenses. These skill sets will undeniably translate well in undertaking a venture requiring the level of detail needed to successfully manage the responsibilities of a Marijuana Establishment.

Chris is a lifelong Cape Cod resident who, along with Co-Founder Jill Taloumis, understands and values the unique needs of Cape Cod towns and businesses. Since 1985, Chris has also owned and operated a service business based in Orleans, MA, and as a long-time businessman on Cape Cod, Chris knows how to successfully operate a year-round local business on Cape Cod, which will provide The Haven Center with a competitive advantage over other businesses

JILL TALOUMIS

Co-Founder, Director, and Secretary

An experienced OR and dialysis nurse, Jill previously worked with New England Baptist Hospital's experienced orthopedic staff to train new staff members. This team approach will be instrumental in training and educating our staff.

Jill is a member of the American Cannabis Nurses Association (ACNA), and she continues to educate herself on the benefits, policies, and administration of medical cannabis for future patients. She has successfully completed several courses in Marijuana for Medical Use for nurses to help better educate and advise patients in the appropriate use of medical cannabis. Jill has become certified in medical cannabis and will impart her knowledge to her patients, staff, peers, and colleagues. Educating cannabis patients, their caregivers and families, and consumers is crucial to the success of The Haven Center.

DR. SETH BOCK

Chief Operating Officer

A licensed Doctor of Acupuncture in Rhode Island, Dr. Bock has owned Newport Acupuncture and Wellness Spa, Inc., an integrative medicine and holistic wellness center, for 11 years. Prior to commencing his practice, Dr. Bock was the Manager of Regulatory Affairs for the Department of Interventional Cardiology at the Brigham and Women's Hospital (BWH). In this role, he oversaw compliance with FDA regulations for investigational new drugs and devices and helped to manage Institutional Review Boards at both the BWH and The Dana-Farber Cancer Institute (DFCI).

In 2009, Dr. Bock began the challenging journey of applying for a license to operate a non-profit Medical Marijuana Compassion Center in Rhode Island. Enlisting a team of highly experienced healthcare experts to help build a successful application, Greenleaf Compassionate Care Center, Inc. was awarded a license in 2011. Greenleaf is one of three medical marijuana dispensaries in the state of Rhode Island and continued to provide exceptional service to over 450 medical marijuana patients. Dr. Bock also was selected to review and score all medical marijuana cultivation applications for the state of Illinois.

As COO of The Haven Center, Dr. Bock will train the Executive Management Team and staff to operate a successful, compliant marijuana establishment and oversee day-to-day operations.

JAMES EHRHART
Director of Security

James Ehrhart is a retired Chief of Police in Brewster, MA. As Chief Administrative Officer, Jim directed all police and security operating procedures, training and managing department employees, enforcing the law, and ensuring the public safety of the Town's residents and visitors. He has experience in the construction of a modern police facility that included advanced communications and operations of a 24-hour police/fire/911 dispatch facility for the Town of Brewster. This facility was fully equipped with sophisticated exterior and interior security features. The evidence locker was state of the art with controlled access, audio and video digital recoded tracking, and a bar coding system for proper identification and security control. Jim has also provided consultation services to other police agencies in the development of new police facilities with modern technology and security features.

At The Haven Center, Jim will be responsible for all aspects of security, including but not limited to video surveillance and alarm monitoring, preventing diversion, and coordinating with local law enforcement. Jim's security experience will pair well with Dr. Bock's preexisting security experience in the medical marijuana industry.

JAMES BARNES
Director of Cultivation

James Barnes is the Farm Manager of a local nonprofit organization whose purpose is to support individuals living with disabilities across Cape Cod. In his years at Cape Abilities Farm in Dennis, MA, James increased production from 8,000 lbs. per year to over 22,000 lbs. with no increase in production space. Using an organic pest management program, and both organic hydroponic and soil growing systems, James has set the standard for what is possible with greenhouse production on Cape Cod. His growing practices used for both soil and hydroponic tomato production are very similar to that of marijuana. James brings high-level expertise in sustainable, high-density agriculture. Vertical growing, organic soil, hydroponics, biological controls, and high-tech environmental controls will all be critical components in the successful cultivation of marijuana. James has implemented all of these components as a master grower for Cape Abilities and at Walt Disney World in Florida. James and Dr. Bock will be working closely together to share and combine their extensive cultivation experience in order to provide the highest quality marijuana for the patients and customers of The Haven Center.

CONCLUSION

The Haven Center has the experience and know-how to safely and efficiently provide customers and patients with high quality, consistent, laboratory-tested marijuana and marijuana products.

The Haven Center is well-funded and well-positioned in the Massachusetts market and will contribute to the growth of the industry through a highly experienced team of successful operators working under an established framework of high quality standard operating procedures, research and development plans, and growth strategies. In doing so, The Haven Center looks forward to working cooperatively with the local community to help spread the benefits this market will yield.

PLAN FOR OBTAINING LIABILITY INSURANCE

The Haven Center, Inc. (“The Haven Center”) will contract with an insurance provider to maintain general liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate annually and product liability coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate annually. The policy deductible will be no higher than \$5,000 per occurrence. The Haven Center will consider additional coverage based on availability and cost-benefit analysis.

If adequate coverage is unavailable at a reasonable rate, The Haven Center will place in escrow at least \$250,000 to be expended for liabilities coverage (or such other amount approved by the Commission). Any withdrawal from such escrow will be replenished within 10 business days of any expenditure. The Haven Center will keep reports documenting compliance with 935 CMR 500.105(10): *Liability Insurance Coverage or Maintenance of Escrow* in a manner and form determined by the Commission pursuant to 935 CMR 500.000.

