



# NORTH EAST SELECT HARVEST

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APPLICATION FOR:

**HCA & LICENCE TO OPERATE  
AN ADULT-USE MARIJUANA  
ESTABLISHMENT**

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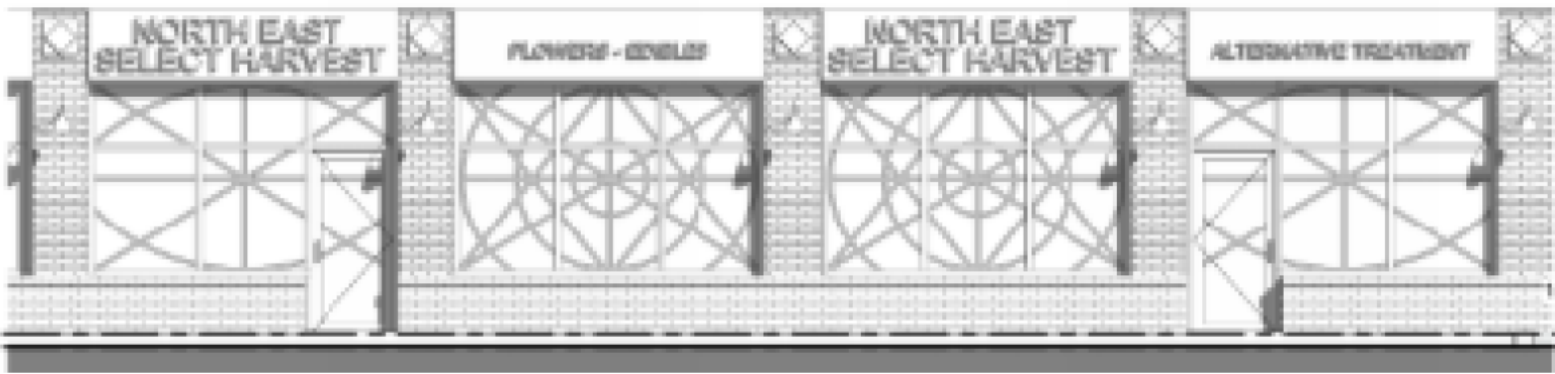
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# EXECUTIVE SUMMARY

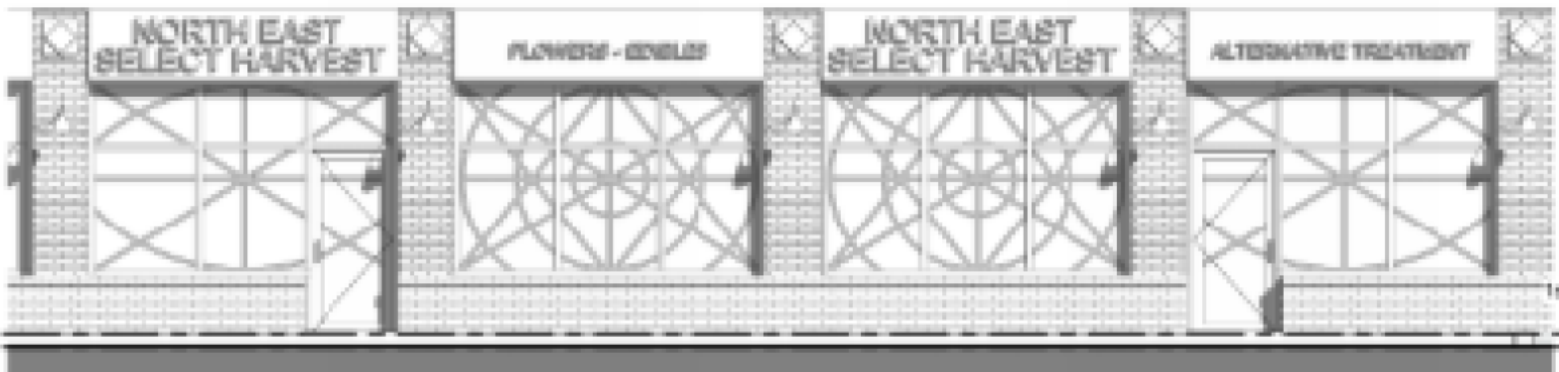
North East Select Harvest (NESH) is submitting this Management and Operations Profile Packet as a part of its application for a Host Community Agreement with the City of Somerville and a License to Operation an Adult-Use Marijuana Establishment from the Commonwealth of Massachusetts.

NESH proposes to open a retail cannabis establishment that provides one of a kind experience to consumers who are 21 years and older. Our inventory shall include smokable marijuana products, edibles, topicals and concentrates. The proposed location of our store is 378 Highland Avenue, Somerville. Our store is 3066 sqft in size with the first floor comprising of our retail space (1542 sqft) and the basement floor comprising of our storage areas, mechanical room, and security room (1524 sqft).

We shall employ 1 Manager, 2 Assistant Managers, 7 full time and 4 part time staff members. Majority of our employees will be Somerville locals. We plan to tailor our hiring practices so that individuals from different races, origin, capabilities and backgrounds are able to succeed professionally at our company. We support the Cannabis Control Commission's goal of helping minorities and people who were disproportionately convicted of marijuana-related drug offences in the past to enter Somerville's newly regulated cannabis industry by providing qualified candidates hiring preference to work with us. We are dedicated to providing fair compensation to all our employees and provide them with higher than living wage.

In addition to promoting equity and economic opportunities, NESH is committed to enhancing SomerVision's various aspirations on diversity, community, economy, accessibility, sustainability, and innovation. We, ourselves, are Somerville locals and, as such, we want to make sure that adding NESH to the social, cultural and economic fabric of Davis Square adds positive value to our vibrant community.

