



Massachusetts Cannabis Control Commission

Marijuana Retailer

General Information:

License Number: MR281281
Original Issued Date: 08/22/2020
Issued Date: 08/22/2020
Expiration Date: 08/22/2021

ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: Team Green, LLC

Phone Number: 617-834-0552
Email Address: mojitosboston@gmail.com

Business Address 1: 1292 Blue Hill Ave
Business City: Mattapan Business State: MA Business Zip Code: 02126
Business Address 2:
Mailing Address 1: 476 Canton Street
Mailing City: Stoughton Mailing State: MA Mailing Zip Code: 02072
Mailing Address 2:

CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

PRIORITY APPLICANT

Priority Applicant: yes
Priority Applicant Type: Economic Empowerment Priority
Economic Empowerment Applicant Certification Number: EEA201884
RMD Priority Certification Number:

RMD INFORMATION

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

PERSONS WITH DIRECT OR INDIRECT AUTHORITY

Person with Direct or Indirect Authority 1

Percentage Of Ownership: 51
Percentage Of Control: 51

Role: Owner / Partner	Other Role:	
First Name: Vrinda	Last Name: Mendoza	Suffix:
	Pekala	
Gender: Female	User Defined Gender:	
What is this person's race or ethnicity?: Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)		
Specify Race or Ethnicity: Puerto Rican		

Person with Direct or Indirect Authority 2

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

Person with Direct or Indirect Authority 3

Percentage Of Ownership: 49	Percentage Of Control:	
	49	
Role: Owner / Partner	Other Role:	
First Name: Carlos	Last Name: Castillo	Suffix:
Gender: Male	User Defined Gender:	
What is this person's race or ethnicity?: Hispanic, Latino, or Spanish (Mexican or Mexican American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian)		
Specify Race or Ethnicity: Dominican		

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

No records found

CLOSE ASSOCIATES AND MEMBERS

No records found

CAPITAL RESOURCES - INDIVIDUALS

Individual Contributing Capital 1

First Name: Vrinda	Last Name: Mendoza	Suffix:	
	Pekala		
Types of Capital: Monetary/ Equity	Other Type of Capital:	Total Value of the Capital Provided: \$100000	Percentage of Initial Capital: 50
Capital Attestation: Yes			

Individual Contributing Capital 2

First Name: Carlos	Last Name: Castillo	Suffix:	
Types of Capital: Land, Buildings	Other Type of Capital:	Total Value of the Capital Provided: \$100000	Percentage of Initial Capital: 50
Capital Attestation: Yes			

CAPITAL RESOURCES - ENTITIES

No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES

No records found

DISCLOSURE OF INDIVIDUAL INTERESTS

No records found

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 1292 Blue Hill Avenue

Establishment Address 2:

Establishment City: Boston

Establishment Zip Code: 02126

Approximate square footage of the establishment: 1300

How many abutters does this property have?: 14

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	Doc - Oct 3 2019 - 4-02 PM.pdf	pdf	5d965748c99740160131d0b3	10/03/2019
Community Outreach Meeting Documentation	COM Documentation.pdf	pdf	5eb9cfff16b5934c591a8f8	05/11/2020
Plan to Remain Compliant with Local Zoning	PLAN TO REMAIN COMPLIANT WITH LOCAL ZONINGvF.pdf	pdf	5ebf05468caba634a8439acf	05/15/2020

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

PLAN FOR POSITIVE IMPACT

Plan to Positively Impact Areas of Disproportionate Impact:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	Plan to Positively Impact Areas of Disproportionate Impact2020-vF.pdf	pdf	5ebf04577d78332d19fc83a1	05/15/2020

ADDITIONAL INFORMATION NOTIFICATION

Notification: I understand

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Director

Other Role:

First Name: Vrinda Jody

Last Name: Mendoza Pekala Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 2

Role: Executive / Officer

Other Role:

First Name: Carlos

Last Name: Castillo Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 3

Role: Volunteer

Other Role:

First Name: Richard

Last Name: Amadis Pena Suffix:

RMD Association: Not associated with an RMD

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

No records found

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Secretary of Commonwealth - Certificate of Good Standing	Cert of Good Standing Sec of State.pdf	pdf	5af1fd879eb86611ea7d3cce	05/08/2018
Articles of Organization	TeamGreenArtofOrgPDF.aspx.pdf	pdf	5af1fed4ad75cc3d99a992f7	05/08/2018
Bylaws	Bylaws for Team Green.pdf	pdf	5af2084e3deece0450ce881e	05/08/2018
Department of Revenue - Certificate of Good standing	MA DOR Cert of Good Standing.pdf	pdf	5b0da3644acea511a8369ae3	05/29/2018

No documents uploaded

Massachusetts Business Identification Number: 001321783

Doing-Business-As Name: Green Life

DBA Registration City: Boston

BUSINESS PLAN

Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	Business Plan 1292 Blue Hill Ave.pdf	pdf	5b0ddbba3deece0450ce9317	05/29/2018
Plan for Liability Insurance	Cassidy Insurance Letter 2020.pdf	pdf	5e4d91f269dc9d0456dba145	02/19/2020
Proposed Timeline	Timeline for Team Green_Ac3 edits.pdf	pdf	5eb9d0cef16b5934c591a8fe	05/11/2020

OPERATING POLICIES AND PROCEDURES

Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Restricting Access to age 21 and older	Restricting Access to Age 21 or Older v2020.pdf	pdf	5e1dec16ef24345344e5207d	01/14/2020
Quality control and testing	Quality Control and Testing2020.pdf	pdf	5e1dfdfaef24345344e520f6	01/14/2020
Dispensing procedures	Dispensing Procedures2020.pdf	pdf	5e1e0623fab70557127f2b2a	01/14/2020
Record Keeping procedures	Record Keeping Procedures2020.pdf	pdf	5e1e0e9000f72d57285f167a	01/14/2020
Storage of marijuana	Storage of Marijuana2020.pdf	pdf	5e1f224c3cc4ba0742ce4b48	01/15/2020

Personnel policies including background checks	Personnel Policies v2020.pdf	pdf	5e31cec581ae16046bec6617	01/29/2020
Plan for obtaining marijuana or marijuana products	Plan for Obtaining Marijuana or Marijuana Products 2020.pdf	pdf	5e31d2257225f004696564bf	01/29/2020
Security plan	SECURITY PLAN Updated 4.15.20.pdf	pdf	5e98a393d29ad93571599298	04/16/2020
Transportation of marijuana	Transportation of Marijuana2020v3.pdf	pdf	5e98b124f0445c357cb09bd5	04/16/2020
Inventory procedures	Inventory Procedures2020v3.pdf	pdf	5e98b2e32eba6d38ef167b0a	04/16/2020
Qualifications and training	Qualifications and Training2020v3.pdf	pdf	5e98c5e2d29ad93571599374	04/16/2020
Maintaining of financial records	Maintaining of Financial Records2020v3.pdf	pdf	5e98c9a21cdd2e3910a553ca	04/16/2020
Prevention of diversion	Prevention of Diversionv2020v3.pdf	pdf	5eb9d4a45fa02a2d3651cf68	05/11/2020
Plan for obtaining marijuana or marijuana products	Plan for Obtaining Marijuana or Marijuana Products 2020.pdf	pdf	5eb9d7167dc04134928163bd	05/11/2020
Diversity plan	Diversity Plan 2020-vF.pdf	pdf	5ebf04e08caba634a8439ac7	05/15/2020

MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

ATTESTATIONS

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

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

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

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

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

ADDITIONAL INFORMATION NOTIFICATION

Notification: I Understand

COMPLIANCE WITH POSITIVE IMPACT PLAN

No records found

COMPLIANCE WITH DIVERSITY PLAN

No records found

HOURS OF OPERATION


Monday From: 10:00 AM	Monday To: 8:00 PM
Tuesday From: 10:00 AM	Tuesday To: 8:00 PM
Wednesday From: 10:00 AM	Wednesday To: 8:00 PM
Thursday From: 10:00 AM	Thursday To: 8:00 PM
Friday From: 10:00 AM	Friday To: 9:00 PM
Saturday From: 10:00 AM	Saturday To: 9:00 PM
Sunday From: 10:00 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, Jody Mendoza Pekala, (insert name) certify as an authorized representative of Team Green LLC Alpha Maps (insert name of applicant) that the applicant has executed a host community agreement with the City of Boston (insert name of host community) pursuant to G.L.c. 94G § 3(d) on September 30, 2019 (insert date).


Signature of Authorized Representative of Applicant

Host Community

I, Alexis Tkachuk, (insert name) certify that I am the contracting authority or have been duly authorized by the contracting authority for the City of Boston (insert name of host community) to certify that the applicant and the City of Boston (insert name of host community) has executed a host community agreement pursuant to G.L.c. 94G § 3(d) on September 30, 2019 (insert date).