DIVERSITY PLAN

Overview

The Haven Center, Inc. (“The Haven Center”) is dedicated to promoting equity in its operations for diverse populations, which the Commission has identified as the following:

1. Minorities;
2. Women;
3. Veterans;
4. People with disabilities; and
5. People who identify as LGBTQ+.

To support such populations, The Haven Center has created the following Diversity Plan (the “Plan”) and has identified and created goals/programs to promote equity in The Haven Center’s operations.

Goals

In order for The Haven Center to promote equity for the above-listed groups in its operations, The Haven Center has established the following goals:

- Engaging in hiring efforts such that at least 10% of employees are minorities; and
- Holding twice-annual, mandatory staff trainings on diversity, equity, and inclusion.

Programs

The Haven Center has developed specific programs to effectuate its stated goals to promote diversity and equity in its operations, which will include the following:

- Advertising employment opportunities (as they become available, but not less than annually) in diverse publications, job boards, or other mediums (including DiversityJobs.com); and
- Implementing mandatory staff trainings two (2) times a year on diversity, equity, and inclusion. Staff trainings will be documented and made part of each employee’s personnel file. Topics for trainings will include a discussion of unconscious bias.

Measurements

The Compliance Manager will administer the Plan and will be responsible for developing measurable outcomes to ensure that The Haven Center continues to meet its commitments. Such measurable outcomes, in accordance with The Haven Center’s goals and programs described above, include:

- Completing a voluntary employee audit and survey to ensure that at least 10% of employees are minorities;
- Documenting any and all job advertisements for open job positions placed in diverse publications, job boards, or other mediums; and
- Documenting each diversity, equity, and inclusion training for every employee (with such trainings occurring no less than twice annually).

Beginning upon receipt of The Haven Center’s first Provisional License from the Commission to operate a marijuana establishment in the Commonwealth, The Haven Center will utilize the proposed measurements to assess its Plan and will account for demonstrating proof of success or progress of the Plan upon the yearly renewal of the license. The Compliance Manager will review

and evaluate The Haven Center's measurable outcomes no less than twice annually to ensure that The Haven Center is meeting its commitments, which will include a staffing audit. Furthermore, the Compliance Manager will document the number and type of professional development sessions held, as well as the participants in the professional development sessions. The Haven Center is mindful that demonstration of the Plan's progress and success will be submitted to the Commission upon renewal.

Acknowledgements

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

PLAN FOR RESTRICTING ACCESS TO AGE 21 AND OLDER

Pursuant to 935 CMR 500.050(8)(b), The Haven Center, Inc. (“The Haven Center”) will only be accessible to individuals, visitors, and agents who are 21 years of age or older with a verified and valid government-issued photo ID. Upon entry into the premises of the marijuana establishment by an individual, visitor, or agent, a The Haven Center agent will immediately inspect the person’s proof of identification and determine the person’s age, in accordance with 935 CMR 500.140(2).

In the event The Haven Center discovers any of its agents intentionally or negligently sold marijuana to an individual under the age of 21, the agent will be immediately terminated, and the Commission will be promptly notified, pursuant to 935 CMR 500.105(1)(m). The Haven Center will not hire any individuals who are under the age of 21 or who have been convicted of distribution of controlled substances to minors in the Commonwealth or a like violation of the laws in other jurisdictions, pursuant to 935 CMR 500.030(1).

Pursuant to 935 CMR 500.105(4), The Haven Center will not engage in any advertising practices that are targeted to, deemed to appeal to or portray minors under the age of 21. The Haven Center will not engage in any advertising by means of television, radio, internet, mobile applications, social media, or other electronic communication, billboard or other outdoor advertising, including sponsorship of charitable, sporting or similar events, unless at least 85% of the audience is reasonably expected to be 21 years of age or older as determined by reliable and current audience composition data. The Haven Center will not manufacture or sell any edible products that resemble a realistic or fictional human, animal, fruit, or sporting-equipment item including artistic, caricature or cartoon renderings, pursuant to 935 CMR 500.150(1)(b). In accordance with 935 CMR 500.105(4)(a)(5), any advertising created for public viewing will include a warning stating, **“For use only by adults 21 years of age or older. Keep out of the reach of children. Marijuana can impair concentration, coordination and judgment. Do not operate a vehicle or machinery under the influence of marijuana. Please Consume Responsibly.”** Pursuant to 935 CMR 500.105(6)(b), The Haven Center packaging for any marijuana or marijuana products will not use bright colors, defined as colors that are “neon” in appearance, resemble existing branded products, feature cartoons, a design, brand or name that resembles a non-cannabis consumer or celebrities commonly used to market products to minors, feature images of minors or other words that refer to products commonly associated with minors or otherwise be marketed to minors. The Haven Center’s website will require all online visitors to verify they are 21 years of age or older prior to accessing the website, in accordance with 935 CMR 500.105(4)(b)(13).