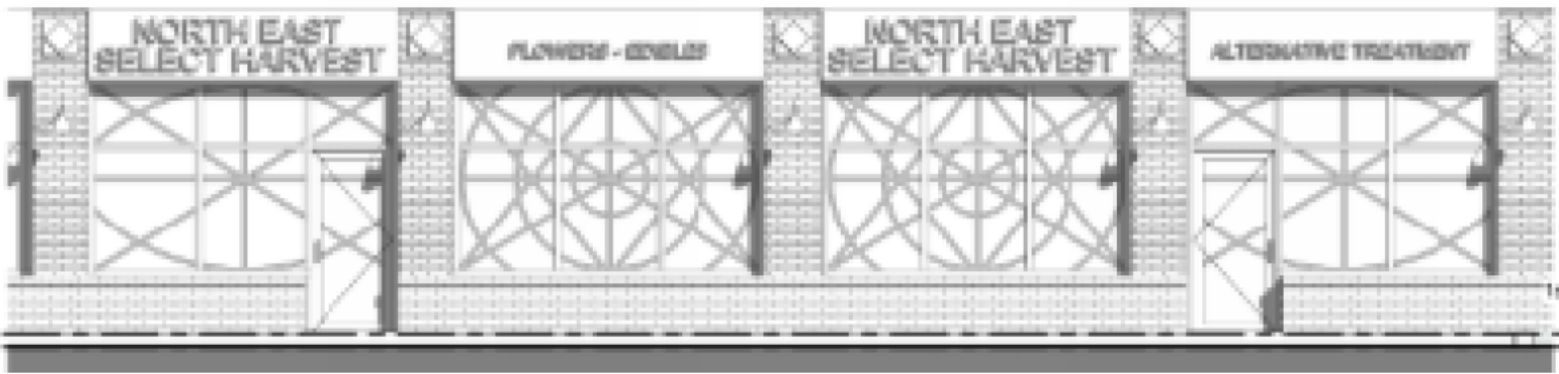
All our management and operational procedures, including our security and storage measures, prevention of diversion, restricting access to minors, dispensing, record keeping and financial record procedures as well as personnel policies, qualification and employee training shall be implement in strict compliance with the state regulations specified in 935 CMR 500.000.



1st Floor Level  
1/4" = 1'-0"

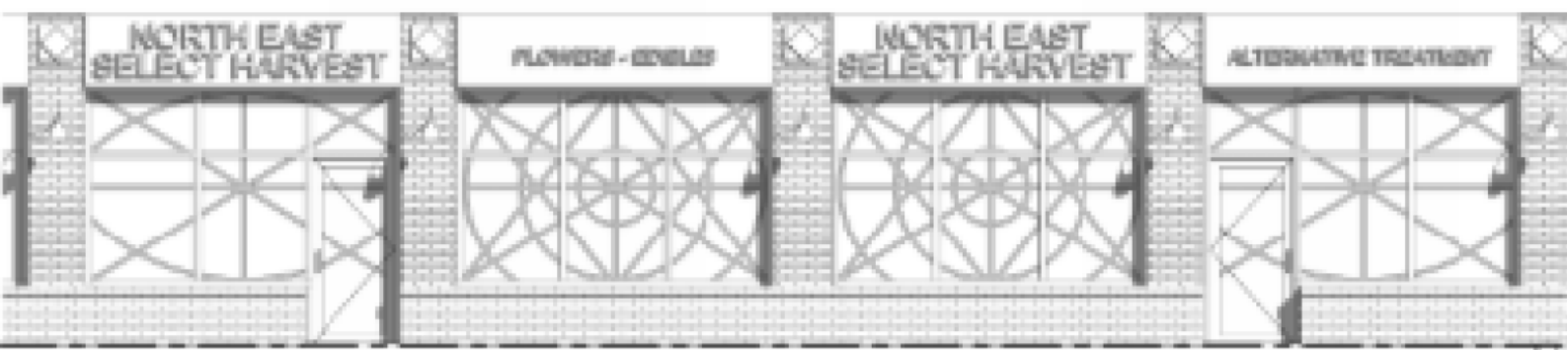
### HIGHLAND AVENUE

Proposed Design of 1st floor Retail Space



③ Basement Floor Level  
1/4" = 1'-0"

Proposed Design of Basement Space



# OUR TEAM

## **Rob Gregory** **Entrepreneur / Restaurateur**

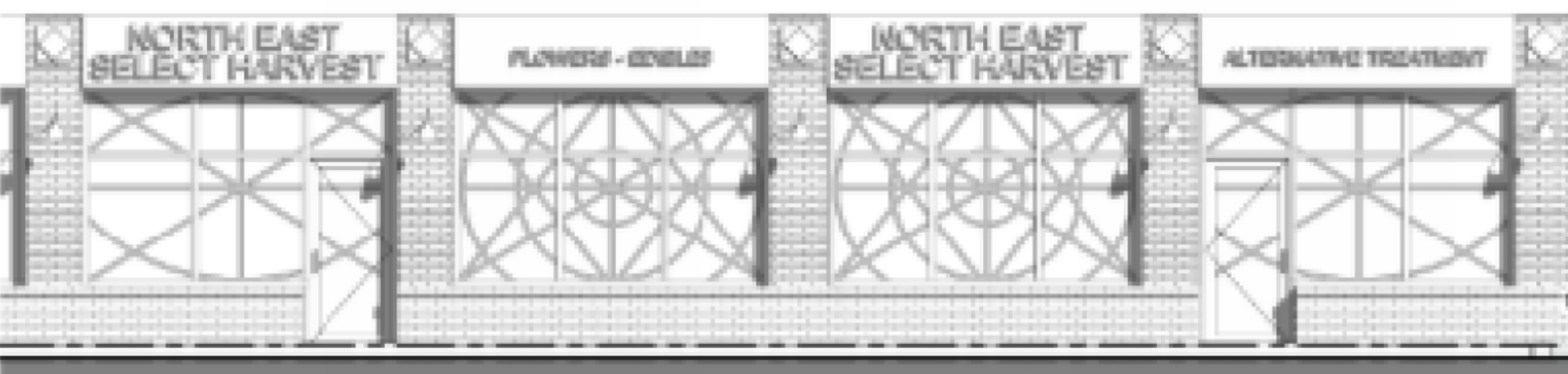
Rob Gregory, who is a partner at NESH, is also the founder and co-owner of Redbones BBQ in Davis Square, Somerville which he opened in 1987 by renting the kitchen and dining space from Barnaby's, a bar in Davis Square, Somerville, MA. In 1994 Mr. Gregory spearheaded a group of investors to purchase the Real Estate as well as the business and full liquor license from Barnaby's. This acquisition gave Rob the opportunity to expand into the downstairs space dubbed "Underbones", further develop the brand and become an active player and positive force within the Davis Square community.