Alexis Tkachuk
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, Vrinda Jody Mendoza Pekala (insert name) attest as an authorized representative of Team Green, LLC (insert name of applicant) that the applicant has complied with the requirements of 935 CMR 500 and the guidance for licensed applicants on community outreach, as detailed below.

1. The Community Outreach Meeting was held on December 4, 2018 (insert date).
2. A copy of a notice of the time, place, and subject matter of the meeting, including the proposed address of the Marijuana Establishment, was published in a newspaper of general circulation in the city or town on 11/19/18 (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 11/15/18 (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 11/15/18 (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.

CLASSIFIED

classifiedads@bostonherald.com
(617) 423-4545 (7 days a week)

Mon. - Fri. 8:45 AM - 6:00 PM
Sat. - Sun. 3 PM - 6:00 PM
Holidays 4:30 PM - 6:00 PM

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APT RENTALS

WILLESLEY: Turn, 2BR, 2 1/2 bath, stone, open, \$3,200 incl heat & hot water, walk, balcony, interior parking, close to all major freeways & shops. Avail Dec 1. Small dogs OK. (508) 653-1701

ROOMMATES

DORCHESTER: Male wanted to share 5BR apt. \$600 incl util. Internet. 617-460-0000

ROOM RENTALS

1 SINGLE ROOM in Dorchester Grove Hall Area. \$450/month. 617-894-0137

LYNN/SWAMPSCOTT line: No dogs, no cats, no smoking, no parties, no sublets. 781-594-6441

ROOM RENTALS

ROOM IN ARLINGTON: Convenient for everything. Apply only in good faith and with good references only. \$2700/mo. 617-370-8483

VACATION RENTALS

LANE WINTER SALES: 2BR with dock. 508-664-2097. www.lanevacationrental.com

Check out bostonherald.com for the latest breaking news, columns, blogs and more!

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LEGAL NOTICES

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Boston Herald
www.bostonherald.com

LEGAL NOTICES

City Of Boston Public Improvement Commission
November 15, 2018
Ordered: That due notice be given that this Commission is of the opinion that in said City of Boston the following public improvements will be considered at the request of the petitioners: Fenway Center LLC and the Massachusetts Department of Transportation.

On a joint petition by the petitioners for the Vertical Discontinuance of portions of Beacon Street (public way), Boston Proper located on its southerly side at address 8775 generally east of Maitland Street, vertically above the grade of the sidewalks.

This Commission appoints December 6, 2018, at 10:00 AM, in Boston City Hall room 801, as the time and place for the Public Hearing to consider the petition of the petitioners.

CHRISTOPHER P. OSGOOD }
GINA FIANDACA } PUBLIC IMPROVEMENT COMMISSION
GREGORY ROONEY }
SEAN LYDON }

A true copy of an order passed by said Commission on said day.

Attest:
Todd M. Liming, P.E.
Executive Secretary
Nov 17, 18

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On a petition by the petitioner for the acceptance of a Pedestrian Easement adjacent to Quincy Street, Dorchester, located on its northeasterly side southeast of Columbia Road.

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Executive Secretary
Nov 17, 18

www.bostonherald.com

MONDAY

NOVEMBER 19, 2018 BOSTON HERALD

City Of Boston Public Improvement Commission
November 15, 2018
Ordered: That due notice be given that this Commission is of the opinion that in said City of Boston the following public improvements will be considered at the request of the petitioners: O'Connor Senior Housing LLC and the Boston Housing Authority.

On a joint petition by the petitioners for the granting of an Earth Retention License for the installation of a temporary earth support system within Major Michael J. O'Connor Way, South Boston, located on its southerly side at address no. 5, generally east of Dorchester Avenue.

This Commission appoints December 6, 2018, at 10:00 AM, in Boston City Hall room 801, as the time and place for the Public Hearing to consider the petition of the petitioners.

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Executive Secretary
Nov 17, 18

Notice of Public Meeting

Notice is hereby given that a Community Outreach Meeting for a Proposed Marijuana Establishment is scheduled for:
Date: Tuesday, December 4, 2018 Time: 6:30PM Location: Mattapan Public Library
The Proposed Marijuana Establishment is anticipated to be located at 1292 Blue Hill Avenue, Mattapan MA 02131
There will be an opportunity for the public to ask questions.

If you have any questions about this meeting or have comments about the proposal please contact:
Rondine Celestin
Mayor's Office of Neighborhood Services
617-635-2677

Please note, the city does not represent the owner(s)/developer(s)/attorney(s). The purpose of this meeting is to get community input and listen to the residents' positions on this proposal. This flyer has been dropped off by the proponents per the city's request.

Nov 19

For home delivery of the Boston Herald, please call (800) 882-1211.

City Of Boston Public Improvement Commission
November 15, 2018
Ordered: That due notice be given that this Commission is of the opinion that in said City of Boston the following public improvements will be considered at the request of the petitioners: Fenway Center LLC and the Massachusetts Department of Transportation.

On a joint petition by the petitioners for the Discontinuance of any and all rights to travel the public may have had within a segment of Gold Street (public way), South Boston, between A Street and South Boston Haul Road.

This Commission appoints December 6, 2018, at 10:00 AM, in Boston City Hall room 801, as the time and place for the Public Hearing to consider the petition of the petitioners.

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City Of Boston Public Improvement Commission
November 15, 2018
Ordered: That due notice be given that this Commission is of the opinion that in said City of Boston the following public improvements will be considered at the request of the petitioner: West Block LLC.

On a petition by the petitioner for the acceptance of a Pedestrian Easement adjacent to West Fifth Street, South Boston, located on its northeasterly side at address no. 20, northwest of South Boston Haul Road.

This Commission appoints December 6, 2018, at 10:00 AM, in Boston City Hall room 801, as the time and place for the Public Hearing to consider the petition of the petitioner.

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RECEIVED
CITY CLERK'S OFFICE
2018 NOV 30 A 9:51
BOSTON, MA

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Notice is hereby given that a Community Outreach Meeting for a Proposed Cannabis Establishment is scheduled for:

Date: Tuesday, December 4, 2018

Time: 6:30PM

Location: Mattapan Public Library
1350 Blue Hill Avenue, Mattapan, MA 02126

The Proposed Cannabis Establishment is anticipated to be located at:

1292 Blue Hill Avenue, Mattapan MA 02131

There will be an opportunity for the public to ask questions.

If you have any questions about this meeting or have comments about the proposal please contact:

Roudnie Celestin
Mayor's Office of Neighborhood Services
Roudnie.Celestin@Boston.gov
617-635-2677

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PLAN TO REMAIN COMPLIANT WITH LOCAL ZONING

In Boston, where our recreational dispensary is located at, these are the required steps and our current status.

Steps that have been completed:

1. Complete the online application for the City of Boston.
2. Apply for a Conditional Use Permit through the City's Inspectional Service Department.
3. Because recreational marijuana is still a forbidden use, plans must be submitted, in order to be denied, in order to proceed to the next step. After the denial has been received from ISD, (See Zoning Attachment A), then an appeal must be filed. When the appeal has been received, then the Neighborhood Process begins with your Neighborhood Liaison. See Community Outreach Documentation.
4. After the community process has been completed, then the applicant must work with the Office of Emerging Industries to negotiate a Host Community Agreement. Only after this agreement has been executed, the City of Boston will schedule a hearing with the Zoning Board of Appeal to hear our request to change zoning and to be offered "Conditional Use" for recreational marijuana dispensary.
5. In a letter dated 11/19/19, a letter with the Decision of the Board on the Appeal to vary the terms of the Boston Zoning Code, under statute 1956, Chapter 665, as amended, Section 8, for a Change of Occupancy from VFW Post to Cannabis Establishment (Recreational Marijuana), was granted. (See Zoning Attachment C). This requested variance was granted conditionally, with the proviso that there is a BPDA design review or it will be rendered null and void.

Current place in the process:

At this time, we are waiting on the approval of this application by the CCC to go back to the next step which is to get the BPDA Design Reviewed. This conditional use that has been granted is not limited and has no time constraints.

Upcoming steps to remain in compliance with the City of Boston:

INSPECTIONAL SERVICES DEPARTMENT (ISD)

We can enter the next step in the process after we have received an “approval document” from the Cannabis Control Commission. In addition to that document, ISD requires the following in order to complete their “Building Permit Plan Review”.

- 2 sets of signed and stamped architectural plans
- Supporting documents
 - Licensed builder’s info including his or her’s Construction License and Certificate of Liability Insurance
 - NFPA 241 Report
- Approval from the Boston Planning and Development Agency
- Community Host Agreement

After ISD receives all of the above documentation, the building permit will be issued and we can begin construction. We will be subject to inspections throughout the process.