QUALITY CONTROL AND TESTING

Quality Control

The Haven Center, Inc. (“The Haven Center”) will comply with the following sanitary requirements:

1. Any The Haven Center agent whose job includes contact with marijuana or nonedible marijuana products, including cultivation, production, or packaging, is subject to the requirements for food handlers specified in 105 CMR 300.000, and all edible marijuana products will be prepared, handled, and stored in compliance with the sanitation requirements in 105 CMR 590.000, and with the requirements for food handlers specified in 105 CMR 300.000.
2. Any The Haven Center agent working in direct contact with preparation of marijuana or nonedible marijuana products will conform to sanitary practices while on duty, including:
 - a. Maintaining adequate personal cleanliness; and
 - b. Washing hands thoroughly in an adequate hand-washing area before starting work, and at any other time when hands may have become soiled or contaminated.
3. The Haven Center’s hand-washing facilities will be adequate and convenient and will be furnished with running water at a suitable temperature. Hand-washing facilities will be located in The Haven Center’s production areas and where good sanitary practices require employees to wash and sanitize their hands, and will provide effective hand-cleaning and sanitizing preparations and sanitary towel service or suitable drying devices;
4. The Haven Center’s facility will have sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations;
5. The Haven Center will ensure that litter and waste is properly removed and disposed of so as to minimize the development of odor and minimize the potential for the waste attracting and harboring pests. The operating systems for waste disposal will be maintained in an adequate manner pursuant to 935 CMR 500.105(12);
6. The Haven Center’s floors, walls, and ceilings will be constructed in such a manner that they may be adequately kept clean and in good repair;
7. The Haven Center’s facility will have adequate safety lighting in all processing and storage areas, as well as areas where equipment or utensils are cleaned;
8. The Haven Center’s buildings, fixtures, and other physical facilities will be maintained in a sanitary condition;
9. The Haven Center will ensure that all contact surfaces, including utensils and equipment, will be maintained in a clean and sanitary condition. Such surfaces will 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 labeled instructions. Equipment and utensils will be so designed and of such material and workmanship as to be adequately cleanable;
10. All toxic items will be identified, held, and stored in a manner that protects against contamination of marijuana products. Toxic items will not be stored in an area containing products used in the cultivation of marijuana. The Haven Center acknowledges and understands that the Commission may require The Haven Center to demonstrate the intended and actual use of any toxic items found on The Haven Center’s premises;

11. The Haven Center will ensure that its water supply is sufficient for necessary operations, and that any private water source will be capable of providing a safe, potable, and adequate supply of water to meet The Haven Center's needs;
12. The Haven Center's plumbing will be of adequate size and design, and adequately installed and maintained to carry sufficient quantities of water to required locations throughout the marijuana establishment. Plumbing will properly convey sewage and liquid disposable waste from the marijuana establishment. There will be no cross-connections between the potable and wastewater lines;
13. The Haven Center will provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair;
14. The Haven Center will hold all products that can support the rapid growth of undesirable microorganisms in a manner that prevents the growth of these microorganisms; and
15. The Haven Center will store and transport finished products under conditions that will protect them against physical, chemical, and microbial contamination, as well as against deterioration of finished products or their containers.

The Haven Center's vehicles and transportation equipment used in the transportation of marijuana products or edibles requiring temperature control for safety will 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 applicable requirements pursuant to 21 CFR 1.908(c).

The Haven Center will ensure that The Haven Center's facility is always maintained in a sanitary fashion and will comply with all applicable sanitary requirements.

The Haven Center will follow established policies and procedures for handling voluntary and mandatory recalls of marijuana products. Such procedures are sufficient to deal with recalls due to any action initiated at the request or order of the Commission, and any voluntary action by The Haven Center to remove defective or potentially defective marijuana products from the market, as well as any action undertaken to promote public health and safety.

Any inventory that becomes outdated, spoiled, damaged, deteriorated, mislabeled, or contaminated will be disposed of in accordance with the provisions of 935 CMR 500.105(12), and any such waste will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations.

Testing

The Haven Center will not sell or otherwise market marijuana or marijuana products that are not capable of being tested by Independent Testing Laboratories, except as allowed under 935 CMR 500.000. No marijuana product will be sold or otherwise marketed for adult use that has not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required under 935 CMR 500.160.

Any Independent Testing Laboratory relied upon by The Haven Center for testing will be licensed or registered by the Commission and (i) currently and validly licensed under 935 CMR 500.101: *Application Requirements*, or formerly and validly registered by the Commission; (ii)

accredited to ISO 17025:2017 or the most current International Organization for Standardization 17025 by a third-party accrediting body that is a signatory to the International Laboratory Accreditation Accrediting Cooperation mutual recognition arrangement or that is otherwise approved by the Commission; (iii) independent financially from any Medical Marijuana Treatment Center, Marijuana Establishment or Licensee; and (iv) qualified to test marijuana and marijuana products, including marijuana-infused products, in compliance with M.G.L. c. 94C, § 34; M.G.L. c. 94G, § 15; 935 CMR 500.000: *Adult Use of Marijuana*; 935 CMR 501.000: *Medical Use of Marijuana*; and Commission protocol(s).

Testing of The Haven Center's marijuana products will be performed by an Independent Testing Laboratory in compliance with a protocol(s) established in accordance with M.G.L. c. 94G, § 15 and in a form and manner determined by the Commission, including but not limited to, the *Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products*. Testing of The Haven Center's environmental media will be performed in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the Commission.

The Haven Center's marijuana will be tested for the cannabinoid profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant-growth regulators, and the presence of pesticides. In addition to these contaminant tests, final ready-to-sell Marijuana Vaporizer Products shall be screened for heavy metals and Vitamin E Acetate (VEA) in accordance with the relevant provisions of the *Protocol for Sampling and Analysis of Finished Marijuana and Marijuana Products for Marijuana Establishments, Medical Marijuana Treatment Centers and Colocated Marijuana Operations*. The Haven Center acknowledges and understands that the Commission may require additional testing.