In 1995 Mr. Gregory became an early adopter of the rising interest of micro-brewing and installed a 24-tap system into Redbones, evolving the BBQ joint into the epicenter of the craft brew movement. In 1996 Rob also created the first-in-the-nation Bicycle Valet Parking - an early green initiative benefiting both cyclists and neighbors. This went hand-in-hand with Redbones support of New England Mountain Bike Association and Mass Bike which have both been the benefactors of Redbones Annual Bike Party that has been for 20 years running.

In 2007 Rob co-founded Green Street Fuels, a company that collects used restaurant grease to convert it into biodiesel and heating oil. Green Street Fuels merged with Whittemore and Write Company of Charlestown, MA. Together they consolidate and process over 10,000 gallons of waste vegetable oil a week.

Rob was one of the early supporters of The HONK! Festival helping it to grow from a performance in a single hall to become miles of performances, an evening concert cruise, a Harvard symposium, and a parade that put Somerville Mayor Joe Curtatone alongside groups like Veterans for Peace and sign-bearing protesters from the nascent "Occupy Boston" encampment.

In July of 2011 Rob helped to inspire and logistically place the Redbones Food Truck on the streets of Boston. He also developed one of the areas first mobile beer gardens for use at special city and private permitted events. Mr. Gregory was honored in 2013, by the Somerville Homeless Coalition for his active involvement as an engaged business owner and their contribution of over \$85,000 over the last 16 years.



Rob, a long time Somerville resident, lives in Davis Square Somerville, with his wife Darcey, and their two teenage children. His son attends Somerville High School and his daughter will follow in the 10th grade. Rob and Darcey are both very active in their community; participating with their time and contributions to many events to benefit the Somerville Community.

A few of Rob's awards and recognition are listed here:

**Somerville Local First 2009**

"Local Independent of the Year"

**Somerville Chamber of Commerce 2003**

Powder House Award

"Business Neighbor of the Year"

**Veterans of Foreign Wars 1999**

George Dilboy Post 529

"Man of the Year"

**Somerville Homeless Coalition**

Honored for his contributions 2013

## MARIA CACCIOLA

NESH partner Maria Cacciola is a dynamic, proven senior executive with superior consumer and over 35 years of commercial banking and lending background. Her areas of expertise lie in ♦ Executive Leadership ♦ Dynamic Personality ♦ Asset/Liability Management ♦ Communication ♦ Business Development ♦ Strategic Planning & Execution ♦ Regulatory Compliance ♦ Vendor Management ♦ Board Governance. Maria has served as the CEO at RIVER WORKS CREDIT UNION from 2003 to June 2016 where she strategically managed the credit union's growth from \$40 to \$114 million in assets, 16 to 26 employees, 6600 members, and over 100% Loan-To-Deposit and Return-On-Asset ratio of 1.11%. From 1999 to 2003, she served as the Vice President of Operations at RIVER WORKS CREDIT UNION. In her role, she co-managed the credit union with VP of Finance and reported to the Board of Directors. Between 1981 and 1999, Maria Learned all aspects of the banking business at CARMEL CREDIT UNION where she contributed to turning a small deposit based credit union into a solid \$24 million.

# TIMELINE

04/05/2019	North East Select Harvest (NESH) submits its Application for Host Community Agreement and License to Operate Adult-Use Marijuana Establishment
06/01/2019	HCA Recommendation for NESH is submitted to the Mayor's Office in Somerville
06/15/2019	NESH is Issued HCA
06/15/2019	NESH Submits Retail Marijuana License Application to the CCC
06/21/2019	NESH Submits Special Permit Application to the local licensing authority
06/21/2019	NESH Schedules Public Hearing for (i) Special Permit and (ii) Local
08/01/2019	NESH Submits Application to the City of Somerville
10/01/2019	Somerville approves NESH's Application to CCC
11/01/2019	NESH is Granted Provisional License by the CCC
11/01/2019	NESH Begins Construction
02/01/2019	NESH Completes Construction
02/15/2019	City Inspectional Services completes inspections
03/01/2020	NESH is Granted the Final License to Operate

# SECURITY



North East Select Harvest (NESH) shall follow Massachusetts state law and regulations in security requirements pursuant to the Commission's 935 CMR 500.110.

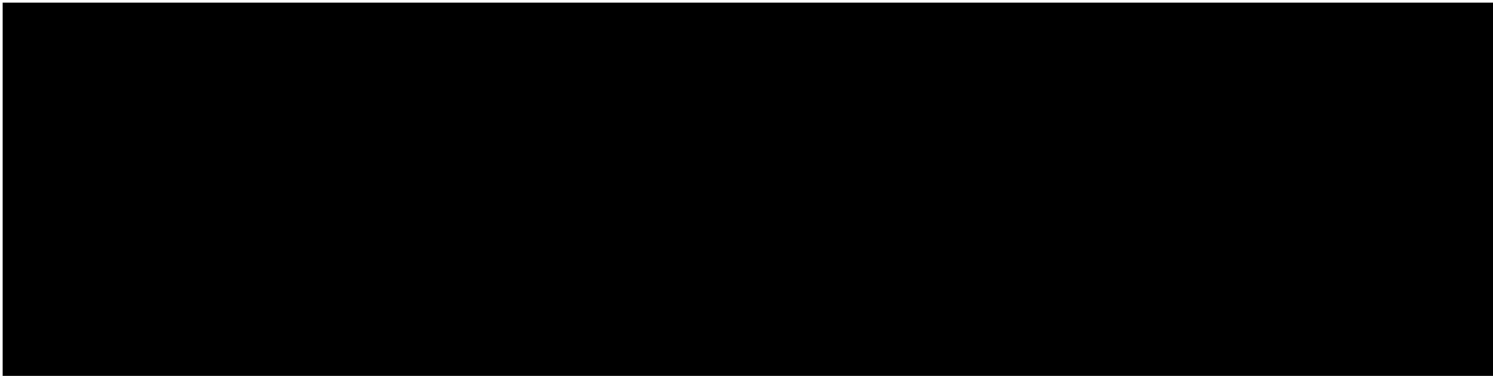
## MAINTAINING SECURITY OF PRODUCTS, EMPLOYEES & CUSTOMERS

