



## Massachusetts Cannabis Control Commission

### Marijuana Retailer

#### General Information:

License Number: MR285223  
Original Issued Date: 12/12/2024  
Issued Date: 12/12/2024  
Expiration Date: 12/12/2025

### ABOUT THE MARIJUANA ESTABLISHMENT

Business Legal Name: JO Worcester, Inc.

Phone Number: 774-696-1706  
Email Address: toddsullivan@cannapreneurpartners.com

Business Address 1: 110 Turnpike Road	Business Address 2: Suite 114
Business City: Westborough	Business State: MA
	Business Zip Code: 01581
Mailing Address 1: 110 Turnpike Road	Mailing Address 2: Suite 114
Mailing City: Westborough	Mailing State: MA
	Mailing Zip Code: 01581

### CERTIFIED DISADVANTAGED BUSINESS ENTERPRISES (DBES)

Certified Disadvantaged Business Enterprises (DBEs): Not a DBE

### PRIORITY APPLICANT

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

### RMD INFORMATION

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

### PERSONS WITH DIRECT OR INDIRECT AUTHORITY

#### Person with Direct or Indirect Authority 1

Percentage Of Ownership:	Percentage Of Control: 25
Role: Manager	Other Role:

First Name: Todd	Last Name: Sullivan	Suffix:
Gender: Male	User Defined Gender:	
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)		
Specify Race or Ethnicity:		

Person with Direct or Indirect Authority 2

Percentage Of Ownership:	Percentage Of Control: 25	
Role: Manager	Other Role:	
First Name: Douglas	Last Name: Lennick	Suffix:
Gender: Male	User Defined Gender:	
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)		
Specify Race or Ethnicity:		

Person with Direct or Indirect Authority 3

Percentage Of Ownership: 46.36	Percentage Of Control: 25	
Role: Manager	Other Role:	
First Name: Michael	Last Name: Scott	Suffix:
Gender: Male	User Defined Gender:	
What is this person's race or ethnicity?: Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese)		
Specify Race or Ethnicity:		

Person with Direct or Indirect Authority 4

Percentage Of Ownership:	Percentage Of Control: 25	
Role: Manager	Other Role:	
First Name: Tania	Last Name: Boardman	Suffix:
Gender: Female	User Defined Gender:	
What is this person's race or ethnicity?: White (German, Irish, English, Italian, Polish, French)		
Specify Race or Ethnicity:		

ENTITIES WITH DIRECT OR INDIRECT AUTHORITY

Entity with Direct or Indirect Authority 1

Percentage of Control: 100		Percentage of Ownership: 95.01	
Entity Legal Name: Cannapreneur Partners LLC		Entity DBA: Joint Operations	DBA City: Worcester
Entity Description: Parent to licensed entity.			
Foreign Subsidiary Narrative:			
Entity Phone: 774-696-1706	Entity Email: toddsullivan@cannapreneurpartners.com	Entity Website: cannapreneurpartners.com	
Entity Address 1: 110 Turnpike Road		Entity Address 2: Suite 114	
Entity City: Westborough	Entity State: MA	Entity Zip Code: 01581	
Entity Mailing Address 1: 110 Turnpike Road		Entity Mailing Address 2:	
Entity Mailing City: Westborough	Entity Mailing State: MA	Entity Mailing Zip Code: 01581	
Relationship Description: Parent to licensed entity.			

CLOSE ASSOCIATES AND MEMBERS

Close Associates or Member 1

Date generated: 01/06/2025

First Name: Francis	Last Name: Maher	Suffix: III
Describe the nature of the relationship this person has with the Marijuana Establishment: CFO of Cannapreneur Partners LLC.		

CAPITAL RESOURCES - INDIVIDUALS  
No records found

CAPITAL RESOURCES - ENTITIES  
No records found

BUSINESS INTERESTS IN OTHER STATES OR COUNTRIES  
No records found

DISCLOSURE OF INDIVIDUAL INTERESTS  
Individual 1

First Name: Douglas	Last Name: Lennick	Suffix:
Marijuana Establishment Name: Noble Manna, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Mendon	Marijuana Establishment State: MA	

Individual 2

First Name: Douglas	Last Name: Lennick	Suffix:
Marijuana Establishment Name: JO Gardner, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Gardner	Marijuana Establishment State: MA	

Individual 3

First Name: Michael	Last Name: Scott	Suffix:
Marijuana Establishment Name: Noble Manna, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Mendon	Marijuana Establishment State: MA	

Individual 4

First Name: Michael	Last Name: Scott	Suffix:
Marijuana Establishment Name: JO Gardner, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Gardner	Marijuana Establishment State: MA	

Individual 5

First Name: Todd	Last Name: Sullivan	Suffix:
Marijuana Establishment Name: Noble Manna, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Mendon	Marijuana Establishment State: MA	

Individual 6

First Name: Todd	Last Name: Sullivan	Suffix:
Marijuana Establishment Name: JO Gardner, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Gardner	Marijuana Establishment State: MA	

Individual 7

First Name: Douglas	Last Name: Lennick	Suffix:
Marijuana Establishment Name: Pioneer Valley Extracts LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Northampton	Marijuana Establishment State: MA	

Individual 8

First Name: Todd	Last Name: Sullivan	Suffix:
Marijuana Establishment Name: Pioneer Valley Extracts LLC	Business Type: Marijuana Product Manufacture	

Marijuana Establishment City: Northampton	Marijuana Establishment State: MA
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Individual 9

First Name: Michael	Last Name: Scott	Suffix:
Marijuana Establishment Name: Pioneer Valley Extracts LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Northampton	Marijuana Establishment State: MA	

Individual 10

First Name: Tania	Last Name: Boardman	Suffix:
Marijuana Establishment Name: JO Gardner, Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Gardner	Marijuana Establishment State: MA	

Individual 11

First Name: Tania	Last Name: Boardman	Suffix:
Marijuana Establishment Name: Noble Manna Inc.	Business Type: Marijuana Retailer	
Marijuana Establishment City: Mendon	Marijuana Establishment State: MA	

Individual 12

First Name: Tania	Last Name: Boardman	Suffix:
Marijuana Establishment Name: Pioneer Valley Extracts LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Northampton	Marijuana Establishment State: MA	

Individual 13

First Name: Douglas	Last Name: Lennick	Suffix:
Marijuana Establishment Name: Green Mountain C&C LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Hopedale	Marijuana Establishment State: MA	

Individual 14

First Name: Michael	Last Name: Scott	Suffix:
Marijuana Establishment Name: Green Mountain C&C LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Hopedale	Marijuana Establishment State: MA	

Individual 15

First Name: Todd	Last Name: Sullivan	Suffix:
Marijuana Establishment Name: Green Mountain C&C LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Hopedale	Marijuana Establishment State: MA	

Individual 16

First Name: Tania	Last Name: Boardman	Suffix:
Marijuana Establishment Name: Green Mountain C&C LLC	Business Type: Marijuana Product Manufacture	
Marijuana Establishment City: Hopedale	Marijuana Establishment State: MA	

MARIJUANA ESTABLISHMENT PROPERTY DETAILS

Establishment Address 1: 142 Southbridge St.	
Establishment Address 2:	
Establishment City: Worcester	Establishment Zip Code: 01608
Approximate square footage of the establishment: 3500	How many abutters does this property have?: 16
Have all property abutters been notified of the intent to open a Marijuana Establishment at this address?: Yes	
Date generated: 01/06/2025	

HOST COMMUNITY INFORMATION

Host Community Documentation:

Document Category	Document Name	Type	ID	Upload Date
Executed HCA	2024-04-29 JO Worcester Inc. - HCA Amendment 2.pdf	pdf	66303984f707fa0008f4e150	04/29/2024
Executed HCA	2024-04-29 JO Worcester Inc. - HCA Amendment 3.pdf	pdf	663039867910420008750389	04/29/2024
Executed HCA	2024-04-29 JO Worcester Inc. - HCA Amendment 4 (Assignment to JO Worcester).pdf	pdf	66303991f707fa0008f4e164	04/29/2024
Executed HCA	2024-04-29 JO Worcester Inc. - HCA Original.pdf	pdf	663039aa79104200087503a3	04/29/2024
Plan to Remain Compliant with Local Zoning	2024-04-29 JO Worcester Inc. - Plan to Remain Compliant with Local Zoning.pdf	pdf	66303bc6f707fa0008f4e259	04/29/2024
Community Outreach Meeting Documentation	2024-07-22 JO Worcester Inc. - Signed COM Packet w Attachments.pdf	pdf	669eaaa04e46b7000912c7d1	07/22/2024
Executed HCA	2024-07-22 JO Worcester, Inc. - Status of Host Community Agreement.pdf	pdf	669eaaa263faa90009fa04d0	07/22/2024
Executed HCA	JO Worcester, Inc Host Community Agreement 2024 Restated.pdf	pdf	66b22bca206db6000810e0c6	08/06/2024

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

POSITIVE IMPACT PLAN

Positive Impact Plan:

Document Category	Document Name	Type	ID	Upload Date
Plan for Positive Impact	2024-07-22 JO Worcester Inc. - Amended Positive Impact Plan.pdf	pdf	669eaae363faa90009fa05af	07/22/2024

ADDITIONAL INFORMATION NOTIFICATION

Notification:

INDIVIDUAL BACKGROUND INFORMATION

Individual Background Information 1

Role: Manager

Other Role:

First Name: Todd

Last Name: Sullivan    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 2

Role: Manager

Other Role:

First Name: Douglas

Last Name: Lennick    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 3

Role: Manager

Other Role:

First Name: Michael

Last Name: Scott    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 4

Role: Manager

Other Role:

First Name: Tania

Last Name: Boardman    Suffix:

RMD Association: Not associated with an RMD

Background Question: no

Individual Background Information 5

Role: Executive / Officer

Other Role:

First Name: Francis

Last Name: Maher    Suffix: III

RMD Association: Not associated with an RMD

Background Question: no

ENTITY BACKGROUND CHECK INFORMATION

Entity Background Check Information 1

Role: Parent Company

Other Role:

Entity Legal Name: Cannapreneur Partners LLC

Entity DBA:

Entity Description: Parent company.

Phone: 774-696-1706

Email: toddsullivan@cannapreneurpartners.com

Primary Business Address 1: 110 Turnpike Road

Primary Business Address 2: Suite 114

Primary Business City: Westborough

Primary Business State: MA

Principal Business Zip Code: 01581

Additional Information:

MASSACHUSETTS BUSINESS REGISTRATION

Required Business Documentation:

Document Category	Document Name	Type	ID	Upload Date
Department of Revenue - Certificate of Good standing	2024-03-21 JO Worcester Inc - Cert of Good Standing (DOR).pdf	pdf	663043147910420008750a51	04/29/2024
Articles of Organization	2024-04-29 JO Worcester Inc. - Articles of Organization.pdf	pdf	66317e72f707fa0008f6e33f	04/30/2024
Bylaws	2023-12 JO Worcester Inc - Current Bylaws.pdf	pdf	66317e7ff707fa0008f6e356	04/30/2024
DUA attestation if no employees	2024-04-30 JO Worcester Inc - DUA Declaration.pdf	pdf	66317ed6791042000876f627	04/30/2024
Secretary of Commonwealth - Certificate of Good Standing	2024-06-20 JO Worcester Inc. - Certificate of Good Standing (SOC).pdf	pdf	669eab6e63faa90009fa081d	07/22/2024

No documents uploaded

Massachusetts Business Identification Number: 001734852

Doing-Business-As Name: Joint Operations

DBA Registration City: Worcester

## BUSINESS PLAN

### Business Plan Documentation:

Document Category	Document Name	Type	ID	Upload Date
Business Plan	2024-04-30 JO Worcester Inc. - Business Plan.pdf	pdf	6631817d791042000876f82f	04/30/2024
Proposed Timeline	2024-04-30 JO Worcester Inc. - Proposed Timeline.pdf	pdf	6631817ff707fa0008f6e595	04/30/2024
Plan for Liability Insurance	2024-07-22 JO Worcester Inc. - Letter of Intent to Bind Coverage.pdf	pdf	669eab8b63faa90009fa08c7	07/22/2024

## OPERATING POLICIES AND PROCEDURES

### Policies and Procedures Documentation:

Document Category	Document Name	Type	ID	Upload Date
Dispensing procedures	2024-04-30 JO Worcester Inc. - Dispensing Procedures.pdf	pdf	66318899791042000876fc04	04/30/2024
Diversity plan	2024-04-30 JO Worcester Inc. - Diversity Plan.pdf	pdf	6631889a791042000876fc18	04/30/2024
Energy Compliance Plan	2024-04-30 JO Worcester Inc. - Energy Compliance Plan.pdf	pdf	6631889bf707fa0008f6e9e8	04/30/2024
Inventory procedures	2024-04-30 JO Worcester Inc. - Inventory Procedures.pdf	pdf	6631889cf707fa0008f6e9fc	04/30/2024
Maintaining of financial records	2024-04-30 JO Worcester Inc. - Maintaining of Financial Records.pdf	pdf	6631889d791042000876fc2c	04/30/2024
Personnel policies including background checks	2024-04-30 JO Worcester Inc. - Personnel Policies Incl Background Checks.pdf	pdf	663188b8791042000876fc43	04/30/2024
Plan for obtaining marijuana or marijuana products	2024-04-30 JO Worcester Inc. - Plan for Obtaining Marijuana and Marijuana Products.pdf	pdf	663188b9f707fa0008f6ea19	04/30/2024
Qualifications and training	2024-04-30 JO Worcester Inc. - Qualifications and Training.pdf	pdf	663188baf707fa0008f6ea59	04/30/2024
Quality control and testing	2024-04-30 JO Worcester Inc. - Quality Control and Testing.pdf	pdf	663188bbf707fa0008f6ea6d	04/30/2024
Record Keeping procedures	2024-04-30 JO Worcester Inc. - Recordkeeping Procedures.pdf	pdf	663188c8791042000876fc71	04/30/2024
Restricting Access to age 21 and older	2024-04-30 JO Worcester Inc. - Restricting Access to Age 21 or Older.pdf	pdf	663188c9791042000876fc85	04/30/2024
Security plan	2024-04-30 JO Worcester Inc. - Security Plan.pdf	pdf	663188cbf707fa0008f6ea94	04/30/2024
Storage of marijuana	2024-04-30 JO Worcester Inc. - Storage of Marijuana.pdf	pdf	663188ccf707fa0008f6eaa8	04/30/2024
Transportation of marijuana	2024-04-30 JO Worcester Inc. - Transportation of Marijuana.pdf	pdf	663188cd791042000876fcc6	04/30/2024
Prevention of diversion	2024-07-22 JO Worcester Inc. - Amended Prevention of Diversion Plan.pdf	pdf	669eabab4e46b7000912cc2d	07/22/2024

## MARIJUANA RETAILER SPECIFIC REQUIREMENTS

No documents uploaded

No documents uploaded

## ATTESTATIONS

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

Commission.: I Agree

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

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

I Agree

Notification:

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

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

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

## ADDITIONAL INFORMATION NOTIFICATION

Notification:

## COMPLIANCE WITH POSITIVE IMPACT PLAN - PRE FEBRUARY 27, 2024

No records found

## COMPLIANCE WITH DIVERSITY PLAN

No records found

## HOURS OF OPERATION

Monday From: 8:00 AM	Monday To: 11:00 PM
Tuesday From: 8:00 AM	Tuesday To: 11:00 PM
Wednesday From: 8:00 AM	Wednesday To: 11:00 PM
Thursday From: 8:00 AM	Thursday To: 11:00 PM
Friday From: 8:00 AM	Friday To: 11:00 PM
Saturday From: 8:00 AM	Saturday To: 11:00 PM
Sunday From: 8:00 AM	Sunday To: 11:00 PM



**Plan to Remain Compliant with Local Permits and Zoning**

*Last updated April 2024.*

JO Worcester, Inc. (“the Applicant”) proposes an Adult-Use Cannabis Retailer at 142-148 Southbridge Street, Worcester, MA 01608 (the “Premises”). The Applicant understands that the Premises was previously operational as an Adult-User Cannabis Retailer, and has acquired all necessary approvals to transfer control of the site and local permits required to operate the site to the Applicant.