The Haven Center's policy of responding to laboratory results that indicate contaminant levels are above acceptable limits established in the protocols identified in 935 CMR 500.160(1) will include notifying the Commission (i) within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch and (ii) of any information regarding contamination as specified by the Commission immediately upon request by the Commission. Such notification will be from both The Haven Center and the Independent Testing Laboratory, separately and directly, and will describe a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination.

The Haven Center will maintain testing results in compliance with 935 CMR 500.000 *et seq* and the record keeping policies described herein and will maintain the results of all testing for no less than one year. The Haven Center acknowledges and understands that testing results will be valid for a period of one year, and that marijuana or marijuana products with testing dates in excess of one year shall be deemed expired and may not be dispensed, sold, transferred or otherwise conveyed until retested.

All transportation of marijuana to and from Independent Testing Laboratories providing marijuana testing services will comply with 935 CMR 500.105(13). All storage of The Haven Center's marijuana at a laboratory providing marijuana testing services will comply with 935

CMR 500.105(11). All excess marijuana will be disposed in compliance with 935 CMR 500.105(12), either by the Independent Testing Laboratory returning excess marijuana to The Haven Center for disposal or by the Independent Testing Laboratory disposing of it directly. All Single-servings of marijuana products will be tested for potency in accordance with 935 CMR 500.150(4)(a) and subject to a potency variance of no greater than plus/minus ten percent (+/- 10%).

Any marijuana or marijuana products that fail any test for contaminants must either be reanalyzed without remediation, remediated or disposed of. In the event marijuana or marijuana products are reanalyzed, a sample from the same batch shall be submitted for reanalysis at the ITL that provided the original failed result. If the sample passes all previously failed tests at the initial ITL, an additional sample from the same batch previously tested shall be submitted to a second ITL other than the initial ITL for a Second Confirmatory Test. To be considered passing and therefore safe for sale, the sample must have passed the Second Confirmatory Test at a second ITL. Any Marijuana or Marijuana Product that fails the Second Confirmatory Test will not be sold, transferred or otherwise dispensed to Consumers, Patients or Licensees without first being remediated. Otherwise, any such product shall be destroyed in compliance with 935 CMR 500.105(12): *Waste Disposal*.

If marijuana or marijuana products are destined for remediation, a new test sample will be submitted to a licensed ITL, which may include the initial ITL for a full-panel test. Any failing Marijuana or Marijuana Product may be remediated a maximum of two times. Any Marijuana or Marijuana Product that fails any test after the second remediation attempt will not be sold, transferred or otherwise dispensed to Consumers, Patients or Licensees and will be destroyed in compliance with 935 CMR 500.105(12): *Waste Disposal*.

PERSONNEL POLICIES INCLUDING BACKGROUND CHECKS

Overview

The Haven Center, Inc. (“The Haven Center”) will securely maintain personnel records, including registration status and background check records. The Haven Center will keep, at a minimum, 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;
- A staffing plan that will demonstrate accessible business hours and safe operating conditions;
- Personnel policies and procedures; and
- All background check reports obtained in accordance with 935 CMR 500.030.

Agent Personnel Records

In compliance with 935 CMR 500.105(9), personnel records for each agent will be maintained for at least twelve (12) months after termination of the agent’s affiliation with The Haven Center and will include, at a minimum, the following:

- All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
- Documentation of verification of references;
- The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
- 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;
- Documentation of periodic performance evaluations;
- A record of any disciplinary action taken;
- Notice of completed responsible vendor and eight-hour related duty training; and
- Results of initial background investigation, including CORI reports.

Personnel records will be kept in a secure location to maintain confidentiality and be only accessible to the agent’s manager or members of the executive management team.

Agent Background Checks

- In addition to completing the Commission’s agent registration process, all agents hired to work for The Haven Center will undergo a detailed background investigation prior to being granted access to a The Haven Center facility or beginning work duties.
- Background checks will be conducted on all agents in their capacity as employees or volunteers for The Haven Center pursuant to 935 CMR 500.030 and will be used by the Director of Security, who will be registered with the Department of Criminal Justice Information Systems pursuant to 803 CMR 2.04: iCORI Registration and the Commission for purposes of determining the suitability of individuals for registration as a marijuana establishment agent with the licensee.
- For purposes of determining suitability based on background checks performed in accordance with 935 CMR 500.030, The Haven Center will consider:

- a. All conditions, offenses, and violations are construed to include Massachusetts law or like or similar law(s) of another state, the United States or foreign jurisdiction, a military, territorial or Native American tribal authority, or any other jurisdiction.
- b. All criminal disqualifying conditions, offenses, and violations include the crimes of attempt, accessory, conspiracy, and solicitation. Juvenile dispositions will not be considered as a factor for determining suitability.
- c. Where applicable, all look-back periods for criminal conditions, offenses, and violations included in 935 CMR 500.802 commence upon the date of disposition; provided, however, that if disposition results in incarceration in any institution, the look-back period will commence upon release from incarceration.
- Suitability determinations will be made in accordance with the procedures set forth in 935 CMR 500.800. In addition to the requirements established in 935 CMR 500.800, The Haven Center will:
 - a. Comply with all guidance provided by the Commission and 935 CMR 500.802: Tables B through D to determine if the results of the background are grounds for Mandatory Disqualification or Presumptive Negative Suitability Determination.
 - b. Consider whether offense(s) or information that would result in a Presumptive Negative Suitability Determination under 935 CMR 500.802. In the event a Presumptive Negative Suitability Determination is made, The Haven Center will consider the following factors:
 - i. Time since the offense or incident;
 - ii. Age of the subject at the time of the offense or incident;
 - iii. Nature and specific circumstances of the offense or incident;
 - iv. Sentence imposed and length, if any, of incarceration, if criminal;
 - v. Penalty or discipline imposed, including damages awarded, if civil or administrative;
 - vi. Relationship of offense or incident to nature of work to be performed;
 - vii. Number of offenses or incidents;
 - viii. Whether offenses or incidents were committed in association with dependence on drugs or alcohol from which the subject has since recovered;
 - ix. If criminal, any relevant evidence of rehabilitation or lack thereof, such as information about compliance with conditions of parole or probation, including orders of no contact with victims and witnesses, and the subject's conduct and experience since the time of the offense including, but not limited to, professional or educational certifications obtained; and
 - x. Any other relevant information, including information submitted by the subject.
 - c. Consider appeals of determinations of unsuitability based on claims of erroneous information received as part of the background check during the application process in accordance with 803 CMR 2.17: Requirement to Maintain a Secondary Dissemination Log and 2.18: Adverse Employment Decision Based on CORI or