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## CONTROL FACILITY ACCESS POINTS

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## PREVENTING NUISANCE

- We have a 'No-Nonsense Approach to Nuisance': Public consumption of cannabis or other drugs, queuing, loitering, or other unlawful activities are identified immediately, stopped, and reported to law enforcement.
- We would rather take measures to prevent nuisance than correct it. To that end, we require all our customers to sign our '*Community Norms Pledge*' and shall provide extensive community education on safe, legal and response usage of marijuana



# SECURITY FLOOR PLAN

Please find our detailed Security Floor Plan attached at the end.

# DIVERSION PREVENTION





# STORAGE

NESH shall maintain our storage areas in accordance with the CCC's storage requirements of 935 CMR 500.105 (11) and security requirements of 935 CMR 500.110

## **PHYSICAL STORAGE AREA**

- NESH maintains a separate, reinforced concrete vault room and two 2000-pound safes for the storage of inventory products that are not displayed in the dispensing area.
- Products shall be stored in a manner that protects them from physical, chemical, and microbial contamination and deterioration of finished products or their containers.
- Sufficient space is allocated for the proper placement of equipment and storage of materials necessary for sanitary operation.
- Storage area shall be provided with adequate lighting, ventilation, temperature, humidity, space and equipment.
- Storage area is ensured to be clean and orderly, and free from infestation by any insects, rodents, birds, and pests of any kind at all points of time.

## **SECURITY OF STORAGE AREA**

- Storage area is secured, locked and accessible ONLY to authorized personnel.
- Entry is strictly prohibited to all employees and personnel below age 21.
- Adequate lighting is provided to the storage area in order to monitor individuals entering and exiting the space and to aid 24/7 video surveillance.

# INVENTORY PROCEDURES

NESH shall maintain our inventory management system as specified by the CCC's requirements in 935 CMR 500.105 (8)

## INVENTORY TRACKING SYSTEM: METRC

- We use METRC, a cloud-hosted, compliance management online reporting system used by the CCC for the oversight of Marijuana in the Commonwealth.
- The system provides end-to-end tracking and tracing of marijuana products to prevent any form of diversion.
- By the use of RFID (Radio Frequency Identification) technology combined with serialized item tracking, the system creates an end-to-end surveillance system that provides real-time visibility at any given time into our inventory.
- It also provides an aggregated data regarding the sales of marijuana products along with providing the accurate technology to track inventory and monitor drug diversion.

## PERIODIC INVENTORY COUNT

- We establish inventory controls and procedures for the conduct of inventory reviews, and comprehensive inventories of marijuana products ready for dispensing and stored marijuana.
- We conduct a monthly inventory of all marijuana products in the dispensing and storage areas.
- We conduct a comprehensive annual inventory at least once every year after the date of the previous comprehensive inventory.

## IN CASE OF DISCREPANCY

- Any discovery of discrepancies in the weight of our products, loss or unauthorized alterations of marijuana products shall be reported immediately to the CCC and law enforcement officials.

# RECORD-KEEPING

NESH shall maintain our records in accordance with the CCC's record-keeping requirements in 935 CMR 500.105 (9).

## CATEGORIES OF RECORDS

- **Operating procedures** as required by 935 CMR 500.105(1) including but not limited to: security measures; storage of marijuana; procedures for accurate record keeping; inventory protocols; emergency procedures; alcohol, smoke and drug-free workplace policies; confidentiality plan; policy for dismissal and reporting of employees in cases of marijuana diversion; unsafe practices or conviction; list of all board members and executives; policies to handle cash; prevent diversion; procedures for energy efficiency.
- **Inventory records** as required by 935 CMR 500.105 (8)
- **Personnel records** which include employee job descriptions, organizational charts, documentation of verification of references, completed training including Responsible Vendor for a minimum of four years, and eight-hour related duty training, performance evaluations, any disciplinary actions taken, personnel policies and procedures, and background check reports.
- **Staffing plan** demonstrating our business hours of operation.
- **Business records** including manual or computerized records of: assets and liabilities, monetary transactions, books of accounts that include journals, ledgers, and supporting documents, agreements, checks, invoices and vouchers, record of sales, and salaries and wages paid to employees.
- **Waste Disposal records** shall be maintained pursuant to 935 CMR 500.105(12).

## MAINTENANCE OF RECORDS

All our records, either handwritten or computerized, shall be maintained with generally accepted accounting principals. They shall be maintained for a minimum of two years in a form and location acceptable to the CCC. Additionally, they shall be made available for any inspection by the CCC, upon request.

# FINANCIAL RECORDS

NESH places high priority on thorough record keeping of our financial records. Maintaining accuracy in books and financials help us efficiently track our sales, increases the value of our business, and make informed strategic decisions,

## **ELECTRONIC SYSTEM TO MAINTAIN FINANCIAL RECORDS**

- All our contracts, agreements, titles, licenses, insurance policies, permits and key financial documents are stored electronically that are only accessible to authorized personnel.
- We employ Enterprise Resource Planning (ERP) platform, which has been geared for the cannabis industry, to automate and streamline all our financial and operational transactions.
- ERP system records all internal and external transactions to a general ledger and maintains journals for account receivable, accounts payable, payroll, inventory, petty cash, and other financial accounts.
- The system records and stores all income and expenses and provides reports on demand for all accounts.
- The system generates all financial statements such as balance sheet, income statement, cash flow statement, etc. promptly.
- All such financial records are maintained according to the statutory and regulatory minimum time frames.

