

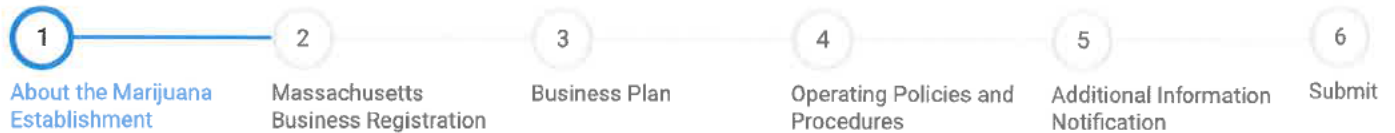
The MassCIP system will be down for maintenance and will not be available between 6:00 PM Friday, May 3rd and 2:00 AM Saturday, May 4th.



Massachusetts Cannabis Industry Portal (MassCIP)

TM

Cannabis Control Commission > [My Licenses](#) > [Marijuana Retailer](#)



Application #: MRN282596

About the Marijuana Establishment

Please provide information on the Marijuana Establishment below. All fields marked with an * are required.

Business Legal Name *

GreenSoul Organics LLC

Federal Tax Identification Number EIN/TIN *

Phone Number *

Email Address *

taba@greensoulorganics.boston

Business Address 1 *

500 Ashmont Street

Business Address 2

Business City *

Dorchester

Business State *

MA

Business Zip Code *

02124

Mailing Address 1 *

Mailing Address 2

Mailing City *

Jamaica Plain

Mailing State *

MA

Mailing Zip Code *

02130

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[Save & Go To Next Page >>](#)

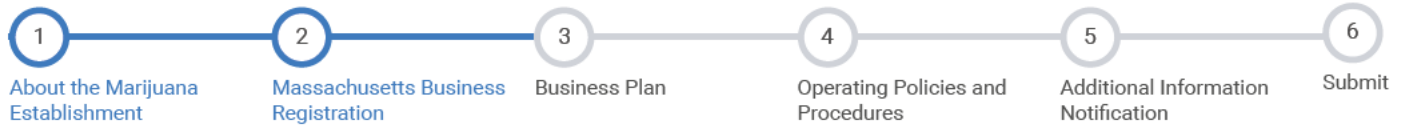
[Exit](#)

For assistance please call the Cannabis Control Commission at 617-701-8400 or email at cannabiscommission@state.ma.us

The MassCIP system will be down for maintenance and will not be available between 6:00 PM Friday, May 3rd and 2:00 AM Saturday, May 4th.



Cannabis Control Commission > [My Licenses](#) > [Marijuana Retailer](#)



Application #: MRN282596

Massachusetts Business Registration

A Marijuana Establishment must:

- Be registered to do business in the Commonwealth of Massachusetts as a domestic business corporation or another domestic business entity
- Maintain the corporation in good standing with the Secretary of the Commonwealth of Massachusetts
- Maintain the corporation in good standing with the Massachusetts Department of Revenue

If you do not know the Massachusetts Business Identification Number for the Marijuana Establishment, you can look it up on this website:

<https://corp.sec.state.ma.us/corplib/CorpSearch/CorpSearch.aspx>

Massachusetts Business Identification Number *

001322879

Doing-Business-As Name

If applicable, the business name registered with a local city or town clerk

DBA Registration City

The Massachusetts city or town in which the DBA is registered.



Required Business Documentation *

Please upload and categorize each of these four required documents:

- Certificate of Good Standing from the Secretary of the Commonwealth of Massachusetts
- Certificate of Good Standing from the Massachusetts Department of Revenue
- Articles of Organization
- Bylaws



Document Name: Green Soul Articles of Organization with Amendments.pdf



Document Category: Articles of Organization

Upload Date: 4/24/19



Document Name: DOR Certificate of Good Standing.pdf



Document Category: Department of Revenue - Certificate of Good standing

Upload Date: 5/2/19

Document Name: DRAFT APPLICATION - SoS Certificate of Good Standing.pdf



Document Category: Secretary of Commonwealth - Certificate of Good Standing



Document Name: GSO Operating Agreement.pdf



Document Category: Bylaws

Upload Date: 5/3/19

Drag document(s) or click here

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For assistance please call the Cannabis Control Commission at 617-701-8400 or email at cannabiscommission@state.ma.us



The Commonwealth of Massachusetts
William Francis Galvin

Minimum Fee: \$500.00

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

Certificate of Organization

(General Laws, Chapter)

Identification Number: 001322879

1. The exact name of the limited liability company is: GROWLIFE ORGANICS LLC

2a. Location of its principal office:

No. and Street: 500 ASHMONT STREET
City or Town: DORCHESTER State: MA Zip: 02124 Country: USA

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

No. and Street: 500 ASHMONT STREET
City or Town: DORCHESTER State: MA Zip: 02124 Country: USA

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

THE GENERAL CHARACTER OF THE BUSINESS OF THE COMPANY IS TO OPERATE, MANAGE, IMPROVE, REPAIR, RENT, LEASE, OWN, ACQUIRE, SELL, ASSIGN, MORTGAGE, HYPOTHECATE, AND OTHERWISE DEAL IN REAL PROPERTY AND ITS APPURTENANCES AND FIXTURES. TO ENGAGE IN ANY ACTIVITIES DIRECTLY OR INDIRECTLY RELATED OR INCIDENTAL TO THE FOREGOING, AND TO ENGAGE IN ANY OTHER ACTIVITY IN WHICH A LIMITED LIABILITY COMPANY ORGANIZED UNDER THE LAWS OF THE COMMONWEALTH OF MASSACHUSETTS MAY LAWFULLY ENGAGE.

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: ELIJAH OSBORNE
No. and Street: 500 ASHMONT STREET
City or Town: DORCHESTER State: MA Zip: 02124 Country: USA

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

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	ELIJAH OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA
MANAGER	JOSEPH FERGUS JR.	500 ASHMONT STREET DORCHESTER, MA 02124 USA
MANAGER	LESLIE G. OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA

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

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

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
REAL PROPERTY	ELIJAH OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA

9. Additional matters:

SIGNED UNDER THE PENALTIES OF PERJURY, this 13 Day of April, 2018,
ELIJAH OSBORNE

(The certificate must be signed by the person forming the LLC.)

THE COMMONWEALTH OF MASSACHUSETTS

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

April 13, 2018 03:32 PM

A handwritten signature in black ink, reading "William Francis Galvin". The signature is written in a cursive style with a large, stylized "G" at the end.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



The Commonwealth of Massachusetts
William Francis Galvin

Minimum Fee: \$100.00

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

Certificate of Amendment

(General Laws, Chapter)

Identification Number: 001322879

The date of filing of the original certificate of organization: 4/13/2018

1.a. Exact name of the limited liability company: GROWLIFE ORGANICS LLC

1.b. The exact name of the limited liability company as amended, is: GREENSOUL ORGANICS LLC

2a. Location of its principal office:

No. and Street: 500 ASHMONT STREET

City or Town: DORCHESTER

State: MA

Zip: 02124

Country: USA

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

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: ELIJAH OSBORNE

No. and Street: 500 ASHMONT STREET

City or Town: DORCHESTER

State: MA

Zip: 02124

Country: USA

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	ELIJAH OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA
MANAGER	JOSEPH FERGUS JR.	500 ASHMONT STREET DORCHESTER, MA 02124 USA
MANAGER	LESLIE G. OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA

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

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

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
REAL PROPERTY	ELIJAH OSBORNE	500 ASHMONT STREET DORCHESTER, MA 02124 USA

9. Additional matters:

10. State the amendments to the certificate:

CHANGE OF LLC NAME.

11. The amendment certificate shall be effective when filed unless a later effective date is specified:

SIGNED UNDER THE PENALTIES OF PERJURY, this 17 Day of April, 2018,
ELIJAH OSBORNE , Signature of Authorized Signatory.

THE COMMONWEALTH OF MASSACHUSETTS

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

April 17, 2018 09:00 AM

A handwritten signature in cursive script, reading "William Francis Galvin". The signature is written in dark ink and is centered on the page.

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



**The Commonwealth of Massachusetts
William Francis Galvin**

Minimum Fee: \$100.00

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

Certificate of Amendment

(General Laws, Chapter)

Identification Number: 001322879

The date of filing of the original certificate of organization: 4/13/2018

1.a. Exact name of the limited liability company: GREENSOUL ORGANICS LLC

1.b. The exact name of the limited liability company as amended, is: GREENSOUL ORGANICS LLC

2a. Location of its principal office:

No. and Street: 500 ASHMONT STREET
City or Town: DORCHESTER State: MA Zip: 02124 Country: USA

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

4. The latest date of dissolution, if specified:

5. Name and address of the Resident Agent:

Name: ELIJAH OSBORNE
No. and Street: 500 ASHMONT STREET
City or Town: DORCHESTER State: MA Zip: 02124 Country: USA

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
MANAGER	CHAD MILNER	17 FORT AVE, UNIT D BOSTON, MA 02119 USA
MANAGER	TABASURI MOSES	24 SIGOURNEY ST., UNIT 2 JAMAICA PLAIN, MA 02130 USA
MANAGER	SABA KAHASSAI	24 SIGOURNEY ST., UNIT 2 JAMAICA PLAIN, MA 02130 USA
MANAGER	JOSEPH FERGUS JR.	500 ASHMONT STREET DORCHESTER, MA 02124 USA

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

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

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

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code
REAL PROPERTY	TABASURI MOSES	24 SIGOURNEY ST., UNIT 2 JAMAICA PLAIN, MA 02130 USA

9. Additional matters:

10. State the amendments to the certificate:

CHANGE OF MANAGERS - REMOVED 2 EXISTING MANAGERS AND ADDED 3 NEW MANAGERS. CHANGE OF REAL PROPERTY SIGNATORY.

11. The amendment certificate shall be effective when filed unless a later effective date is specified:

**SIGNED UNDER THE PENALTIES OF PERJURY, this 19 Day of December, 2018,
JOSEPH FERGUS, JR. , Signature of Authorized Signatory.**

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, 2018 11:52 AM

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

WILLIAM FRANCIS GALVIN

Secretary of the Commonwealth



CERTIFICATE OF GOOD STANDING AND/OR TAX COMPLIANCE



TABASURI MOSES
GREENSOUL ORGANICS, LLC



Why did I receive this notice?

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

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

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

What if I have questions?

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

Visit us online!

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

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

Edward W. Gifford

Edward W. Coyle, Jr., Chief
Collections Bureau

Secretary of State Certificate of Good Standing
TO BE COMPLETED PRIOR TO SUBMISSION

Green Soul Organics, LLC (GSO) requested a Certificate of Good Standing from the Secretary of State; however, it had to be mailed out and did not arrive in time to include in this draft application. This Certificate will be included in the final application.

COMPANY AGREEMENT
OF
GREENSOUL ORGANICS, LLC

This Company Agreement (the "Operating Agreement" or "Agreement") of GreenSoul Organics, LLC, a Massachusetts limited liability company (the "Company"), dated as of the 1st day of May 2019, is made by and between the Company and the Managers and the Members listed on Schedules A attached (each one, a "Member").

WHEREAS, the Company has been formed pursuant to the Massachusetts Limited Liability Company Act, as amended (the "Act"), by the filing on April 13, 2018 of a Certificate of Organization in the office of the Secretary of the Commonwealth of Massachusetts (the "Certificate").

WHEREAS, the Members want to provide for management of the Company;

NOW, THEREFORE, in consideration of the mutual covenants herein expressed, the parties hereto hereby agree as follows:

1. Organization.

1.1 Company Name. The name of the limited liability company is GreenSoul Organics, LLC

1.2 Purpose. The Company is formed for the purpose of engaging, directly related or indirectly related, in any lawful act or activity for which limited liability companies may be formed in Massachusetts, including without limitation, to improve, repair, rent, lease, own, acquire, sell, assign, mortgage, hypothecate, and otherwise deal in real property and its appurtenances and fixtures.

1.3 Registered Office; Registered Agent. The address of the registered office of the Company in the Commonwealth of Massachusetts is 500 Ashmont Street, Dorchester, Massachusetts 02124. The name and address of the Registered Agent of the Company for service of process on the Company in Massachusetts is Elijah Osborne, 500 Ashmont Street, Dorchester, Massachusetts 02124. The Registered Office and Registered Agent of the Company may be changed from time to time as determined by the Member.

1.4 Term. The Company shall have perpetual existence unless it shall be dissolved and its affairs shall have been wound up in accordance with the Act.

1.5 Qualification in other Jurisdictions. The Company may register to do business in any other jurisdiction that the Members may deem necessary or advisable, upon the approval of the Managers.

1.6 Bank Accounts. All funds of the Company shall be deposited in one or more accounts with one or more recognized financial institutions which is a member of F.D.I.C. in the name of the Company, at such location or locations as shall be determined by the Managers. Withdrawal from such accounts shall require the signature of such person or persons as the Managers may designate.

2. Books and Records.

2.1 Books and Records. The Managers shall cause the Company to keep just and true books of account with respect to the operations of the Company. Such books shall be maintained at the principal place of business of the Company, or at such other place as the Managers shall determine, and all Members and Managers, and their duly authorized representatives, shall at all reasonable times have access to such books. Any Member may, at any time, at his, her or its own expense, cause an audit or review of the Company's books to be made by a certified public accountant of his, her or its own selection.