Other Types of Criminal History Information Received from a Source Other than the DCJIS.

- All suitability determinations will be documented in compliance with all requirements set forth in 935 CMR 500 et seq. and guidance provided by the Commission.
- Background screening will be conducted by an investigative firm holding the National Association of Professional Background Screeners (NAPBS®) Background Screening Credentialing Council (BSCC) accreditation and capable of performing the searches required by the regulations and guidance provided by the Commission.
- References provided by the agent will be verified at the time of hire.
- As a condition of their continued employment, agents, volunteers, contractors, and subcontractors are required to renew their Program ID cards annually and submit to other background screening as may be required by The Haven Center or the Commission.

Personnel Policies and Training

As outlined in The Haven Center's Record Keeping Procedures, a staffing plan and staffing records will be maintained in compliance with 935 CMR 500.105(9) and will be made available to the Commission, upon request. All The Haven Center agents are required to complete training as detailed in The Haven Center's Qualifications and Training plan which includes but is not limited to The Haven Center's strict alcohol, smoke and drug-free workplace policy, job specific training, Responsible Vendor Training Program, confidentiality training including how confidential information is maintained at the marijuana establishment and a comprehensive discussion regarding the marijuana establishment's policy for immediate dismissal. All training will be documented in accordance with 935 CMR 105(9)(d)(2)(d).

The Haven Center will have a policy for the immediate dismissal of any dispensary agent who has:

- Diverted marijuana, which will be reported the Police Department and to the Commission;
- Engaged in unsafe practices with regard to The Haven Center operations, which will be reported to the Commission; or
- 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 another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.

RECORDKEEPING PROCEDURES

General Overview

The Haven Center, Inc. (“The Haven Center”) has established policies regarding recordkeeping and record-retention in order to ensure the maintenance, safe keeping, and accessibility of critical documents. Electronic and wet signatures are accepted forms of execution of The Haven Center documents. Records will be stored at The Haven Center in a locked room designated for record retention. All written records will be available for inspection by the Commission upon request.

Recordkeeping

To ensure that The Haven Center is keeping and retaining all records as noted in this policy, reviewing Corporate Records, Business Records, and Personnel Records to ensure completeness, accuracy, and timeliness of such documents will occur as part of The Haven Center’s quarter-end closing procedures. In addition, The Haven Center’s operating procedures will be updated on an ongoing basis as needed and undergo a review by the executive management team on an annual basis.

- **Corporate Records**

Corporate Records are defined as those records that require, at a minimum, annual reviews, updates, and renewals, including:

- Insurance Coverage:
 - Directors & Officers Policy
 - Product Liability Policy
 - General Liability Policy
 - Umbrella Policy
 - Workers Compensation Policy
 - Employer Professional Liability Policy
- Third-Party Laboratory Contracts
- Commission Requirements:
 - Annual Agent Registration
 - Annual Marijuana Establishment Registration
- Local Compliance:
 - Certificate of Occupancy
 - Special Permits
 - Variances
 - Site Plan Approvals
 - As-Built Drawings
- Corporate Governance:
 - Annual Report
 - Secretary of Commonwealth Filings

- **Business Records**

Business Records require ongoing maintenance and updates. These records can be electronic or hard copy (preferably electronic) and at minimum include:

- Assets and liabilities;
- Monetary transactions;
- Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;

- Sales records including the quantity, form, and cost of marijuana products;
- Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over The Haven Center.
- Personnel Records

At a minimum, Personnel Records will include:

 - Job descriptions for each agent and volunteer position, as well as organizational charts consistent with the job descriptions;
 - A personnel record for each marijuana establishment agent. Such records will be maintained for at least twelve (12) months after termination of the agent's affiliation with The Haven Center and will include, at a minimum, the following:
 - All materials submitted to the Commission pursuant to 935 CMR 500.030(2);
 - Documentation of verification of references;
 - The job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision;
 - 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;
 - Documentation of periodic performance evaluations; and
 - A record of any disciplinary action taken.
 - Notice of completed responsible vendor and eight-hour related duty training.
 - A staffing plan that will demonstrate accessible business hours and safe operating conditions;
 - Personnel policies and procedures; and
 - All background check reports obtained in accordance with 935 CMR 500.030: Registration of Marijuana Establishment Agents 803 CMR 2.00: Criminal Offender Record Information (CORI).
- Handling and Testing of Marijuana Records
 - The Haven Center will maintain the results of all testing for a minimum of one (1) year.
- Inventory Records
 - The record of each inventory will include, at a minimum, the date of the inventory, a summary of the inventory findings, and the names, signatures, and titles of the agents who conducted the inventory.
- Seed-to-Sale Tracking Records
 - The Haven Center will use Metrc as the seed-to-sale tracking software to maintain real-time inventory. The seed-to-sale tracking software inventory reporting will meet the requirements specified by the Commission and 935 CMR 500.105(8)(e), including, at a minimum, an inventory of marijuana plants; marijuana plant-seeds and clones in any phase of development such as propagation, vegetation, flowering; marijuana ready for dispensing; all marijuana products; and all

damaged, defective, expired, or contaminated marijuana and marijuana products awaiting disposal.