The Applicant, as of Feb. 2024, has obtained an assignment of the Host Community Agreement for the Premises which is attached to this Provisional license application.

The Premises has obtained a Special Permit to operate an Adult-Use Cannabis Retailer, and the Applicant will fully adhere to all terms and conditions of that Special Permit. That Special Permit is recorded at the Worcester Registry of Deeds at Book #61498, Pg. 70.

Worcester Revised Ordinances, § 8B requires that operators apply-for and obtain a local Marijuana Retailer license from the Worcester Licensing Commission. The Applicant will apply-for and obtain this license prior to operating. The Applicant will ensure that the Premises are not the subject of any enforcement or code violations.

# Community Outreach Meeting Attestation Form

## Instructions

Community Outreach Meeting(s) are a requirement of the application to become a Marijuana Establishment (ME) and Medical Marijuana Treatment Center (MTC). 935 CMR 500.101(1), 500.101(2), 501.101(1), and 501.101(2). The applicant must complete each section of this form and attach all required documents as a single PDF document before uploading it into the application. If your application is for a license that will be located at more than one (1) location, and in different municipalities, applicants must complete two (2) attestation forms – one for each municipality. Failure to complete a section will result in the application not being deemed complete. Please note that submission of information that is “misleading, incorrect, false, or fraudulent” is grounds for denial of an application for a license pursuant to 935 CMR 500.400(2) and 501.400(2).

## Attestation

I, the below indicated authorized representative of that the applicant, attest that the applicant has complied with the Community Outreach Meeting requirements of 935 CMR 500.101 and/or 935 CMR 501.101 as outlined below:

1. The Community Outreach Meeting was held on the following date(s): 7/17/2024
2. At least one (1) meeting was held within the municipality where the ME is proposed to be located.
3. At least one (1) meeting was held after normal business hours (this requirement can be satisfied along with requirement #2 if the meeting was held within the municipality and after normal business hours).



4. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was published in a newspaper of general circulation in the municipality at least 14 calendar days prior to the meeting. A copy of this publication notice is labeled and attached as “Attachment A.”

a. Date of publication:

7/3/2024

b. Name of publication:

Worcester

Worcester Telegram & Gazette

5. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was filed with clerk of the municipality. A copy of this filed notice is labeled and attached as “Attachment B.”

a. Date notice filed:

7/9/2024

6. A copy of the community outreach notice containing the time, place, and subject matter of the meeting, including the proposed address of the ME or MTC was mailed at least seven (7) calendar days prior to the community outreach meeting to abutters of the proposed address, and residents within 300 feet of the property line of the applicant’s proposed location as they appear on the most recent applicable tax list, notwithstanding that the land of the abutter or resident is located in another municipality. A copy of this mailed notice is labeled and attached as “Attachment C.” Please redact the name of any abutter or resident in this notice.

a. Date notice(s) mailed:

7/9/2024

7. The applicant presented information at the Community Outreach Meeting, which at a minimum included the following:
- a. The type(s) of ME or MTC to be located at the proposed address;
  - b. Information adequate to demonstrate that the location will be maintained securely;
  - c. Steps to be taken by the ME or MTC to prevent diversion to minors;
  - d. A plan by the ME or MTC to positively impact the community; and
  - e. Information adequate to demonstrate that the location will not constitute a nuisance as defined by law.
8. Community members were permitted to ask questions and receive answers from representatives of the ME or MTC.



Name of applicant:

JO Worcester, Inc.

Name of applicant's authorized representative:

Todd Sullivan

Signature of applicant's authorized representative:

*Todd Sullivan*



**Attachment #A**  
**Newspaper Publication**

# LOCALiQ

## NEW ENGLAND

PO Box 631210 Cincinnati, OH 45263-1210

### **AFFIDAVIT OF PUBLICATION**

Cable Fleisher & Sosebee PLLC  
476 Windsor Street Unit 1  
Cambridge MA 02141


STATE OF MASSACHUSETTS, COUNTY OF WORCESTER

The Telegram & Gazette, a newspaper distributed in the county of Worcester, published in the City of Worcester, County of Worcester, State of Massachusetts printed and published and personal knowledge of the facts herein state and that the notice hereto annexed was Published in said newspapers in the issues dated on:

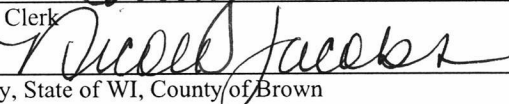
07/03/2024

and that the fees charged are legal.

Sworn to and subscribed before on 07/03/2024



Legal Clerk



Notary, State of WI, County of Brown

8-21-24

My commission expires

Publication Cost: \$47.20

Tax Amount: \$0.00

Payment Cost: \$47.20

Order No: 10335222

# of Copies:

Customer No: 1466909

0

PO #: LNEO0123688

**THIS IS NOT AN INVOICE!**

*Please do not use this form for payment remittance.*

NICOLE JACOBS  
Notary Public  
State of Wisconsin

# COMMUNITY OUTREACH MEETING

Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Wednesday, July 17th, 2024 at 6:00PM at 142-148 Southbridge Street, Worcester, MA 01608. The proposed Adult-Use Marijuana Retailer is anticipated to be located at the same address, 142-148 Southbridge Street, Worcester, MA 01608. There will be an opportunity for the public to ask questions.

July 3 2024

LNEO00123688

**Attachment #B**

**Notice to City Officials**



**NOTICE OF COMMUNITY OUTREACH MEETING**  
**FOR**  
**PROPOSED MARIJUANA RETAILER**

July 9, 2024

To Whom It May Concern:

Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Wednesday, July 17th, 2024 at 6:00PM at:

142-148 Southbridge Street  
Worcester, MA 01608.

The proposed Adult-Use Marijuana Retailer is anticipated to be located at the same address, 142-148 Southbridge Street, Worcester, MA 01608. There will be an opportunity for the public to ask questions.

Sincerely, on behalf of JO Worcester, Inc.,

A handwritten signature in black ink, appearing to read "Quinn Heath", with a stylized flourish at the end.

Quinn Heath, Esq.  
Associate  
Cable Fleisher & Sosebee PLLC  
90 Conz St.  
Northampton, MA 01060  
Phone: 617-468-8343  
Email: quinn@cfsattorneys.com

**Attachment #C**

**Notice to Abutters within 300' / Redacted  
Abutters List**

**NOTICE OF COMMUNITY OUTREACH MEETING**  
**FOR**  
**PROPOSED MARIJUANA RETAILER**

July 9, 2024

To Whom It May Concern:

Notice is hereby given that a Community Outreach Meeting for a proposed Marijuana Establishment is scheduled for Wednesday, July 17th, 2024 at 6:00PM at:

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Worcester, MA 01608.

The proposed Adult-Use Marijuana Retailer is anticipated to be located at the same address, 142-148 Southbridge Street, Worcester, MA 01608. There will be an opportunity for the public to ask questions.

Sincerely, on behalf of JO Worcester, Inc.,

A handwritten signature in black ink, appearing to read "Quinn Heath", with a stylized flourish at the end.

Quinn Heath, Esq.  
Associate  
Cable Fleisher & Sosebee PLLC  
90 Conz St.  
Northampton, MA 01060  
Phone: 617-468-8343  
Email: quinn@cfsattorneys.com



**REQUEST FOR MAPS AND/OR ABUTTERS' LISTS:**

Please be advised that requested lists will typically be completed within ten (10) business days. Lists will be provided for a fee of \$20.00 per list, paid at the time of request. Please state the reason for the abutters' list and indicate if the subject parcel has shared ownership with an adjoining parcel, this will ensure the provided list meets the appropriate regulations. Two sets of mailing labels will be included when required.

Our email address is: [Assessing@worcesterma.gov](mailto:Assessing@worcesterma.gov) and our fax number is (508) 799-1021.

Please contact our office with any questions.

☒ ABUTTER'S LIST      LABELS      Yes ☐ No      1 SET      2 SETS

\_\_\_\_ MAP(S)

PROPERTY ADDRESS 142 SOUTHBRIDGE ST

MBL No. 03-006-00013

REASON:

\_\_\_\_ PLANNING  
\_\_\_\_ ZONING  
\_\_\_\_ LICENSE COMMISSION  
\_\_\_\_ CONSERVATION COMMISSION  
\_\_\_\_ HISTORICAL COMMISSION  
☒ OTHER- State License Application

Footage for radius 300 ft

CONTACT:

NAME: Quinn Heath, Esq.

ADDRESS: \_\_\_\_\_

TELEPHONE: \_\_\_\_\_



### Certified Abutters List

A list of 'parties in interest' shall be attached to the application form and shall include the names and addresses. All such names and addresses shall be obtained from the most recent applicable tax list maintained by the City's Assessing Department. The Assessing Department certifies the list of names and addresses.

Total Count: 16

Parcel Address: 142 SOUTHBRIDGE ST  
Assessor's Map-Block-Lot(s): 03-006-00013  
  
  
Owner: SUNSTAR REALTY LLC  
  
  
Owner Mailing: [REDACTED]  
[REDACTED]  
  
Petitioner (if other than owner): QUINN HEATH, ESQ.  
Petitioner Mailing Address: [REDACTED]  
  
Petitioner Phone: 6174688343

Planning:               Zoning:               License Commission:               Conservation Commission:           
  
Historical:               Cannabis:               Other:   X  

03-006-14+20	<u>[REDACTED]</u>	<u>[REDACTED]</u>	WORCESTER MA 01608
03-006-004+5	<u>[REDACTED]</u>	<u>[REDACTED]</u>	WORCESTER MA 01609
03-006-002+3	<u>[REDACTED]</u>	<u>[REDACTED]</u>	WEST BOYLSTON MA 01583

The City of Worcester  
Administration & Finance

03-006-00015	[REDACTED]	[REDACTED]	WORCESTER MA 01608
03-011-00003	[REDACTED]	[REDACTED]	JERICO NY 11753
03-009-00014	[REDACTED]	[REDACTED]	WORCESTER MA 01608
03-007-00003	[REDACTED]	[REDACTED]	WORCESTER MA 01609
03-007-00001	[REDACTED]	[REDACTED]	EAST FALMOUTH MA 02536
03-011-00001	[REDACTED]	[REDACTED]	WORCESTER MA 01608
03-006-00023	[REDACTED]	[REDACTED]	WORCESTER MA 01608
03-006-00013	[REDACTED]	[REDACTED]	NORTHBOROUGH MA 01532
03-007-0001A	[REDACTED]	[REDACTED]	WORCESTER MA 01609
RR-ROW-OCSXT	[REDACTED]	[REDACTED]	JACKSONVILLE FL 32202
03-009-00018	[REDACTED]	[REDACTED]	PELHAM NH 03076
03-009-00015	[REDACTED]	[REDACTED]	WORCESTER MA 01608
03-009-0016A	[REDACTED]	[REDACTED]	WORCESTER MA 01608

This is to certify that the above is a list of abutters to Assessor's Map-Block-Lot's 03-006-00013 as cited above.

Certified by:

Samuel E. Koneaguz  
Signature

03/28/2024

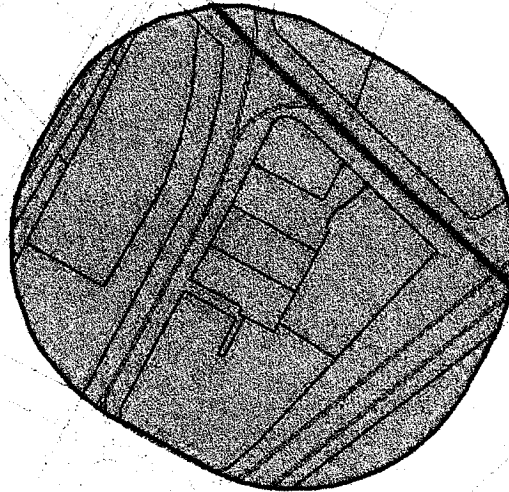
Date



The City of  
**WORCESTER**

Assessing Division  
Samuel E. Konieczny, MAA, City Assessor  
City Hall, 455 Main Street, Worcester, MA 01608  
P | 508-799-1098 F | 508-799-1021  
[assessing@worcesterma.gov](mailto:assessing@worcesterma.gov)

### Abutters Map



**Plan to Positively Impact Areas of Disproportionate Impact**

*Last updated April 2024.*

Overview

JO Worcester, Inc. (“JO Worcester”) is dedicated to serving and supporting those disproportionately harmed by cannabis prohibition. This Positive Impact Plan is an effort to respond to evidence which demonstrates that certain populations have been disproportionately impacted by high rates of arrest and incarceration for marijuana and other drug crimes as a result of state and federal drug policy.