After the buildout is complete, we will be issued a certificate of Use and Occupancy. Please recall that we have been granted a Conditional Use Permit, until we complete this process with ISD.

BOSTON FIRE DEPARTMENT

Once we have a Certificate of Use and Occupancy, then we will apply for a Place of Assembly Permit. The Fire Marshalls will be an inspection and pass or fail us. This must be renewed and does require an in-person inspection annually. They typically inspect fire suppression systems if required, fire alarm systems, certificates on any drapery and furniture, carbon monoxide detectors and general safety including ingresses and egresses.

BOSTON HEALTH DIVISION

The health division of ISD is responsible for ensuring that we are in compliance with required state sanitary codes, applicable state laws and local ordinances. The health permit is renewed annually.

We will continue to work with the City of Boston and the Cannabis Control Commission to ensure that we continue our compliance with any requests or requirements.

PLAN TO POSITIVELY IMPACT AREAS OF DISPROPORTIONATE IMPACT

The legalization of cannabis in Massachusetts provides an opportunity for everyone in theory. The reality may be different unless we are committed to helping those who may need additional support to gain access to the opportunities presented. As economic empowerment beneficiaries, we recognize our responsibility to assist others to realize their dreams and to use this opportunity to improve our communities which were disproportionately impacted by the war on drugs.

PLAN POPULATIONS:

1. Past or present residents of the geographic “areas of disproportionate impact,” which have been defined by the Commission, specifically past and present residents of Boston (Census tracts 101101, 101102, 101001)
2. Commission-designated Social Equity Program participants;
3. Massachusetts residents who have past drug convictions; and
4. Massachusetts residents with parents or spouses who have drug convictions.

GOALS:

1. Increasing access to employment in the legal cannabis market for individuals who have previously been harmed by marijuana prohibition. Our goal is to hire 50% or more of our staff from who meet the criteria outlined in the Plan population outlined above.
2. Provide funding to a non-profit organization that provides services to young adults who reside in areas of disproportionate impact. Our goal is to make a monetary donation of at least \$5,000 to this organization annually.

PROGRAMS TO ACHIEVE THESE GOALS:

Employment Program: Because we recognize and are grateful for the opportunity to be one of the first recreational establishments in the City of Boston, we will be taking our leadership role seriously. Our establishment is located in Mattapan, an area long misunderstood and also an area that was hit hard by the war on drugs. We intend to focus on providing opportunities to the residents of areas of disproportionate impact first and to reduce the barriers to entry for the members of the community who wish to pursue a legal career in cannabis.

We will give priority in hiring individuals who meet the criteria outlined in the Plan Populations outlined above, specifically we aim to hire 40% of our staff who are past or present residents of Mattapan (Census tracts 101101, 101102, 101001) and 10% who are Commission-designated Social Equity Program participants, Massachusetts residents who have past drug convictions; and/or Massachusetts residents with parents or spouses who have drug convictions.

We will do outreach to target people who reside in areas of disproportionate impact first. This is how we will achieve the goal of hiring 50% of our staff from the Plan Populations.

- a. We will use targeted social media ads on sites such as Facebook, Twitter, and LinkedIn;

- b. We will engage with community influencers within the targeted communities to spread the word, these include community leaders, neighborhood groups (Greater Mattapan Neighborhood Council GMNC) and other local businesses;
- c. Prior to the interviews for general applicants, an early round of interviews will be scheduled for residents of Census tracts 101101, 101102, 101001; and
- d. We will hire the qualified referrals sent to us by Roca (www.rocainc.org), which serves these census tracts and will have identified candidates. The target applicant will be a person 21 years or older, who is from one of the census tracts listed above which are areas of disproportionate impact.

We plan to launch all aspects of this program and begin to post job openings 90 days after receipt of our Provisional License from the Commission. Second and subsequent rounds of job postings and interviews will be done as needed.

Community Partner Program: We have chosen Roca (www.rocainc.org) as our community partner. Since 1988 Roca's Mission is to be a relentless force in disrupting incarceration and poverty by engaging the young adults, police, and systems at the center of urban violence in relationships to address trauma, find hope and drive change. Their theory is that young people, when engaged through positive and intensive relationships, can change their behaviors and develop life, education, and employment skills to disrupt the cycles of poverty and incarcerations.

Roca provides services to young adults in Boston (including Census tracts 101101, 101102, 101001), Chelsea, Springfield, Lynn and Holyoke, all of which are areas that the Cannabis Control Commission has designated as "Areas of Disproportionate Impact."

We will donate at least \$5,000 annually to Roca. This donation will be made within 6 months of our receipt of Provisional License from the Commission. We have engaged with Roca and they have agreed to accept our donation and have provided a letter stating such. (Attached)

MEASURING OUR SUCCESS

We will perform an ongoing and comprehensive evaluation of this plan to ensure that it accomplishes our goals. We will produce a full report annually which outlines this plan, data collected, whether the goals have been met and if any changes are necessary. Quarterly, our management team will meet to discuss the report and make any necessary adjustments.

60 days prior to our license renewal (one year from our receipt of Provisional License), and annually thereafter, we will produce a comprehensive report on our Goals and Programs which will outline the metrics for each program and whether we have met our goals. This report will be made available to the Commission and will include the following data:

1. Number and percentage of employees hired, retained, or promoted who meet the criteria in the Plan Population
2. The demographics of all employees, applicants, new hires and promotions;

3. Number and types of jobs created in the adult-use cannabis industry for residents of areas of disproportionate impact, specifically Census tracts 101101, 101102, 101001;
4. Number and types of jobs created in the adult-use cannabis industry for individuals who are Commission-designated Social Equity Program participants, Massachusetts residents who have past drug convictions; and/or Massachusetts residents with parents or spouses who have drug convictions;
5. Recruitment and hiring data including job postings, advertising, sourcing of candidates, offers of employment, and actual hires; and
6. Evidence of our monetary donation to our Community Partner.

We will ensure that our plan will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing and sponsorship practices of Marijuana Establishments. During the course of planning and executing this plan to positively impact areas of disproportionate impact, we will not violate any of the Commission's regulations with respect to limitations on ownership or control or any other applicable state laws.

In summary, we are confident given our deep relationships within the community and our commitment to improving the lives of those disproportionately impacted, that this plan to positively impact will be a success and a natural extension of our business and company values.



101 Park Street
Chelsea, MA 02150

TEL (617) 889-5210
FAX (617) 889-2145

www.rocainc.org

May 11, 2020

Jody Mendoza
Team Green, LLC d/b/a Green Life
1292 Blue Hill Ave
Mattapan, MA 02126

Dear Ms. Mendoza

Thank you and Team Green for your interest in supporting Roca. Since 1988 ROCA's Mission is to be a relentless force in disrupting incarceration and poverty by engaging the young adults, police, and systems at the center of urban violence in relationships to address trauma, find hope and drive change. Our theory is that young people, when engaged through positive and intensive relationships, can change their behaviors and develop life, education, and employment skills to disrupt the cycles of poverty and incarcerations. If you want additional information, please visit our website at www.rocainc.org.

Roca provides services to young adults in Chelsea, Boston, Springfield, Lynn and Holyoke, all of which are areas that the Cannabis Control Commission has designated as "Areas of Disproportionate Impact."

We would gladly accept any donation of funds or volunteer hours your company offers. If you need additional information please feel free to contact me at baldwinm@rocainc.com or (339)222-1585. Thank you so much for thinking of us.

Sincerely,

A handwritten signature in black ink, appearing to read "Molly Baldwin".

Molly Baldwin, CEO & Founder, Roca



William Francis Galvin
Secretary of the
Commonwealth

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

April 19, 2018

TO WHOM IT MAY CONCERN:

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

TEAM GREEN, LLC

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **April 19, 2018.**

I further certify that said Limited Liability Company has filed all annual reports due and paid all fees with respect to such reports; that said Limited Liability Company has not filed a certificate of cancellation or withdrawal; and that said Limited Liability Company is in good standing with this office.

I also certify that the names of all managers listed in the most recent filing are: **VRINDA JODY MENDOZA PEKALA**

I further certify, the names of all persons authorized to execute documents filed with this office and listed in the most recent filing are: **VRINDA JODY MENDOZA PEKALA**

The names of all persons authorized to act with respect to real property listed in the most recent filing are: **NONE**



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



The Commonwealth of Massachusetts William Francis Galvin

Minimum Fee: \$500.00

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

[Special Filing Instructions](#)

Certificate of Organization

(General Laws, Chapter)

Identification Number: 0013217831. The exact name of the limited liability company is: TEAM GREEN, LLC

2a. Location of its principal office:

No. and Street: 1292 BLUE HILL AVE
City or Town: MATTAPAN State: MA Zip: 02126 Country: USA

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

No. and Street: 1292 BLUE HILL AVE
City or Town: MATTAPAN State: MA Zip: 02126 Country: USA

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

THE COMPANY WILL ENGAGE IN RETAIL AND RELATED LAWFUL BUSINESS IN WHICH A LIMITED LIABILITY COMPANY MAY ENGAGE UNDER MASSACHUSETTS LAW.