- Sales Records for Marijuana Retailer
 - The Haven Center will maintain records that it has performed a monthly analysis of its equipment and sales data to determine that no software has been installed that could be utilized to manipulate or alter sales data and that no other methodology has been employed to manipulate the sales data and produce such records on request to the Commission.
- Incident Reporting Records
 - Within ten (10) calendar days, The Haven Center will provide notice to the Commission of any incident described in 935 CMR 500.110(9)(a), by submitting an incident report in the form and manner determined by the Commission which details the circumstances of the event, any corrective action taken, and confirmation that the appropriate law enforcement authorities were notified within twenty-four (24) hours of discovering the breach or incident .
 - All documentation related to an incident that is reportable pursuant to 935 CMR 500.110(9)(a) will be maintained by The Haven Center for no less than one year or the duration of an open investigation, whichever is longer, and made available to the Commission and law enforcement authorities within The Haven Center's jurisdiction on request.
- Visitor Records
 - A visitor sign-in and sign-out log will be maintained at the security office. The log will include the visitor's name, address, organization or firm, date, time in and out, and the name of the authorized agent who will be escorting the visitor.
- Waste Disposal Records
 - When marijuana or marijuana products are disposed of, The Haven Center will create and maintain an electronic record of the date, the type and quantity disposed of or handled, the manner of disposal or other handling, the location of disposal or other handling, and the names of the two The Haven Center agents present during the disposal or other handling, with their signatures. The Haven Center will keep disposal records for at least three (3) years. This period will automatically be extended for the duration of any enforcement action and may be extended by an order of the Commission.
- Security Records
 - A current list of authorized agents and service personnel that have access to the surveillance room will be available to the Commission upon request.
 - Recordings from all video cameras which shall be enabled to record twenty-four (24) hours each day shall be available for immediate viewing by the Commission on request for at least the preceding ninety (90) calendar days or the duration of a request to preserve the recordings for a specified period of time made by the Commission, whichever is longer.
 - Recordings shall not be destroyed or altered and shall be retained as long as necessary if The Haven Center is aware of pending criminal, civil or administrative investigation or legal proceeding for which the recording may contain relevant information.
- Transportation Records

- The Haven Center will retain all transportation manifests for a minimum of one (1) year and make them available to the Commission upon request.
- Vehicle Records (as applicable)
 - Records that any and all of The Haven Center's vehicles are properly registered, inspected, and insured in the Commonwealth and shall be made available to the Commission on request.
- Agent Training Records
 - Documentation of all required training, including training regarding privacy and confidentiality requirements, and a signed statement of the individual indicating the date, time, and place he or she received the training, the topics discussed and the name and title of the presenter(s).
- Responsible Vendor Training
 - The Haven Center shall maintain records of Responsible Vendor Training Program compliance for four (4) years and make them available to inspection by the Commission and any other applicable licensing authority on request during normal business hours.
- Closure
 - In the event The Haven Center closes, all records will be kept for at least two (2) years at The Haven Center's expense in a form (electronic, hard copies, etc.) and location acceptable to the Commission. In addition, The Haven Center will communicate with the Commission during the closure process and accommodate any additional requests the Commission or other agencies may have.
- Written Operating Policies and Procedures

Policies and Procedures related to The Haven Center's operations will be updated on an ongoing basis as needed and undergo a review by the executive management team on an annual basis. Policies and Procedures will include the following:

 - Security measures in compliance with 935 CMR 500.110;
 - Employee security policies, including personal safety and crime prevention techniques;
 - A description of The Haven Center's hours of operation and after-hours contact information, which will be provided to the Commission, made available to law enforcement officials upon request, and updated pursuant to 935 CMR 500.000.
 - Storage of marijuana in compliance with 935 CMR 500.105(11);
 - Description of the various strains of marijuana to be cultivated, processed or sold, as applicable, and the form(s) in which marijuana will be sold;
 - Price list for Marijuana and Marijuana Products, and alternate price lists for patients with documented Verified Financial Hardship as defined in 501.002: *Definitions*, as required by 935 CMR 501.100(1)(f);
 - Procedures to ensure accurate recordkeeping, including inventory protocols in compliance with 935 CMR 500.105(8) and (9);
 - Plans for quality control, including product testing for contaminants in compliance with 935 CMR 500.160;
 - A staffing plan and staffing records in compliance with 935 CMR 500.105(9)(d);
 - Emergency procedures, including a disaster plan with procedures to be followed in case of fire or other emergencies;
 - Alcohol, smoke, and drug-free workplace policies;