The Cannabis Control Commission has identified the following Groups as those that should be targeted and supported by this type of plan:

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

To support such populations, JO Worcester has created the following plan to positively impact areas of disproportionate impact (the “Plan”) and has identified and created goals/programs to positively impact past or present residents of Worcester in particular census tract groups defined as target communities by Cannabis Control Commission guidance (the “Target Communities”).

Goals

JO Worcester has established the following goals:

1. Hiring from the Target Communities, such that at least 10% of staff are either (A) Worcester Residents of those geographic areas defined as Target Communities; or (B) members of other defined Groups Disproportionately Impacted listed above including but not limited to Social Equity Program participants or residents with past drug convictions; and
2. Engaging in twice-annual educational seminars for residents of Worcester of those areas defined as Target Communities or members of other defined Groups Disproportionately Impacted listed above.

In targeting the geographic ADI of Worcester, the licensee will identify census tract groups which are defined as areas of disproportionate impact as defined by the Cannabis Control



## JO Worcester, Inc.

Commission guidance titled “Guidance for Identifying Areas of Disproportionate Impact” as it may be amended from time-to-time.

### Programs

JO Worcester has developed specific programs to effectuate its stated goals to positively impact the Target Communities. Such programs will include the following:

1. JO Worcester will advertise jobs (as they become available, but not less than annually) in the Worcester Telegram & Gazette, implementing additional advertising and notice techniques as necessary to engage members of the Groups Disproportionately Impacted listed above.
2. JO Worcester will host twice-annual educational seminars for residents of the Target Communities. Educational seminars will focus on industry-specific technical training, with topics that include Marijuana Retailer operations; Metrc compliance; regulatory compliance; and cannabis business management. JO Worcester will advertise each educational seminar in the Worcester Telegram & Gazette. Each educational seminar will be able to accommodate at least ten (10) individuals and will be hosted electronically. Participants in the educational seminars will be required to attest that they are a resident of Worcester Target Communities. Upon completion of an educational seminar, participants will be referred to any open positions at JO Worcester.

### Measurements

The Director of Operations will administer the Plan and will be responsible for developing measurable outcomes to ensure JO Worcester continues to meet its commitments. Such measurable outcomes, in accordance with JO Worcester’s goals and programs described above, include:

- A staffing analysis that evidences the number of employees who are Worcester residents in Target Communities;
- Documentation of any job advertisements and educational seminars advertisements placed in the Worcester Telegram & Gazette;
- Documentation of educational seminars held, including the number of participants from Worcester Target Communities, and the topics covered during such seminars.

Beginning upon receipt of JO Worcester’s first Provisional License from the Commission to operate a marijuana establishment in the Commonwealth, JO Worcester will begin to utilize the proposed measurements to assess its Plan and will account for demonstrating proof of success

JO Worcester, Inc.

or progress of the Plan upon the yearly renewal of the license. The Director of Operations will review and evaluate JO Worcester's measurable outcomes no less than once every six months to ensure that JO Worcester is meeting its commitments. JO Worcester is mindful that demonstration of the Plan's progress and success will be submitted to the Commission upon renewal.

Acknowledgements

JO Worcester will adhere to the requirements set forth in 935 CMR 500.105(4) which provides the permitted and prohibited advertising, branding, marketing, and sponsorship practices of every Marijuana Establishment.

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



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

mass.gov/dor

Letter ID: L1296004256  
Notice Date: March 21, 2024  
Case ID: 0-002-357-218



## CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



JO WORCESTER, INC.  
110 TURNPIKE RD STE 114  
WESTBOROUGH MA 01581-2808

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

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

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

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

### *What if I have questions?*

If you have questions, call us at (617) 887-6400 or toll-free in Massachusetts at (800) 392-6089, Monday through Friday, 9:00 a.m. to 4:00 p.m..

### *Visit us online!*

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

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

Edward W. Coyle, Jr., Chief  
Collections Bureau

The Commonwealth of Massachusetts, William Francis Galvin  
Corporations Division

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

Articles of Organization

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

Minimum Filing Fee:  
\$250.00

Identification Number:            001734852            (number will be assigned)				
ARTICLE I  The exact name of the corporation is:  JO WORCESTER, INC.				
ARTICLE II  Unless the articles of organization otherwise provide, all corporations formed pursuant to G.L. C156D have the purpose of engaging in any lawful business. Specify if you want a more limited purpose:  TO ACT AS A HOLDING COMPANY, TO MAKE INVESTMENTS, AND TO CARRY ON ANY OTHER BUSINESS OR ACTIVITY PERMITTED UNDER APPLICABLE LAW.				
ARTICLE III  State the total number of shares and par value, if any, of each class of stock that the corporation is authorized to issue. All corporations must authorize stock. If only one class or series is authorized, it is not necessary to specify any particular designation.				
Class of Stock	Par value per share (Enter 0 if no Par)	Total authorized number of shares	Total authorized par value	Total issued and outstanding number of shares
CNP	0	10,000	0	10,000
ARTICLE IV  If more than one class of stock is authorized, state a distinguishing designation for each class. Prior to the issuance of any shares of a class, if shares of another class are outstanding, the corporation must provide a description of the preferences, voting powers, qualifications, and special or relative rights or privileges of that class and of each other class of which shares are outstanding and of each series then established within any class.				
ARTICLE V  The restrictions, if any, imposed by the articles of organization upon the transfer of shares of stock of any class are:				

## ARTICLE VI

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

## ARTICLE VII

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

Later Effective Date (mm/dd/yyyy):

Time (HH:MM)

## ARTICLE VIII

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

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

Agent name: PETER T. MCNULTY, ESQ.

Number and street: 50 BRAINTREE HILL OFFICE PARK

Address 2: SUITE 410

City or town: BRAINTREE

State: MA

Zip code: 02184

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

Title	Individual Name	Address
PRESIDENT	TODD SULLIVAN	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA
TREASURER	FRANK MAHER	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA
SECRETARY	TANIA BOARDMAN	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA
DIRECTOR	TODD SULLIVAN	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA
DIRECTOR	FRANK MAHER	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA
DIRECTOR	TANIA BOARDMAN	110 TURNPIKE ROAD, SUITE 114 WESTBOROUGH, MA 01581 USA

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

June 30

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

HOLDING AND INVESTMENT COMPANY.

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

corporation:

Number and street: 110 TURNPIKE ROAD

Address 2: SUITE 114

City or town: WESTBOROUGH State: MA Zip code: 01581

Country: UNITED STATES

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

Number and street: 110 TURNPIKE ROAD

Address 2: SUITE 114

City or town: WESTBOROUGH State: MA Zip code: 01581

Country: UNITED STATES

Which is:

☒ its principal office

☐ an office of its transfer agent

☐ an office of its secretary/assistant secretary

☐ its registered office

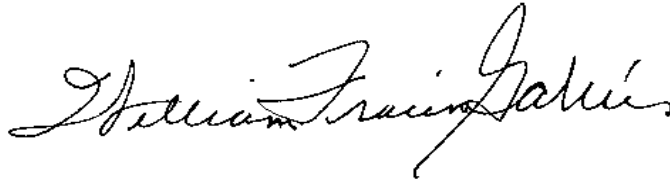
Signed this 19 Day of December, 2023 at 09:12 AM by the incorporator(s). (If an existing corporation is acting as incorporator, type in the exact name of the business entity, the state or other jurisdiction where it was incorporated, the name of the person signing on behalf of said business entity and the title he/she holds or other authority by which such action is taken.)

TODD SULLIVAN

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:

December 19, 2023 09:24 AM

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

WILLIAM FRANCIS GALVIN

*Secretary of the Commonwealth*

**BYLAWS OF  
JO WORCESTER, INC.**

Effective December 19, 2023



## ARTICLE I

### NAME AND LOCATION

Section 1. The name of this corporation is JO Worcester, Inc. (the “Corporation”).

Section 2. The principal office of the Corporation shall be situated in the Commonwealth of Massachusetts. The current principal office is located at 110 Turnpike Road, Suite 114, Westborough, Massachusetts. The Corporation may have such other offices as the Board of Directors may determine from time to time.

## ARTICLE II

### SHAREHOLDERS

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

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

Section 3. Place of Meetings. All meetings of shareholders shall be held at the principal office of the Corporation unless a different place is specified in the notice of the meeting.

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

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

#### Section 6. Quorum.

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

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

Section 7. Voting and Proxies. Unless the Articles of Organization provide otherwise, each outstanding share, regardless of class, is entitled to one vote on each matter voted on at a shareholders' meeting. A shareholder may vote his or her shares in person or may appoint a proxy to vote or otherwise act for him or her by signing an appointment form, either personally or by his or her attorney-in-fact. An appointment of a proxy is effective when received by the secretary or other officer or agent authorized to tabulate votes. Unless otherwise provided in the appointment form, an appointment is valid for a period of 11 months from the date the shareholder signed the form or, if it is undated, from the date of its receipt by the officer or agent. An appointment of a proxy is revocable by the shareholder unless the appointment form conspicuously states that it is irrevocable and the appointment is coupled with an interest, as defined in the MBCA. An

appointment made irrevocable is revoked when the interest with which it is coupled is extinguished. The death or incapacity of the shareholder appointing a proxy shall not affect the right of the Corporation to accept the proxy's authority unless notice of the death or incapacity is received by the secretary or other officer or agent authorized to tabulate votes before the proxy exercises his or her authority under the appointment. A transferee for value of shares subject to an irrevocable appointment may revoke the appointment if he or she did not know of its existence when he or she acquired the shares and the existence of the irrevocable appointment was not noted conspicuously on the certificate representing the shares or on the information statement for shares without certificates. Subject to the provisions of Section 7.24 of the MBCA and to any express limitation on the proxy's authority appearing on the face of the appointment form, the Corporation is entitled to accept the proxy's vote or other action as that of the shareholder making the appointment.

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

#### Section 9. Action without Meeting by Written Consent.

(a) Action taken at a shareholders' meeting may be taken without a meeting if the action is taken either: (1) by all shareholders entitled to vote on the action; or (2) to the extent permitted by the Articles of Organization, by shareholders having not less than the minimum number of votes necessary to take the action at a meeting at which all shareholders entitled to vote on the action are present and voting. The action shall be evidenced by one or more written consents that describe the action taken, are signed by shareholders having the requisite votes, bear the date of the signatures of such shareholders, and are delivered to the Corporation for inclusion with the records of meetings within 60 days of the earliest dated consent delivered to the Corporation as required by this section. A consent signed under this section has the effect of a vote at a meeting.

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

accompanied by, the same material that would have been required by law to be sent to shareholders in or with the notice of a meeting at which the action would have been submitted to the shareholders for approval.

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

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

#### Section 12. Form of Shareholder Action.

(a) Any vote, consent, waiver, proxy appointment or other action by a shareholder or by the proxy or other agent of any shareholder shall be considered given in writing, dated and signed, if, in lieu of any other means permitted by law, it consists of an electronic transmission that sets forth or is delivered with information from which the Corporation can determine (1) that the electronic transmission was transmitted by the shareholder, proxy or agent or by a person authorized to act for the shareholder, proxy or agent; and (ii) the date on which such shareholder, proxy, agent

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

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

### Section 13. Shareholders List for Meeting.

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

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

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

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

## ARTICLE III

### DIRECTORS

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

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

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

Section 4. Change in Size of the Board of Directors. The number of Directors may be fixed or changed from time to time by the shareholders, and the Board of Directors may increase or decrease the number of Directors last approved by the shareholders.

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

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

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

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

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

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

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

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

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

Section 14. Action Without Meeting. Any action required or permitted to be taken by the Directors may be taken without a meeting if the action is taken by the unanimous consent of the

members of the Board of Directors. The action must be evidenced by one or more consents describing the action taken, in writing, signed by each Director, or delivered to the Corporation by electronic transmission, to the address specified by the Corporation for the purpose or, if no address has been specified, to the principal office of the Corporation, addressed to the Secretary or other officer or agent having custody of the records of proceedings of Directors, and included in the minutes or filed with the corporate records reflecting the action taken. Action taken under this section is effective when the last Director signs or delivers the consent, unless the consent specifies a different effective date. A consent signed or delivered under this section has the effect of a meeting vote and may be described as such in any document.

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

Section 16. Committees. The Board of Directors may create one or more committees and appoint members of the Board of Directors to serve on them. Each committee may have one or more members, who serve at the pleasure of the Board of Directors. The creation of a committee and appointment of members to it must be approved by a majority of all the Directors in office when the action is taken. Sections 11 through 15 of this Article shall apply to committees and their members. To the extent specified by the Board of Directors, each committee may exercise the authority of the Board of Directors. A committee may not, however: (a) authorize distributions; (b) approve or propose to shareholders action that the MBCA requires be approved by shareholders; (c) change the number of the Board of Directors, remove Directors from office or fill vacancies on the Board of Directors; (d) amend the Articles of Organization; (e) adopt, amend or repeal Bylaws; or (f) authorize or approve reacquisition of shares, except according to a formula or method prescribed by the Board of Directors. The creation of, delegation of authority to, or action by a committee does not alone constitute compliance by a Director with the standards of conduct described in Section 18 of this Article.

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

Section 18. Standard of Conduct for Directors.

(a) A Director shall discharge his or her duties as a Director, including his or her duties as a member of a committee: (1) in good faith; (2) with the care that a person in a like position would reasonably believe appropriate under similar circumstances; and (3) in a manner the Director reasonably believes to be in the best interests of the Corporation. In determining what the Director reasonably believes to be in the best interests of the Corporation, a Director may consider the interests of the Corporation's employees, suppliers, creditors and customers, the economy of the state, the region and the nation, community and societal considerations, and the long-term and short-term interests of the Corporation and its shareholders, including the possibility that these interests may be best served by the continued independence of the Corporation.

(b) In discharging his or her duties, a Director who does not have knowledge that makes reliance unwarranted is entitled to rely on information, opinions, reports, or statements, including



financial statements and other financial data, if prepared or presented by: (1) one or more officers or employees of the Corporation whom the Director reasonably believes to be reliable and competent with respect to the information, opinions, reports or statements presented; (2) legal counsel, public accountants, or other persons retained by the Corporation, as to matters involving skills or expertise the Director reasonably believes are matters (i) within the particular person's professional or expert competence or (ii) as to which the particular person merits confidence; or (3) a committee of the Board of Directors of which the Director is not a member if the Director reasonably believes the committee merits confidence.