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: VRINDA JODY MENDOZA PEKALA
No. and Street: 476 CANTON STREET
City or Town: STOUGHTON State: MA Zip: 02072 Country: USA

I, VRINDA JODY MENDOZA PEKALA resident agent of the above limited liability company, consent to my appointment as the resident agent of the above limited liability company pursuant to G. L. Chapter 156C Section 12.

6. The name and business address of each manager, if any:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	VRINDA JODY MENDOZA PEKALA	1292 BLUE HILL AVE MATTAPAN, MA 02126 USA

7. The name and business address of the person(s) in addition to the manager(s), authorized to execute documents to be filed with the Corporations Division, and at least one person shall be named if there are no managers.

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code

8. The name and business address of the person(s) authorized to execute, acknowledge, deliver and record any recordable instrument purporting to affect an interest in real property:

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code

9. Additional matters:

SIGNED UNDER THE PENALTIES OF PERJURY, this 19 Day of April, 2018,
VRINDA JODY MENDOZA PEKALA
(The certificate must be signed by the person forming the LLC.)

THE COMMONWEALTH OF MASSACHUSETTS

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

April 19, 2018 12:18 PM

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

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth

Bylaws for Team Green, LLC

Team Green, LLC is a single member LLC duly organized in the state of Massachusetts.

Vrinda Jody Mendoza Pekala is the sole member and is responsible for the executive decisions of the company along with overseeing the day to day operations. There are no shareholders or other corporate members at this time.

There is no Board of Directors. There is a Board of Advisors; this Board's members may change. They will provide unpaid advice on various operations.

Operating Agreement

Vrinda Jody Mendoza Pekala, manager, owns 100% and receives 100% of the net profit or loss for Team Green, LLC. She is responsible for all aspects of day to day operations, financial decisions and other executive duties.



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

mass.gov/dor

Letter ID: L1195263104
Notice Date: May 9, 2018
Case ID: 0-000-377-542



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



TEAM GREEN LLC
1292 BLUE HILL AVE
MATTAPAN MA 02126-1806

Why did I receive this notice?

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

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

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

What if I have questions?

If you have questions, call us at (617) 887-6367 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



Team Green, LLC
DBA Mojos
1292 Blue Hill Avenue
Mattapan, MA 02126

617 600 4020 or 617 755 1003
info@mojosboston.com

mo·jo¹
'mōjō/
noun

1. a magic charm or spell or talisman
2. a quality or some ability that brings good luck or helps you be good at something

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Executive Summary

Mojos will participate in the now legal recreational cannabis market here in Massachusetts. It is estimated that this will be over a billion-dollar market by 2020, second to only California. As venture capitalists and hedge fund operators bet on this being the next big thing, money is flooding into the region from out of state financiers. But as David Ortiz famously said, “this is our ****ing city”, and we believe that Mojos is here to represent the will of the people. Specifically, the people who have been disproportionately impacted by the practices relating to the prohibition and related penalties for marijuana possession and sale.

Mojos will be owned and operated by a Latino husband and wife team who have a long history of business success and community involvement. It will be the owners who are directly responsible for answering the questions and concerns of the community, not a lobbyist or lawyer. Mojos will hire and train locals who can benefit, learn and build careers in this industry.

Description of Venture

Mojos is recreational dispensary located on Blue Hill Avenue in Mattapan, catering to people who enjoy cannabis in its assorted forms. Its primary items for sale will be oils for vaping, edibles for consumption and flowers for smoking. All types of ancillary products such as vaping pens, pipes, grinders and more will be for sale as well. Lotions, creams, soaps and other CBD products will be available for people who are interested in relaxing without the euphoria provided from THC. Items will be grown and manufactured elsewhere, with the Mojos logo added on post production. All items will be sold in sealed packages that comply with all of the most current labeling requirements and include the warning that it is for use only by those who are 21+.

1292 Blue Hill Avenue is a 1300 square foot location, with a full basement for locked storage. There will be a partition with a second door that will be opened by a buzzer after the security is satisfied with the validity of the identification provided by the potential patron.

Mojos is seeking approval from the Cannabis Control Commission, the neighborhood and the neighborhood representatives to open this historic dispensary. Mojos will be the first or one of the first recreational dispensaries catering to minority communities. By us, for us.

Industry and Competitive Analysis

Currently we all look primarily to California and Colorado for guidance on best practices and to learn from their mistakes. “In 2015, the legal marijuana industry in Colorado created more than 18,000 new full-time jobs and generated \$2.4 billion in economic activity, according to a first-of-its-kind analysis of the economics of legal cannabis in the state.”¹ Contrary to the misinformation often circulated, there is no credible evidence that marijuana is a gateway drug.

¹ <http://www.chicagotribune.com/business/ct-colorado-marijuana-industry-20161031-story.html>

In fact, according to a very recent NPR article, there is a significant reduction in the use of opioids in states where marijuana is legally available. The study estimated that “dispensary programs reduced the number of opioid prescriptions by 3.7 million daily doses².”

The main lesson we learned from our analysis of these markets is that the primary concern voiced by the governor of California and the police in Colorado was the accidental ingestion of edibles. We propose that all edibles in the state of Massachusetts should be sold only in childproof recyclable containers to mitigate this risk. All of our edibles will be sold this way.

We know that the medical marijuana industry has generated \$7.2 million in 2016 according to the Massachusetts Department of Public Health, with a doubling projected in 2017. It is also clear that the industry changed its practices of releasing such information and how only discusses the change in the number of patients. The number of patients did double, so it can be assumed that the revenues did reach the projected totals. Since Massachusetts is the only East Coast state to allow adult use sale, we can expect robust sales in 2018 and beyond.

The Market

Currently we have three markets, the medical marijuana market, the gray market and the black market. The medical marijuana market is huge, as indicated above, and is dominated by out of state investors who are looking to capitalize on the change in legal status of marijuana in Massachusetts. These investors plan on dominating the recreational market as well, in fact for many, that has been the goal from the beginning. With deep pockets, these financiers aim to, in the words of one VC, “become the CVS of marijuana....we will have one on every corner.”

The black market is hardly worth mentioning because all responsible parties agree this should be eliminated as much as possible. The reason is that there is a scourge on the streets that is causing overdoses every minute. That substance responsible is fentanyl and it has begun to show up in marijuana along with all other drugs. There was an overdose on the Cape recently from a person who only sought to smoke a joint. Our survey discussed later here, showed that the number one concern by all respondents was accidentally getting laced product.

The gray market is a little more, gray if you will. Currently, many shop owners, who have opened smoke shops waiting for the opportunity to go into recreational cannabis sales are selling marijuana. Naturally they don’t sell the flower, they sell a container for \$30 that happens to be full of marijuana. Presumably, some tax is generated, but the regulation is not there. The streets and salons are full of vaping pens with cartridges from California and Colorado, usually selling for \$40-\$50 each. It can be hoped that when recreational dispensaries open, these operations will become less of a destination for product.

² <https://www.npr.org/sections/health-shots/2018/04/02/598787768/opioid-use-lower-in-states-that-eased-marijuana-laws>

The recreational market will be joining these two markets in July. Supply shortage is anticipated for the first year as the current growers starve the market. The problem with the current state of affairs is that the medical marijuana dispensaries control the product. Because of the “seed to sale” model, they were forced to build growing facilities. They spent tremendous upfront money and they are united against one thing, anyone hoping to join the recreational market. Based off of conversations I have had with them, they intend to starve the market out. Currently, cannabis is being offered at \$4800 a pound, and it includes as much as a 5-year contract to buy at those prices. Compare that to an average wholesale price of \$1200 a pound in other markets. Needless to say, anyone agreeing to such prices would have a very short business life.

Product Overview

Cannabis Flower: Cannabis flowers are the preferred product for most people. Many strains are available, all of which have different properties and can be used to create a different experience for users. The potency runs between 10-20%. These are typically sold by the gram, 1/8 of an ounce, ¼ of an ounce, ½ of an ounce and one-ounce portions.

Edibles: These are the second most popular and make up about 13% of the market³. Edibles include cakes, gummies, lollipops etc. These were the most sought after item that people looked forward to buying when recreational marijuana becomes available.

Pre-rolled Joints: These are the third most popular product nationwide. Many people like them for their ease of use and low cost.