2.2 Basis of Accounting: Fiscal Year. The books and records of the Company shall be kept on the cash method of accounting, or on such other method of accounting as the Managers may from time to time determine and shall be closed and balanced as of December 31 in each year. The same method of accounting shall be used for both LLC accounting and tax purposes. The fiscal year of the Company shall be the calendar year

2.3 Partnership and Partnership Representative. The parties to this Operating Agreement intend that the Company shall receive partnership tax treatment. The "Partnership Representative" of the Company for purposes of the Code will be Saba Kahassai, provided the Partnership Representative shall have no authority to make tax elections which have not been approved by a majority vote of the Members' percentage interests.

3. Powers. The Company shall have the power and authority to do any and all acts necessary or convenient to or in furtherance of the purposes described in Section 1 hereof, including all power and authority, statutory and otherwise, possessed by, or which may be conferred upon, limited liability companies under the laws of Massachusetts .

4. Management of the Company.

4.1 Overall Management. The overall management and control of the business and affairs of the Company and other responsibilities for the operation of the business of the Company shall be vested in the Managers. The Managers shall devote such time to the affairs of the Company as it reasonably determines necessary to perform their duties as managers; provided, however, the Managers shall not be required to devote any minimum amount of time to such affairs. The Managers shall have full power and authority to (i) authorize, approve and undertake any action on behalf of the Company, (ii) bind the Company, without the necessity of a meeting, (iii) exercise all the powers and privileges granted by the Act or any other law or by this Agreement, convenient to the conduct, promotion or attainment of the business, trade, purposes or activities of the Company, and (iv) take any other action not prohibited under the Act or other applicable law. In connection with the foregoing, the Managers are authorized and empowered to:

(a) appoint by written designation filed with the records of the Company one or more persons to act on behalf of the Company as officers of the Company with such titles as may be appropriate, including without limitation, CEO, President, Vice President, Treasurer, Assistant Treasurer, Secretary and Assistant Secretary. Tabasuri Moses is hereby appointed CEO of the Company until he is replaced by the Managers. The Managers may elect themselves to hold any one or more of such executive offices; and

(b) to delegate any and all power and authority with respect to the business and affairs of the Company to any individual or entity, including any officers or employees of the Company.

Any person appointed as an officer of the Company with a title customarily held by an officer of a corporation shall have the same power and authority to act on behalf of the Company as an officer holding the same title would customarily have in a corporation organized under the laws of the Commonwealth of Massachusetts.

4.2 Binding the Company. Any action taken by the Managers shall bind the Company and shall be deemed to be the action of the Company. The signature of the Managers on any agreement, contract, instrument or other document shall be sufficient to bind the Company in respect thereof and conclusively evidence the authority of the Managers and the Company with respect thereto, and no third party need look to any other evidence or require joinder or consent of any other party. Furthermore, the Managers may appoint other officers of the Company, from time to time, to sign any agreement, contract, instrument, or other document in the name and on behalf of the Company, which signature shall be sufficient to bind the Company in respect thereof and conclusively evidence the authority of the officer and the Company with respect thereto, and no third party need look to any other evidence or require joinder or consent of any other party.

4.3 Payment. No payment shall be made by the Company to the managers for their services as Managers, except as provided in this Section 4.3 or as otherwise agreed to by such Managers and the Company, from time to time. In addition, the Managers are entitled to be reimbursed from the Company for all expenses incurred by them in managing and conducting the business and affairs of the Company. The Managers shall determine which expenses, if any, are allocable to the Company in a manner which is fair and reasonable to the Managers and the Company, and if such allocation is made in good faith it shall be conclusive in the absence of manifest error.

4.4 No Liability. The doing of any act or failure to do any act by the Managers, the effect of which may cause or result in loss or damage to the Company, if done in good faith to promote the best interests of the Company, shall not subject such Managers to any liability to the Company or the Members except if a court of competent jurisdiction finally determines that the Managers acted with willful misconduct.

5. Reliance by Third Parties. Any person or entity dealing with the Company may rely on a certificate signed by a Manager, or by the CEO, the Secretary or any Assistant Secretary of the Company as to:

(a) the person or entities which are authorized to execute and deliver any instrument or document of or on behalf of the Company; and

(b) the person or entities which are authorized to take any action or to refrain from taking any action as to any matter whatsoever involving the Company.

6. Capital Contributions: Capital Account; and Liability of Member.

6.1 Capital Contribution. Each Member has contributed to the capital of the Company (in cash or in other property) the amount set forth opposite the Member's name on Schedule 1 hereto. The Member may make, but shall not be required to make, any additional capital contributions to the Company. Any additional capital contributions that are made by the Member shall be reflected on Schedule 1 hereto. If, at any time, the Member contributes property other than cash to the capital of the Company, the Member shall determine the fair market value of such property as of the date of contribution and that value shall be set forth as a capital contribution of the Member on Schedule 1 hereof.

6.2 Capital Account. A capital account shall be established for the Member (a "Capital Account"), and shall be maintained in accordance with applicable regulations under the Internal Revenue Code of 1986, as amended (the "Code"). To the extent consistent with such regulations, there shall be credited to the Member's Capital Account the amount of any contribution of capital made by the Member to the Company, and the Member's share of the net profits of the Company, and there shall be charged against the Member's Capital Account the amount of all distributions to the Member, and the Member's share of the net losses of the Company.

6.3 Liability. The liability of a Member for the losses, debts and obligations of the Company shall be limited to its capital contribution; provided, however, that under applicable law, a Member may be liable under certain circumstances to the Company to the extent of previous distributions made to him in the event that the Company does not have sufficient assets to discharge its liabilities. A Member, in the capacity of a Member, shall not have any liability to restore any negative balance in its Capital Account. In no event shall a Member, in the capacity of a Member, be personally liable for any liabilities or obligations of the Company.

7. Return of Contributions. The contribution of a Member is to be returned to the Member only upon the termination and liquidation of the Company, but contributions may be returned prior to such time if permitted by the Managers.

8. Allocations of Profits and Losses.

8.1 Allocations. The Company's net profits, net losses and net cash flow from operations (including net profits, net losses, net cash flow and net proceeds of any sale or refinancing of any property of the Company or upon liquidation of the Company) shall be allocated wholly to the Members in proportion to each percentage ownership interest in the Company.

8.2 Determination. Net profits and net losses, for both accounting and tax purposes, shall be net profits and net losses as determined for reporting on the Company's federal income tax return. For tax purposes, all items of depreciation, gain, loss, deduction or credit shall be determined in accordance with the Code and, except to the extent otherwise required by the Code, allocated to the Members.

9. Distributions. Distributions may be made to the Members at the time and in the amounts as determined by the Managers.

10. Substitution and Assignment of the Member's Interest.

10.1 Assignment. Except as otherwise provided herein, no Member may assign a limited liability company interest to any person or entity, without the express written consent of the managers, which consent may be denied at the Managers' sole discretion.

11. Admission of Additional Members. Except as otherwise provided herein, additional Members may be admitted to the Company if agreed to by the Managers and a majority of the Membership interests.

12.9 No Indemnification. The Secured Party shall have no obligation to indemnify the Member for any acts taken by the Company or the Member prior to the Secured Party (or its designee or any party buying or acquiring the Pledged Interests at or through such foreclosure or disposition or other enforcement action) becoming a Member of the Company and/or without the Secured Party's prior written consent.

12.10 No Capital Contributions. The Secured Party (or its designee or any party buying or acquiring the Pledged Interests at or through such foreclosure or disposition or other enforcement action) shall have no obligation to make any capital contributions to the Company, whether cash, property, or services, upon its admission to the Company as a Member.

12. Continuation of the Company. The Managers may continue the business of the Company upon the occurrence of any event which constitutes an event of dissolution of an LLC under the Act by electing to do so within 90 days after the occurrence of any such event.

13. Indemnity; Other Business.

13.1 Indemnity. The Member and Managers shall be entitled to indemnity and shall be held harmless by the Company from and against any liability incurred and/or for any act performed by him within the scope of the authority conferred on him by this Agreement, and/or for any act omitted to be performed, except for willful misconduct. Such indemnification shall include payment by the Company of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person indemnified to repay such payment if it shall be adjudicated to be not entitled to indemnification pursuant to Section 13.2 below. Any such indemnification may be provided although the person to be indemnified is no longer a Member.

13.2 Limitation of Indemnity. Notwithstanding the provisions of Section 13.1 above, no indemnification shall be provided for any person with respect to any matter as to which it shall have been adjudicated in any proceeding not to have acted in good faith in the reasonable belief that its action was in the best interest of the Company.

14. Miscellaneous.

14.1 Successor and Assignment. This Agreement shall be binding upon and shall inure to the benefit of the Members and the Managers, their successors and assigns, and each and every successor-in-interest to them, whether such successor acquires such interest by way of gift, purchase, foreclosure or any other method, shall hold such interest subject to all of the terms and provisions of this Agreement. None of the provisions of this Agreement shall be for the benefit of or enforceable by any creditor of the Member, or any creditor of the Company other than the Member who is such a creditor of the Company.

14.2 Amendment. Except as otherwise provided herein, this Agreement may be amended or restated from time to time by the Member, as evidenced by a writing signed by the Member.

14.3 Governing Law. This Agreement and the rights and obligations of the parties hereunder shall be governed by and interpreted, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts (without application of its principles of conflicts of law).

[Signature Page Follows]

IN WITNESS WHEREOF, the Managers, the Members and the Company, intending to be legally bound, have executed this Agreement as of the date first above written.

COMPANY:

GREENSOUL ORGANICS, LLC

By: Saba Kahassai
Saba Kahassai, Manager

By: Tabasuri Moses
Tabasuri Moses, Manager

MANAGERS:

Saba Kahassai
Saba Kahassai

Tabasuri Moses
Tabasuri Moses

MEMBERS:

Saba Kahassai
Saba Kahassai

Joseph Ferguson
Joseph Ferguson

Richard Harding
Richard Harding

Chad Milner
Chad Milner

Nicole Gittens
Nicole Gittens

SCHEDULE 1
TO
OPERATING AGREEMENT
GREENSOUL ORGANICS, LLC

<u>NAME AND ADDRESS OF MEMBER</u>	<u>CAPITAL CONTRIBUTION</u>	<u>PERCENTAGE INTEREST</u>
Saba Khassai [REDACTED] Jamaica Plain, MA 02120	\$900.00	90%
Joseph Fergus 500 Ashmont Street Dorchester, MA 02124	\$20.00	2%
Chad Milner [REDACTED] Boston MA 02119	\$10.00	1%
Richard Harding [REDACTED] Cambridge, MA 02139	\$50.00	5%
Nicole Gittens [REDACTED] Somerville, MA 02145	\$20.00	2%

The MassCIP system will be down for maintenance and will not be available between 6:00 PM Friday, May 3rd and 2:00 AM Saturday, May 4th.

Cannabis Control Commission > [My Licenses](#) > [Marijuana Retailer](#)



Application #: MRN282596







Business Plan

Please provide information below on the Marijuana Establishment's Business plan. The following information is required:

- Business Plan
- Proposed Timeline
- Plan for Obtaining Liability Insurance

Please upload documentation providing this information in the field below.

Business Plan Documentation *

	<div>Document Name: GSO Business Plan.pdf</div> <div>Document Category: Business Plan</div> <div>Upload Date: 5/2/19</div>	
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GREEN SOUL ORGANICS

BUSINESS PLAN

March 11, 2019

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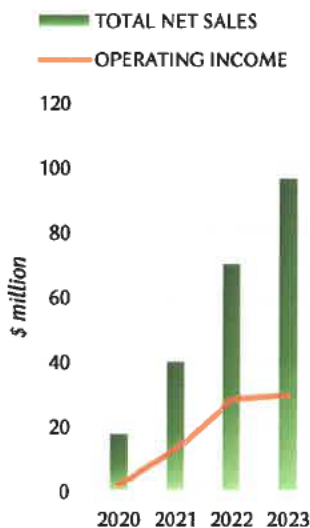
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EXECUTIVE SUMMARY



GREEN SOUL
FOUNDATION



Green Soul Organics (“GSO”) is a local minority-owned company that is in the process of procuring empowerment licenses for adult-use cannabis retail and cultivation in the Massachusetts market. The company plans to own and operate three retail stores in prime locations around Boston and one cultivation facility with a canopy capacity of 100,000 square feet. As of March 2019, the company has received the Community Host Agreement for its cultivation facility in Fitchburg, MA.

GSO has positioned itself to be the gold standard in the Massachusetts adult-use cannabis market. It will establish a lifestyle brand that is recognized as the industry’s high-end destination, attracting tourists, regional customers, local weekly and daily consumers, as well as social and first-time consumers. Its ability to deliver high quality products and the customer experience to match will ensure customer loyalty, retention, and repeat business.

GSO is reinforcing its commitment to local community development and inclusion by founding the Green Soul Foundation to help disconnected youth create pathways to meaningful work and a successful future. Exhibit 1 details the mission of GSO Foundation.

The foundation will introduce Learn-To-Grow, a job development and training program targeting under-privileged minorities. The program is intended to help the Commonwealth and Massachusetts cities extend the economic and social benefits gained from the cannabis industry to these groups. Exhibit 2 details the planned activities of the program.