## **THIRD-PARTY PROVIDERS**

- We employ third-party provider to handle our payroll disbursements and records.
- We maintain a contractual relationship with our payroll provider that includes provisions for the security of data and action plan in the event of any data breach.
- We employ third-party account firm to handle our accounting and taxes.

## **OUR COMMITMENT**

Security of all our financial records is of very important to us. We take stringent steps to ensure all our records and documents are secured safely, accessible to authorized personnel ONLY, and made available to appropriate law enforcement officials and the CCC immediately at any given point of time.

# EMPLOYEES



NESH shall remain compliant to the CCC's employee qualification requirements specified in 935 CMR 500.030 and training requirements specified in 935 CMR 500.105(2).

## EMPLOYEE ELIGIBILITY

- Must be 21 years of age or older.
- Must not have been convicted of any offense in the Commonwealth involving distribution of controlled substances to minors.
- Must be determined suitable for registration consistent with provisions of 935 CMR 500.800 and 500.802.
- Must provide background information including description of any current or past criminal, civil, administrative, disciplinary actions or unresolved complaints; past or pending denial, suspension or revocation of a license or registration for any type of business or profession.
- Must provide their full name, date of birth, address; any alias used currently or previously; copy of driver's license or other forms of ID acceptable to the CCC.
- Must provide attestation that the individual will not engage in the diversion of marijuana.
- Must submit Criminal Offender Record Information (CORI) report and background check to the CCC.

## EMPLOYEE TRAINING

- Discuss the impact of marijuana on the human body including its physical effects, amount and time to feel impairment, and visible signs and recognition of impairment.
- Discuss prevention of diversion and restriction of sale to minors.
- Discuss acceptable forms of identification: How to check and spot false identification, provisions for confiscating fraudulent identifications; and common mistakes made in verification.
- Discuss key laws and rules regarding local and state licensing and enforcement; Incident and notification requirements; Administrative and criminal liability; License sanctions and court sanctions; Waste disposal; Health and safety standards; Permitted hours of sale; Conduct of establishment; Permitting inspections by state and local licensing and enforcement authorities; Licensee responsibilities for activities occurring within licensed premises; Maintenance of records; Privacy issues; and Prohibited purchases and practices.
- Employees must complete Responsible Vendor Program under 935 CMR 500.105(2)(b) within 90 days of hire and complete the program once every year to maintain "responsible vendor" designation.
- Must receive 8-hours of on-going training annually.



# PERSONNEL PROCEDURES

NESH has personnel policies and procedures in place to smoothly integrate a new employee with our company and its culture. Our procedures equip new hires with the tools and information to become a productive member of the team, shape their experience in our workplace and ensure high retention. These personnel policies and procedures reflect our company's value system and guidelines to decision making. They are written in our employee handbook and well communicated with our employees during their on-boarding process. We have outlined the topics in our employee handbook below:

## Employee Handbook Outline

### I. Introduction

#### A. Welcome

1. Purpose of handbook
2. Employer and Employee Mutual expectations

#### B. Company Values & Goals in Relation to:

1. Employees
2. Customers
3. Community of Somerville
4. Somerville Youth
4. Environment
5. Operations
6. Local & State Regulations

#### D. Organizational Structure

1. Organizational chart, including major divisions/units
2. Names and telephone numbers of key contacts
3. Regular communication channels

### II. Staffing

#### A. Objectives, Opportunities, and Responsibilities

1. Criteria/principles of staffing
2. Statement on non-discrimination and equal opportunity

#### B. Hiring Procedures

1. How to apply for work within the company
2. Recruitment and announcement of job openings
3. Employment selection process

#### C. Employee Classifications

1. Job classification or types
2. Employment continuity status (regular, seasonal, temporary)
3. Employment intensity (part-time, full-time)

#### D. Orientation and Probation Period

1. Duration
2. Introduction to the work and co-workers
3. Proficiency requirements for progress
4. Consequences for failure to meet standards
5. Other terms

#### E. Advancement and Promotion

1. Advancement opportunities available
2. Expected job progressions (career ladders, etc.)
3. Basis for progression and demotion (seniority, merit, or combination)

# PERSONNEL PROCEDURES

## III. Employment & Work Conditions

### A. Supervision

1. Major policies guiding supervisors
2. Relationship of supervisor to employee
3. Responsibilities of the supervisor

### B. Training and Development

1. General policy on employee training
2. Access to company-supported training, formal or on-the-job
3. Content of training provided
4. Other training opportunities available

### C. Performance Review

1. Nature and purpose
2. Responsibility for making appraisal
3. Timing or frequency of reviews
4. Basis for review; performance dimensions rated
5. Communication of appraisal to employee, others

### D. Hours and Location of Work

1. Responsibility for reporting to work
2. Time records (clocks, cards, sheets)
3. Normal workweek, workday, and break times
4. Seasonal and daily fluctuations
5. Overtime opportunities, requirements, and authorization

### E. Leaves of Absence

1. How to get one
2. Conditions and constraints: justification, duration, status and seniority implications

### F. Tools and Equipment

1. Tools supplied by employer and employee
2. Issuance and accounting of company tools
3. Maintenance and replacement responsibilities

### G. Safety & Health, Emergency & First Aid Procedures

1. General policy on employee safety and health
2. Accident prevention: minimizing unsafe conditions, unsafe acts, and stress
3. Procedures for dealing with an accident
4. Employee Assistance Programs: Purpose, Eligibility, Costs, Confidentiality