Vape Pens: These are very popular in MA, but are most purchased on the gray market from other states where cannabis is legal. People like them for their precise dosing and limited effects. This is another product that is very anticipated.

Other: This category is everything else that people want and includes concentrates, beverages, and topicals.

Based off of a survey we conducted of 56 people who represent our target market in May of 2018, 80% have or do use cannabis in some form. When asked, “what would you like to see that you can't get now or that is difficult to get now?”, they responded that they desired options including edibles, vape pens, topical products and beverages like tea. A number of respondents also said they wished for social smoking spaces and delivery.

When asked if they have ever purchased “marijuana from a place other than a dispensary, what was your biggest concern?”, they responded overwhelmingly with concern over laced or

³ <http://oasisdispensaries.net/2017/11/07/top-products-sold-dispensaries/>

otherwise tainted product. This leads us to believe that as long as we are able to locate competitive sourcing, our target market will overwhelmingly select the legal market to buy from. They will do so because they want safe unlaced flower and they want dosed and safe options.

Operational Plan

Mojos is a retail location at 1292 Blue Hill Avenue in Mattapan. We are seeking a recreational marijuana license to sell product that is dosed precisely, manufactured and grown by other license holders. We will simply attach our label as well as the necessary warnings and labels. This product will be entered into our online inventory system as soon as it is received and secured in a locked storage facility. Access to this facility will be given to select management and all entries and product removals will be logged in. Weekly inventory will be matched against individual sales that are tallied using our point of sale system. These inventory and sales records will be available online.

See Dispensing Procedures, Inventory Procedures and Plan for Obtaining and Marijuana or Marijuana Products

Management

Jody Mendoza is a successful minority business owner who opened Mojitos Lounge in downtown Boston in 2005 while still a full-time graduate student at Boston College's Carroll School of Management. Mojitos became a household name in the Latin community and beyond. Following an eleven-year successful run in downtown, Mojitos was relocated to a much bigger space in Randolph, where it is a community and family destination during the day, as well as an entertainment destination at night. She has a history of giving back to the community by hosting and organizing numerous fundraising events. She also served on the Board of Directors for Roca for several years, a nonprofit out of Chelsea that helps troubled youths re-assimilate back into society. See Appendix 1.

Richard Amadis Peña is a Grammy award winning music producer signed to Warner Music. He used his celebrity and connections to organize the Boston Music Conference that provided aspiring artists from all backgrounds an opportunity to meet and learn from top music industry executives and celebrities. With his wife, Jody, they operate Mojitos Country Club in Randolph and he owns a studio in Miami with international superstar Nacho, who he won the Grammy with in 2010. See Appendix 2.

Team Green is what we have always called our staff, since our logo is green and we are an environmentally conscious company. Incidentally, marijuana has always been banned in our work place, as is alcohol consumption. We have opened the available positions to our staff first, before looking elsewhere. We have done so because we see this as a career track for our staff that have been loyal and are seeking a full-time position. Interest is high in joining this historic team and we have many qualified candidates for all positions.

Hours of Operation

We propose to open 7 days a week, 11:00 a.m. to 9:00 p.m. Monday to Thursday and until 10:00 p.m. on Friday, Saturday and Sunday. Our scheduling reflects these hours. See Appendix 03.

Organizational Plan

The name of the business is Team Green, doing business as Mojos. This entity, duly formed as a Limited Liability Company in the state of MA will operate a recreational marijuana dispensary out of 1292 Blue Hill Avenue, in Mattapan. We are in compliance with all state regulatory entities and following the approval of the license by the Cannabis Control Commission, we will schedule final inspections. Having operated a business in Boston for many years we are familiar with all requirements and we will, as always, operate in compliance with all departments.

Risk Assessment

Costs and Supply Issues

As stated earlier this is of paramount concern. We believe that within the year the market will adjust and product will become available. We hope that the Cannabis Control Commission regulates product prices and prevents monopolies in distribution from forming. It would be devastating to craft operations and small business if distribution monopolies are formed like Martignetti/United in the alcohol segment.

Competition

We believe this is a minimal issue. With the half mile zoning regulation, the number of schools further restricting the market and the areas already locked down by medical-soon-to-be-recreational dispensaries we think there will not be many competitors in our demographic in the near future.

Theft

This is a concern more in regulatory theory than in reality. As a business owner, controlling your inventory is how you pay the bills and make money. Strict precautions will be taken. See Security Plan for details. While discussing the topic with a Boston Police Captain, he said robbery in liquor stores is less prevalent than convenience or other stores because everyone knows there are cameras. There is typically a crime free area surrounding liquor stores. According to the FBI, the place most robberies occur is on the street or highway at 41%⁴. Convenience stores come in at 5% of robberies. The point is, there are many more interesting targets than a discrete dispensary with guards and cameras.

⁴ <https://ucr.fbi.gov/crime-in-the-u.s/2014/crime-in-the-u.s.-2014/tables/table-23>

Federal Compliance Issues

The main concern in banking. We are financed so we aren't seeking loans. The building we are in has no mortgage. In terms of accounting, traditional business write-offs are not permitted, but this can be mitigated if the costs are factored into Costs of Goods Sold.

Neighborhood Relations

As long time Boston residents, who know and love the city and are raising our children here, we have the same concerns as any other neighbor. We have been engaging the community and will continue to do so. We believe the community will benefit from the tax dollars generated and by having locals responding to any concerns they have.

Financial Plan

We are anticipating upfront costs in the range of \$100,000 to \$150,000 to get the dispensary open and running.

Rent/Deposits	\$12,000
2 Point of Sale Devices	\$5,000
16 Camera Security System	\$5,000
200 Hours of Staff Training	\$3,600
Décor/Storage	\$20,000
Insurance Deposits	\$12,000
Cost of Goods	\$40,000
Total Upfront Expenses	\$97,600

At this time we already have all of the steel lockers for storage, steel lockable display cabinets, lighting fixtures and more. The space will be fully renovated by June 1st, with finished floors and walls, and all electrical and plumbing in place.

Financing

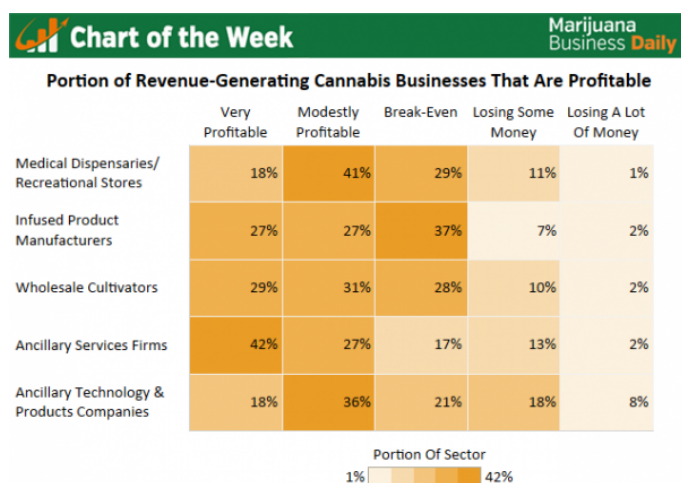
We have adequate financing available in the bank now to cover all upfront costs. In addition, we are obtaining a \$300,000 - \$500,000 line of credit on our three-family home on Columbus Avenue in Roxbury.

Financial Projections

In terms of financial projections, we do not know what the prices will be for product in the short term, but if industry standards hold up in the MA market, we can expect to 50% markup on cannabis products and 70+% on ancillary products and accessories.

We hope to realize the industry projected average of 12% profit margin after taxes, in line with Apple and Starbucks.⁵

Finally we know that the road ahead is uncertain, but we believe that we have a high chance of success⁶. See graph below.



Source: Marijuana Business Factbook 2016
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By maintaining positive business practices and with the support of the community, we believe Mojos will become a part of Massachusetts' early recreational cannabis history and will also be a story of success as a business owned by people of color.

⁵ <https://www.civilized.life/articles/marijuana-dispensaries-as-profitable-as-starbucks/>

⁶ <https://mjbizdaily.com/chart-of-the-week-profitability-in-the-cannabis-industry/>

Appendix 1: Vrinda Jody Mendoza Pekala Bio 2005 to Present

The Pena-Mendoza Group, Inc, dba Mojitos Lounge 2005 to 2016

In 2005, while a full-time business school student at Boston College, she opened downtown Boston's only all Latin venue, owned and operated by Latinos. In the beginning, she had an investor, who was bought out in 2010. Mojitos Boston had about 30-40 employees, 95+ percent of which were minorities and who lived in the surrounding areas such as Roxbury, Dorchester, East Boston and Lawrence. Mojitos, under her guidance, was very active in the community and hosted numerous fundraisers and other non-profit events. Mojitos won numerous awards and remains a household name in the Latin community.