Positives

- **Empowerment Licenses:** GSO is on track to receiving its first empowerment licenses. These licenses provide GSO with a significant competitive advantage over in-state enterprises and out-of-state companies trying to enter the Massachusetts market. The City of Boston and the City of Somerville have passed legislation that establishes a one-to-one ratio of empowerment and no-empowerment licenses; a retail license to an empowerment applicant must be awarded for every non-empowerment retail license awarded. This legislation creates a regulatory framework that guarantees the inclusion of local and minority-owned businesses and places significant value on the empowerment zone licenses.
- **Local founders and management – Local expertise:** GSO’s team has developed an extensive network of support within local and state governments. The team also has a full working knowledge of the Greater Boston marketplace. Its support network and market expertise has enabled GSO to procure (all in various stages of the approval process) three prime locations in the Boston/Cambridge/Somerville markets. Retail space procurement is a considerable hurdle to corporate and out-of-state companies. As the current “land rush” progresses, companies, hindered by regulatory requirements, are settling for marginal locations in any municipalities they can procure. GSO believes that as the market matures and supply increases, dispensaries in marginal locations will experience limited success and the company’s premium locations, products, and customer experience will constitute a significant competitive advantage.

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- **Social justice and workforce development program:** The government support of GSO is furthered by its unique social justice and workforce development program, which is a central part of GSO's mission. The company has received commitments for \$1 million to launch the GSO Foundation. The foundation will ensure that GSO will have an immediate, positive impact in the community, setting the standard for how inclusionary access and opportunity for the rest of the country. The Learn to Grow Program (L2G) is a job creation and training program targeting under privileged minorities, intended to broaden the economic opportunities available to local communities. L2G will be focused on inclusion and creating balance in the Massachusetts Cannabis industry. The program will hire, train and certify minority workers at GSO's state-of-the-art cultivation facility, which is planned to be operational by the end of 2020.
- **Strong business economics:** GSO will leverage its cultivation and processing capabilities to capture the economics of the nascent cannabis industry. Procuring products from its own cultivation facility will ensure product availability, which has become a significant hurdle for new dispensaries that have not developed strong procurement partnerships. It will also ensure high gross margins that will protect the business from any adverse price movements.

FUNDING NEEDS/PROJECTED USE OF PROCEEDS

Green Soul Organics projects its total capital needs at \$12,000,000. This amount will cover the build-outs cost of the retail stores and the construction and development of the cultivation site. It is currently raising \$3,000,000 in convertible notes to support the startup of its first retail site.

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I. COMPANY DESCRIPTION

Green Soul Organics is a Boston-based minority-owned adult-use cannabis company. The company is owned and operated by persons of color from the Boston community who share the belief that the industry should positively impact the economic, professional, and social lives of local disadvantaged communities.

GSO submitted an Economic Empowerment application in April 2018 and is currently pursuing its first retail license in the City of Boston. It expects to open its first store in Boston in March 2020. GSO has applied for retail license in Cambridge and Somerville with planned operations in Central Square and Davis Square.

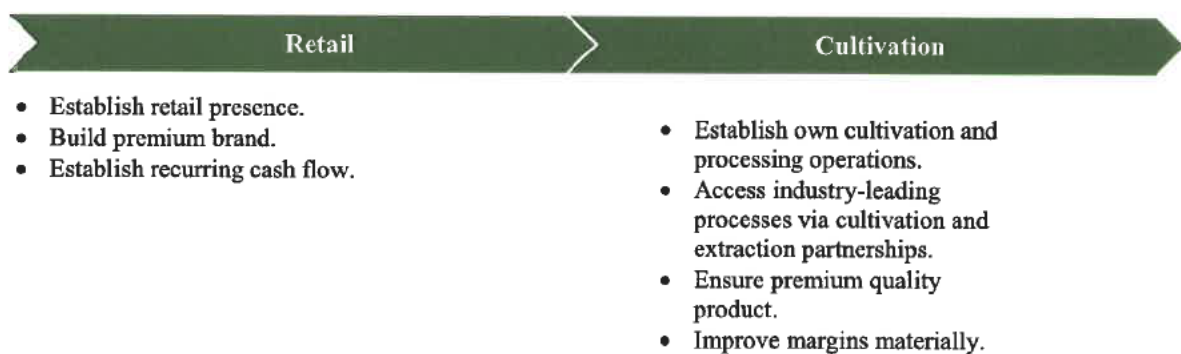
The company plans to develop a vertically integrated seed-to-sale business that offers premium products and services. It will operate three retail sites and a scalable indoors cultivation facility.

Consistent with its belief that local communities should benefit from the success and growth of the industry, the company will launch and support the GSO Foundation. The Foundation will be a 501c3 non-profit organization that will operate GSO Learn-to-Grow Program, a job development and training program targeting under-privileged minorities. The program is intended to help cities in the Commonwealth of Massachusetts extend the economic and social benefits gained from the cannabis industry to these groups. GSO has made the Learn-to-Grow program an essential part of its business and believes the program will provide upward mobility to its target populations.

The founders of the company have developed over several years a deep network of professional relationships with leading horticultural system design companies, product extraction and processing companies, and experts in the areas of branding, marketing, product development, law, and regulation. They bring this knowledge base to bear in developing one of the leading premium cannabis product companies in the country. They also make the expertise and relationships available to minority-owned companies that require assistance to succeed in the market place.

A. Business Strategy:

The company will develop its business in two phases: retail sites and brand building to establish its market presence, and cultivation infrastructure to secure products and improve margins.



1. Retail

The retail segment will consist of three wholly-owned retail stores situated in high-density destinations in and around Boston. The criteria for site selection include population density, favorable demographics, and relevance as a destination for visitors. Current potential sites include Davis Square in Somerville and the South End neighborhood of Boston. The company will staff, supply, and operate these stores, and anticipates the first store to open on March 31, 2020.

GSO believes that its success depends not only on the quality of the product but also on the customer experience in the store. As such, GSO stores will have aesthetics that blend a streamlined and clean feel

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with rustic and warm tones. Shoppers will experience the level of product knowledge and customer care that they expect when they visit Apple stores.

2. Cultivation

The company expects to sell over 5,000 pounds of cannabis in calendar year 2020 in flower and extracts through its retail stores. It projects total flower demand to exceed 15,000 pounds by 2024 and believes that it will meet its demand through its cultivation facility.

The facility will be located in a 77,000 square foot building in Fitchburg, MA. The company has secured the building via a long-term lease and has received its Community Host Agreement; a major milestone to receiving final license approval from the CCC. The facility will be designed to accommodate 100,000 square feet of canopy. GSO will rely on the expertise of established companies such as Sira Naturals for the design and construction of the facility.

GSO expects the cultivation plant to cost \$7,500,000 and will develop it in two stages. The first stage will develop 40,000 square feet of canopy and the second stage will develop 60,000 sf. The company expects construction to start in March 2020, stage 1 to be completed September 2021, and stage 2 by 2022.

The cultivation facility will also host the extraction equipment. The company plans to use both CO₂ and hydrocarbon-based extraction technologies as each is better at particular products; hydrocarbon processes are effective at producing shatter, and CO₂ are better at producing flavorless oils. The company estimates the extraction budget at \$1 million.

II. PRODUCTS AND SERVICES

GSO will produce and sell high quality cannabis products that focus on the user experience. The company will ensure high quality through its licensing agreements with award-winning cultivators and processors. The company expects to distribute its product through its own retail stores, affiliated retail stores, and wholesale bulk sales to other licensed retailers; wholesale volume will consist of excess flower produced at the cultivation facility.

The company's branding strategy relies on partnerships with leaders in the industry nationally. The owners are currently negotiating supply agreement with industry leaders that will allow the company to secure rights to the most responsible cultivation technology and cutting-edge extraction and processing techniques.

The company will sell four product categories: flowers, extracts, edibles, and accessories.

A. Flowers

Dried cannabis that can be smoked in a pipe, rolled into a cigarette, smoked using a water pipe, or vaporized with vaporizer products. This is the traditional way of consuming cannabis and is expected to account for 64% of total retail sales in the first year of operation, and to reach a steady level of 40% of retail sales by the fourth year. Flowers will be sold in packages of 1 gram, 3.5g, 7g, 14g, and 28g, consistent with industry standards.

Excess flowers from the cultivation facility that are not sold through the company's own and affiliated retail channels will be sold in bulk to licensed retailers throughout the state. The company expects bulk flower sales to remain limited and not to exceed 10% of total sales.

B. Extracts

Extracts are produced by separating trichomes from the cannabis flower. Trichomes are small crystal-like resinous external plant glands that contain the concentrated amounts of cannabis' main ingredient: cannabinoid.

The benefits of extracts include providing cannabis users with an alternative consumption method to smoke inhalation. Extracts allow processor to isolate individual cannabis compound that produce effects that are different from and lighter than smoking raw flower. Users who seek sleep aid can consume CBN compound products. Users seeking pain relief without the plant's impact on mood can consumer THC-A compound products.

Extracts are consumed using vape pens, which include cannabis oil. They can also be consumed in the form of waxes and rosins using flower bowls and special pipes.

The company expects extracts to contribute 16% of total sales in the first year and reach 40% by year four. The company will offer extracts in two categories: Cartridges and Vapes, and Shatters and Wax. Given the rising popularity of cartridges and vapes, the company expects those products to make up 2/3 of total extract sales.

C. Edibles

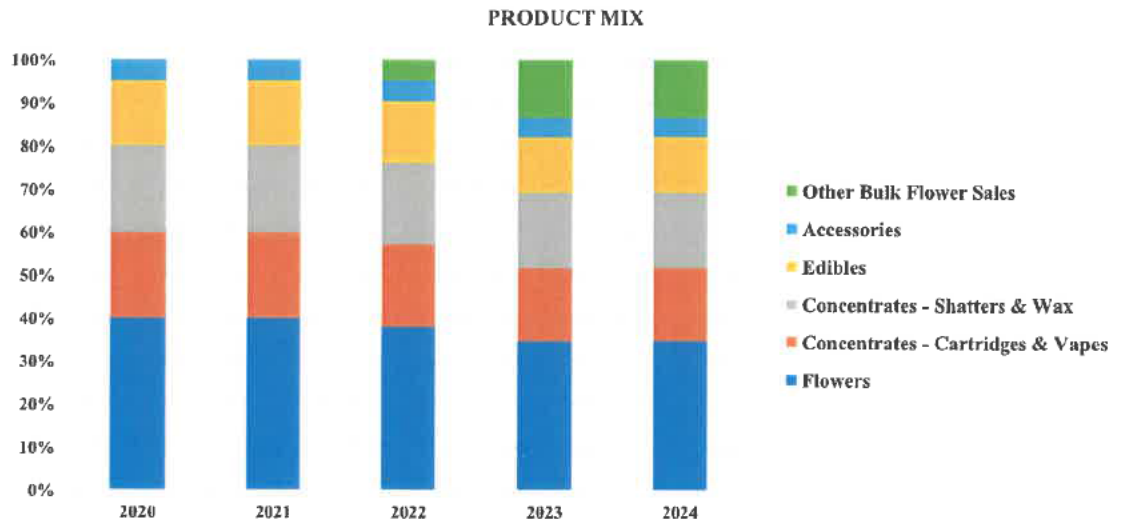
Edibles are foods cooked with butter or oil that has been infused with cannabis (e.g. bars or cookies). Edible cannabis usually takes longer to take effect (20 minutes to an hour or more) and the effects generally last longer than smoking or vaporizing. Edibles are expected to contribute 15% of sales.

D. Accessories and Miscellaneous

Grinders, vaporizers and other consumer products will be available in store and are not expected to contribute more than 5% of sales.

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The chart below illustrates the expected product mix as the company ramps up its retail and cultivation operations.



III. MARKETING

The goal of Green Soul Organics' marketing strategy is to strengthen the company's premium brand image. The strategy consists of promoting its exclusive partnerships with high quality cultivators and processors, by providing best-in-class customer service at the store and at other digital points of contact with customers, and by advocating for the economic and social development of the local communities where it operates.

The company will use marketing tools and channels allowed by the regulators and available to it to advertise its message. Those tools include print and social media, external advertising where possible, and marketing campaigns and fidelity programs that have been successful in developing a loyal customer base in other states.

The key elements of GSO's marketing strategy include:

A. Target Market:

Men and women between the ages of 21-50 with a minimum income of \$50k+ annually. Habitual users and those who, by word of mouth and by the often times communal nature of smoking for recreational purposes

B. Customer Profile:

The Green Soul Organics customer is sophisticated, financially stable and cultured. He/she is an art enthusiast, has a well-rounded social life and is up to date on all things health and wellness. They are responsible, educated and progressive in nature. Creativity is at the forefront of his/her lifestyle and are motivated by their surroundings and what is happening on social media.