- A plan describing how confidential information will be maintained;
- Policy for the immediate dismissal of any dispensary agent who has:
 - Diverted marijuana, which will be reported to Law Enforcement Authorities and to the Commission;
 - Engaged in unsafe practices with regard to The Haven Center operations, which will be reported to the Commission; or
 - 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 another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.
- A list of all board of directors, members, and executives of The Haven Center, and members, if any, of the licensee must be made available upon request by any individual. This requirement may be fulfilled by placing this information on The Haven Center's website.
- Policies and procedures for the handling of cash on The Haven Center premises including but not limited to storage, collection frequency and transport to financial institution(s), to be available upon inspection.
- Policies and procedures to prevent the diversion of marijuana to individuals younger than 21 years old.
- Policies and procedures for energy efficiency and conservation that will include:
 - Identification of potential energy use reduction opportunities (including but not limited to natural lighting, heat recovery ventilation and energy efficiency measures), and a plan for implementation of such opportunities;
 - Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on site, and an explanation of why the identified opportunities were not pursued, if applicable;
 - Strategies to reduce electric demand (such as lighting schedules, active load management and energy storage); and
 - Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25 § 21, or through municipal lighting plants.
- Policies and procedures to promote workplace safety consistent with applicable standards set by the Occupational Safety and Health Administration, including plans to identify and address any biological, chemical or physical hazards. Such policies and procedures shall include, at a minimum, a hazard communication plan, personal protective equipment assessment, a fire protection plan, and an emergency action plan.
- License Renewal Records
 - The Haven Center shall keep and submit as a component of the renewal application documentation that the establishment requested from its Host Community the records of any cost to a city or town reasonably related to the operation of the establishment, which would include the city's or town's anticipated and actual expenses resulting from the operation of the establishment in its community. The applicant shall provide a copy of the electronic or written request, which should include the date of the request, and either the substantive

response(s) received or an attestation that no response was received from the city or town. The request should state that, 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.

Record-Retention

The Haven Center will meet Commission recordkeeping requirements and retain a copy of all records for two (2) years, unless otherwise specified in the regulations.

MAINTAINING OF FINANCIAL RECORDS

The Haven Center, Inc.'s ("The Haven Center") operating policies and procedures ensure financial records are accurate and maintained in compliance with the Commission's Adult Use of Marijuana regulations (935 CMR 500). Financial records maintenance measures include policies and procedures requiring that:

- Confidential information will be maintained in a secure location, kept separate from all other records, and will not be disclosed without the written consent of the individual to whom the information applies, or as required under law or pursuant to an order from a court of competent jurisdiction; provided however, the Commission may access this information to carry out its official duties.
- All recordkeeping requirements under 935 CMR 500.105(9) are followed, including:
 - Keeping written business records, available for inspection, and in accordance with generally accepted accounting principles, which will include manual or computerized records of:
 - Assets and liabilities;
 - Monetary transactions;
 - Books of accounts, which will include journals, ledgers, and supporting documents, agreements, checks, invoices, and vouchers;
 - Sales records including the quantity, form, and cost of marijuana products; and
 - Salary and wages paid to each employee, or stipend, executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over The Haven Center.
- All sales recording requirements under 935 CMR 500.140(5) are followed, including:
 - Utilizing a point-of-sale (POS) system approved by the Commission, in consultation with the DOR, and a sales recording module approved by DOR;
 - Prohibiting the use of software or other methods to manipulate or alter sales data;
 - Conducting a monthly analysis of its equipment and sales data, and maintaining records, available to the Commission upon request, that the monthly analysis has been performed;
 - If The Haven Center determines that software has been installed for the purpose of manipulation or alteration of sales data or other methods have been utilized to manipulate or alter sales data: 1. it shall immediately disclose the information to the Commission; 2. it shall cooperate with the Commission in any investigation regarding manipulation or alteration of sales data; and 3. take such other action directed by the Commission to comply with 935 CMR 500.105.
 - Complying with 830 CMR 62C.25.1: *Record Retention* and DOR Directive 16-1 regarding recordkeeping requirements;
 - Adopting separate accounting practices at the point-of-sale for marijuana and marijuana product sales, and non-marijuana sales; and
 - Maintaining such records that would allow for the Commission and the DOR to audit and examine the point-of-sale system used in order to ensure compliance with Massachusetts tax laws and 935 CMR 500.
- Additional written business records will be kept, including, but not limited to, records of:

- Compliance with liability insurance coverage or maintenance of escrow requirements under 935 CMR 500.105(10) and all bond or escrow requirements under 935 CMR 500.105(16);
 - Fees paid under 935 CMR 500.005 or any other section of the Commission's regulations; and
 - Fines or penalties, if any, paid under 935 CMR 500.360 or any other section of the Commission's regulations.
- License Renewal Records
 - The Haven Center shall keep and submit as a component of the renewal application documentation that the establishment requested from its Host Community the records of any cost to a city or town reasonably related to the operation of the establishment, which would include the city's or town's anticipated and actual expenses resulting from the operation of the establishment in its community. The applicant shall provide a copy of the electronic or written request, which should include the date of the request, and either the substantive response(s) received or an attestation that no response was received from the city or town. The request should state that, 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.

QUALIFICATIONS AND TRAINING

The Haven Center, Inc. (“The Haven Center”) will ensure that all employees hired to work at a The Haven Center facility will be qualified to work as a marijuana establishment agent and properly trained to serve in their respective roles in a compliant manner.

Qualifications

In accordance with 935 CMR 500.030, a candidate for employment as a marijuana establishment agent must be 21 years of age or older. In addition, the candidate cannot have been convicted of a criminal offense in the Commonwealth involving the distribution of controlled substances to minors, or a like violation of the laws of another state, the United States, or foreign jurisdiction, or a military, territorial, or Native American tribal authority.

The Haven Center will also ensure that its employees are suitable for registration consistent with the provisions of 935 CMR 500.802. In the event that The Haven Center discovers any of its agents are not suitable for registration as a marijuana establishment agent, the agent’s employment will be terminated, and The Haven Center will notify the Commission within one (1) business day that the agent is no longer associated with the establishment.