Served on the Board of Directors for Roca 2008 to 2012

Jody served on the Board of Directors for Roca, a wonderful nonprofit based out of Chelsea, which works on rehabilitating youths who might otherwise get lost in the system. Their slogan is "less jail, more future". She would like to hire kids who have the right qualifications from Roca at the dispensary. Many of these kids have CORIS but are looking to get back on their feet. www.rocainc.org

Boston Music Conference 2008 to 2012

In 2008, she co-founded and organized the Boston Music Conference (BMC) along with Richy Pena, the Grammy Award winning music producer who would eventually become her husband and business partner. The BMC brought top music industry executives, major label representatives and celebrities together with aspiring artists from all over the country as well as Latin America. The media hailed this event as an important step in bringing the music industry's attention back to Boston.

Costa del Sur Entertainment and Resorts, LLC, dba Mojitos Country Club 2015 to Present

After ten years of success with Mojitos in downtown, the lease was due to expire and the landlord was interested in developing the space, so she began searching for a new location. Mojitos in Boston was very popular, and with a large staff who counted on the job to raise their families, she needed a new location. A large location was identified in Randolph, across from the movie theater. With the same commitment to diversity and helping strengthen the Latin community, the new Mojitos opened and catered to whole families, from kids to grandparents. At Mojitos she:

- Maintains a staff of 30-60 people, 98% of whom are black or Latin and who live primarily in Roxbury, Dorchester, Randolph, Brockton and Mattapan
- Regularly hosts community not for profit events and also gives the community kids access to the facilities even when they are not able to pay
- Has a policy of contributing the space at no fee for any qualified nonprofit to hold fundraising events

Education

MAY 2006	BOSTON COLLEGE CARROLL GRADUATE SCHOOL OF MANAGEMENT Master of Business Administration degree with a concentration in Marketing	CHESTNUT HILL, MA
DEC 1995	UNIVERSITY OF WISCONSIN-MADISON Bachelor of Arts degree in Psychology	MADISON, WI

Appendix 2: Richard Amadis Peña, Bio

Richy Peña, is an internationally recognized and critically acclaimed music producer who achieved his success despite being an undocumented “Dreamer”. His story takes us from Santo Domingo to the housing projects in Boston (Dorchester, Roxbury, Charlestown and Mattapan) to being a successful Grammy award winning producer with multiple businesses including a nightclub, a music publishing company and a music marketing company by the age of 26. https://en.wikipedia.org/wiki/Richy_Peña

Richy Peña co-wrote and produced Chino & Nacho's international hit "Mi Niña Bonita." The song topped radio airplay charts throughout the United States and Central and South America, held the No. 1 spot on Billboard's Hot Latin Songs chart for three weeks, and remained in the Top 5 for 29 weeks. The accompanying music video proved to be a viral phenomenon, garnering more than 60 million views, and according to Billboard magazine the track was the 3rd most downloaded Latin song for 2010 on iTunes Behind Enrique Iglesias and Shakira. After winning a Grammy for that song, he signed to Warner and has been a force in music ever since.

In 2008, Richy Peña founded the Boston Music Conference. This was a way for him to help connect the people from Boston who aspired to do music with the top record label executives and celebrities that they would normally not have the opportunity to meet. He offered an option of attending without paying for those who could not afford to go. The conference was very well attended, and continued for 3 years, but it was always a labor of love, never a financially profitable or break-even venture.

Richy also worked with the kids from Roca, (www.rocainc.org) a non-profit organization in Chelsea that helped troubled youths and helped provide them with opportunities they wouldn't normally have had. For example, he arranged for a young urban dance group that was made up of Roca members, Esencia Latina to perform at Madison Square Garden and later Fenway Park for international superstar Don Omar. He also helped with several fundraising concerts and other community activities.

Currently, Richy co-owns a studio in Miami with international celebrity Nacho, ([https://en.wikipedia.org/wiki/Nacho_\(singer\)](https://en.wikipedia.org/wiki/Nacho_(singer))) and resides in Boston where, with his wife Jody Mendoza, he owns the largest Latin nightclub and community destination in the region, Mojitos Country Club. He maintains an active role as a community leader.

Appendix 3:

Hours:	Monday to Thursday	11:00 am to 9:00 pm						
	Friday, Saturday, Sunday	11:00 am to 10:00 pm						
	Mock Schedule							
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
	Opening Manager	9:00-5:00	9:00-5:00	9:00-5:00	9:00-5:00	9:00-5:00	9:00-5:00	9:00-5:00
	Closing Manager	5:00-11:00	5:00-11:00	5:00-11:00	5:00-11:00	5:00-11:00	5:00-11:00	5:00-11:00
	Cashier Shift 1			11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00
	Cashier Shift 2			5:00-9:00	5:00-9:00			
	Cashier Shift 3					5:00-11:00	5:00-11:00	5:00-11:00
	Cashier Shift 3					5:00-11:00	5:00-11:00	5:00-11:00
	Security Shift 1	11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00	11:00-5:00
	Security Shift 2	5:00-9:00	5:00-9:00	5:00-9:00	5:00-9:00			
	Security Shift 3					5:00-11:00	5:00-11:00	5:00-11:00

Cassidy Associates Insurance, Inc.

Insurance since 1962

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2/4/2020

To the Cannabis Control Commission,

I am insurance agent with Cassidy Associates Insurance Agency, Inc., and we are writing this letter to inform you that our agency will be shopping for and assisting Team Green, LLC DBA Mojors, in obtaining liability insurance, workers compensation insurance and any other required insurances for their recreational marijuana dispensary located at 1292 Blue Hill, Ave., Mattapan, MA 02126.

We will be pursuing the following coverages; general liability and product liability insurance coverage of no less than \$1 million per occurrence and \$2 million in aggregate annually. The deductible for each policy can be no higher than \$5,000 per occurrence.

Best Regards,

A handwritten signature in black ink, appearing to read 'Francis Cassidy', with a long horizontal stroke extending to the right.

Francis Cassidy

Home - Auto - Business Liability & Property - Workers Compensation - Buildings - Bonds - E & O
Yacht - Life - Long-term Care - Disability - Annuities - Financial Planning

Restricting Access to Age 21 or Older

We have adopted a two-part approach to achieve this goal.

1. Create a physical barrier preventing entry prior to ID verification. We are doing this by having an entryway where IDs are checked. Only after ID verification is the person buzzed in by security.
2. Check the ID using PatronsCan ID Scanner for Dispensaries. This is the number one ID scanning technology in North America. The security will run their ID through this system prior to permitting access.

In addition:

- All visitors must be 21 years of age or older to enter.
- All employees and registered agents must be 21 years of age or older.
- All consumers entering a Marijuana Retailer must be 21 year of age or older unless the establishment is co-located with a Medical Marijuana Treatment Center.

All Security team members will have to attend a mandatory training seminar prior to working any solo shift. There will always be a shift supervisor responsible for enforcing protocol and procedures who has received full training and has been signed off by a manager.

Quality Control and Testing

QUALITY CONTROL

As a retail establishment, we are tasked with buying product that is grown and or produced by a licensed grower in Massachusetts. Testing will be done by an Independent Testing Laboratory. When we receive the product, we will engage in a 3-point inspection system:

1. Inspect for any physical contaminants. Physical contaminants may include packaging pieces, hair or any debris that should not be present.
2. Inspect for any biological contaminant such as mold, pests, fungus, bacterial diseases or rot.
3. Inspect for general quality. Are the containers sealed or have they been tampered with? Is it cured? Free of seeds and stems? Does the texture, appearance and smell appear to be correct?

All product that is prepared and handled will be done on food-grade stainless steel tables with no contact with bare hands, and hair nets will be used. All local and state requirements, including those itemized after the section on “testing” will be adhered to.

TESTING:

No Marijuana Product shall 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.

- Single-servings of Marijuana Products tested for potency in accordance with 935 CMR 500.150(4)(a) shall be subject to a potency variance of no greater than plus/minus ten percent (+/- 10%).
- Marijuana and Marijuana Products submitted for retesting prior to remediation must be submitted to an Independent Testing Laboratory other than the laboratory which provided the initial failed result. Marijuana submitted for retesting after documented remediation may be submitted to the same Independent Testing Laboratory that produced the initial failed testing result prior to remediation

Marijuana shall be tested for the Cannabinoid Profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant growth regulators, and the presence of Pesticides.

We shall maintain the results of all testing for no less than one year. 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.

Finally, we shall comply with all local rules for the City of Boston as well as regulations, ordinances, and bylaws.