C. Marketing Tools:

- **Print Advertising:** Boston Magazine, DIG Boston, Scout Cambridge/ Somerville
- **Out of Home Advertising:** Billboards, Ubers, Taxi/ Pedi Cabs
- **Digital/cultural campaign**
- **GSO GOLD**
- **#YNOTUS MOVEMENT**
- Social Media (Instagram, Facebook, Snapchat), Online advertising.
- **National Campaigns**
- PR and Marketing relationship: Adisa Communications

IV. PROJECT DETAIL

Green Soul Organics' revenue model is organized along three segments: GSO retail, affiliated retail, and cultivation. The retail segment consists of three licensed retail stores that are wholly owned by the company where it will sell products directly to the consumer at retail prices. The company expects the retail segment to exceed \$80 million by 2022 and contribute more than 60% of total gross sales.

Cultivation consists of the 77,000 square foot facility in Fitchburg, MA. The company plans to complete construction work such that the facility can house 100,000 square feet of canopy space. It is currently seeking a cultivation license for a 100,000 sf canopy.

A. Retail sites

GSO retail stores will maintain a consistent look and feel. Customers will experience the same high-quality product and service delivered across the stores. The company will ensure that interior decorating, uniforms, product color coding, shelf layout, and checkout stations are all designed to create a seamless experience regardless of the store visited by the customer.

The base template for store layout will consist of eight checkout stations at each store. Store will be operating ten hours each day. The flow of the store will be designed to limit transaction time to a maximum of 5 minutes.

The retail sites identified are located in the South End neighborhood of Boston and Davis Square in Somerville. The company has negotiated lease agreements with the owners of each location and is in the process of acquiring the necessary host-community agreements and required town and state licenses. The company assumes the build-out of each retail store will require \$750,000 in capital.

B. Cultivation

GSO has secured a 77,000 sf facility in Fitchburg, MA, and has received the Community Host Agreement for the cultivation site. Community Host Agreements are the final required milestone before receiving the license from the Cannabis Control Commission. GSO's founding team is pleased that its commitment to safety, process quality, and community workforce development via the Learn-to-Grow program have convinced the local government and communities of the benefits of hosting GSO.

The building requires several improvements to create a total canopy of 100,000 sf. The design of the cultivation facility that the company is considering organizes the grow space into grow rooms measuring 1,000 square feet in area. This will allow the company to scale its own production and utilize excess space for licensing agreements.

GSO plans to retain renowned cultivation system engineering and design companies to complete its facility. Those companies will include Sira Naturals. In March 2019, the company reached an agreement with SIRA NATURALS (SN) where SN will provide staff training to GSO staff at its own facilities. SN will train GSO staff on retail and cultivation best practices. The agreement also insures product availability for GSO while the cultivation site is under construction.

GSO is in the process of raising capital to build the cultivation facility. The capital will be used to hire the design team, seek approval of plans by the town and state, then build the facility to spec. Until the funds are raised to start construction, the company will prep the site to expedite the build-out of the facility after the design is approved. The company will:

- clean up the site

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- Secure the premises
- Demo interior
- Hire architect/structural engineer
- Rebuild exterior walls as needed, install new structural framing, raise the roof (this can be done while GSO is waiting for final approvals)
- Design complete set of plans which would include expansion plan
- Work with city to come up with final design approval
- Pull permits
- Build out facility

GSO expects the cultivation plant to cost \$7,500,000 and will develop it in two stages. The first stage will develop 40,000 square feet of canopy and the second stage will develop 60,000 sf. The company expects construction to start in March 2020, stage 1 to be completed September 2021, and stage 2 by 2022.

The cultivation plant should be able to produce 18,750 pounds of flower annually.

V. MANAGEMENT TEAM AND PARTNERSHIPS

Tabasuri Moses, CEO:

Taba is the founder of Green Soul Organics. He is an experienced real estate developer and entrepreneur, local Boston resident, and son of Robert “Bob” Moses, who founded the Student Nonviolent Coordinating Committee (SNCC). Taba is the cofounder of the Young People Project (YPP). YPP was started in Mississippi supporting classrooms in the Delta, and subsequently expanded into Boston. It uses Math Literacy Work to develop the abilities of elementary through high school students to succeed in school and in life, and in doing so involves them in efforts to eliminate institutional obstacles to their success.

Dr. Nicole Gittens, COO:

Dr. Nicole Gittens, joins GSO after 25 years of work in public education. During her time in public education, she has been high school mathematics teacher and an administrator. Throughout her career, Dr. Gittens has been passionate about educating and supporting marginalized populations -- namely black and brown children. The dedication of empowering minority youth will continue through the GSO Foundation.

Dr. Gittens also consult and business developing support to small businesses.

Saba Kahassai, SVP Retail & Strategy:

Saba is an experienced retail strategist who brings a wealth of retail management and merchandizing experience to GSO. She has assisted merchandising initiatives at major retail companies such as **GAP, Inc** where she analyzed franchise buying and forecast trends in global markets, and **Gilt Groupe** where she merchandised products for Gilt Home franchise sales, created and managed holiday promotional sales, and analyzed competitive shopping to support merchandising strategies for Men’s Accessories/Contemporary & Denim. In her most recent assignment with **NIC & ZOE**, Saba developed and used key metrics such as sales, margin, and sell-thru rates to analyze in-season product performance and respond to deviations from plans.

Saba earned a Bachelor of Science degree in Business/Marketing in 2008 and a Master of Business Administration in Fashion Management and Entrepreneurship in 2012.

Chad Milner, SVP Executive Finance Team:

Chad has led Kijani Construction finance operations since 2010. In this capacity he manages the financial bookkeeping, contracts and business relationships for the company. His experience extends to the the technology private sector having previously worked with Time Warner/AOL online properties and as a technology consultant with Mainspring/IBM.

He has extensive experience in non-profit executive operations. Chad has been in charge of program management at The Young Peoples Project Inc (YPP), a non-profit organization dedicating to using math literacy work to develop the abilities of elementary through high school students to succeed in school and in life, and in doing so involves them in efforts to eliminate institutional obstacles to their success. Chad was responsible for managing all aspects of tech integration and for coordinating fundraising for the national education non-profit organization with an annual budget of \$1.2 million.

Chad was also a research associate at the Harvard School of Public Health with field work in Tanzania. He was also a Secondary Mathematics Teacher at the Boston Public Schools/New Mission High School in Roxbury.

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He is a Cambridge native and graduate of Stanford University, with a BA in Economics.

Richard Harding, Green Soul Foundation President:

Richard Harding is a fixture in Cambridge politics, civic and business arenas. Harding has been influential in addressing structural racism in education, employment and policing in the Boston region. He has founded and collaborated on numerous initiatives to improve the lives and opportunities of black and brown communities in Massachusetts. Currently, Harding runs the Men of Color Health Initiative of the Cambridge Public Health Department, which seeks to engage men of color in advocating for their health and holding healthcare systems accountable for providing culturally-competent care. His work as a consultant for CambridgeWorks, a job training program, and his efforts on the successful Campaign to Regulate Marijuana like Alcohol in Massachusetts have motivated Harding to ensure that people of color have the training and skills they need to seize opportunities.

VI. SOCIAL AND ECONOMIC IMPACT – GREEN SOUL FOUNDATION

A. Green Soul Foundation

Historically, people of color have been disproportionately harmed by drug law enforcement. The mission of the Green Soul Foundation is to promote opportunities for economic empowerment and redefine the relationship between people of color and the manufacture and sale of cannabis.

The Green Soul Foundation is the brainchild of Taba Moses, owner of Green Soul Organics, an experienced real estate developer and entrepreneur, local Boston resident, and son of Robert “Bob” Moses, who founded the Student Nonviolent Coordinating Committee (SNCC). An initial investment of \$1,000,000 by MedMen represents a step in the right direction, which has enabled the Green Soul Foundation to kickstart its campaign to restore economic mobility to traditionally marginalized communities. The Foundation is the first of its kind: a national organization, based in Boston, dedicated to ensuring people of color have the tools they need to contribute to the growing cannabis industry and benefit from the burgeoning exchange in cannabis-based goods.

The Green Soul Foundation will announce its first initiatives in the spring of 2019.

Key Personnel:

Richard Harding: Green Soul Foundation President

Harding is a fixture in Cambridge politics, business and nonprofits, Richard Harding has been influential in addressing structural racism in education, employment and policing in the Boston region. He has founded and collaborated on numerous initiatives to improve the lives and opportunities of black and brown communities in Massachusetts. Currently, Harding runs the Men of Color Health Initiative of the Cambridge Public Health Department, which seeks to engage men of color in advocating for their health and holding healthcare systems accountable for providing culturally-competent care. His work as a consultant for CambridgeWorks, a job training program, and his efforts on the successful Campaign to Regulate Marijuana Like Alcohol in Massachusetts have motivated Harding to ensure that people of color have the training and skills they need to seize opportunities.

Richard Ng: Green Soul Foundation Strategic Partner, Founding Member of The Alliance-Oakland

Richard Ng is a Cannapreneur who working with Make Green Go and the City of Oakland providing business development technical assistance to Equity Applicants in the City of Oakland. He is on the founding team of The Alliance, an emerging network of Cannabis businesses committed to supporting cannabis social equity programs. As a social impact consultant he has worked with startups in the Bay Area to increase their community impact. In his 10 years of experience in the cannabis industry he has also worked with WA-based Gold Leaf Gardens and Leira Cannagars to expand to other markets and create the most community focused and creative brands in the industry.

Khari Milner: Green Soul Foundation, Director

For more than twenty years Khari Milner has designed and implemented cross-system collaboratives and programs aimed at supporting in-and-out-of-school time learning communities and systems, centered on the diverse needs of students. He is Co-Director of the Cambridge Agenda for Children-Out-of-School Time and has led the development of the Cambridge Expanded Learning Science, Technology, Engineering, Arts & Mathematics (EL STEAM) and Middle School Networks. He is also a founding member of the Young People's Project. He has worked with young people, educators, policy-makers and

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leaders throughout the United States, Costa Rica and Tanzania, in diverse roles including youth worker, youth employment program director, math instructor, curriculum developer, facilitator, non-profit organization trustee and strategic planner.

B. Learn-To-Grow:

The Learn to Grow Program (L2G) is a job creation and training program targeting under privileged minorities, intended to broaden the economic opportunities available to local communities. L2G will be focused on inclusion and creating balance in the Massachusetts Cannabis industry. The Program will hire, train and certify minority workers at GSO's state-of-the-art cultivation facility, which is planned to be operational by the end of 2020.

More detail about the program is available in Exhibit 2.

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VII. FINANCIAL ANALYSIS

The financial projections are based on private industry research and data collected from currently licensed and operating adult-use facilities and medical dispensaries around the country. The adult-use cannabis market in Massachusetts has only started in the fall of 2018 and remains largely undeveloped. Industry data that allows the production of high-confidence projections do not exist yet. Our projections are based on conservative assumptions about volume and prices and should present a highly achievable case.

We assume retail sites transaction volume and value will vary slightly. While we acknowledge that each location will target a different geographic market, we believe that GSO's site selection methodology, which emphasizes user density and supportive demographics, will ensure successful traction at each store.

A. Sales – Product mix

Flowers have traditionally been the most common method of consuming cannabis. The development of the extracts market has resulted in a shift in consumer preferences away from flowers. In Colorado, flowers make up 50% of aggregate industry total sales. Local market medical-use data put flower sales around 34%.

We estimate flower sales will dominate sale in the first two years and represent almost 2/3 of sale. Steady state economics are based on 40% flower sales and 40% extracts sales and will be reached in year 4. We believe this mix is consistent with the evolving consumer preferences. Edibles will make up 15% of sales and accessories will make up 5%.

Extracts are sold in two form factors: cartridges & vapes and shatters & wax. There are significant margin differences between the two categories. We assume that vapes sales will be twice the sales of shatters.

		% of SALES			
		Year 1	Year 2	Year 3	Year 4
	<i>Flowers</i>	64%	56%	48%	40%
	<i>Extracts - Cartridges & Vapes</i>	11%	16%	21%	27%
	<i>Extracts - Shatters & Wax</i>	5%	8%	11%	13%
	<i>Edibles</i>	15%	15%	15%	15%
	<i>Accessories</i>	5%	5%	5%	5%

B. Sales – Prices

We have reviewed prices from several licensed retail stores and believe the table below reflect the dynamics of the local market.

MODEL PRICING ASSUMPTIONS	\$/g
Flowers	12.50
Concentrates - Cartridges & Vapes	120.00
Concentrates - Shatters & Wax	60.00
Edibles	299.80

C. Wholesale Revenues

Flowers and extracts will be sourced from wholesalers until the company's own cultivation facility is able to meet the company's demand. The company expects that its facility will produce more than the demand of its own stores and affiliated stores and will sell excess flower to other licensed operators at wholesale prices. The company does not expect wholesale revenues to account for more than 10% of total gross sales.