### H. Work Ethics, Rules of Conduct, and Discipline

### I. Suggestion Procedures

1. Statement on value of employee ideas and internal communications
2. Suggestion feedback, follow up, and results

### J. Complaint and Grievance Procedures

1. How and with whom to raise an issue
2. Subsequent steps if needed
3. Final step (advisory or binding arbitration, other)

### K. Termination of Employment

1. Reasons (quit, fired, job elimination)
2. Exit procedures (interview, pay)
3. Rehire considerations

# PERSONNEL PROCEDURES

## IV. Wages

### A. Method of Pay

1. Payroll period
2. Pay delivery (time, place, and person)
3. Lag time between payroll period and delivery (including terminations)
4. Form of pay (cash, check, product, other)

### B. Pay Rate Determination

1. General relationship of overall scale to external factors (minimum wage, union contracts, prevailing wage in labor market, cost of living)
2. Internal factors affecting general wage level (philosophy, ability to pay)
3. Factors affecting individual pay rate (job type, continuity status, appraised performance, results, etc.)
4. Relationships between pay ranges for different jobs
5. Units (hour, week, month) for time-based rates
6. Definition of results (quantity, quality, cost control, etc.) and formula for output-based pay (e.g., piece rate)
7. Performance-based bonuses

### C. Overtime pay

1. Definition of overtime
2. Overtime pay calculations and differentials

### D. Deductions

1. Specification, by type:
  - a. Mandatory-statutory (e.g., disability, social security, insurance)
  - b. Mandatory-company (e.g., required pension plan)
  - c. Optional (e.g., savings, voluntary retirement)
2. Determination of amounts deducted
3. Check and stub examples

### E. Garnishments

1. Procedures; when and how it happens; notification of employee
2. Company attitude and response (philosophy, discipline)

### F. Advances, Loans

1. Provisions for and conditions of advances
2. Procedures and terms (requests, amount limits, and payback methods)

### G. Privacy and Disclosure

1. Information about individual that is (a) always, (b) sometimes, and (c) never disclosed to self, to other company employees, or to outsiders
2. Procedures for outsiders to obtain information about individual employees

## V. Benefits

### A. (For) Government required pay or leaves: (1) nature and purpose; (2) who pays for it; (3) procedures for obtaining benefits

1. Workers' Compensation Insurance
2. Disability Insurance
3. Unemployment Insurance
4. Social Security (FICA)
5. Other required pay
6. Military leave
7. Jury duty leave
8. Maternity leave
9. Other required leaves

### B. Non-Government required pay, leaves, benefits

1. Health and Life Insurance
  - a. Types and limits of coverage; options
  - b. Costs (per employee) to company and employee

# PERSONNEL PROCEDURES

- c. Eligibility conditions
  - d. Extension after employment termination
- 2. Bonuses (rewards for employment itself, not contingent on performance)
  - a. Eligibility
  - b. Computation
- 3. Holidays
  - a. Holidays observed by company
  - b. Obligations to work on holidays; pay differentials
  - c. Eligibility for and computation of holiday pay
- 4. Vacation
  - a. Eligibility for and computation of credits
  - b. Scheduling procedures and restrictions
  - c. Disposition of unused credits
- 5. Sick Leave
  - a. Eligibility for and computation of credits
  - b. Valid uses
  - c. Notification requirements on day of leave
  - d. Verification requirements
  - e. Disposition of unused credits
- 6. Other Leave: Provisions and eligibility
- 7. Housing
  - a. Form of benefit (allowance or company facilities); if specified facility, location
  - b. Eligibility; move-in and out procedures
  - c. Charges to employee; employer cost contributions
  - d. Inclusions, mandatory or optional
- 8. Pension, Retirement, and Savings Plans
  - a. Eligibility for participation
  - b. Vesting schedule
  - c. Options
- 9. Other
  - a. Facilities for employee use
  - b. Use of company equipment
  - c. Product or discounts available

## VI. Miscellaneous

- A. Solicitation on company property: permission and prohibitions (persons, times, locations, purposes)
- B. Bulletin Boards
  - 1. Locations
  - 2. Materials regularly posted by company
  - 3. Space available to employees, others
- C. Parking
  - 1. Provision and limitations
  - 2. Reserved spaces and priorities
- D. Visitors
  - 1. Conditions for admission
  - 2. Permitted times and places
- E. Social and Recreation
  - 1. Clubs and activities sponsored
  - 2. Welfare funds

## VII. Conclusion

- A. Closing Statement
- B. Policy Changes
  - 1. How, when, and by whom
  - 2. Method of notifying employees

# DISPENSING PROCEDURES



The dispensing procedure at NESH shall be compliant to all regulations and in line with industry standards.

Customers shall be required to provide a government-issued, valid ID to our security personnel. Security guards are provided by third-party security company and shall remain on duty during all hours of operation. Depending on the crowd of customers inside the store, security guard may request customers to wait in the vestibule, if applicable.

Once cleared for entry, customers shall proceed into the retail space through a secure door. Our interiors of our retail space shall be designed to create a clean, sleek, modern and an open concept. Our retail store will have the appearance of high-end boutique stores or the likes of an Apple store. Marijuana products shall be displayed in display cases behind the counters. We plan to line our wooden tables that display our products under a glass with lines of iPads. We plan to be intentional about providing interactive touch screen technology to our customers so they feel navigate information about marijuana and related questions at their own comfort level. In addition, our on-site employees are going to be present to guide all our customers with their shopping (or simply browsing) experience.

Once customers decide to buy our products, if any, they are directed to the point of sale/check-out counter. Here, customers will have their IDs checked once again to verify their age and state. Our employees are trained to check our customers state (even though we can sell our products to customers from any state) to inform them that they can consumer marijuana during their visit to Massachusetts (however, not in public spaces), but that they cannot travel across state lines with marijuana. At this time, customers will pay, most probably by cash, to pay for their purchased items.

NESH makes sure that all our purchased products leave the store in our exit bags which are opaque, child and tamper resistant, and compliant to all regulations. Once the purchase is completed, customers are escorted to exit through a different secure door.