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

#### Section 19. Conflict of Interest.

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

(1) the material facts of the transaction and the Director's interest were disclosed or known to the Board of Directors or a committee of the Board of Directors and the Board of Directors or committee authorized, approved, or ratified the transaction;

(2) the material facts of the transaction and the Director's interest were disclosed or known to the shareholders entitled to vote and they authorized, approved, or ratified the transaction; or

(3) the transaction was fair to the Corporation.

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

(c) For purposes of clause (1) of subsection (a), a conflict of interest transaction is authorized, approved, or ratified if it receives the affirmative vote of a majority of the Directors on the Board of Directors (or on the committee) who have no direct or indirect interest in the transaction, but a transaction may not be authorized, approved, or ratified under this section by a single Director. If a majority of the Directors who have no direct or indirect interest in the transaction vote to authorize, approve, or ratify the transaction, a quorum is present for the purpose of taking action under this section. The presence of, or a vote cast by, a Director with a direct or indirect interest in the transaction does not affect the validity of any action taken under clause (1) of subsection (a) if the transaction is otherwise authorized, approved, or ratified as provided in that subsection.

(d) For purposes of clause (2) of subsection (a), a conflict of interest transaction is authorized, approved, or ratified if it receives the vote of a majority of the shares entitled to be counted under this subsection. Shares owned by or voted under the control of a Director who has a direct or indirect interest in the transaction, and shares owned by or voted under the control of an entity described in clause (2) of subsection (b), may not be counted in a vote of shareholders to determine whether to authorize, approve, or ratify a conflict of interest transaction under clause (2) of subsection (a). The vote of those shares, however, is counted in determining whether the transaction is approved under other sections of these Bylaws. A majority of the shares, whether or not present, that are entitled to be counted in a vote on the transaction under this subsection constitutes a quorum for the purpose of taking action under this Section 32.

Section 20. Loans to Directors. The Corporation may not lend money to, or guarantee the obligation of a Director of, the Corporation unless: (a) the specific loan or guarantee is approved by a majority of the votes represented by the outstanding voting shares of all classes, voting as a single voting group, except the votes of shares owned by or voted under the control of the benefited

Director; or (b) the Corporation's Board of Directors determines that the loan or guarantee benefits the Corporation and either approves the specific loan or guarantee or a general plan authorizing loans and guarantees. The fact that a loan or guarantee is made in violation of this section shall not affect the borrower's liability on the loan.

#### ARTICLE IV

##### MANNER OF NOTICE TO SHAREHOLDERS AND DIRECTORS

All notices to shareholders and directors shall conform to the following requirements:

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

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

(c) Written notice, other than notice by electronic transmission, if in a comprehensible form, is effective upon deposit in the United States mail, if mailed postpaid and correctly addressed to the shareholder's address shown in the Corporation's current record of shareholders. Written notice by electronic transmission, if in comprehensible form, is effective: (1) if by facsimile telecommunication, when directed to a number furnished by the shareholder for the purpose; (2) if by electronic mail, when directed to an electronic mail address furnished by the shareholder for the purpose; (3) if by a posting on an electronic network together with separate notice to the shareholder of such specific posting, directed to an electronic mail address furnished by the shareholder for the purpose, upon the later of (i) such posting and (ii) the giving of such separate notice; and (4) if by any other form of electronic transmission, when directed to the shareholder in such manner as the shareholder shall have specified to the Corporation. An affidavit of the Secretary or an Assistant Secretary of the Corporation, the transfer agent or other agent of the Corporation that the notice has been given by a form of electronic transmission shall, in the absence of fraud, be prima facie evidence of the facts stated therein.

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

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

## ARTICLE V

### OFFICERS

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

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

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

Section 4. Tenure. Officers shall hold office until the first meeting of the Directors following the next annual meeting of shareholders after their appointment unless a shorter term is specified in the vote appointing them.

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

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

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

Section 8. Treasurer. The Treasurer shall, subject to the direction of the Directors, have general charge of the financial affairs of the Corporation and shall cause to be kept accurate books

of accounts. He or she shall have custody of all funds, securities, and valuable documents of the Corporation, except as the Directors may otherwise provide. The Treasurer shall perform such duties and have such powers additional to the foregoing as the Directors may designate.

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

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

## ARTICLE VI

### PROVISIONS RELATING TO SHARES

Section I. Issuance and Consideration. The Board of Directors may issue the number of shares of each class or series authorized by the Articles of Organization. The Board of Directors may authorize shares to be issued for consideration consisting of any tangible or intangible property or benefit to the Corporation, including cash, promissory notes, services performed, contracts for services to be performed, or other securities of the Corporation. Before the Corporation issues shares, the Board of Directors shall determine that the consideration received or to be received for shares to be issued is adequate. The Board of Directors shall determine the terms upon which the rights, options, or warrants for the purchase of shares or other securities of the Corporation are issued and the terms, including the consideration, for which the shares or other securities are to be issued.<sup>42</sup>

Section 2. Share Certificates. If shares are represented by certificates, at a minimum each share certificate shall state on its face: (a) the name of the Corporation and that it is organized under the laws of The Commonwealth of Massachusetts; (b) the name of the person to whom issued; and (c) the number and class of shares and the designation of the series, if any, the certificate represents. If different classes of shares or different series within a class are authorized, then the variations in rights, preferences and limitations applicable to each class and series, and the authority of the Board of Directors to determine variations for any future class or series, must be summarized on the front or back of each certificate. Alternatively, each certificate may state conspicuously on its front or

back that the Corporation will furnish the shareholder this information on request in writing and without charge. Each share certificate shall be signed, either manually or in facsimile, by the President or a Vice President and by the Treasurer or an Assistant Treasurer, or any two officers designated by the Board of Directors, and shall bear the corporate seal or its facsimile. If the person who signed, either manually or in facsimile, a share certificate no longer holds office when the certificate is issued, the certificate shall be nevertheless valid.<sup>43</sup>

Section 3. Uncertificated Shares. The Board of Directors may authorize the issue of some or all of the shares of any or all of the Corporation's classes or series without certificates. The authorization shall not affect shares already represented by certificates until they are surrendered to the Corporation. Within a reasonable time after the issue or transfer of shares without certificates, the Corporation shall send the shareholder a written statement of the information required by the MBCA to be on certificates.<sup>44</sup>

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

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

## ARTICLE VII

### CORPORATE RECORDS

#### Section 1. Records to be Kept.

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

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

- (i) its Articles or Restated Articles of Organization and all amendments to them currently in effect;
- (ii) its Bylaws or restated Bylaws and all amendments to them currently in effect;
- (iii) resolutions adopted by its Board of Directors creating one or more classes or series of shares, and fixing their relative rights, preferences, and limitations, if shares issued pursuant to those resolutions are outstanding;
- (iv) the minutes of all shareholders' meetings, and records of all action taken by shareholders without a meeting, for the past three years;
- (v) all written communications to shareholders generally within the past three years, including the financial statements furnished under Section 16.20 of the MBCA for the past three years;
- (vi) a list of the names and business addresses of its current Directors and officers; and
- (vii) its most recent annual report delivered to the Massachusetts Secretary of State.

## Section 2. Inspection of Records by Shareholders.

- (a) A shareholder is entitled to inspect and copy, during regular business hours at the office where they are maintained pursuant to Section 1(b) of this Article, copies of any of the records of the Corporation described in said Section if he or she gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy.
- (b) A shareholder is entitled to inspect and copy, during regular business hours at a reasonable location specified by the Corporation, any of the following records of the Corporation if the shareholder meets the requirements of subsection (c) and gives the Corporation written notice of his or her demand at least five business days before the date on which he or she wishes to inspect and copy:
  - (1) excerpts from minutes reflecting action taken at any meeting of the Board of Directors, records of any action of a committee of the Board of Directors while acting in place of the Board of Directors on behalf of the Corporation, minutes of any meeting of the shareholders, and records of action taken by the shareholders or Board of Directors without a meeting, to the extent not subject to inspection under subsection (a) of this Section;
  - (2) accounting records of the Corporation, but if the financial statements of the Corporation are audited by a certified public accountant, inspection shall be limited to the financial statements and the supporting schedules reasonably necessary to verify any line item on those statements; and
  - (3) the record of shareholders described in Section 1(a) of this Article.

- (c) A shareholder may inspect and copy the records described in subsection (a) only if:
- (1) his or her demand is made in good faith and for a proper purpose;
  - (2) he or she describes with reasonable particularity his or her purpose and the records he or she desires to inspect;
  - (3) the records are directly connected with his or her purpose; and
  - (4) the Corporation shall not have determined in good faith that disclosure of the records sought would adversely affect the Corporation in the conduct of its business.
- (d) For purposes of this Section, "shareholder" includes a beneficial owner whose shares are held in a voting trust or by a nominee on his or her behalf.

### Section 3. Scope of Inspection Right.

- (a) A shareholder's agent or attorney has the same inspection and copying rights as the shareholder represented.
- (b) The Corporation may, if reasonable, satisfy the right of a shareholder to copy records under Section of this Article by furnishing to the shareholder copies by photocopy or other means chosen by the Corporation including copies furnished through an electronic transmission.
- (c) The Corporation may impose a reasonable charge, covering the costs of labor, material, transmission and delivery, for copies of any documents provided to the shareholder. The charge may not exceed the estimated cost of production, reproduction, transmission or delivery of the records.
- (d) The Corporation may comply at its expense, with a shareholder's demand to inspect the record of shareholders under Section 2(c)(3) of this Article by providing the shareholder with a list of shareholders that was compiled no earlier than the date of the shareholder's demand.
- (e) The Corporation may impose reasonable restrictions on the use or distribution of records by the demanding shareholder.

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



## ARTICLE VIII

### INDEMNIFICATION

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

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

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

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

"Expenses", includes counsel fees.

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

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

"Proceeding", any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, arbitrative, or investigative and whether formal or informal.<sup>51</sup>

Section 2. Indemnification of Directors and Officers.

(a) Except as otherwise provided in this Section, the Corporation shall indemnify to the fullest extent permitted by law an individual who is a party to a proceeding because he or she is a Director or officer against liability incurred in the proceeding if: (1) (i) he or she conducted

himself or herself in good faith; and (ii) he or she reasonably believed that his or her conduct was in the best interests of the Corporation or that his or her conduct was at least not opposed to the best interests of the Corporation; and (iii) in the case of any criminal proceeding, he or she had no reasonable cause to believe his or her conduct was unlawful; or (2) he or she engaged in conduct for which he or she shall not be liable under a provision of the Articles of Organization authorized by Section 2.02(b)(4) of the MBCA or any successor provision to such Section.

(b) A Director's or officer's conduct with respect to an employee benefit plan for a purpose he or she reasonably believed to be in the interests of the participants in, and the beneficiaries of, the plan is conduct that satisfies the requirement that his or her conduct was at least not opposed to the best interests of the Corporation.

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

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

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

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

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

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

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

(b) by special legal counsel (1) selected in the manner prescribed in clause (a); or (2) if there are fewer than two disinterested Directors, selected by the Board of Directors, in which selection Directors who do not qualify as disinterested Directors may participate; or

(c) by the shareholders, but shares owned by or voted under the control of a Director who at the time does not qualify as a disinterested Director may not be voted on the determination.

#### Section 5. Notification and Defense of Claim; Settlements.

(a) In addition to and without limiting the foregoing provisions of this Article and except to the extent otherwise required by law, it shall be a condition of the Corporation's obligation to indemnify under Section 2 of this Article (in addition to any other condition provide in these Bylaws or by law) that the person asserting, or proposing to assert, the right to be indemnified, must notify the Corporation in writing as soon as practicable of any action, suit, proceeding or investigation involving such person for which indemnity will or could be sought, but the failure to so notify shall not affect the Corporation's objection to indemnify except to the extent the Corporation is adversely affected thereby. With respect to any proceeding of which the Corporation is so notified, the Corporation will be entitled to participate therein at its own expense and/or to assume the defense thereof at its own expense, with legal counsel reasonably acceptable to such person. After notice from the Corporation to such person of its election so to assume such defense, the Corporation shall not be liable to such person for any legal or other expenses subsequently incurred by such person in connection with such action, suit, proceeding or investigation other than as provided below in this subsection (a). Such person shall have the right to employ his or her own counsel in connection with such action, suit, proceeding or investigation, but the fees and expenses of such counsel incurred after notice from the Corporation of its assumption of the defense thereof shall be at the expense of such person unless (1) the employment of counsel by such person has been authorized by the Corporation, (2) counsel to such person shall have reasonably concluded that there may be a conflict of interest or position on any significant issue between the Corporation and such person in the conduct of the defense of such action, suit, proceeding or investigation or (3) the Corporation shall not in fact have employed counsel to assume the defense of such action, suit, proceeding or investigation, in each of which cases the fees and expenses of counsel for such person shall be at the expense of the Corporation, except as otherwise expressly provided by this Article. The Corporation shall not be entitled, without the consent of such person, to assume the defense of any claim brought by or in the right of the Corporation or as to which counsel for such person shall have reasonably made the conclusion provided for in clause (2) above.

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

proposed settlement.

Section 6. Insurance. The Corporation may purchase and maintain insurance on behalf of an individual who is a Director or officer of the Corporation, or who, while a Director or officer of the Corporation, serves at the Corporation's request as a director, officer, partner, trustee, employee, or agent of another domestic or foreign corporation, partnership, joint venture, trust, employee benefit plan, or other entity, against liability asserted against or incurred by him or her in that capacity or arising from his or her status as a Director or officer, whether or not the Corporation would have power to indemnify or advance expenses to him or her against the same liability under this Article 56.

#### Section 7. Application of this Article.

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

(b) This Article shall not limit the Corporation's power to (1) pay or reimburse expenses incurred by a Director or an officer in connection with his or her appearance as a witness in a proceeding at a time when he or she is not a party or (2) indemnify, advance expenses to or provide or maintain insurance on behalf of an employee or agent.

(c) The indemnification and advancement of expenses provided by, or granted pursuant to, this Article shall not be considered exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled.

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

### ARTICLE IX

#### FISCAL YEAR

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

## ARTICLE X

### AMENDMENTS

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

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

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

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

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

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



William Francis Galvin  
Secretary of the  
Commonwealth

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

June 20, 2024

TO WHOM IT MAY CONCERN:

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

**JO WORCESTER, INC.**

is a domestic corporation organized on **December 19, 2023**, under the General Laws of the Commonwealth of Massachusetts.