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D. Sales Taxes

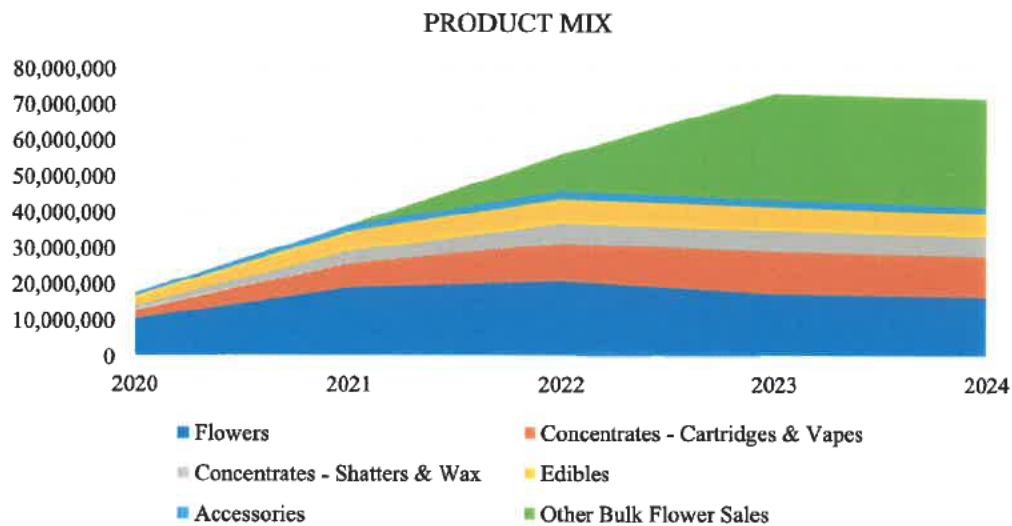
The company will be exposed to the following layers of taxes on revenues:

State sales tax	6.25%
State excise tax	10.75%
Local option for cities or towns	3.00%

E. Sales – Projections

	2019	2020	2021	2022	2023	2024
Retail Store 1 - Central Square		0	7,320,000	21,900,000	21,021,600	19,324,800
Retail Store 2 - Davis Square		15,300,000	18,250,000	16,414,000	16,060,000	15,492,000
Retail Store 3 - South End		6,710,000	20,075,000	19,269,800	17,666,000	17,446,000
Other Wholesale		0	70,235	12,612,947	36,608,122	37,499,597
Gross Product Sales		<u>22,010,000</u>	<u>45,715,235</u>	<u>70,196,747</u>	<u>91,355,722</u>	<u>89,762,397</u>
Total Sales Taxes		4,402,000	9,143,047	14,039,349	18,271,144	17,952,479
Other - Licensing Revenues		0	<u>3,125,000</u>	<u>14,062,500</u>	<u>23,437,500</u>	<u>23,437,500</u>
Net Revenues		17,608,000	39,697,188	70,219,897	96,522,078	95,247,418
EBITDA		1,858,668	12,958,846	28,992,319	30,385,049	29,101,947
<i>EBITDA Margin</i>		<i>11%</i>	<i>33%</i>	<i>41%</i>	<i>31%</i>	<i>31%</i>

Annual Sales Projections by Product Category



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VIII. CAPITAL PLAN

Uses and Sources of Funds – in progress

Retail Licensing

1. Legal Fees	490,000
2. Application Fees/Permitting/Deposits	244,500
3. Risk/Buffer	50,000
Total	784,500

Professional Services

1. Consulting	25,000
2. Business Dev / Capital Advisory	120,000
3. Other	13,338
Total	158,338

Lease Payments **217,162**

Initial Marketing & Branding **500,000**

Retail Site Buildout

South End

Square feet	2,000
Buildout, \$/sf	450
	<u>900,000</u>

Davis Square

Square feet	2,000
Buildout, \$/sf	250
	<u>500,000</u>

Retail Site 3

Square feet	2,000
Buildout, \$/sf	250
	<u>500,000</u>

Buildout, Total **1,900,000**

Cultivation Site Construction Estimate **7,500,000**

Contingencies at 10%

Retail Buildouts	190,000
Cultivation	750,000
	<u>940,000</u>

TOTAL FUNDS REQUIRED **12,000,000**

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Exhibit 1 – GSO Foundation



Press Statement
February 21, 2019

A Statement from Green Soul Foundation, Richard Harding

The mission of the Green Soul Foundation is to reconnect disadvantaged populations with economic opportunity by removing barriers and providing workforce development.

Historically, people of color have been disproportionately harmed by drug law enforcement. Our mission is to promote opportunities for economic empowerment and redefine the relationship between people of color and the manufacture and sale of cannabis.

The Green Soul Foundation is the brainchild of Boston-resident Taba Moses, owner of Green Soul Organics, an experienced real estate developer and entrepreneur. He is the son of Robert Parris Moses, the architect of the 1964 "Freedom Summer" civil rights voter registration movement and the leader of the Student Nonviolent Coordinating Committee.

An initial investment of \$1 million by MedMen represents a step in the right direction and has enabled the Green Soul Foundation to kickstart its efforts to build economic mobility within traditionally marginalized communities. In addition, Moxie Limited's donation of a portion of their proceeds to the foundation will aid in our ability to fulfill our mission.

The Foundation is the first of its kind: a national organization, based in Boston, dedicated to ensuring people of color have the tools they need to contribute to the growing cannabis industry and benefit from the burgeoning exchange in cannabis-based goods.

The Green Soul Foundation will announce our first initiatives later this spring.

Richard Harding, Green Soul Foundation, President

Richard Harding is a fixture in Cambridge politics, civic and business arenas. Harding has been influential in addressing structural racism in education, employment and policing in the Boston region. He has founded and collaborated on numerous initiatives to improve the lives and opportunities of black and brown communities in Massachusetts. Currently, Harding runs the Men of Color Health Initiative of the Cambridge Public Health Department, which seeks to engage men of color in advocating for their health and holding healthcare systems accountable for providing culturally-competent care. His work as a consultant for CambridgeWorks, a job training program, and his efforts on the successful Campaign to Regulate Marijuana Like Alcohol in Massachusetts have motivated Harding to ensure that people of color have the training and skills they need to seize opportunities.

Richard Ng, Green Soul Foundation, Strategic Partner, Founding Member of The Alliance-Oakland

Richard Ng is a 'cannapreneur' who is working with Make Green Go and the City of Oakland providing business development technical assistance to equity applicants in the City of Oakland. He is on the founding team of The Alliance, an emerging network of Cannabis

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businesses committed to supporting cannabis social equity programs. As a social impact consultant he has worked with startups in the Bay Area to increase their community impact. In his ten years of experience in the cannabis industry he has also worked with Washington state-based Gold Leaf Gardens and Leira Cannagars to expand to other markets and create the most community-focused and creative brands in the industry.

Khari Milner, Green Soul Foundation, Director

For more than 20 years Khari Milner has designed and implemented cross-system collaboratives and programs aimed at supporting in-and-out-of-school time learning, centered on the diverse needs of students. He is Co-Director of the Cambridge Agenda for Children-Out-of-School Time, and has led the development of the Cambridge Expanded Learning Science, Technology, Engineering, Arts & Mathematics (EL STEAM) and Middle School Networks. He is also a founding member of the Young People's Project. He has worked with young people, educators, policy-makers and leaders throughout the United States, Costa Rica and Tanzania, in diverse roles including youth worker, youth employment program director, math instructor, curriculum developer, facilitator, non-profit organization trustee and strategic planner.

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Exhibit 2 – Learn-to-Grow Program

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Learn To Grow: Why?

The Green Soul Organics Learn To Grow program enables disconnected youth to connect to school and work in order to build a foundation for a meaningful personal, professional, economic, and civic life.

There are between 4 and 5 million American “opportunity” youth between the ages 16 and 24 who are neither working nor enrolled in school. In rural counties the rate is as high as 20%. Moreover 40% of American youth are weakly connected to school or work. Only 1% of youth who’ve been disconnected will ever earn an associates degree or higher in an economy where high school-only graduates are rapidly losing economic ground, and the earnings gap between high school and college graduates is higher than its been since 1973. As a result high school-only graduates are less likely to have a job, get married and own a home. The estimated personal and public costs to the country for not creating pathways to success for these young people is upwards of \$6 trillion.

Current opportunity structures lead to only 50% of American youth successfully completing either a certification program, an associates, or bachelors degree - the primary pathways with labor market value.

Our Learn To Grow program seeks to be a model for how the growing hemp and cannabis industries can provide work based learning and apprentice programs that create on-ramps for disconnected youth. Apprenticeships are only .3% of the US labor force. A 2012 study found that registered apprentices earned roughly \$240,000 more over their lifetimes than similar workers who had not gone through such programs. We believe that the emerging cannabis and hemp industries, which are poised to grow by over \$1 billion in the next 4 years, provide a unique opportunity to set a new standard for how business can expand the quantity and quality of pathways to success for those young people who are being left behind or disenfranchised in the current education and workforce development systems.

Learn To Grow: your skills, your community, your life.

We want to help disconnected young people, age 18 - 24, develop sufficient means to achieve a full and healthy life with all of its conveniences and necessities. Learning to work in the spirit of ujamaa, cooperating with each other to provide for the essentials of living, they will develop a self-made identity, and claim an opportunity for continued viability.

Our distinct program for young fellows - young for promise, fellows for community - will focus on the development of core skills, competencies, and ideas to prepare them for future school and work opportunities through a combination of courses, mentoring, apprenticeship and work-based instruction.

Three interrelated prongs provide the foundation for the Learn To Grow experience: aquaponics, urban farming and hemp. The Learn To Grow facility, located in the heart of Boston, which will include a greenhouse, as well as work and meeting space, will become a haven of creativity and productivity for the young fellows, ultimately enabling them to build a sense of family and community with each other. Learn To Grow will capitalize on the opportunity created by the 2018 Farm Bill, which re-classifies industrial hemp as a commercial product, to establish partnerships with programs, institutions, and people with expertise in each of these domains to co-design a holistic learning experience that enables our young fellows to learn and explore the science, technology, and business of “ symbiotic eco-friendly systems for sustainable food” as well as industrial hemp.

Learn to Grow will require that young fellows develop core academic competencies, integrated with their work in aquaponics and farming: applied math in chemistry and plant biology (e.g., ratios, proportional reasoning, algebra, modeling, etc.); and communication through writing and digital arts. Fellows will be exposed to various business models and structures, including the worker owned cooperative model. Additional program elements will include Leadership Development (e.g., Gallup CliftonStrengths), Career

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Counseling, Anger Management, Meditation & Mindfulness. Fellows will be required to get their GED certificate, and will have the opportunity to obtain certificates in one or more hemp industry programs.

Young Fellows will work in a nurturing environment that supports them to re-establish themselves as active members of the community and as resources for cultural and educational expansion. Young Fellows will develop an identity as community builders through the practice of “each one, teach one.” Fellows will design and implement a meaningful community service or outreach project of their choice or help to actively recruit and mentor new fellows.

Young Fellows will exit the program with an established connection to school or work. As the Learn to Grow program matures, it will operate as a co-op, led by graduates of the program.

Learn To Grow: How

The program is a 12 or 20 month program for cohorts of young people. The program cycle looks like this:

Recruitment - We will establish an ongoing recruitment process through partnerships with city and community programs for opportunity youth and through word of mouth referrals from program participants. We will establish systems to determine whether each applicant is ready to fully participate in the program, and support applicants who are not selected, when feasible, to find other options.

Entrance timeline-

September 15: applications & referrals due

October: in-depth interviews, complete full Clifton strengths assessment, group activity day for observation of group interaction and team building

November: acceptance letters sent

December: cohort orientation gathering for members, parents, and community

Program timeline:

January - March: foundation setting and core competency development in group classes and individualized instruction

April - August: apprentice with staff and employees through two growing cycles; design and implement community service or outreach projects; ongoing individualized instruction

September - December: apprentice with staff and employees for research & lab work; prepare school and/or job applications (some students exit with placement); ongoing individualized instruction

January - August: some students stay on to mentor & support the next cohort; prepare school and/or job applications (all students exit with placement); ongoing individualized instruction

In the pilot phase of the program (years 1 and 2) we will admit 10 to 15 young people in each cohort so that overall numbers look like this:

	JAN - MARCH	APRIL - AUGUST	SEPT - DEC
YEAR 1	10 - 15	10 - 15	10 - 15
YEAR 2	20 - 30	20 - 30	10 - 15

Learn to Grow: Leadership Team

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Instructional Team - teach classes & workshops, focus on ensuring that each student is actually learning and that the instructional approaches and strategies are aligned with each student's needs.

Adult Development & Counseling Team: experts in team building and human development, focused on developing meaningful relationships, and providing career counseling, life coaching and mentoring.

Entrance/Exit, Apprenticeship, and Community Building Team: focused on 1) ensuring strong transitions for each student in each phase of the program 2) ensuring each student establishes meaningful mentorship / professional relationships in their apprenticeship by making good matches 3) coordinating Green Soul staff mentors and supporting their development as effective mentors 4) ensure placement in school or work when students exit

Data, Learning & Improvement Team: focused on 1) ensuring strong and frequent feedback loops to enable the program to improve, grow and adapt over time and 2) measuring and communicating success and impact to the public and 3) maintaining systems for collecting longitudinal data

Coordination & Alignment Team - focused on internal and external coordination and relationships.

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Proposed Timeline

Action	Planned Date	Description if possible
Submit Application to CCC	Spring 2019	
Provisional license granted (approximately 90 days after submission)	Summer 2019	
Special Permit/site plan review	Summer 2019	
Construction start	Fall 2019	New construction using LEED building practices and Energy Star equipment
Construction end	Winter 2020	Final state and local inspections completed
Hiring of staff	Fall 2019/Winter 2020	Upper management was in place effective Winter 2019. Store employees will be hired beginning late fall.
Inspection by CCC	Winter 2020	
Receive final license	Winter 2020/Spring 2020	TBD by state of Massachusetts licensure dates.
First day of <u>sale</u> /cultivation	Spring 2020	

Plan for Obtaining Liability Insurance

(This document is a summary of the Green Soul Organics LLC to obtain Liability Insurance.)