General Sanitary Legal Requirements We Will Adhere To:

1. Any Marijuana Establishment Agent whose job includes contact with Marijuana or non-edible Marijuana Products, including cultivation, production, or packaging, is subject to the requirements for food handlers specified in 105 CMR 300.000: Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements;
2. Any Marijuana Establishment Agent working in direct contact with preparation of Marijuana or non-edible Marijuana Products shall 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. Hand-washing facilities shall be adequate and convenient and shall be furnished with running water at a suitable temperature. Hand-washing facilities shall be located in the Marijuana Establishment in Production Areas and where good sanitary practices require Employees to wash and sanitize their hands, and shall provide effective hand-cleaning and sanitizing preparations and sanitary towel service or suitable drying devices;
4. There shall be sufficient space for placement of equipment and storage of materials as is necessary for the maintenance of sanitary operations;
5. Litter and waste shall be properly removed, 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 shall be maintained in an adequate manner pursuant to 935 CMR 500.105(12);
6. Floors, walls, and ceilings shall be constructed in such a manner that they may be adequately kept clean and in good repair;
7. There shall be adequate safety lighting in all Processing and storage areas, as well as areas where equipment or utensils are cleaned;
8. Buildings, fixtures, and other physical facilities shall be maintained in a sanitary condition;

9. All contact surfaces, including utensils and equipment, shall be maintained in a clean and sanitary condition. Such surfaces shall be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US Environmental Protection Agency (EPA), in accordance with labeled instructions. Equipment and utensils shall be so designed and of such material and workmanship as to be adequately cleanable;
10. All toxic items shall be identified, held, and stored in a manner that protects against contamination of Marijuana Products. Toxic items shall not be stored in an area containing products used in the cultivation of Marijuana. The Commission may require a Marijuana Establishment to demonstrate the intended and actual use of any toxic items found on the Premises;
11. A Marijuana Establishment's water supply shall be sufficient for necessary operations. Any private water source shall be capable of providing a safe, potable, and adequate supply of water to meet the Marijuana Establishment's needs;
12. Plumbing shall 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 shall properly convey sewage and liquid disposable waste from the Marijuana Establishment. There shall be no cross-connections between the potable and wastewater lines;
13. A Marijuana Establishment shall provide its employees with adequate, readily accessible toilet facilities that are maintained in a sanitary condition and in good repair;
14. Products that can support the rapid growth of undesirable microorganisms shall be held in a manner that prevents the growth of these microorganisms;
15. Storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination as well as against deterioration of finished products or their containers; and
16. All vehicles and transportation equipment used in the transportation of Marijuana Products or Edibles requiring temperature control for safety must be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the Marijuana Products or edibles from becoming unsafe during transportation, consistent with applicable requirements pursuant to 21 CFR 1.908(c).

Record Keeping Procedures

All records will be maintained in accordance with generally accepted accounting principles and will be available upon request. This will include all records required in any section of 935 CMR 500.000. The physical location of our office will be 1292 Blue Hill Avenue, Mattapan in the basement.

Operational Compliance Records

- Written Operating Procedures as required by 935 CMR 500.105(1);
- A staffing plan that includes accessible business hours
- Personnel policies and procedures
- Waste disposal records as required under 935 CMR 500.105(12)

Inventory Records

- Inventory Records as required by 935 CMR 500.105(8)
- Seed-to-sale Tracking Records for all Marijuana Products as required by 935 CMR 500.105(8)(e);
- Sales records including the quantity, form, and cost of marijuana products

Employee Folders

- A job description for each employee or volunteer position and organizational charts consistent with job descriptions
- A personnel record for each marijuana establishment agent. Such records shall be maintained for at least 12 months after termination and shall include 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; record of any disciplinary action taken; and notice of completed responsible vendor and eight-hour related duty training

- Background check reports obtained in accordance with M.G.L c. 6 § 172, 935 CMR 500.029, 935 CMR 500.030, and 803 CMR 2.00: Criminal Offender Record Information (CORI).
- 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 marijuana establishment

State and City Compliance and Licensing Records

The licenses will be framed and posted by the front door for immediate viewing.

Financial Records

- All purchasing and sales records including the quantity, form and cost of the marijuana product.
- Sales will be recorded real time in the POS system and a paper summary of sales will be printed at close each night, along with closing inventory. These will be filed in the office on site.
- POS data regarding sales will be entered into Quickbooks for tax and accounting purposes. Monthly sales tax figures will be generated and filed online with the MA DOR.
- Business records including assets and liabilities, monetary transactions, and all books of accounts including agreements, checks, invoices, vouchers, ledgers and other documents.

In the event of a closure, all records will be kept for at least two years in a form and location acceptable to the Commission.

PERSONNEL POLICIES

A comprehensive written Employee Handbook, specific to our facility at 1292 Blue Hill Ave will be used to communicate all necessary information to staff. Sections of the Handbook will include:

- **Security Plan**
 - See Security Plan
 - Employee security best practices for personal safety and crime prevention
 - Emergency Action Plan
 - A Fire Protection Plan
 - Emergency Action Plan
 - General Evacuation Policies and designated personnel roles
 - Sample Crowd Safety Manager form (daily form to complete)
- **Business Information**
 - Hours of Operation
 - Emergency contact information
 - List of all board of directors, members and executives
- **Products for Sale**
 - Price List and daily products available (updated daily and a copy will be filed)
 - List of the forms of marijuana to be sold
 - General info on marijuana strains and effects by usage types
- **Safety and Compliance Training Information**
 - Policies and procedures for a safe workplace in compliance with OSHA standards including:
 - A plan to address and identify and biological, chemical or physical hazard
 - Protective equipment assessment
 - Waste Disposal Policies
 - How to prevent diversion to minors
 - Cash handling procedures including storage, transport and collection frequency
- **Protocol for the Handling, Storage and Transportation of Marijuana**
 - Quality control and product testing for contaminants per 935 CMR 500.160
 - Procedures and checks and balances to ensure accurate recordkeeping,
 - How to maintain a real time inventory that is required at all times
 - Inventory requirements, packaging and handling policies
 - Records must include the date, names, signatures and titles of those involved

- In the event of transportation, the policies and requirements per our written transportation plan
- Storage protocols and monitoring the temperature, humidity and accessibility of storage areas
- **Green Policies**
 - Energy efficient steps taken in the facility
 - General guidelines such as biking to work to reduce our carbon footprint
- **Employee Records and Rules**
 - Staffing plan and records policy that includes
 - Job description for all staff and volunteers
 - A personnel record for every Marijuana Establishment Agent to be maintained for at least 12 months after employment ends
 - Background checks and reference checks
 - Performance evaluations, disciplinary actions,
 - Certifications and training received
 - Confidential information and record storage policy
 - Sexual harassment policy
 - Drug, smoke and alcohol-free workplace policy
 - Resources if you or someone else is coping with abuse of drugs or alcohol
 - Policy for the dismissal and reporting to authorities of any Marijuana Establishment Agent who has:
 - Diverted marijuana
 - Engaged in unsafe operational practices
 - Been convicted or involved in any drug offense that includes distribution to a minor

1. Qualified candidates will be called in for a preliminary interview
2. After they are found to be articulate, honest and informed, they will be
 - a. Given paperwork to complete (W2, non-disclosure, sexual harassment policies)
 - b. Copies of their IDs will taken
 - c. They will fill out authorization for a CORI background check
 - d. They will be given an employee packet with all company info, including policies on alcohol and drug use on the job, conflict resolution and more.
3. They will apply to be a Marijuana Establishment Agent

The following checklist will be completed:

- ✓ Copies of IDs
- ✓ W2 completed
- ✓ Non-disclosure completed
- ✓ Confirmation of understanding of sexual harassment policy completed
- ✓ CORI authorization completed and approved
- ✓ License obtained to be a Marijuana Establishment Agent

Qualifications and Training

There are two components of training that will provide team members with the necessary knowledge and qualifications to effectively perform their job while remaining in compliance with all city and state regulations. The first is that all staff who come in contact with marijuana must successfully complete the Responsible Vendor Training Program. The second is training specific to our marijuana establishment and the job description of the team member. As the industry develops, additional training may be required.

RESPONSIBLE VENDOR TRAINING PROGRAM:

- Any manager, owner or employee that comes in contact with marijuana is required to complete this
- All new employees shall complete the Responsible Vendor Program within 90 days of being hired. *935 CMR 500.105(2)*
- All managers, owners and employees must retake it each year
- Total minimum annual training of 8 hours
- Responsible Vendor Program documentation must be retained for four (4) years. *935 CMR 500.105(2)*

Depending on the role of the registered Marijuana Agent, additional training may be required.