Training

As required by 935 CMR 500.105(2), and prior to performing job functions, each of The Haven Center’s agents will successfully complete a comprehensive training program that is tailored to the roles and responsibilities of the agent’s job function. A The Haven Center Agent will receive a total of eight (8) hours of training annually. A minimum of four (4) hours of training will be from Responsible Vendor Training Program (“RVT”) courses established under 935 CMR 500.105(2)(b). Any additional RVT over four (4) hours may count towards the required eight (8) hours of training.

Non-RVT may be conducted in-house by The Haven Center or by a third-party vendor engaged by The Haven Center. Basic on-the-job training in the ordinary course of business may also be counted towards the required eight (8) hour training.

All The Haven Center Agents that are involved in the handling or sale of marijuana at the time of licensure or renewal of licensure will have attended and successfully completed the mandatory Responsible Vendor Training Program operated by an education provider accredited by the Commission.

Basic Core Curriculum

The Haven Center Agents must first take the Basic Core Curriculum within 90 days of hire, which includes the following subject matter:

- Marijuana's effect on the human body, including:
 - Scientifically based evidence on the physical and mental health effects based on the type of Marijuana Product;
 - The amount of time to feel impairment;
 - Visible signs of impairment; and
 - Recognizing the signs of impairment.

- Diversion prevention and prevention of sales to minors, including best practices.
- Compliance with all tracking requirements.
- Acceptable forms of identification. Training must include:
 - How to check identification;
 - Spotting and confiscating fraudulent identification;
 - Common mistakes made in identification verification.
 - Prohibited purchases and practices, including purchases by persons under the age of 21 in violation of M.G.L. c. 94G, § 13.
- Other key state laws and rules affecting The Haven Center Agents which shall include:
 - Conduct of The Haven Center Agents;
 - Permitting inspections by state and local licensing and enforcement authorities;
 - Local and state licensing and enforcement, including registration and license sanctions;
 - Incident and notification requirements;
 - Administrative, civil, and criminal liability;
 - Health and safety standards, including waste disposal;
 - Patrons prohibited from bringing marijuana and marijuana products onto licensed premises;
 - Permitted hours of sale;
 - Licensee responsibilities for activities occurring within licensed premises; xix. Maintenance of records, including confidentiality and privacy; and
 - Such other areas of training determined by the Commission to be included in a Responsible Vendor Training Program.

The Haven Center will encourage administrative employees who do not handle or sell marijuana to take the “Responsible Vendor” program on a voluntary basis to help ensure compliance. The Haven Center’s records of Responsible Vendor Training Program compliance will be maintained for at least four (4) years and made available during normal business hours for inspection by the Commission and any other applicable licensing authority on request.

After successful completion of the Basic Core Curriculum, each The Haven Center Agent involved in the handling or sale of marijuana will fulfill the four-hour RVT requirement every year thereafter for The Haven Center to maintain designation as a Responsible Vendor. Once The Haven Center Agent has completed the Basic Core Curriculum, the Agent is eligible to take the Advanced Core Curriculum. Failure to maintain Responsible Vendor status is grounds for action by the Commission.

ENERGY COMPLIANCE PLAN

The Haven Center, Inc. (“The Haven Center”) is currently exploring potential energy-use reduction opportunities such as natural lighting and energy efficiency measures and a plan for implementation of such opportunities. The Haven Center will update this plan as necessary and will further provide relevant documentation to the Commission during Architectural Review and during inspections processes.

Potential Energy-Use Reduction Opportunities

The Haven Center is considering the following potential opportunities for energy-use reduction and plans for implementation of such opportunities.

1. Natural Lighting;
2. Energy efficient exterior wall construction, which may include batt insulation, continuous rigid insulation, and air and vapor barriers; and
3. Plumbing fixtures that are Water Sense rated for reduced water consumption.

As the need and opportunity for facility upgrades and maintenance arise in the future and the company becomes cash flow positive, The Haven Center will continue to evaluate energy-use reduction opportunities.

Renewable Energy Generation Opportunities

The Haven Center is in the process of considering opportunities for renewable energy generation (including wind and solar options). The Haven Center’s preliminary examination of renewable energy generation has determined that the upfront costs of such options are too expensive at this time, although The Haven Center may reconsider at a future date. The Haven Center will also consult with its architects and engineers when designing the facility to determine the building’s capacity for renewable energy options (e.g. whether or not the roof can support the weight of solar panels). Nevertheless, our team is dedicated to consistently strive for sustainability and emissions reduction.

Strategies to Reduce Electric Demand

The Haven Center is considering the following strategies to reduce electric demand:

1. Exterior and interior glazing on windows such that maximum natural daylight can enter the building without compromising security, reducing the reliance on artificial light during daytime hours;
2. Lighting fixtures that are energy efficient and used with Energy Star rated bulbs; and
3. Room lighting and switching will have occupancy sensors to reduce electrical consumption when rooms are unoccupied.

As the need and opportunity for facility upgrades and maintenance arise in the future and the company becomes cash flow positive, The Haven Center will continue to evaluate strategies to reduce electric demand.

Opportunities for Engagement with Energy Efficiency Programs

The Haven Center also plans on engaging with energy efficiency programs offered by Mass Save and the Massachusetts Clean Energy Center and will coordinate with municipal officials to

identify other potential energy saving programs and initiatives. The Haven Center will also coordinate with its utility companies to explore any energy efficiency options available to The Haven Center.