I. Purpose

The purpose of this plan is to outline how Green Soul Organics (GSO) will obtain and maintain the required General Liability and Product Liability insurance coverage as required pursuant to 935 CMR 500.105(10), or otherwise comply with this requirement.

II. Research

GSO has engaged with multiple insurance providers offering General and Product Liability Insurance coverage in the amounts required in 935 CMR 500.105(10). These providers are established in the legal marijuana industry. We are continuing these discussions with the insurance providers and will engage with the provider who best suits the needs of the company once we receive a Provisional License.

III. Plan

1. Once GSO receives its Provisional Marijuana Establishment License we will engage with an insurance provider who is experienced in the legal marijuana industry.
 - a. GSO will obtain and maintain general liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually, and product liability insurance coverage for no less than \$1,000,000 per occurrence and \$2,000,000 in aggregate, annually.
 - b. The deductible for each policy will be no higher than \$5,000 per occurrence.
2. In the event that GSO cannot obtain the required insurance coverage, GSO will place a minimum of \$250,000 in an escrow account. These funds will be used solely for the coverage of liabilities.
 - a. GSO will replenish this account within ten business days of any expenditure.
3. GSO will maintain reports documenting compliance with 935 CMR 500.105(10) in a manner and form determined by the Commission and make these reports available to the Commission up request.

The MassCIP system will be down for maintenance and will not be available between 6:00 PM Friday, May 3rd and 2:00 AM Saturday, May 4th.



Cannabis Control Commission > [My Licenses](#) > [Marijuana Retailer](#)



Application #: MRN282596

Operating Policies and Procedures

You are required to provide documentation describing the Marijuana Establishment's policies and procedures for each of the following areas:

- Plan for obtaining marijuana or marijuana products
- Separating recreational from medical operations, if applicable
- Restricting Access to age 21 and older
- Security plan
- Prevention of diversion
- Storage of marijuana
- Transportation of marijuana
- Inventory procedures
- Quality control and testing
- Dispensing procedures
- Personnel policies including background checks
- Record Keeping procedures
- Maintaining of financial records
- Diversity plan
- Qualifications and training

Please upload a separate document for each of the areas listed. When uploading, identify the document by selecting the appropriate document type. Each document uploaded should address only one of the areas with no overlap between documents. Uploading the same document for multiple areas or omitting a document for any of the areas may require resubmitting your documents and delay the processing of your application.

Policies and Procedures Documentation *

Upload documentation for each area listed above. Select the appropriate document type to identify the file.



Document Name: Draft Dispensing Procedures.pdf



Document Category: Dispensing procedures

Upload Date: 4/30/19



Document Name: Draft Inventory Procedures.pdf



Document Category: Inventory procedures

Upload Date: 4/30/19























Document Name: Draft Maintaining of Financial Records.pdf



Document Category: Maintaining of financial records

Upload Date: 4/30/19

	<p>Document Name: Draft Personnel Policies.pdf</p> <p>Document Category: Personnel policies including background checks</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Plan for Obtaining Marijuana or Marijuana Products.pdf</p> <p>Document Category: Plan for obtaining marijuana or marijuana products</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Prevention of Diversion.pdf</p> <p>Document Category: Prevention of diversion</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Procedures for Quality Control and Testing.pdf</p> <p>Document Category: Quality control and testing</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Qualifications and Training.pdf</p> <p>Document Category: Qualifications and training</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Record Keeping Procedure.pdf</p> <p>Document Category: Record Keeping procedures</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Restricting Access to age 21 or older.pdf</p> <p>Document Category: Restricting Access to age 21 and older</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Security Plan.pdf</p> <p>Document Category: Security plan</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Storage of Marijuana.pdf</p> <p>Document Category: Storage of marijuana</p> <p>Upload Date: 4/30/19</p>	
	<p>Document Name: Draft Transportation of Marijuana.pdf</p> <p>Document Category: Transportation of marijuana</p> <p>Upload Date: 4/30/19</p>	



Document Name: Green Soul Organics Diversity Plan.pdf

Document Category: Diversity plan

Upload Date: 5/2/19



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For assistance please call the Cannabis Control Commission at 617-701-8400 or email at cannabiscommission@state.ma.us

Dispensing Procedures

As an adult use location, and pursuant to 935 CMR 500.140(3), upon entry into the premise of Green Soul Organics, LLC ("GSO") by an individual, a GSO agent shall immediately inspect the individual's proof of identification. An individual shall not be admitted to the premise unless the retailer has verified that the individual is 21 years of age or older by offering proof of identification.

In accordance with 935 CMR 500.140(4), marijuana establishment agents shall not sell more than one ounce of marijuana or five grams of marijuana concentrate to a consumer per transaction. GSO's marijuana establishment agents may refuse to sell marijuana to any consumer if, in the opinion of the agent based on information available at the time, the sale would place the consumer or the public at risk. Marijuana establishment agents are expressly prohibited from selling marijuana products containing nicotine and marijuana products containing alcohol if said sale would require additional licensure under state law.

GSO shall comply with 935 CMR 500.140(6)(a)-(c) by utilizing a point-of-sale (POS) system approved by the Commission, a sales recording system approved by Department of Revenue (DOR), and prohibit marijuana establishment agents from manipulating or altering sales data. Each month, GSO shall conduct an analysis of its equipment and sales data to ensure that no system is being used to manipulate or alter sales data. GSO will maintain records of these monthly analyses and make them available to the Commission upon request. Should GSO discover that a software or other method has been utilized for the purpose of manipulating or altering sales data, GSO will comply with the reporting requirements of 935 CMR 500.140(6)(d).

GSO shall utilize separate accounting practices at the POS for marijuana and marijuana products and non-marijuana sales. GSO shall permit the Commission and the DOR to audit and examine its POS system to ensure compliance with 935 CMR 500.000 and Massachusetts tax law.

All products sold to customers will meet the requirements of 935 CMR 500.105(5)(a)-(d) addressing labeling of marijuana, marijuana products, edible marijuana infused products, marijuana concentrates and extracts and marijuana infused tinctures and topicals. Each label will include, but not be limited to: name and registration of marijuana cultivator and/or product manufacturer; the name of the product; quantity of usable marijuana; type of marijuana used in the product; directions for use of the marijuana if relevant; and a symbol or easily recognizable mark issued by the Commission that indicates the package contains marijuana product.

Pursuant to 935 CMR 500.105(6), GSO will ensure that all marijuana products sold to consumers will be sold in tamper or child-resistant packaging that is not attractive to minors. GSO shall make available educational materials about marijuana products to consumers. GSO shall make these materials in commonly spoken languages as designated by the Commission and include appropriate material for those individuals who are visually and hearing-impaired. All educational materials will meet the requirements of 935 CMR 500.140(8)(a)-(j) and be available to the Commission for inspection upon request.

At this time, GSO does not propose selling medical marijuana and marijuana products at its Somerville location.

Inventory Procedures

Pursuant to 935 CMR 500.105(8), should Green Soul Organics, LLC ("GSO") receive a retail license prior to receiving a cultivation and processing and manufacturing license from the Commission, it will purchase marijuana and marijuana products wholesale from adult-use cultivators and product manufacturers duly licensed by the Cannabis Control Commission. Once GSO's proposed cultivation and product manufacturing licenses are approved by the Cannabis Control Commission, GSO will obtain its marijuana and marijuana products from its cultivation and product manufacturing facility in Fitchburg, MA.

In accordance with 935 CMR 500.105(8)(g), GSO will create a virtual separation of the products and at the point of sale, GSO will designate whether marijuana products are intended for sale for adult use or medical use through tracking methodology approved by the Commission under 935 CMR 500.000.

Pursuant to 935 CMR 500.105(8)(c), GSO will establish inventory controls for the conduct of inventory reviews; conduct a monthly inventory of marijuana in the process of cultivation and finished and stored marijuana; conduct a comprehensive annual inventory at least once every year after the date of the previous comprehensive inventory; and promptly transcribe inventories if taken by use of an oral recording device.

Real time inventory will be maintained as specified by the Commission and in accordance with 935 CMR 500.105(8)(c) and (d). Plant inventory will be taken daily and any time plants are moved from their pre-existing location GSO will maintain real-time inventory and tracking procedures in compliance with 935 CMR 500.105(8)(b). Any discrepancies discovered when conducting plant inventory will be reported to the inventory manager on the same day.

Plants will be scanned utilizing seed-to-sale tracking pursuant to 935 CMR 500.105(8)(e) once they enter a new room, or change location within a room. Scanned plants will have their existing location, as well as current phase scanned into the seed-to-sale tracking system to reflect their status. Once a section of plants is scanned, the current scan count should be checked in the seed-to-sale tracking system to confirm the accurate number of plants being changed. Weekly plant count checks will be performed to confirm accuracy, as well as, prevent accumulation of discrepancies in plant inventory. Pursuant to 935 CMR 500.105(8)(f), no marijuana product, including marijuana, will be sold by GSO or marketed for adult use that is not capable of being tested by Independent Testing Laboratories, except as allowed under 935 CMR 500.000.

Marijuana infused products and flower inventory will be tracked and managed in the seed-to-sale tracking system and all product will be stored in the vault. Product will be listed on a manifest for transport, and upon arrival at the dispensary, inventory will be managed through the seed-to-sale tracking system utilizing the virtual separation of products required under 935 CMR 500.105(8)(g).

Maintaining of Financial Records

Green Soul Organics, LLC's ("GSO") 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 individual affiliated with a Marijuana Establishment, including members of the non-profit corporation.

Neither GSO nor any member of its Marijuana Establishment shall be permitted to utilize software or other methods to manipulate or alter sales data. Pursuant to 935 CMR 500.105(6)(c), GSO shall conduct a monthly analysis of its equipment and sales data to ensure that no software has been installed or utilized to manipulate or change sales data. These records shall be maintained and be available to the Commission upon request. In the event that a software or other method of sales manipulation is detected, GSO shall immediately disclose the information to the Commission, cooperate with the Commission in regards to any investigation relating to the manipulation or alteration of sales data and take other action as directed by the Commission to comply with 935 CMR 500.105. GSO will utilize separate accounting practices at the point-of-sale for marijuana and marijuana product sales and non-marijuana sales. GSO is not applying for a medical marijuana license at this time and will not be a colocated retailer. In the event this changes, GSO will adhere to all requirements relating to colocated retailers including but not limited to 935 CMR 500.140(6)(h).

Following the closure of GSO, all records will be kept for at least two years at the expense of GSO and in a form and location acceptable to the Commission, in accordance with 935 CMR 500.105(9)(g). Financial records shall be kept 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(6)(e).

Green Soul Organics, LLC
Management and Operations Profile
Operating Policies and Procedures

Personnel Policies

It is Green Soul Organics, LLC's ("GSO") policy to provide equal opportunity in all areas of employment, including recruitment, hiring, training and development, promotions, transfers, termination, layoff, compensation, benefits, social and recreational programs, and all other conditions and privileges of employment, in accordance with applicable federal, state, and local laws. GSO will make reasonable accommodations for qualified individuals with known disabilities, in accordance with applicable law.

Personnel records in compliance with 935 CMR 500.105(1)(h) shall be maintained by GSO and utilized when searching for employees and volunteers. As required by 935 CMR 500.105(9)(d) Organizational management charts will be created to help personnel understand their roles and said charts shall be consistent with job descriptions. Each GSO employee registered as a marijuana establishment agent shall have a personnel record compliant with 935 CMR 500.105(9)(d)(2) which shall be maintained for at least 12 months after termination of that agent. Pursuant to 935 CMR 500.105(k), GSO will have a plan detailing how confidential information will be maintained.

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, determined by GSO to be involved in discriminatory practices are subject to disciplinary action and may be terminated. GSO 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(2), all current owners, managers and employees of GSO 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. GSO will maintain records of responsible vendor training compliance, 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; and key state and local laws.

All GSO policies will include a staffing plan and corresponding records in compliance with 935 CMR 500.105(1)(h) and ensure that all employees are aware of the alcohol, smoke, and drug-free workplace policies in accordance with 935 CMR 500.105(1)(j). GSO will also implement policies to ensure the maintenance of confidential information pursuant to 935 CMR 500.105(1)(k). GSO will enforce a policy for the dismissal of agents for prohibited offenses according to 935 CMR 105(1)(l).

All GSO 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 marijuana establishment agents will complete a training course administered by GSO and complete a Responsible Vendor Program in compliance with 935 CMR 500.105(2)(b). Employees will be

Green Soul Organics, LLC
Management and Operations Profile
Operating Policies and Procedures

required to receive a minimum of eight hours of on-going training annually pursuant to 935 CMR 500.105(2)(a). GSO will create and maintain a policy for the immediate dismissal of any marijuana establishment agent who diverts marijuana, engages in unsafe practices with regard to the operation of the establishment and/or is convicted, enters 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. The Commission will be notified if an agent is terminated pursuant to 935 CMR 500.105(1)(l).