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



Processed By: TAA

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



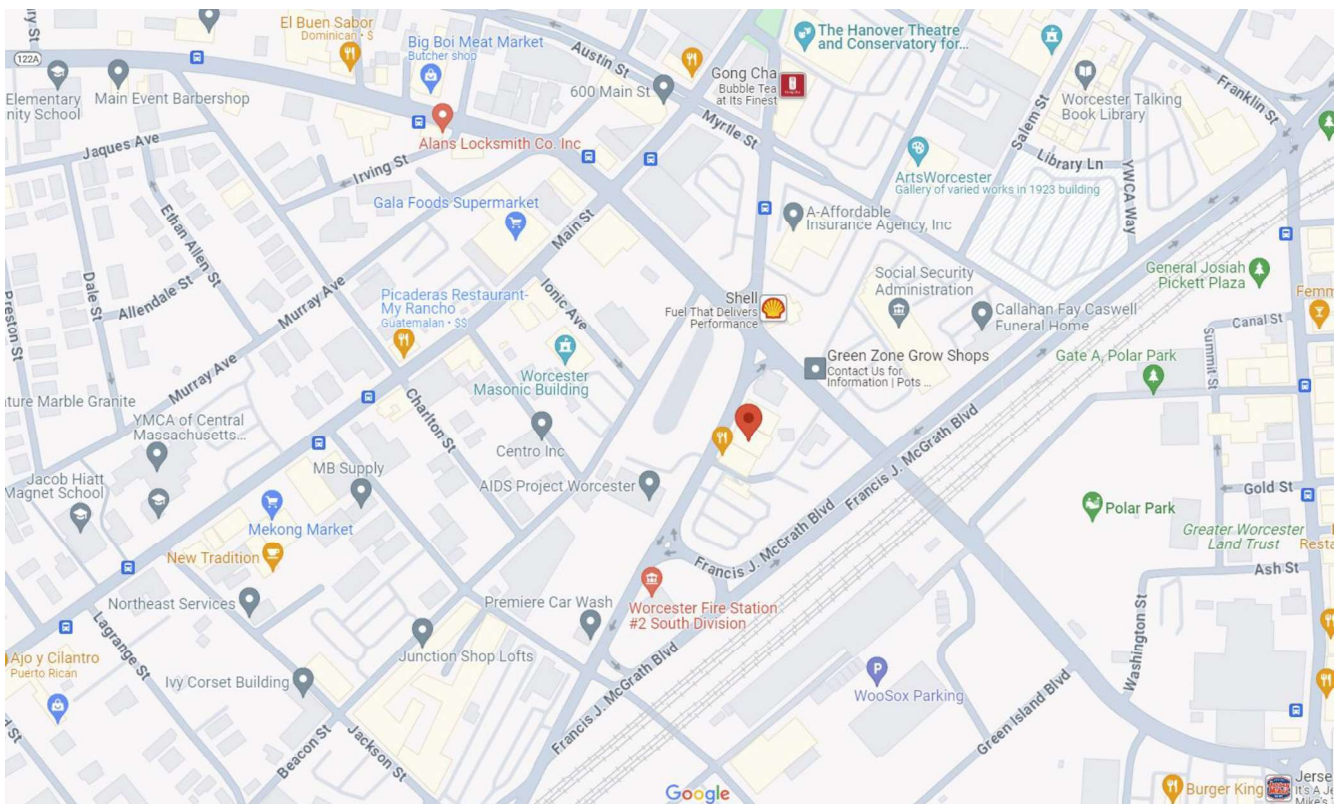
# JO WORCESTER INC

## Business Plan for the City of Worcester, MA

### Executive Summary JO WORCESTER INC.

### Location

JO WORCESTER is ideally located at 142 Southbridge Street, Worcester MA 01608 (location had previously been a fully licensed and operational adult-use cannabis dispensary operated by Trulieve in full compliance with all City and State regulations.)



### The Company

JO WORCESTER INC. (hereinafter, “JO WORCESTER”) is a private C Corporation owned by Cannaprenuer Partners LLC (“CP”) seeking to obtain an adult-use cannabis retail license from the Cannabis Control Commission (“CCC”) to operate at 142 Southbridge Street, Worcester, MA 01608 under the “*Joint Operations*” retail brand name.

Cannaprenuer Partners is a local, Westborough MA based cannabis business founded in 2019 by Michael Scott. Michael was also the founding shareholder of Nature’s Remedy (“NR”), a highly successful Massachusetts based cannabis business. Michael’s team there built NR into a vertically integrated cannabis business that cultivated, manufactured, and processed cannabis to sell through its three adult-use retail dispensaries in eastern Massachusetts. In 2021 Nature’s Remedy was sold to Trulieve and Jushi Holdings, two multi-state operators. CP has a track record of raising capital to build out and operate



successful adult-use dispensaries in the Commonwealth. Though the CP team is currently replicating much of NR's business strategy again in Massachusetts, the intent is to build its Massachusetts operations into a sizable and profitable vertically integrated business and use this as a base and foundation to replicate this strategy in other east coast markets.



*Joint Operations* is CP's veteran co-owned dispensary brand that currently has locations in Rowley and Mendon, MA. Our team has provided meals to both food pantries and veteran shelters, hosted symposiums on veterans and cannabis, held fund raisers for local VFW's, sponsored the Northshore Gay Pride event and much more.

CP / Joint Operations has the experience and proven track record of obtaining all regulatory licenses and permits, building out and successfully operating retail dispensaries in Massachusetts and is an ideal candidate to re-open the adult-use dispensary at 142 Southbridge Street on the timeliest basis.

Based on CP's track record and financial resources, Sunstar Realty (owner and landlord of 142 Southbridge Street) has indicated it is willing to enter into a lease with CP or an affiliate for the 142 Southbridge Street location.

## **Experience of the Operators**

### **Michael Scott**

Michael Scott is an entrepreneur, family man, and martial artist with a passion for life. Michael's core values are Family, Integrity, Helping Others, Leadership, Loyalty. During Michael's two-decade career in Wealth Management, he became one of the youngest top 1% ranked advisors at Ameriprise Financial. He put his first deal together with the executives of Ameriprise Financial in a seven-figure acquisition that became the company's first external practice acquisition. Fast forward a handful of years and Michael is now the Founder/Owner of BAM Partners LLC an entrepreneurial holding company of 7 businesses and growing.

Michael's professional focus has now shifted to the cannabis industry. Michael's been instrumental in bringing cannabis companies from pitch deck to nine-figure valuations with the infusion of smart capital, strategy, and purpose-driven leadership. Michael and team have developed an extensive lead in replicating "Shark Tank" in cannabis for the Boston area.

Michael's unique ability is to strategically lead and develop entrepreneurs toward their own values-based excellence. On a personal note, he's an avid martial artist and loves to teach and train multiple disciplines such as MMA, Brazilian Jiu Jitsu, Muay Thai and Taekwondo. Michael is happily married to his wife, Kerri, and they share three kids.

### **Todd Sullivan**

Todd is a serial entrepreneur who founded his first business in 1986 at the age of 18. Since then he has been involved in entrepreneurial businesses either as an investor, advisor or founder/employee, his entire working life. Todd currently is the owner of ValuePlays and former General Partner in Rand Strategic Partners a long/short hedge fund. His website, ValuePlays that was launched in 2007 features his various

ideas and he updates readers on their progress in a timely fashion. His commentary has been seen in the Wall St. Journal, New York Times, CNN Money, Business Week, Crain's NY, Kiplingers and other publications. He has also appeared on Fox Business News & Fox News and CBNC. His critical analysis of Starbucks during 2008 was quoted by its Founder Howard Schultz in his book "Onward". In 2011 Todd was asked to present an investment idea at Bill Ackman's "Harbor Investment Conference". The idea, Audiovoxx, was the top performing stock over the following year. In 2015 he presented before the same conference and has made several stock investment presentations for the Manual of Ideas "Best Ideas" Conferences. In December 2019 Todd closed his hedge fund so he could focus his energies on entrepreneurial opportunities in the cannabis space.

## Mission

Our mission is to operate an adult-use cannabis retail store that offers the highest quality cannabis products while serving as a model to regulatory authorities and a trusted employer within Worcester, MA. In re-opening the adult-use dispensary at 142 Southbridge Street under the Joint Operations name, CP is very much looking forward to becoming an active and responsible member of the Worcester community as well and to building a successful retail dispensary that will benefit both the City of Worcester and our stakeholders.

## Goals

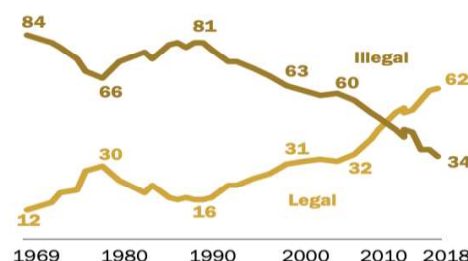
- ✓ Position JO WORCESTER as the adult-rec cannabis dispensary offering the best customer experience which includes best pricing, selection, and in-store experience.
- ✓ Develop a recognizable and trusted brand known for fair employment practices and consistently superb product quality and customer service.
- ✓ Serve as a model to regulatory authorities.
- ✓ Stimulate the local economy by employing residents as staff and vendors.

## Market Overview

### National Landscape

Public support for legalizing recreational cannabis has steadily risen from 12% in 1969 to an estimated 62% today. Those in favor understand that this industry will generate billions of dollars for the economy, create hundreds of thousands of jobs, decrease crime, free up police resources, take power and money away from drug cartels and street gangs, and put an end to an unregulated black market.

*Do you think the use of marijuana should be made legal, or not? (%)*



Legend:

- Recreational/Medical (Orange)
- Medical (Green)
- None (Grey)

States with Recreational/Medical laws (Orange): WA, OR, MT, WY, NV, CA, AZ, NM, CO, MN, WI, MI, OH, NY, MA, ME, NJ, DE, VA, NC, SC, GA, FL, AL, MS, AR, OK, TX, MO, IL, IN, KY, WV, PA, NJ, MA, ME.

States with Medical laws (Green): ND, SD, IA, NE, KS, NE, OK, AR, LA, MS, AL, GA, FL, WV, PA, NJ, MA, ME.

States with No laws (Grey): ID, UT, CO, KS, TX, TN, NC, SC, GA, FL, AL, MS, AR, OK, TX, TN, NC, SC, GA, FL, AL, MS, AR, OK, TX.

Market	Total Cannabis Sales (Jan - Aug 2022)
CA	\$34,430M
MI	\$14,688M
AB	\$12,780M
AZ	\$12,500M
IL	\$11,920M
FL	\$11,042M
CO	\$9,720M
WA	\$6,710M
WA	\$6,790M
OK	\$5,380M
NV	\$3,370M
ND	\$3,370M

The Massachusetts market continues to grow as more adults enter the market. The percentage of MA adults 21+ who use cannabis at least once a month has climbed to over 27% in 2023 vs just 15% three years ago. Only the District of Columbia, Vermont, Alaska and Oregon have [higher rates](#) than the Bay State does. Millennials have the largest user based with over 50% of them reported to be regular users of cannabis for a variety of ailments. Senior citizens, while only near 5% usage, are now the fastest growing demographic as they are increasingly eliminating costly and dangerous prescription or OTC medicines for common ailments like sleep issues and choosing cannabis.

**Massachusetts Total Cannabis Sales and Unit Volume**

Month	Total Sales (\$M)	Total Units (M)
Jan-20	\$45M	1.4M
Feb-20	\$48M	1.4M
Mar-20	\$45M	1.4M
Apr-20	\$10M	0.4M
May-20	\$48M	0.7M
Jun-20	\$68M	1.1M
Jul-20	\$70M	1.4M
Aug-20	\$78M	1.4M
Sep-20	\$78M	1.4M
Oct-20	\$80M	1.4M
Nov-20	\$72M	1.4M
Dec-20	\$82M	1.4M
Jan-21	\$85M	1.4M
Feb-21	\$78M	1.4M
Mar-21	\$95M	1.8M
Apr-21	\$100M	2.1M
May-21	\$102M	2.1M
Jun-21	\$102M	2.1M
Jul-21	\$125M	2.5M
Aug-21	\$125M	2.5M
Sep-21	\$115M	2.5M
Oct-21	\$115M	2.5M
Nov-21	\$112M	2.5M
Dec-21	\$125M	2.5M
Jan-22	\$105M	2.5M
Feb-22	\$108M	2.5M
Mar-22	\$115M	2.5M
Apr-22	\$118M	2.5M
May-22	\$118M	2.5M
Jun-22	\$115M	2.5M
Jul-22	\$130M	3.5M
Aug-22	\$130M	3.5M

*Source: Headset, A deep dive of the Massachusetts cannabis market, September 2022.*

Despite these sales increases and due to the diligence of the cannabis community, youth use of cannabis has decreased materially across the state.

Percentage of Massachusetts students who reported:	Ever using marijuana	Using marijuana, past 30 days
2019 High School Estimate	44.4 %	30.2 %
2019 95% Confidence Interval	(41.1 - 47.7)	(27.1 - 33.4)
2021 High School Estimate	27.9 %	17.8 %
2021 95% Confidence Interval	(25.4 - 30.5)	(16.0 - 19.7)
2019 Middle School Estimate	7.0 %	3.0 %
2019 95% Confidence Interval	(5.4 - 8.7)	(2.1 - 3.9)
2021 Middle School Estimate	4.8 %	2.5 %
2021 95% Confidence Interval	(3.5 - 6.2)	(1.7 - 3.3)

: <https://www.cdc.gov/marijuana/health-effects/teens.html>

## Competition

As of today, based on CCC data, there are 12 licensed adult-use retail stores operating in Worcester and 2 retail stores with Provisional Licenses. We feel that our decades of experience in a variety of different fields (i.e., as employees, business owners, and cannabis entrepreneurs), gives us a competitive advantage for true quality and customer service. We believe that diversity is the cornerstone of success and that our unique backgrounds will encourage creativity and drive innovation. See below for the names and locations of our current competitors:

### Worcester MA Adult-Rec Dispensaries

Company Name	dba	Address	Status
Cultivate Holdings LLC	Sunnyside Cannabis	1023 Southbridge St	Operational
Evergreen Strategies, LLC	Clear Sky Cannabis	143 SW Cutoff	Operational
Good Chemistry of Mass	Good Chemistry	9 Harrison St	Operational
Major Bloom, LLC	Major Bloom	76 Millbury St	Operational
Mayflower Medicinals, Inc.	Mayflower	645 Park Ave	Operational
Mission MA, Inc.	Mission Worcester	640 Lincoln St	Operational
Munro Associates LLC	The Vault	17 Mountain St E	Operational
New Dia, LLC	Cookies Worcester	118 Cambridge St	Operational
Resinate, Inc.	Resinate	1191 Millbury St	Operational
TDMA LLC	Diem Cannabis	74 Grafton St	Operational
The Botanist, Inc.	The Botanist	65 Pullman St	Operational
Trichome Health Corp.	Bud's Goods & Provisions	68 W Boylston St	Operational
Cannabis of Worcester LLC	Cannabis of Worcester	56 Millbrook St	Provisional License
The Corner Emporium LLC.	The Corner Emporium	40 Jackson St	Provisional License
Suns Mass II, LLC			Surrendered

Source: Cannabis Control Commission Database, October 2023.