- Security and transportation agents may require additional training as determined by the CCC or within our company
- Agents responsible for tracking and entering product may also require additional training
- Agents responsible for handling of product will be trained according to State Sanitary Code for food handling
- We will ensure that all employees are trained on job specific duties prior to performing job functions. *935 CMR 500.105(2)*

The following is a list of anticipated positions and their qualifications.*935 CMR 500.105*

General Manager

Annual Salary: \$50,000 to \$65,000

The General Manager (GM) is responsible for overseeing the operation and ensuring the day to day compliance. The GM is responsible to and will have weekly recap meetings with the owners to discuss overall operations as well as monthly meetings to address goals and best practices to improve. In addition, the following responsibilities are part of this person's job.

- Maintain all records and provide immediate evidence of compliance or records for any authority figure from the City, State or CCC
- Responsible for hiring and training new staff and arranging Responsible Vendor Training
- Maintain staff records in compliance with CCC requirements
- Maintain the retail facility's appearance, ensure merchandise is displayed according to preset standards
- Ensure customers have access at all times to materials to educate themselves on cannabis or find treatment
- Coordinating product ordering and security needs with the Operations Manager
- Ensuring financial records compliance

Operations Manager

Annual Salary: \$50,000 to \$65,000

The Operations Manager (OM) has two main areas of concern which are Security and Inventory.

Security Responsibilities include but are not limited to:

- All security equipment is in good working order at all times. This includes:
 - Lighting
 - Alarm
 - Cameras
 - Storage areas
- Responsible for having an audit done annually to submit to the CCC
- Responsible for ensuring compliance of all requirements and maintaining records for all visitors
- Participate in final interview of all security personnel

Inventory Responsibilities Include:

- Day-to-day, monthly and annual inventory counts and waste disposal
- Implement controls to track and account for all inventory and waste
- Maintain records including storage, transfer and any operating procedures that require it

Shift Supervisor/Assistant Manager

Hourly Rate of \$20/h

The responsibilities of this person includes providing support for the customer service staff and security. The Shift Supervisor will arrange for breaks, move product to restock inventory and bring any issues to the attention of the GM or OM. Additional responsibilities may include:

- Maintaining records (transfer, audit, inventory, sales, waste etc)
- Shift cash outs (reconciling the registers post shift) for the Green Team customer service/sales
- Security and facility check outs

Team Green Customer Service and Sales Force Hourly Rate of \$16/h

Greet and exceed the expectations of guests in terms of relaying product knowledge, answering questions and addressing the specific needs of that individual. In addition,

- Be knowledgeable and be able to communicate that knowledge
- Properly set up displays and product offered
- Executing and enforcing compliance with regulations, policies and procedures
- Participate in ongoing training and professional development
- Must be certified through the Responsible Vendor Training Program

Security Agent Hourly Rate of \$16-\$19/h

Greet and manage the crowds while ensuring Team Green's compliance with all City, State and CCC rules and regulations. Responsibilities include:

- Set up all signs/barriers etc prior to opening.
- Check all security equipment is in good working order including ID scanner, queuing system, tally counters etc
- Verify the identity of all visitors and ensure that only authorized individuals over the age of 21 are allowed entry
- Investigate, communicate and record any type of incident
- Execute evacuation procedures in the event of an emergency
- Maintain visitor log and escort authorized visitors in restricted areas
- Do a post shift security check and walk through and ensure all staff leave the premises safely
- Must be crowd manager safety certified by the Fire Department

Maintaining of Financial Records

All business records, whether in paper or computerized format will be available upon request by the CCC or DOR. This includes all forms of documentation including agreements, checks, invoices and vouchers.

- Daily Sales will be recorded in real time and printed and filed at the end of each shift by the manager on duty
 - This will include the quantity, form and cost of marijuana products
- Assets and Liabilities will be reviewed and updated regularly
- Records of all monetary transactions including but not limited to purchasing orders and paper invoices for received product will be stored in the office
- All paper records will be saved for the length of time recommended by the most current guidelines provided by the IRS and MA DOR
- All payroll and compensation related documentation, including any bonus, benefit or any item of value will be maintained and available

Team Green is now part of the Sira Natural Accelerator 2.0. We will work with them to determine if the point of sale and financial records system they use (METRC/Leaf Logic) is optimal. Likely it will be and in addition to the above, we understand and will ensure compliance with the following:

- At Team Green, we will not utilize software or other methods to manipulate or alter sales data. *935 CMR 500.140(6)*
- We shall conduct a monthly analysis of equipment determine that no software has been installed that could be utilized to manipulate or alter sales data a. *935 CMR 500.140(6)*
- Furthermore, we shall maintain records that it has performed the monthly analysis.*935 CMR 500.140(6)*
- If it is determined that software or other methods have been installed/utilized to manipulate or alter sales data: it shall immediately disclose the information to the Commission, cooperate in any investigation, and take such other action directed by the Commission. *935 CMR 500.140*
- We shall comply with 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements. *935 CMR 500.140(6)*
- We shall use separate accounting practices at the point-of-sale for marijuana and non-marijuana sales. *935 CMR 500.140(6)*
- Our location is not co-located but if it were, we shall maintain and provide to the Commission on a biannual basis accurate sales data during the six months immediately preceding this application for the purpose of ensuring an adequate supply of marijuana and marijuana products under 935 CMR 500.140(10). *935 CMR 500.140(6)*

DIVERSITY PLAN

It is our policy to foster equitable opportunity for all employees and to promote principles of diversity management that will enhance the level of effectiveness and efficiency of its programs. The concept of diversity management is a strategic business objective that seeks to increase organizational capacity in a workplace where the contributions of all employees are recognized and valued. Our goal is to build a high-performing, diverse workforce based on mutual acceptance and trust.

PLAN POPULATIONS:

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

GOALS:

1. Our goal is to employ a diverse work force that mirrors our community. Being in the Mattapan neighborhood of Boston. Our specific goal is to have the following employee demographic that includes management positions:
 - a. 50% of our employees will be female;
 - b. 65-70% of our employees will be minorities;
 - c. 5% of our employees will be Veterans
 - d. 5% of our employees will be people with disabilities; and
 - e. 5-10% of our employees will be people who are LGBTQ+.

PROGRAMS:

Employment Program: We will give priority in hiring individuals who meet the Plan Populations outlined above. All outreach engagement and job postings will clearly state our hiring priorities.

- We will identify candidates among our current employees, friends and neighbors. We will also utilize our extensive social media networks to reach people who are interested in joining a ground-breaking company owned and operated by people of color as we have done in the last 15 years
- Job openings will be posted in publications and websites that target job seekers that meet the criteria of our Plan Populations;
 - The Rainbow Times Job Board (LGBTQ)
 - Boston.gov Career Center (All diverse candidates)
 - We Hire Hero's (Veterans)
 - Dorchester Reporter
 - Roca, Inc
- We will post all job opening on our website and prominently display our hiring preference for individuals who meet the Plan Populations listed above
- We will be working with Roca, www.rocainc.org a terrific organization that helps disadvantaged youths. Roca will help identify young people who are 21+ and meet

the Plan Populations for positions with our company. Roca's services many communities in and around Boston that have a high number of minority residents.

- We will host a job fair for our first round of hiring. Advertising for this job fair will clearly state our priority hiring program for individuals who meet the Plan Populations.
- The job fairs will be held monthly until staffing needs are met initially. Afterwards, the job fairs will be held quarterly or as needed to connect with potential candidates from the diverse backgrounds identified above.

We plan to launch all aspects of this program and begin to post job openings as well as host our job fair within 90 days of our receipt of our Provisional License from the Commission. Second and subsequent rounds of job postings and job fairs will be done as needed.

MEASURING OUR SUCCESS:

We will perform an ongoing and comprehensive evaluation of this plan to ensure that it accomplishes our goals. We will produce a full report annually which outlines this plan, data collected, whether the goals have been met and if any changes are necessary. Quarterly, our management team will meet to discuss the report and make any necessary adjustments.

60 days prior to our license renewal (one year from our receipt of Provisional License), and annually thereafter, we will produce a comprehensive report on our Goals and Programs which will outline the metrics for each program and whether we have met our goals. This report will be made available to the Commission and will include the following data:

1. Number and percentage of employees hired, retained, or promoted who meet the criteria in the Plan Population
2. The demographics of all employees, applicants, new hires and promotions;
3. The demographics of all managers;
4. Number and types of jobs created in the adult-use cannabis industry for woman, minorities, veterans, people with disabilities and people who are LBGTQ+;
5. A summary of the methods used for networking within our communities; and
6. Recruitment and hiring data including job postings, job fairs, advertising, sourcing of candidates, offers of employment, and actual hires;

Our establishment will adhere to the requirements set forth in 935 CMR 500.105(4) for any sponsorships, branding or marketing that we do to reach our target communities, at events or during the course of any advertising in any form.

Our plan to maintain a diverse workforce and to be a positive contributing member of our community will not include any aspects that directly or indirectly violate CCC regulations with respect to ownership or control or any other city or state laws or regulations.