NESH is an Equal Opportunity Employer. We believe that a diverse workforce drives economic growth. As such, Diversity is key to our mission of building an extraordinary team that delivers unparalleled results for our business and our customers. We strive to recruit people with exceptional talent and ability—and to celebrate their differences while doing so.

Our strategic planning for diversity encourages providing employment opportunities for individuals from all races, religions, color, sex, age, national origin, disability, gender, identity, military status, or any other protected status under applicable federal, state or local law, without any discrimination.

## **DIVERSITY GOALS**

- Design our recruitment process to build a diverse, equitable, and an inclusive workforce where we hire individuals with varied backgrounds, perspectives, and identities in order to create a united work culture.
- Promote equity in our workplace among minorities, women, veterans, people with disabilities, and people of all gender identities and sexual orientations by providing opportunity in all aspects of employment, including but not limited to, hiring, promotion, salary, benefits, and other terms and conditions of employment (and discharge).
- Increase the representation level of individuals from above-mentioned demographics to create a truly inclusive organizational culture where employees feel valued and differences of ethnic and culture backgrounds, national origin, gender identities, and varied backgrounds are embraced.
- Employ at least 30% of our staff who are Somerville residents of: (i) African-American decent (ii) Latino decent (iii) A Veteran (iv) State-approved Economic Empowerment Applicants (v) Individuals formally incarcerated for marijuana offence
- Once we've hired the right people who are qualified, efficient and diverse, ensure employee retention.

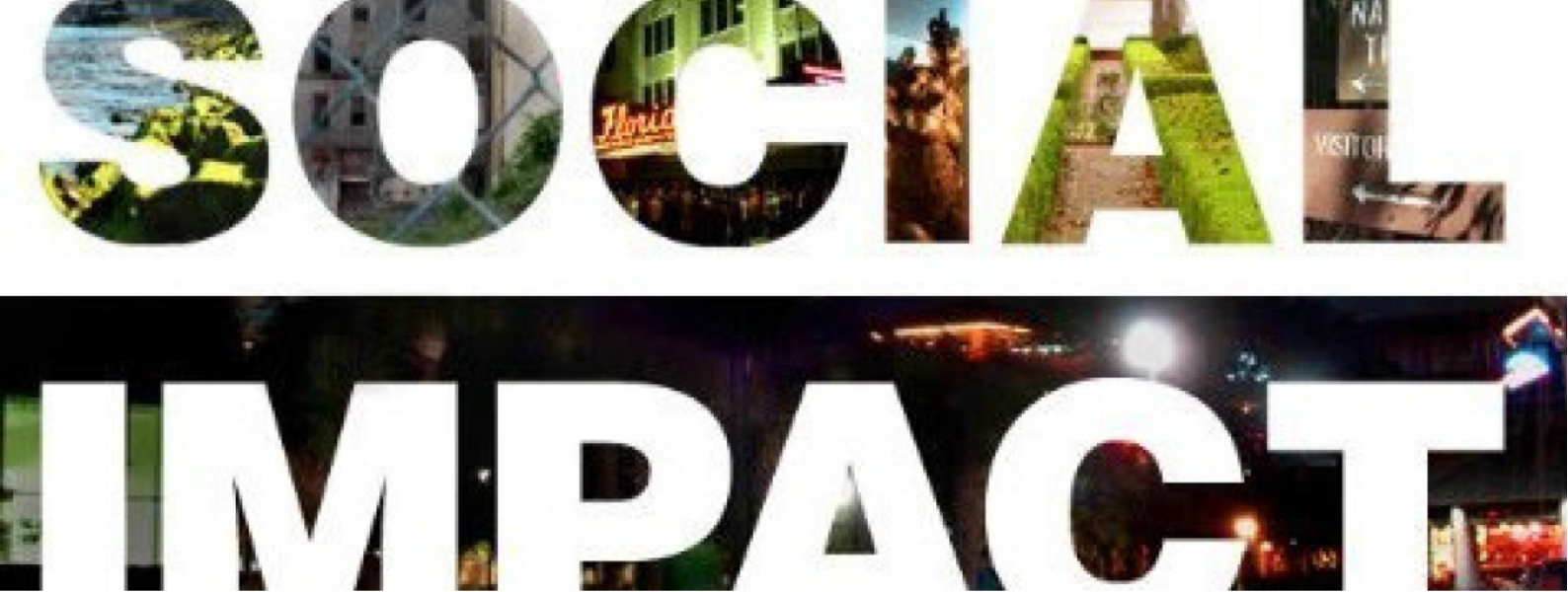


## DIVERSITY PROGRAMS

- Advertise job openings in areas of Somerville that are more economically disadvantaged
- Ensure advertisements on job openings are published in English, Spanish, Portuguese and Creole.
- Provide **robust training** to our employees at the start of the employment to educate them about our core values, the work culture, and appreciation of diversity in our workplace.
- Develop an **in-house employee professional development program** to offer our employees opportunities to enhance their skills in the cannabis industry, provide opportunities for career advancement and prepare them for future opportunities within the industry.
- Offer opportunities for employees to **participate in courses, seminars, conferences and networking events** tailored to educate them about the increasingly sophisticated and technical cannabis industry, improve their craft, and bring new knowledge back to the entire team.
- Understand and provide tools and opportunities to help employees interested to move up in their **career trajectories**.
- Provide various **perks and benefits** for our employees, that could include but are not limited to, discount products, traveling to participate in trade-show opportunities and cannabis networking events, daycare services, and flexible vacation, to name a few.
- Finally, **implement fair compensation practices** across the board.

## DIVERSITY EVALUATION METRICS

- Assess the percentage of minorities, women, veterans, people with disabilities, individuals who identify themselves as LGBT.
- Assess diversity in hiring: number of employees and staff hired, trained and retained who come from above mentioned demographics.
- Assess diversity in hiring: number of executives and board members who come from above mentioned demographics.
- Pay increases and promotion evaluation among employees.
- Turn over rates of employees from specific demographics.
- Career development opportunities provided for above-mentioned demographics.
- Employee surveys and exit interviews conducted to collect information about discrimination complaints, fair compensation, and opportunities provided.