## **Products & Services**

### **Product Line**

Any cannabis products that are offered for sale by JO WORCESTER will be procured from the licensed Massachusetts wholesale market and/or sourced from one of CP's licensed manufacturing facilities. Raw material (flower) may be acquired from an established licensed cultivator and/ or local craft producers for processing. All products will be fully tested by licensed testing labs in accordance with state regulations. By leveraging our teams' collective Massachusetts cannabis network, we have already established relationships with multiple cultivators and product manufacturers for wholesale purchase. We intend to work with cultivators and manufacturers both within Worcester and others as the market grows. We recognize the importance of benefiting our host community and we intend to work with local vendors to keep money in the community wherever and whenever possible. Our operation will provide the full range of cannabis products available in Massachusetts:

- Cannabis Flower
- Cannabis Concentrates
- Edibles, including THC-infused Beverages
- Vape Cartridges (THC/CBD)
- Pre-rolled joints/Cannagars
- Sublingual tabs
- Topicals
- As more product lines and types are brought to market, JO WORCESTER will work to offer a broad selection of the newest and best cannabis and cannabis products.

### **Product Quality and Testing**

We will request appropriate documentation from our wholesale suppliers to confirm all products were properly tested as defined within 935 CMR 500.130(4). Only cannabis and cannabis products that pass the state's strict purity standards will be purchased for sale to consumers, pursuant to 935 CMR 500.160 Testing of Marijuana and Marijuana Products.

JO WORCESTER will ensure that its suppliers utilize Best MGMT Practices, Good Agricultural Practices, Good Cultivation Practices, and Good Handling Practices to limit contamination, including but not limited to mold, fungus, bacterial diseases, rot, pests, pesticides not permitted by regulation, mildew, and any other contaminant identified as posing potential harm.

All cannabis in Massachusetts is tracked in the state's seed-to-sale software system provided by METRC®. JO WORCESTER intends to use point of sale (POS) software that integrates with METRC® as required by 935 CMR 500.105(8)(e). Any product not to standard will be removed from sales, put in a locked container, the supplier and the Cannabis Control Commission will be notified, and the defective product will be returned to the supplier for proper destruction as outlined in 935 CMR 500.130(5).

### **Required Product Labeling**

All JO WORCESTER employees will be trained to understand 935 CMR 500.105: General Operational Requirements for Marijuana Establishments and will be trained to identify any products that violate these regulations. Our employees will be required to understand 935 CMR 500.105(5)(c) Labeling of Marijuana Concentrates and Extracts. Our staff will be trained to ensure every container holding a cannabis product is properly labeled, contains a warning label and discloses the total THC content. JO WORCESTER believes it is our responsibility to inspect and identify all products to ensure customer safety.

## Marketing Strategy

JO WORCESTER is dedicated to respecting and adhering to the rules and regulations that govern the marketing techniques of cannabis products. Our plan is to promote our product through authorized digital, media and print platforms. JO WORCESTER will NOT market, advertise or brand:

- In any manner that is deemed deceptive or misleading;
- to audiences under the age of 21 years old;
- In any way that appeals to an audience under the age of 21 years old via promotional giveaways or coupons;
- By any unsolicited means; and/ or
- By any portable means including vehicles, clothing or merchandise.

Our marketing and advertising campaign will focus on maintaining our unparalleled network and further developing close personal relationships within the cannabis community and adult-use retail locations through:

- Direct, personal communication;
- Subscription via email;
- Web presence; and
- Attending cannabis/hemp/wellness related conventions and events.

Advertising via print publications, including but not limited to:

- Sensi Magazine
- 420 Magazine
- Dope Magazine

Advertising via digital/mobile platforms, including but not limited to:

- Weedmaps.com
- Leafly.com
- Stickyguide.com
- Instagram
- Facebook

## Security Plan

A security system including alarms and surveillance that fully complies with the guidelines stated in 935 CMR 500.110 and all other rules and regulations governing the security measures of retail shops will be installed by a licensed and insured vendor. It is of the utmost importance to JO WORCESTER that the premises, our employees, and the general public are protected and safe while in and around our retail facility.

Surveillance/ Alarm shall include:

- The outside perimeter shall be sufficiently lit to facilitate surveillance.
- Commercial grade security equipment will be installed to alarm the perimeter, including all entry and exit points and windows.
- Video cameras shall be installed in all points of entry and exit and in the parking lot.

- A silent duress alarm shall be installed to notify local law enforcement in an emergency.
- Video cameras to run for 24 hours and shall provide date and time stamps.
- Video cameras shall be installed in all areas that may contain cannabis product.

#### Access:

- JO WORCESTER will adopt procedures to prevent loitering to ensure that no unauthorized individuals access the facility.
- All entrances will be secured to ensure no unauthorized personnel access the facility.
- Limited access areas will be designated and labeled as such.
- All cannabis products will be secured and locked away to prevent diversion, theft or loss.
- Keys and access codes will be accessible specifically to authorized personnel only.
- All cannabis products will be kept out of plain sight from the general public.
- All employees will wear visible ID badges.
- All guests will wear visibly Guest ID badges.

#### Staff:

- Safety protocol and drills will be implemented and practices in the event of emergency, diversion or theft.
- Staff will undergo regular and updated training and safety awareness.

### **Staffing & Training**

We will recruit staff from the local Worcester community where possible. Preference will be given to Veterans and individuals with knowledge and/or experience in the use of cannabis. It is of utmost importance to JO WORCESTER that we hire staff that is diverse in age, gender, and race and represents the communities and customers whom we serve.

Staff will be trained in the following topics (including, but not limited to):

#### 1. Marijuana Establishment Agent Training

- JO WORCESTER will ensure that all marijuana establishment agents complete training prior to performing job functions. Training shall be tailored to the roles and responsibilities of the job function of each marijuana establishment agent, including a Responsible Vendor Program under 935 CMR 500.105(2)(b). At a minimum, staff shall receive eight hours of on-going training annually.

#### 2. Responsible Vendor Training

- All current owners, managers, and employees of a Marijuana Establishment that are involved in the handling and sale of marijuana for adult use at the time of licensure or renewal of licensure, as applicable, shall have attended and successfully completed a responsible vendor program to be designated a “responsible vendor.”
- Once a licensee is designated a “responsible vendor,” all new employees involved in the handling and sale of marijuana for adult use shall successfully complete a responsible vendor program within 90 days of hire.

- After the initial successful completion of a responsible vendor program, each owner, manager, and employee involved in the handling and sale of marijuana for adult use shall successfully complete the program once every year thereafter to maintain designation as a “responsible vendor.”
- JO WORCESTER will maintain records of responsible vendor training program compliance for four years and make them available for inspection by the Commission and any other applicable licensing authority upon request during normal business hours.
- 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; 500.105(d)(2)(d)

3. The overall company policy review will include but not be limited to the following topics:

- Sexual Harassment Policy (Review upon hire and annually with all employees)
- Employee-at-Will
- EEO (Equal Employment Opportunity)
- Other forms of harassment and filing complaints internally and externally with EEOC (Equal Employment Opportunity Commission) and MCAD (Massachusetts Commission Against Discrimination)
- Worksite Safety
- Rules and regulations governing the manufacturing of recreational cannabis
- Anti-diversion
- Facility access and security protocols
- Disaster preparedness
- Alcohol and drug-free work policy
- Employee Performance Evaluations
- Exempt vs. Non-Exempt and Overtime Classification in accordance with FLSA law (Non-Exempt employees who work in excess of 40 hours in any given 7-day week will receive 1.5 times the employee's hourly rate in accordance with federal and state law)
- FMLA and MMLA (Eligibility and Rights)
- Insurance benefits
- Benefit Time
- Workers Compensation
- Unemployment Compensation





85 B East Central St, Suite A, Natick MA 01760  
617-500-1824 [www.budrisk.com](http://www.budrisk.com)

Cannabis Control Commission  
Union Station,  
2 Washington Square,  
Worcester, MA 01604

RE: JO WORCESTER, INC. (Retail License)

Please be informed that the above referenced applicant has made formal application through our general brokerage for general liability and product liability insurance with minimum limits of \$1,000,000 per occurrence, and \$2,000,000 annual aggregate, and application for additional excess liability limits. In accordance with 935 CMR 500.101(1); 935 CMR 500.105(10), the deductible for each policy can be no higher than \$5,000 per occurrence. The below underwriters have received this application and are expecting to provide proposals within the coming weeks. JO WORCESTER, INC. has purchased a bond through our brokerage with a bond limit in compliance with the Commission's request. We look forward to providing liability coverage to JO WORCESTER, INC. as soon as a bindable proposal is available.

Quadscore Insurance Services  
Cannasure Insurance Services, Inc.  
CannGen Insurance Services, LLC  
Canopius US Insurance Company  
Continental Heritage Insurance Company

Best Regards,

DocuSigned by:

*James Boynton*

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James Boynton  
Managing Broker  
MA Insurance License #1842496  
[jim@budrisk.com](mailto:jim@budrisk.com)

## **DIVERSITY PLAN**

*Last updated April 24, 2024.*

JO Worcester, Inc. (“JO Worcester” or the “Company”) is committed to actively promoting diversity, inclusion, and cultural competency by implementing programmatic and operational procedures and policies that will help to make JO Worcester a leader and champion of diversity in both the local City of Worcester and the greater Massachusetts cannabis industry. JO Worcester hopes to include the local community of Worcester in its outreach.

JO Worcester’s commitment to diversity is reflected in the following Goals which shall be pursued through the Programs outlined herein and then judged by the Measurements/Metrics outlined below. This Diversity Plan is intended to be monitored and modified from year-to-year as necessary.

### **Goal #1:**

Achieve at least the goals below for our hiring and staffing:

- |   |     |
|---|-----|
| ○ <i>Veterans -</i>   | 10% |
| ○ <i>People with Disabilities -</i>   | 10% |
| ○ <i>LGBTQ+ individuals -</i>   | 10% |
| ○ <i>Women -</i>  | 50% |
| ○ <i>People of color, particularly Black, African American, Hispanic, Latinx, and Indigenous people -</i> | 15% |

### **Program #1:**

- Increase diversity of the make-up of our staff by actively seeking out people who are members of the groups specified above, through in-house hiring initiatives and participation in online diversity job boards at least once a year and as frequently as needed as staffing needs dictate. Sources utilized will include: Worcester Telegram and Gazette.

### **Measurements/Metrics #1:**

- Company personnel files will be evaluated on an annual basis to determine how many employees are members of the groups above that occupy positions within the company and that number shall be divided by the number of JO Worcester total staffing to determine the percentage achieved.

### **Goal #2:**

Enhance workforce diversity by contracting with diverse businesses. JO Worcester will strive to employ at least the following percentages of its contractors, subcontractors, and suppliers from the following groups specified in the paragraph below:

- *Minority Business Enterprise - 5%*
- *Women Business Enterprise - 5%*
- *Veteran Business Enterprise - 5%*
- *LGBT Business Enterprise - 5%*
- *Disability-Owned Business Enterprise - 5%*

**Program #2:**

JO Worcester will make good faith efforts to employ contractors, subcontractors, and suppliers who are listed in the Commonwealth of Massachusetts Directory of Certified Businesses as being a business from the categories above, with particular consideration given to businesses classified as Disadvantaged Business Enterprises.

JO Worcester seeks to have diversity across the listed demographic groups and measure those against the primary ownership of all of our contracted partners. We will strive to not limit our contractual relationships to a single disadvantaged business entity (“DBE”) category and will instead seek a variety of qualifying businesses to contract with and will judge the mix of those relationships.

**Measurements/Metrics #2:**

JO Worcester shall maintain a list of active contractors, subcontractors, and suppliers and compare that list annually to the Massachusetts Directory of Certified Businesses to determine progress towards the goals listed above.

**Required Disclosures:**

JO Worcester acknowledges that the progress or success of our plan will be documented upon renewal (one year from provisional licensure, and each year thereafter).

JO Worcester 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.

JO Worcester acknowledges that any actions taken, or programs instituted will not violate the Commission’s regulations with respect to limitations on ownership or control or other applicable state laws.

## **ENERGY COMPLIANCE PLAN**

JO Worcester, Inc. (“JO Worcester” or the “Company”) will work with our architect and engineer to identify as many energy saving strategies as possible. In addition, JO Worcester will implement, as much as is feasible, the following energy saving strategies:

- Increasing or adding insulation.
- Installing ‘smart’ thermostats to identify periods where heating/cooling loads can be reduced
- Installing LED lighting
- Ensuring that the restrooms use low flow toilets and sinks.
- Coordinating with the HVAC contractor to identify any energy saving opportunities.
- Evaluating the efficacy of switching the kitchen(s) in the space to on-demand hot water heaters.
- Installing Photovoltaic panels
- Increase daylight into work areas
- Minimize night work
- Source raw materials only from suppliers that also implement energy saving measures
- Install bike racks to encourage bike use by employees
- Sustainable packaging of products
- Recycling

In the future, any replacements or upgrades of heating/cooling, lighting, and plumbing will include energy efficiency as part of its criteria for evaluation.

JO Worcester will investigate rooftop solar arrays to generate electricity, and rooftop solar hot water to provide both hot water and heat for the space.