Plan for Obtaining Marijuana or Marijuana Products

Pursuant to 935 CMR 500.105(8), should Green Soul Organics, LLC (“GSO”) receive a retail license prior to receiving a cultivation and processing and manufacturing license from the Commission, it will purchase marijuana and marijuana products wholesale from adult-use cultivators and product manufacturers duly licensed by the Cannabis Control Commission. Once GSO’s proposed cultivation and product manufacturing licenses are approved by the Cannabis Control Commission, GSO will obtain its marijuana and marijuana products from its cultivation and product manufacturing facility in Fitchburg, MA.

Prevention of Diversion

Green Soul Organics, LLC's ("GSO") anti-diversion procedures includes methods for identifying, recording, and reporting diversion, theft, or loss and for correcting all errors and inaccuracies in inventories. The integrity of the supply chain in every stage from seed to sale shall be protected through anti-diversion methods using a comprehensive security system. All employees shall receive anti-diversion training as part of their initial and subsequent training. GSO has established a work environment that values employees and that fosters a culture of responsibility to mitigate risk and create a safe work environment. Pursuant to 935 CMR 500.105(1)(l), GSO'S Written Operating Procedures will include a policy for the immediate dismissal of any marijuana establishment agent who has diverted marijuana.

Continual supply chain risk assessments will be performed to reduce vulnerability and ensure continuity. Any discrepancies identified in inventory shall immediately be recorded and investigated to the cause. Pursuant to 935 CMR 105(13)(b), any incidents of diversion that occur during transport between marijuana establishments shall be duly reported to the Commission and law enforcement authorities. In addition, discrepancies shall be recorded and reported according to GSO'S incident response plan.

In accordance with 935 CMR 500.140(4), all on site transactions are limited to one ounce of marijuana to a customer per transaction. Random and routine monitoring and surveillance cameras shall be performed by security personnel.

Inventories will be highly restricted, secured, and surveilled areas with posted limited access. Only managers shall have security designations to access stored inventory. Monthly inventory checks in compliance with 935 CMR 105(8)(c)(2) will be conducted. A dispensary agent's inventory shall remained locked and accessible only to that agent and a manager. The manager shall conduct routine and random auditing of dispensary agents inventory. Sales shall be documented, recorded and stored using seed-to-sale inventory tracking. Surveillance cameras shall record and store all transactions in compliance with 935 CMR 500.110(5)(a)(4).

A copy of the shipping manifest shall be transmitted to the receiving dispensary prior to transport. All dispensary deliveries shall be processed prior to leaving a marijuana establishment in accordance with 935 CMR 500.105(13)(a)(7). Pursuant to 935 CMR 500.105(13)(a)(6) all vehicles transporting marijuana products will be staffed with a minimum of two marijuana establishment agents and one agent shall remain with the transportation vehicle at all time. Delivery routes and times will be randomized as required by 935 CMR 500.105(13)(a)(12).. Once the delivered product is accounted for, it shall be stored in the locked and secured and monitored safe room.

In case of loss inventory discrepancies discovered by any employee shall be reported to the department manager upon discovery. The manager shall report all unresolved inventory discrepancies to the Cannabis Control Commission and law enforcement authorities in accordance 935 CMR 500.105(13)(b). An internal investigation to determine the outcome of the inventory discrepancy will also be conducted.

Procedures for Quality Control and Testing of Product

Pursuant to 935 CMR 500.160, Green Soul Organics, LLC ("GSO") will not sell or market any marijuana product that is not capable of being tested by Independent Testing Laboratories, including testing of marijuana products and environmental media. GSO will 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 GSO 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 GSO by the testing facility will be disposed of in accordance with 935 CMR 500.105(12). GSO will 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.

In accordance with 935 CMR 500.130(2), GSO will prepare, handle and store all edible marijuana products in compliance with the sanitation requirements in 105 CMR 500.000: *Good Manufacturing Practices for Food*, and with the requirements for food handlers specified in 105 CMR 300.000: *Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements*. In addition, GSO'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.

Pursuant to 935 CMR 500.105(11)(a)-(e), GSO will provide adequate lighting, ventilation, temperature, humidity, space and equipment, in accordance with applicable provisions of 935 CMR 500.105 and 500.110. GSO 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. GSO 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 GSO storage areas will be maintained in accordance with the security requirements of 935 CMR 500.110.

GSO has a Quality Manager who will oversee the manufacturing at the GSO facility to maintain strict compliance with DPH regulations and protocols for quality control and analytical testing. In accordance with 935 CMR 500.160 GSO grow areas are monitored for temperature, humidity, and CO2 levels this monitoring helps reduce the risk of crop failure. Ethical pest management procedures are utilized to naturally maintain a pest free environment alongside our True Living Organics ("TLO") growing method.

All Marijuana Infused Products ("MIPs") are produced using good manufacturing practices and safe practices for food handling to ensure quality and prevention of contamination.

Our quality assurance manager will ensure all batches of Marijuana and MIPs will be tested, by an independent testing laboratory pursuant to 935 CMR 500.160. All products shall be tested for the cannabinoid profile and for contaminants as specified by the Department, including but not limited to mold, mildew, heavy metals, plant-growth regulators, and the presence of pesticides.

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Environmental media will be tested in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the Department of Public Health pursuant to 935 CMR 500.160(1). All testing results will be maintained by GSO for no less than one year in accordance with 935 CMR 500.160(3).

Samples that pass testing will be packaged for use or utilized in MIPs.

Samples that fail testing will be reported and destroyed. 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.

Qualifications and Training

Pursuant to 935 CMR 500.105(2)(a) Green Soul Organics, LLC ("GSO") will ensure all dispensary agents complete training prior to performing job functions. Training will be tailored to the role and responsibilities of the job function. Dispensary agents will be trained for one week before acting as a dispensary agent. At a minimum, staff shall receive eight hours of on-going training annually. New dispensary agents will receive employee orientation prior to beginning work with GSO. Each department managed will provide orientation for dispensary agents assigned to their department. Orientation will include a summary overview of all the training modules.

In accordance with 935 CMR 500.105(2), all current owners, managers and employees of GSO 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. GSO will maintain records of responsible vendor training compliance, 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; and key state and local laws.

All employees will be registered as agents, in accordance with 935 CMR 500.030. All GSO 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 GSO shall meet suitability standards of 935 CMR 500.800.

Training will be recorded and retained in each dispensary agent's file. Training records will be retrained by GSO for at least one year after agents' termination. Dispensary agents will have continuous quality training and a minimum of 8 hours annual on-going training.

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Record Keeping Procedures

Green Soul Organics, LLC's (GSO) records will be available to the Cannabis Control Commission ("CCC") upon request pursuant to 935 CMR 500.105(9). The records will be maintained 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 for each employee, organizational charts, staffing plans, 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 GSO, in accordance with 935 CMR 500.105(9)(d)(2). Additionally, business will be maintained in accordance with 935 CMR 500.104(9)(e) as well as waste disposal records pursuant to 935 CMR 500.104(9)(f), as required under 935 CMR 500.105(12).

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

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Restricting Access to Age 21 or Older

As an adult use location, and pursuant to 935 CMR 500.140(3), upon entry into the premise of Green Soul Organics, LLC (GSO) by an individual, a GSO agent shall immediately inspect the individual's proof of identification. An individual shall not be admitted to the premise unless the retailer has verified that the individual is 21 years of age or older by offering proof of identification.

Storage of Marijuana

Pursuant to 935 CMR 500.105(11)(a)-(e), Green Soul Organics, LLC ("GSO") will provide adequate lighting, ventilation, temperature, humidity, space and equipment, in accordance with applicable provisions of 935 CMR 500.105 and 500.110. GSO 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. GSO 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 GSO storage areas will be maintained in accordance with the security requirements of 935 CMR 500.110.

GSO storage policy dictates that product may only be stored in areas under video surveillance. Only authorized marijuana establishment agents have access to product storage areas, product storage keys, and or access cards. Storage rooms must remain locked at all times except times needed to transfer product. Marijuana establishment agents in product rooms without authorization, or good reason, will be terminated. All product must be returned to storage at the end of processing work orders, or at the end of the business. For processing that takes more than one day, processing area and product must be locked inside an area with adequate security.

Pursuant to 935 CMR 500.105(13)(d), GSO will transport marijuana products in a secure, locked storage compartment that is a part of the vehicle transporting the marijuana products and the storage compartment will be sufficiently secure that it cannot be easily removed. If GSO plans to transport marijuana products to multiple other establishments in the future, it will seek the Commission's permission to adopt reasonable alternative safeguards.

Transportation of Marijuana

Pursuant to 935 CMR 500.105(13)(a), Green Soul Organics, LLC (“GSO”) will only transport marijuana between its licensed Marijuana Establishments and by its registered marijuana establishment agents. All Marijuana Establishments involved in the transportation will ensure that the products are linked to seed-to-sale tracking and any undeliverable product will be taken back to its place of origin. All vehicles will be staffed by a minimum of two agents, with at least one remaining in the vehicle at all times. The product will be weighed and inventoried upon both departure and arrival and a log will be maintained describing any vehicle stops. All routes will be randomized and will be within the Commonwealth.

All GSO agents involved in transportation of marijuana products will have a drivers license in good standing issued by the Massachusetts Registry of Motor Vehicles and will carry their agent registration card at all times in compliance with 935 CMR 500.105.(13)(g).

In accordance with 935 CMR 500.105(13)(b), GSO agents will document and report any unusual discrepancy in weight or inventory to the Commission and law enforcement authorities within 24 hours of the discovery of the discrepancy. All vehicles accidents, diversions, losses or other incidents deemed reportable that occur during transport shall be reported within 24 hours.

All vehicles that are used for transport shall comply with 935 CMR 500.105(13)(c). The vehicle used for transportation will be owned or leased by GSO, properly registered, inspected and insured with the Commonwealth, equipped with a Commission-approved alarm system and have heating and cooling systems appropriate for marijuana products. The vehicle will not have any markings that indicate the content and marijuana products will not be visible from outside the vehicle. As stated in 935 CMR 500.105(3)(b)(16), all vehicles and transportation equipment used in the transportation of marijuana products or edibles requiring temperature control for safety will be designed, maintained, and equipped as necessary to provide adequate temperature control to prevent the marijuana products or edibles from becoming unsafe during transportation, consistent with applicable requirements pursuant to 21 CFR 1.908(c).

Pursuant to 935 CMR 500.105(13)(d), GSO will transport marijuana products in a secure, locked storage compartment that is a part of the vehicle transporting the marijuana products and the storage compartment will be sufficiently secure that it cannot be easily removed. If GSO plans to transport marijuana products to multiple other establishments in the future, it will seek the Commission’s permission to adopt reasonable alternative safeguards. As stated in 935 CMR 500.105(3)(b)(16)

GSO will ensure that each vehicle transporting marijuana products will have a GPS monitoring device that complies with 935 CMR 500.105(13)(e). Each GSO agent transporting marijuana will have access to a secure form of communication and will test said devices prior to and immediately after leaving the originating location. Contact will be made with the originating location every 30 minutes throughout the trip.

Manifests will be completed in accordance with 935 CMR 500.105(13)(f).

Green Soul Organics, LLC Diversity Plan

INTENT

At Green Soul Organics (GSO), we are proud to be a Boston-based minority-owned adult-use cannabis company that is a Commission-designated Economic Empowerment Priority applicant. We strive to immerse our business into our communities and areas of disproportionate impact to create a diverse workforce that promotes equity among minorities, women, veterans, people with disabilities, and people of all gender identities and sexual orientations. We strive to create and operate a stand-out retail marijuana establishment in Somerville that promotes diversity, inclusion, and equity among its employees. We are proud to be a 100% minority owned business with every executive role of the company filled by a minority individual. GSO was founded with the goal of being the first Economic Empowerment license holder in Massachusetts and we plan to ensure that our company is representative of the Commission's goal of having a diverse and equitable marijuana industry in Massachusetts.

PURPOSE

GSO's diversity plan was crafted to promote diversity and to provide a safe and inclusive space for everyone to partake in the same opportunities and pool of resources, no matter their background. GSO is committed to promoting racial and gender equality and include minorities, women, veterans, LGBTQ individuals, people with disabilities, and other communities in the makeup of our workforce. We will boast a workforce that is comprised of a majority of minorities by offering opportunities to individuals who may otherwise struggle to find employment because of past criminal records or an incompatibility with entrenched corporate cultures.

GOALS

The following goals and policies serve as the diversity plan that GSO will utilize to maintain a diverse and inclusive environment within all company operations. Through these policies we can recruit skilled people from diverse backgrounds and support each individual's talents through career development that aligns everyone with our company goals.

Goal 1: Recruit a workforce that is at least 75% individuals falling into the following demographics: minorities; women; veterans; people with disabilities; and people of all gender identities and sexual orientations

Programs: To accomplish our goal, GSO will participate in cannabis-related conventions and job fairs in the Boston metro area and advertise employment opportunities using diverse publications and mediums that will reach individuals who fall into the demographics identified

above. GSO will also recruit minority workers from its job creation and training program discussed below. GSO will prioritize workers who fall into the above-mentioned demographic categories and residents of our host communities. GSO will adhere to the requirements set forth in 935 CMR 500.105(4) relative to the permitted and prohibited advertising, brand, marketing, and sponsorship practices of marijuana establishments.