JO Worcester acknowledges that if a Provisional License is issued, JO Worcester, at the Architectural Review stage, will submit further information to demonstrate actual consideration of energy reduction opportunities, use of renewable energy and renewable energy generation, including a list of opportunities that were considered and information that demonstrates actual engagement with energy efficiency programs and any financial incentives received. This information will include whether opportunities are being implemented, will be implemented at a later date, or are not planned to be implemented.

JO Worcester will also include a summary of information that was considered to make the decision (i.e. costs, available incentives, and bill savings). JO Worcester will engage in either a

## JO Worcester Inc.

Mass Save audit or coordinate with our local municipal electric company to conduct an audit, which will be included in the summary.

As part of our written operating procedures we will conduct an annual energy audit and request regular meetings with our municipal utilities to identify energy efficiency programs, incentives, opportunities, and areas for JO Worcester to optimize its energy usage.

JO Worcester is committed to considering how to optimally use energy early in the facility design process and continually assess new opportunities for reduced energy usage and costs. JO Worcester will use best management practices to reduce energy and water usage, engage in energy consideration, and mitigate other environmental impacts.

JO Worcester will meet all applicable environmental laws and regulations; receive permits and other applicable approvals, including those related to water quality and solid and hazardous waste management, as a requirement of obtaining a final license.

## **MAINTAINING OF FINANCIAL RECORDS**

JO Worcester, Inc. (“JO Worcester” or the “Company”) policy is to maintain financial records in accordance with 935 CMR 500.105(9)(e). The records will include manual or computerized records of assets and liabilities, monetary transactions; books of accounts, which shall include journals, ledgers, and supporting documents, agreements, checks, invoices and vouchers; sales records including the quantity, form, and cost of marijuana products; and salary and wages paid to each employee, stipends paid to each board member, and any executive compensation, bonus, benefit, or item of value paid to any persons having direct or indirect control over the marijuana establishment.

Furthermore, JO Worcester will implement the following policies for Recording Sales:

- (a) JO Worcester will utilize a point-of-sale (“POS”) system approved by the Commission, in consultation with the Massachusetts Department of Revenue (“DOR”).
- (b) JO Worcester may also utilize a sales recording module approved by the DOR.
- (c) JO Worcester will not utilize any software or other methods to manipulate or alter sales data at any time or under any circumstances.
- (d) JO Worcester will conduct a monthly analysis of its equipment and sales data to determine that no software has been installed that could be utilized to manipulate or alter sales data and that no other methodology has been employed to manipulate or alter sales data. JO Worcester will maintain records that it has performed the monthly analysis and produce it upon request to the Commission. If JO Worcester determines that software has been installed for the purpose of manipulation or alteration of sales data or other methods have been utilized to manipulate or alter sales data:
  - i. it will immediately disclose the information to the Commission;
  - ii. it will cooperate with the Commission in any investigation regarding manipulation or alteration of sales data; and
  - iii. take such other action directed by the Commission to comply with 935 CMR 500.105.
- (e) JO Worcester will comply with 830 CMR 62C.25.1: Record Retention and DOR Directive 16-1 regarding recordkeeping requirements.
- (f) JO Worcester will adopt separate accounting practices at the POS for marijuana and marijuana product sales, and non-marijuana sales.
- (g) JO Worcester will allow the Commission and the DOR to audit and examine the POS system used by a retailer in order to ensure compliance with Massachusetts tax laws and 935 CMR 500.140(5).

Following the closure of JO Worcester, all records will be kept for at least two years, at JO Worcester’s sole expense, and in a form and location acceptable to the Commission, in accordance with 935 CMR 500.105(9)(g). JO Worcester shall keep financial records for a minimum of three years from the date of the filed tax return, in accordance with 830 CMR 62C.25.1(7) and 935 CMR 500.140(5).

## **PERSONNEL POLICIES INCLUDING BACKGROUND CHECKS**

JO Worcester, Inc. (“JO Worcester” or the “Company”) has drafted and instituted these personnel policies to provide equal opportunity in all areas of employment, including hiring, recruitment, training and development, promotions, transfers, layoff, termination, compensation, benefits, social and recreational programs, and all other conditions and privileges of employment, in accordance with applicable federal, state, and local laws. JO Worcester shall make reasonable accommodations for qualified individuals with demonstrated physical or cognitive disabilities, in accordance with all applicable laws. In accordance with 935 CMR 500.101(1)(c). and 935 CMR 500.101(1)(b), JO Worcester is providing these personnel policies, including background check policies, for its Marijuana Establishment.

Management is primarily responsible for seeing that equal employment opportunity policies are implemented, but all members of the staff share the responsibility for ensuring that, by their personal actions, the policies are effective and apply uniformly to everyone. Any employee, including managers, that JO Worcester determines to be involved in discriminatory practices are subject to disciplinary action and may be terminated. JO Worcester strives to maintain a work environment that is free from discrimination, intimidation, hostility, or other offenses that might interfere with work performance. In keeping with this desire, we will not tolerate any unlawful harassment of employees by anyone, including any manager, co-worker, vendor or clients.

In accordance with 935 CMR 500.105(1), General Operational Requirements for Marijuana Establishments, Written Operating Procedures, as a Marijuana Establishment, JO Worcester has and follows a set of detailed written operating procedures for each location. JO Worcester has developed and will follow a set of such operating procedures for each facility. JO Worcester’s operating procedures shall include, but are not necessarily limited to the following:

- (a) Security measures in compliance with 935 CMR 500.110;
- (b) Employee security policies, including personal safety and crime prevention techniques;
- (c) A description of the Marijuana Establishment’s hours of operation and after-hours contact information, which shall be provided to the Commission, made available to law enforcement officials upon request, and updated pursuant to 935 CMR 500.000:*Adult Use of Marijuana*.
- (d) Storage of marijuana in compliance with 935 CMR 500.105(11);
- (e) Description of the various strains of marijuana to be cultivated, processed or sold, as applicable, and the form(s) in which marijuana will be sold
- (f) Price lists for Marijuana and Marijuana Products and any other available products, and alternate price list patients with documented Verification Financial Hardship, as defined in 935 CMR 501.002, as required by 935 CMR 501.100(1)(f);
- (g) Procedures to ensure accurate record-keeping, including inventory protocols in compliance with 935 CMR 500.105(8) and (9);
- (h) Plans for quality control, including product testing for contaminants in compliance with 935 CMR 500.160;
- (i) A staffing plan and staffing records in compliance with 935 CMR 500.105(9);

- (j) Emergency procedures, including a disaster plan with procedures to be followed in case of fire or other emergencies;
- (k) Alcohol, smoke, and drug-free workplace policies;
- (l) A plan describing how confidential information will be maintained;
- (m) A policy for the immediate dismissal of any Marijuana Establishment agent who has:
  - 1. Diverted marijuana, which shall be reported to law enforcement officials and to the Commission;
  - 2. Engaged in unsafe practices with regard to operation of the Marijuana Establishment, which shall be reported to the Commission; or
  - 3. Been convicted or entered a guilty plea, plea of nolo contendere, or admission to sufficient facts of a felony drug offense involving distribution to a minor in the Commonwealth, or a like violation of the laws of another state, the United States or a foreign jurisdiction, or a military, territorial, or Native American tribal authority.
- (n) A list of all board members and executives of a Marijuana Establishment, and members, if any, of the licensee must be made available upon request by any individual. This requirement may be fulfilled by placing this information on the Marijuana Establishment's website, in compliance with 935 CMR 500.105(1)(n).
- (o) Policies and procedures for the handling of cash on Marijuana Establishment premises including but not limited to storage, collection frequency, and transport to financial institution(s).
- (p) Policies and procedures to prevent the diversion of marijuana to individuals younger than 21 years old.
- (q) Policies and procedures for energy efficiency and conservation that shall include:
  - 1. Identification of potential energy use reduction opportunities (including but not limited to natural lighting, heat recovery ventilation and energy efficiency measures), and a plan for implementation of such opportunities;
  - 2. Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on the site, and an explanation of why the identified opportunities were not pursued, if applicable;
  - 3. Strategies to reduce electric demand (such as lighting schedules, active load management and energy storage); and
  - 4. Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, or through municipal lighting plants.
- (r) Policies and procedures to promote workplace safety consistent with the standards set forth under the Occupational Safety and Health Act of 1970, 29 U.S.C. § 651, *et seq.*, including the general duty clause under 29 U.S.C. § 654, whereby:

Each employer (a) shall furnish to each of its employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to its employees; (b) shall comply with occupational safety and health standards promulgated under this act. Each employee shall comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to 29 U.S.C. § 651, *et seq.*, which are applicable to the employee's own actions and conduct.



This is applicable to all places of employment covered by 935 CMR 500.00: *Adult Use of Marijuana*.

In accordance with 935 CMR 500.105(2), all of [JO Worcester]'s current owners, managers and employees that are involved in the handling and sale of marijuana will successfully complete a Responsible Vendor Training Program. Once a Marijuana Establishment is designated a "Responsible Vendor," all of [JO Worcester]'s agents that are involved in the handling and sale of marijuana for adult use will successfully complete the Basic Core Curriculum within 90 days of hire. After successful completion of the Basic Core Curriculum, [JO Worcester] agents who handle or sell Marijuana must receive at least four hours of Responsible Vendor Training Program courses annually under 935 CMR 500.105(2)(b). Those not selling or handling marijuana may participate voluntarily in the Responsible Vendor Training Program. JO Worcester shall maintain records of responsible vendor training compliance at its principal place of business, pursuant to 935 CMR 500.105(2)(b). Responsible vendor training shall include: discussion concerning marijuana effect on the human body; diversion prevention; compliance with tracking requirements; identifying acceptable forms of ID, including medical patient cards; key state and local laws; and such other areas of training determined by the Commission to be included in a Responsible Vendor Training Program.

All employees of JO Worcester will be duly registered as Marijuana Establishment agents and have to complete a background check in accordance with 935 CMR 500.030(1). All Marijuana Establishment agents will complete a training course administered by JO Worcester and complete a Responsible Vendor Program in compliance with 935 CMR 500.105(2)(b). Employees will be required to receive a minimum of eight hours of on-going training annually pursuant to 935 CMR 500.105(2)(a).

1. At a minimum, Marijuana Establishment agents shall receive a total of eight hours of training annually. The eight-hour total training requirement shall be tailored to the roles and responsibilities of the job function of each Marijuana Establishment agent.
2. A minimum of four hours of training shall be from responsible vendor training program courses established under 935 CMR 500.105(2)(b). Any additional RVT hours over the four-hour RVT requirement may count toward the eight-hour total training requirement.
3. Non-RVT training may be conducted in-house by the Marijuana Establishment or by a third-party vendor engaged by the JO Worcester. Basic on-the-job training JO Worcester provides in the ordinary course of business may be counted toward the eight-hour total training requirement
4. Agents responsible for tracking and entering product into the Seed-to-sale SOR shall receive training in a form and manner determined by the Commission. At a minimum, staff shall receive eight hours of on-going training annually.
5. JO Worcester shall maintain records of compliance with all training requirements noted above. Such records shall be maintained for four years and JO Worcester shall make such records available for inspection on request.

In accordance with 935 CMR 500.105 (9), General Operational Requirements for Marijuana Establishments, Record Keeping, JO Worcester's personnel records will be available for

inspection by the Commission, upon request. JO Worcester's records shall be maintained in accordance with generally accepted accounting principles. Written records that are required and are subject to inspection include, but are not necessarily limited to, all records required in any section of 935 CMR 500.000, in addition to the following:

The following JO Worcester personnel records:

1. Job descriptions for each employee and volunteer position, as well as organizational charts consistent with the job descriptions;
2. A personnel record for each of JO Worcester's Marijuana Establishment agents. Such records shall be maintained for at least 12 months after termination of the individual's affiliation with JO Worcester and shall include, at a minimum, the following:
  - a. all materials submitted to the Commission pursuant to 935 CMR 500.030(2);
  - b. documentation of verification of references;
  - c. the job description or employment contract that includes duties, authority, responsibilities, qualifications, and supervision
  - d. documentation of all required training, including training regarding privacy and confidentiality requirements, and the signed statement of the individual indicating the date, time, and place he or she received said training and the topics discussed, including the name and title of presenters;
  - e. documentation of periodic performance evaluations;
  - f. a record of any disciplinary action taken; and
  - g. notice of completed responsible vendor and eight-hour related duty training.
3. A staffing plan that will demonstrate accessible business hours and safe conditions;
4. Personnel policies and procedures, including, at minimum, the following:
  - a. Code of ethics;
  - b. Whistle-blower policy.
5. All 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)*.

Following closure of a Marijuana Establishment, all records must be kept for at least two years at the expense of the Marijuana Establishment and in a form and location acceptable to the Commission. JO Worcester understands that in the event that JO Worcester were to close, all records will be kept for at least two years at the expense of JO Worcester.

## **QUALIFICATIONS AND TRAINING**

JO Worcester, Inc. (“JO Worcester” or the “Company”) shall, pursuant to 935 CMR 500.105(2)(a), ensure that all marijuana establishment agents complete training prior to performing job functions. Training will be tailored to the role and responsibilities of the job function. Marijuana Establishment agents will be trained for one week before acting as an agent. At a minimum, staff shall receive eight hours of on-going training annually. New marijuana establishment agents will receive employee orientation prior to beginning work with JO Worcester. Each department manager will provide orientation for agents assigned to their department. Orientation will include a summary overview of all the training modules.

In accordance with 935 CMR 500.105(2)(b), all current owners, managers and employees of JO Worcester that are involved in the handling and sale of marijuana will successfully complete Responsible Vendor Training Program, and once designated a “responsible vendor” require all new employees involved in handling and sale of marijuana to complete this program within 90 days of hire. This program shall then be completed annually and those not selling or handling marijuana may participate voluntarily. JO Worcester shall maintain records of responsible vendor training compliance, pursuant to 935 CMR 500.105(2)(b). Responsible vendor training shall include: discussion concerning marijuana’s effects on the human body; diversion prevention; compliance with seed-to-sale tracking requirements; identifying acceptable forms of ID demonstrating the age of majority (21+); and key state and local laws.

All of JO Worcester’s employees will be registered as marijuana establishment agents, in accordance with 935 CMR 500.030. All JO Worcester employees will be duly registered as marijuana establishment agents and have to complete a background check in accordance with 935 CMR 500.030(1). All registered agents of JO Worcester shall meet suitability standards of 935 CMR 500.800.

Training will be recorded and retained in the marijuana establishment agents’ files. JO Worcester shall retain all training records for four (4) years as required by 935 CMR 500.105(s). All marijuana establishment agents will have continuous quality training and a minimum of 8 hours annual on-going training.

## **QUALITY CONTROL AND TESTING**

Pursuant to 935 CMR 500.160, JO Worcester, Inc. (“JO Worcester” or “the Company”) will not sell or market any marijuana product that has not been tested by licensed Independent Testing Laboratories. Testing of marijuana products shall be performed by an Independent Testing Laboratory in compliance with the Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products, as amended from time-to-time and published by the Massachusetts Department of Public Health. Every marijuana product sold will have a set of specifications which define acceptable quality limits for cannabinoid profile, residual solvents, metals, bacteria, and pesticides.

JO Worcester shall implement a written policy for responding to laboratory results that indicate contaminant levels that are above acceptable levels established in DPH protocols identified in 935 CMR 500.160(1) and subsequent notification to the Commission of such results. Results of any tests will be maintained by JO Worcester for at least one year. All transportation of marijuana to or from testing facilities shall comply with 935 CMR 500.105(13) and any marijuana product returned to JO Worcester by the testing facility will be disposed of in accordance with 935 CMR 500.105(12). JO Worcester shall never sell or market adult use marijuana products that have not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required under 935 CMR 500.160.

JO Worcester’s policies include requirements for handling of marijuana, pursuant to 935 CMR 500.105(3), including sanitary measures that include, but are not limited to: hand washing stations; sufficient space for storage of materials; removal of waste; clean floors, walls and ceilings; sanitary building fixtures; sufficient water supply and plumbing; and storage facilities that prevent contamination. All JO Worcester staff will be trained and ensure that marijuana and marijuana products are handled with the appropriate food handling and sanitation standards. JO Worcester will ensure the proper equipment and storage materials, including adequate and convenient hand washing facilities; food-grade stainless steel tables; and temperature- and humidity- control storage units, refrigerators, and freezers.

JO Worcester’s Director of Compliance will provide quality control oversight over all marijuana products purchased from wholesale suppliers and sold to licensed adult-use cannabis retail establishments within the Commonwealth of Massachusetts. All JO Worcester staff will immediately notify the Director of Compliance of any actual or potential quality control issues, including marijuana product quality, facility cleanliness/sterility, tool equipment functionality, and storage conditions. All issues with marijuana products or the facility will be investigated and immediately rectified by the Director of Compliance, including measures taken, if necessary, to contain and dispose of unsafe products. The Director of Compliance will closely monitor product quality and consistency, and ensure expired products are removed and disposed.

All JO Worcester staff will receive relevant quality assurance training and provide quality assurance screening of marijuana flower, to ensure it is well cured and free of seeds, stems, dirt, and contamination, as specified in 935 CMR 500.105(3)(a), and meets the highest quality standards. All staff will wear gloves when handling marijuana and marijuana products, and exercise frequent hand washing and personal cleanliness, as specified in 935 CMR 500.105(2).

Marijuana products will be processed in a secure access area of JO Worcester. All contact surfaces shall be maintained, cleaned, and sanitized as frequently as necessary to protect against contamination, in compliance with 935 CMR 500.105(3)(b)(9).

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

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

JO Worcester management and inventory staff will continuously monitor quality assurance of marijuana products and processes, and prevent and/or mitigate any deficiencies, contamination, or other issues which could harm product safety.

Any spoiled, contaminated, dirty, spilled, or returned marijuana products are considered marijuana waste and will follow JO Worcester procedures for marijuana waste disposal, in accordance with 935 CMR 500.105(12). Marijuana waste will be regularly collected and stored in the secure-access, locked inventory vault.

Litter and waste shall be properly removed so as to minimize the development of odor and the potential for the waste attracting and harboring pests, pursuant to 935 CMR 500.105(12) and 935 CMR 500.105(3)(b)(5).

Pursuant to 935 CMR 500.105(11)(a)-(e), JO Worcester shall provide adequate lighting, ventilation, temperature, humidity, space and equipment, in accordance with applicable provisions of 935 CMR 500.105 and 500.110. JO Worcester will have a separate area for storage of marijuana that is outdated, damaged, deteriorated, mislabeled, or contaminated, or whose containers or packaging have been opened or breached, unless such products are destroyed. JO Worcester storage areas will be kept in a clean and orderly condition, free from infestations by insects, rodents, birds and any other type of pest. The JO Worcester storage areas will be maintained in accordance with the security requirements of 935 CMR 500.110.

JO Worcester will ensure all toxic items are identified, held, and stored in a manner that protects against contamination of marijuana, in accordance with 935 CMR 500.105(3)(b)(10). Pursuant to 935 CMR 500.105(3)(b)(15), storage and transportation of finished products shall be under conditions that will protect them against physical, chemical, and microbial contamination.

All testing results will be maintained by JO Worcester for no less than one year in accordance with 935 CMR 500.160(3).

Pursuant to 935 CMR 500.160(9), no marijuana product shall be sold or marketed for sale that has not first been tested and deemed to comply with the Independent Testing Laboratory standards.

JO Worcester Inc.

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

JO Worcester shall provide its employees with adequate, readily accessible toilet facilities, in accordance with 935 CMR 500.105(3)(b)(13).

## **RECORDKEEPING PROCEDURES**

JO Worcester, Inc. (“JO Worcester” or the “Company”) records shall be available to the Cannabis Control Commission (“CCC”) upon request pursuant to 935 CMR 500.105(9). JO Worcester shall maintain records in accordance with generally accepted accounting principles. All written records required in any section of 935 CMR 500.000 are subject to inspection, in addition to written operating procedures as required by 935 CMR 500.105(1), inventory records as required by 935 CMR 500.105(8) and seed-to-sale tracking records for all marijuana products are required by 935 CMR 500.105(8)(e).

Personnel records will also be maintained, in accordance with 935 CMR 500.105(9)(d), including but not limited to job descriptions and/or employment contracts each employee, organizational charts, staffing plans, periodic performance evaluations, verification of references, employment contracts, documentation of all required training, including training regarding privacy and confidentiality agreements and the signed statement confirming the date, time and place that training was received, record of disciplinary action, notice of completed responsible vendor training and eight-hour duty training, personnel policies and procedures, and background checks obtained in accordance with 935 CMR 500.030. Personnel records will be maintained for at least 12 months after termination of the individual’s affiliation with JO Worcester, in accordance with 935 CMR 500.105(9)(d)(2). Additionally, business records will be maintained in accordance with 935 CMR 500.105(9)(e) as well as waste disposal records pursuant to 935 CMR 500.105(9)(f), as required under 935 CMR 500.105(12). JO Worcester shall keep these waste records for at least three years, in accordance with 935 CMR 500.105(12).

## **PERSONNEL RECORDS**

Pursuant to 935 CMR 500.105(9)(d), the following personnel records shall be maintained:

1. Job description for each agent;
2. A personnel record for each agent;
3. A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
4. Personnel policies and procedures; and
5. All background check reports obtained in accordance with 935 CMR 500.030

## **BUSINESS RECORDS**

Pursuant to 935 CMR 500.105(9)(d), the following personnel records shall be maintained:

1. Job description for each agent;
2. A personnel record for each agent;
3. A staffing plan that will demonstrate accessible business hours and safe cultivation conditions;
4. Personnel policies and procedures; and
5. All background check reports obtained in accordance with 935 CMR 500.030

## **VISITOR LOG**

JO Worcester will maintain a visitor log that documents all authorized visitors to the facility, including outside vendors, contractors, and visitors, in accordance with 935 CMR 500.110(4)(e). All visitors must show proper identification and be logged in and out; that log shall be available

for inspection by the Commission at all times.

#### REAL-TIME INVENTORY RECORDS

JO Worcester will maintain real-time inventory records, including at minimum, an inventory of all marijuana and marijuana products received from wholesalers, ready for sale to wholesale customers, and all damaged, defective, expired, or contaminated marijuana and marijuana products awaiting disposal, in accordance with 935 CMR 500.105(8). Real-time inventory records may be accessed via METRC, the Commonwealth's seed-to-sale tracking software of record. JO Worcester will continuously maintain hard copy documentation of all inventory records. The record of each inventory shall include, at a minimum, the date of inventory, a summary of inventory findings, and the names, signatures, and titles of the individuals who conducted the inventory.

#### MANIFESTS

JO Worcester will maintain records of all manifests for no less than one year and make them available to the Commission upon request, in accordance with 935 CMR 500.105(f). Manifests will include, at a minimum, the originating Licensed Marijuana Establishment Agent's (LME) name, address, and registration number; the names and registration number of the marijuana establishment agent who transported the marijuana products; the names and registration number of the marijuana establishment agent who prepared the manifest; the destination LME name, address, and registration number; a description of marijuana products being transported, including the weight and form or type of product; the mileage of the transporting vehicle at departure from origination LME and the mileage upon arrival at the destination LME, as well as the mileage upon returning to the originating LME; the date and time of departure from the originating LME and arrival at destination LME; a signature line for the marijuana establishment agent who receives the marijuana; the weight and inventory before departure and upon receipt; the date and time that the transported products were re-weighted and re-inventoried; and the vehicle make, model, and license plate number. JO Worcester will maintain records of all manifests.

#### INCIDENT REPORTS

JO Worcester will maintain incident reporting records notifying appropriate law enforcement authorities and the Commission about any breach of security immediately, and in no instance, more than 24 hours following the discovery of the breach, in accordance with 935 CMR 500.110(7). Incident reporting notification shall occur, but not be limited to, during the following occasions: discovery of discrepancies identified during inventory; diversion, theft, or loss of any marijuana product; any criminal action involving or occurring on or in the Marijuana Establishment premises; and suspicious act involving the sale, cultivation, distribution, processing or production of marijuana by any person; unauthorized destruction of marijuana; any loss or unauthorized alteration of records relating to marijuana; an alarm activation or other event that requires response by public safety personnel or security personnel privately engaged by the Marijuana Establishment; the failure of any security alarm due to a loss of electrical power or mechanical malfunction that is expected to last more than eight hours; or any other breach of security.

JO Worcester shall, within ten calendar days, provide notice to the Commission of any incident



described in 935 CMR 500.110(7)(a) by submitting an incident report in the form and manner determined by the Commission which details the circumstances of the event, any corrective action taken, and confirmation that the appropriate law enforcement authorities were notified. JO Worcester shall maintain all documentation relating to an incident for not less than one year or the duration of an open investigation, whichever is longer, and made available to the Commission and law enforcement authorities upon request.

#### TRANSPORTATION LOGS

In the event that JO Worcester operates its own vehicle to transport marijuana products, it will maintain a transportation log of all destinations traveled, trip dates and times, starting and ending mileage of each trip, and any emergency stops, including the reason for the stop, duration, location, and any activities of personnel existing the vehicle, as required by 935 CMR 500.115(13). JO Worcester shall retain all transportation logs for no less than a year and make them available to the Commission upon request.

#### SECURITY AUDITS

JO Worcester will, on an annual basis, obtain at its own expense, a security system audit by a vendor approved by the Commission, in accordance with 935 CMR 500.110(8). A report of the audit will be submitted, in a form and manner determined by the Commission, no later than 30 calendar days after the audit is conducted. If the audit identifies concerns related to JO Worcester's security system, JO Worcester will also submit a plan to mitigate those concerns within ten business days of submitting the audit.

#### CONFIDENTIAL RECORDS

JO Worcester will ensure that all confidential information, including but not limited to employee personnel records, financial reports, inventory records and manifests, business plans, and other documents are kept safeguarded and private, in accordance with 935 CMR 500.105(1)(k). All confidential hard copy records will be stored in lockable filing cabinets within the Director of Compliance's Office. No keys or passwords will be left in locks, doors, in unrestricted access areas, unattended, or otherwise left accessible to anyone other than the responsible authorized personnel. All confidential electronic files will be safeguarded by a protected network and password protections, as appropriate and required by the Commission. All hard copy confidential records will be shredded when no longer needed.

Following the closure of the Marijuana Establishment, all records will be kept for at least two years at JO Worcester's sole expense and in a form and location acceptable to the Commission, pursuant to 935 CMR 500.105(9)(g).

## **RESTRICTING ACCESS TO AGE 21 OR OLDER**

JO Worcester, Inc. (“JO Worcester” or the “Company”) is a Marijuana Establishment as defined by 935 CMR 500.002. The Company sets forth the following policies and procedures for restricting access to marijuana and marijuana infused products to individuals over the age of twenty-one (21) pursuant to the Cannabis Control Commission’s (the “Commission”) regulations at 935 CMR 500.105(1)(p). This regulation states that written operating procedures for the Company shall include “[p]olicies and procedures to prevent the diversion of marijuana to individuals younger than 21 years old.”

A. **COMPLIANCE WITH 935 CMR 500.105(1)(p)**

The Company incorporates and adopts herein by reference, all of the provisions for the prevention of diversion outlined in the Company’s Standard Operating Procedure for the Prevention of Diversion. The provisions detailed in the Company’s Standard Operating Procedure for the Prevention of Diversion apply to the prevention of diversion of marijuana and marijuana infused products to all minors and all individuals under the age of twenty-one (21).

B. **SPECIFIC PROVISIONS FOR RESTRICTING ACCESS TO AGE 21 AND OLDER**

As stated above, the Company incorporates herein, all provisions for the prevention of diversion of marijuana and marijuana infused product to individuals under the age of twenty-one (21) as detailed in the Company’s Standard Operating Procedure for the Prevention of Diversion. Specific provisions regarding restricting access to individuals age twenty-one (21) and older include the following:

1. The Company will only employ marijuana establishment agents, as defined by the Commission’s definitions at 935 CMR 500.002, who are at least twenty-one (21) years old.
2. Pursuant to 935 CMR 500.050(5), the Company will only allow consumers to enter the Marijuana Retail Establishment that are 21 years of age or older unless the establishment is co-located with a Medical Marijuana Treatment Center.
3. The Company will only allow visitors, age twenty-one (21) or older, at the Company’s facilities. The Company defines visitors in accordance with the Commission’s definitions at 935 CMR 500.002. The Company will designate an authorized agent to check the identification of all visitors entering the Company’s facilities and entry shall only be granted to those aged twenty-one (21) or older. Acceptable forms of currently valid identification include:
  - a. A motor vehicle license;
  - c. A government-issued identification card;
  - d. A government-issued passport; and
  - e. A United States-issued military identification card.