Outcome Measure: GSO will evaluate the demographic percentages of its workforce annually to assess its progress toward meeting its goal of recruiting a workforce that is made up of a majority of individuals falling into the demographics identified above. GSO will assess and review its progress within a year of opening its first marijuana establishment and then annually after that time. Based upon this yearly review, GSO will determine its progress and be able to demonstrate proof of success or progress to the Commission upon the yearly renewal of its license.

Goal 2: Create a job creation and training program targeting underprivileged minorities

Programs: To accomplish this goal, GSO has developed the Learn to Grow Program (L2G) which will be managed and run by GSO's affiliated non-profit Green Soul Foundation (GSF). GSF aims to restore economic mobility to traditionally marginalized communities. The L2G Program will be one of the first initiatives launched and supported by GSF and GSO. The program will hire, train, and certify minority workers at GSO's state-of-the-art cultivation facility. Participants interested in working in the retail establishment will also be granted that opportunity. This program will focus on the development of core skills, competencies, and ideas to prepare workers for future opportunities in the cannabis industry.

Outcome Measure: To measure the success of the L2G Program, GSO will maintain a record of enrollment in the L2G Program each year. Once a class of fellows has completed the program, GSO will examine job and education placement percentages to determine what percentage of participants in the program have received an employment opportunity or have enrolled in further education within 6 months of completion. GSO will attempt to accommodate as many fellows of the program in their own marijuana establishments. GSO will review these metrics annually and review its plan to demonstrate proof of success or progress upon the yearly renewal of its license.

Goal 3: Share the success and economic opportunity of our marijuana establishment with other minority-owned businesses

Programs: To accomplish this goal, GSO will prioritize working with businesses in our supply chain and required ancillary services that are owned and/or managed by minorities, women, veterans, people with disabilities, and/or people of all gender identities and sexual orientations.

Outcome Measure: GSO will measure how many of its ancillary services and participants in its supply chain are owned and/or managed by minorities, women, veterans, people with disabilities and/or people of all gender identities and sexual orientations and calculate the percentage of services and members of its supply chain who meet this requirement. Our goal is to work with a greater percentage of business who identify as one of the targeted groups as compared to businesses who do not. GSO will ask suppliers and ancillary services if they would identify

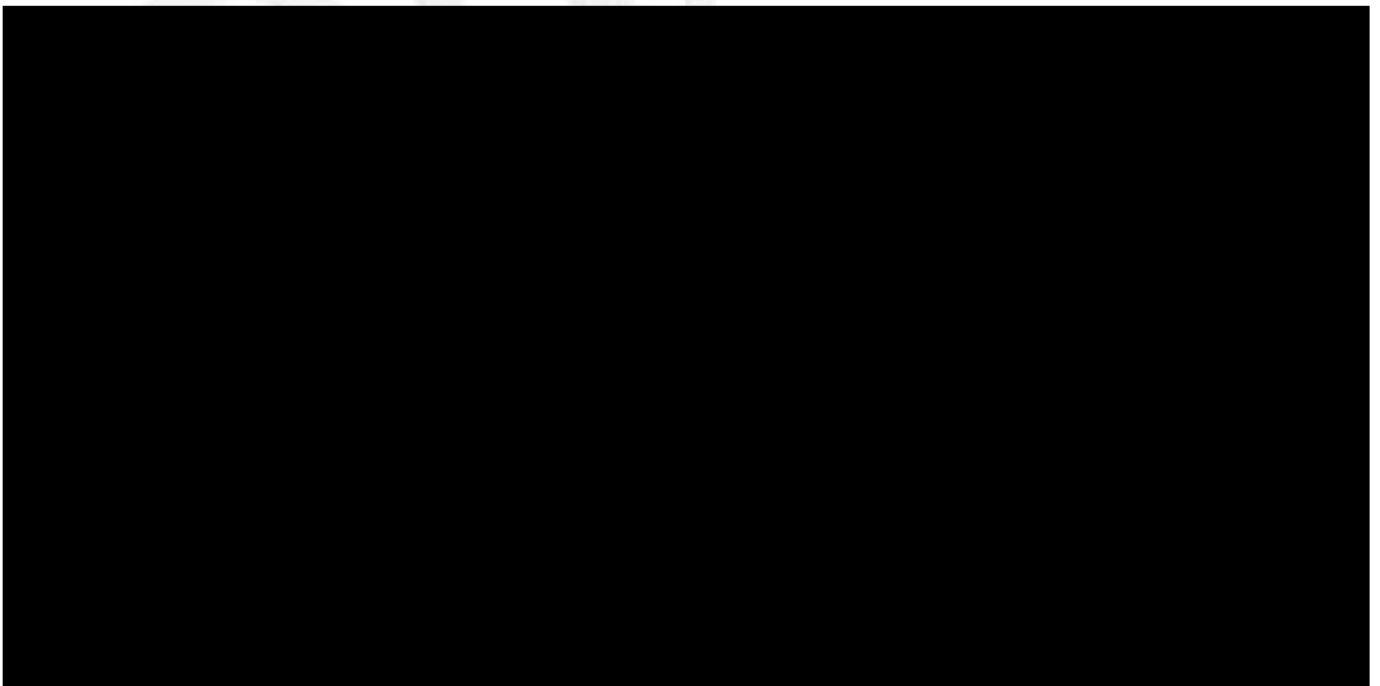
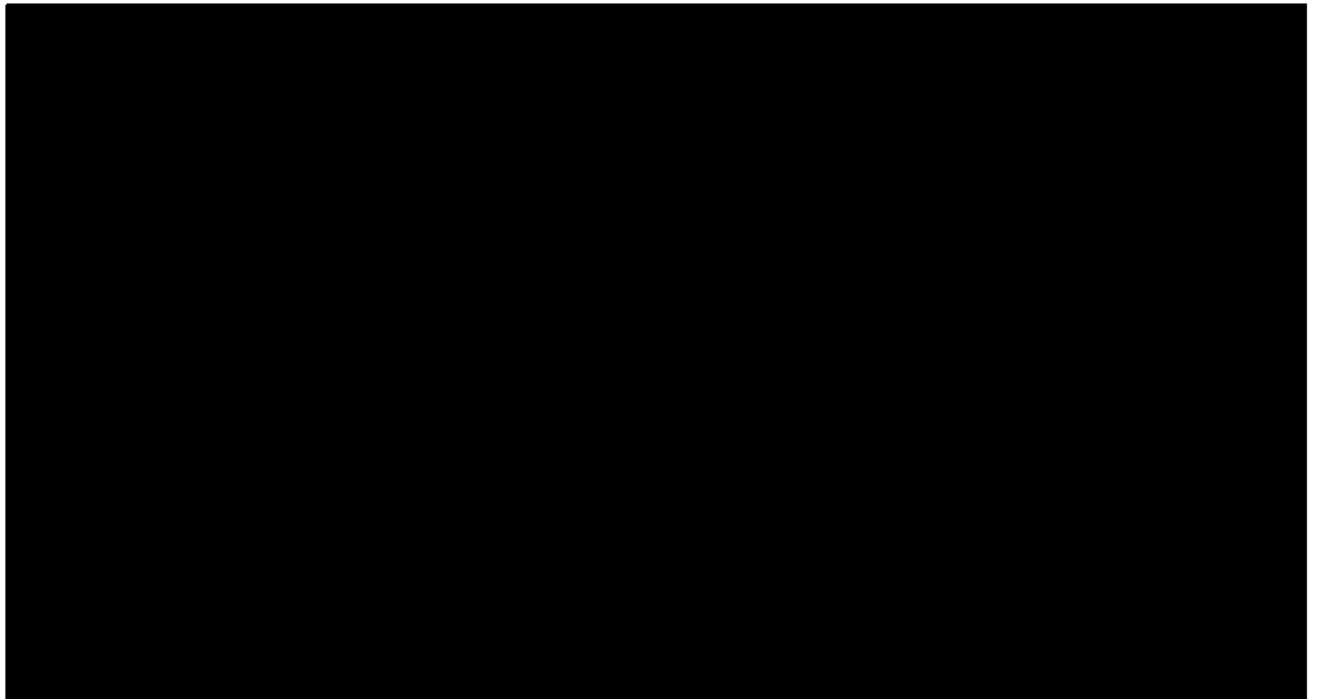
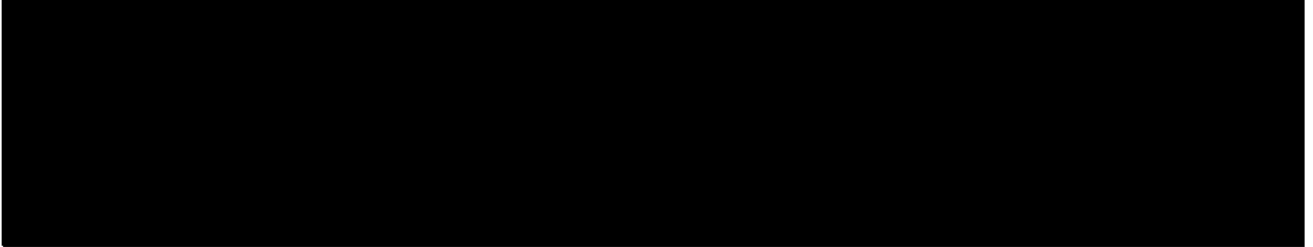
themselves as a business that is owned or managed by one of the targeted groups and give priority to these businesses. GSO will assess these percentages annually and be prepared to demonstrate proof of success or progress upon the yearly renewal of its license.

CONCLUSION

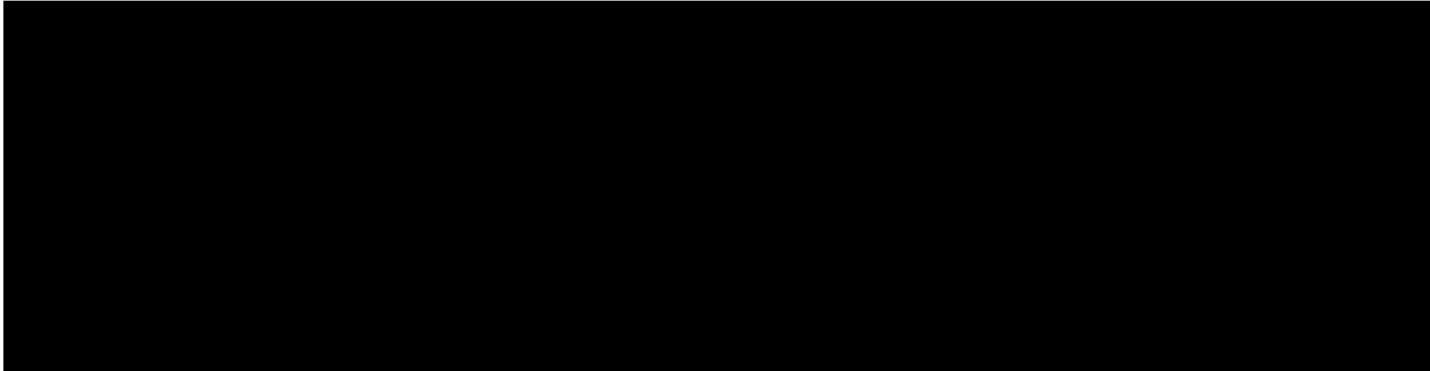
GSO will conduct continuous and regular evaluations of the implementations of our goals and at any point, retool its policies and plan in order to better accomplish the goals set out in this plan. While no specific organizations have yet been identified as a recipient of a financial donation, which may help in furthering GSO's goals within this diversity plan, we will contact and receive approval that a donation can be accepted prior to making any donation, financial or otherwise. Any actions taken, or programs instituted, by the applicant will not violate the Commission's regulations with respect to limitations on ownership or control or other applicable state laws.

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Security Plan



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DRAFT

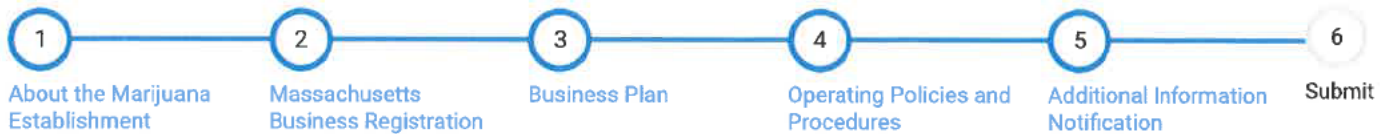
The MassCIP system will be down for maintenance and will not be available between 6:00 PM Friday, May 3rd and 2:00 AM Saturday, May 4th.



Massachusetts Cannabis Industry Portal (MassCIP)

TM

Cannabis Control Commission > [My Licenses](#) > [Marijuana Retailer](#)



Application #: MRN282596

Additional Information Notification

Notification *

I understand that a complete application includes four packets:

- *Application of Intent*
- *Background Check*
- *Management and Operations Profile*
- *Application Fee Payment*

I understand that this packet is only one of those four packets.

I understand that I will need to complete the Application Fee Payment packet before any part of my application is evaluated by the Cannabis Control Commission.

☐ I Understand

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For assistance please call the Cannabis Control Commission at 617-701-8400 or email at cannabiscommission@state.ma.us