NESH supports the Commission's goal of helping minorities and people who were disproportionately convicted of marijuana-related drug offenses in the past to enter the newly regulated cannabis industry.

We are committed to a Positive Impact Plan with the following Goals, Programs and Evaluation Metrics.

## **POSITIVE IMPACT GOALS**

- Hire employees that were formerly incarcerated or convicted for marijuana-related offenses
- Offer training and other technical resources to those who may not have otherwise received opportunity to participate in the retail cannabis industry
- Partner with community groups that provide training and other assistance to those residents who were disproportionately harmed by prohibition and enforcement laws.
- Provide ownership opportunities to those with marijuana-related convictions in their background

## **POSITIVE IMPACT PROGRAMS**

- We have set our target to comprise at least 30% of our workforce from the following groups: (i) Somerville residents who are of African American decent, (ii) Somerville residents who are of Latino decent (iii) Veterans, and (iv) Individuals who are "Economic Empowerment" applicants, as defined by the Commission.
- Give hiring preference to the following disproportionately affected populations: MA residents with past convictions, MA residents with parents or spouses who have past convictions and MA residents who have been disproportionately impacted by the war on drugs
- Partner with community organizations who are currently on the ground working to improve the lives of people affected by the war on drugs due to their geographic locations.
- Provide technical assistance by offering training, workshops and seminars to enhance skill levels of individuals from disproportionately harmed areas



## **EVALUATION METRICS TO MEASURE POSITIVE IMPACT**

- We will conduct an annual evaluation of our hiring procedures and results at the end of every fiscal year. We will evaluate the number of applicants from our targeted groups mentioned above, how many of them were hired, retained and/or promoted, and what was the turn over rate, if any, among specific demographics.
- We will track the impact of our partnerships with community organizations in being able to reach out to targeted beneficiaries and how the relationship can be improved for greater results.
- We will evaluate our positive impact plan from an employee life-cycle perspective through employee surveys and exit interview, if any.

# MONITORING HEALTH IMPACTS

## **1. Describe how the Applicant will help monitor the health impacts of recreational marijuana in their neighborhood and on local youth.**

As marijuana retailers, we believe it is our responsibility to contribute in monitoring the patterns of marijuana consumption and the health effects of use in Somerville.

**Centers for Disease Control and Prevention (CDC)'s division for Marijuana and Public Health** works to identify and address the public health impacts of marijuana use and improve public knowledge about the health effects of marijuana use. It also supports states as they address marijuana use and public health outcomes. CDC shares expert information, translates science for the public, monitors marijuana use trends, share expert information and how it impacts the health of public. It is working with states to help them develop surveillance systems and gather state specific data about marijuana use, including who is using it and how it is being used.

We plan on working with the CDC Foundation, which will help CDC do more and faster by fostering effective partnerships between them and corporations, organizations and individuals to fight threats to public health and safety. With the partnership between NESH and CDC Foundation, we aim to:

- Contribute in increasing the accurate knowledge about recreational marijuana among Somerville residents while also ensuring the mitigation of negative public health consequences.
- Join efforts with local, state and federal groups to help examine the potential health and safety impact in response to adult-use retail marijuana in Somerville.
- Help increase the City of Somerville and the Commonwealth's capacity to identify, monitor and evaluate effective public health and regulatory practices and policies to prevent marijuana related harms to the public.
- Contribute in creating formative focus groups and/or audience research in order to identify populations at higher risk of marijuana abuse or exposure and align our efforts towards those population groups.
- Contribute our time, data and resources to help monitor public health trend data in Somerville.

# MONITORING HEALTH IMPACTS

We plan on proposing a committee of marijuana retailers in Somerville and nearby cities. The idea behind NESH's proposal of the committee is because we believe as marijuana retailers in a newly formed industry, all of us are at a unique position to access customer data that can be helpful in a number of ways, especially for public health projects that could have a wide-range of impact, ranging from improving consumer's marijuana consumption behavior to affecting change on a policy level. Provided that sharing consumer information is allowed by regulation, NESH is stay at the forefront of creating this committee among marijuana retailers, developing valid survey questions for our customers, and reaching out to state and national level surveys where we could lend our collective data.

# EDUCATING OUR COMMUNITY

**2. Describe how the Applicant will prevent and educate youth and families about the dangers of underage exposure to, and the consumption of, recreational marijuana. Describe how the Applicant will sustain these efforts over time.**

We envision Somerville as a community where individuals are well-educated about the exposure to marijuana and thrive in an environment that supports healthy choices regarding substance use.

The public perception of cannabis has undergone a remarkable transformation in recent years -- from an illicit drug to a recognized medicine. That shift in perception is progressing even further with the legalization of adult-use marijuana, placing consumption of the plant on par with enjoying a craft beer at your local pub. Even so, it can be quite difficult for consumers to find specific information regarding cannabis. Our community of Somerville, much like the rest of the nation, has individuals from all walks of life, ranging from baby boomers to millennials; some with experience of using marijuana while others with very limited knowledge about this previously illegal product.

NESH strives to close this information gap with our cannabis consumer awareness campaigns and technology-based solutions that educate our community with cannabis information.

- **Hosting Educational Community meetings:** We invite our neighbors and community members to visit our store to learn and address their queries about cannabis. In addition to engaging in discussions and answering questions, we also welcome our community members to play around with our self-service, educational kiosks to receive credible cannabis education. We understand that navigating a burgeoning industry and overcoming the learning curve can be daunting to some. We would like to offer ourselves as well as tools at our store to our community members to make them more familiar with all issues related to cannabis and the cannabis industry.
- **Reaching out to Youths in the digital universe** through social media platforms such as Facebook, Instagram, Twitter and Snapchat and **IRL (In Real Life)** through partnerships with organizations such as *Somerville Cares About Prevention (SCAP)* and *Somerset*.
- **Our website [www.nesh.com](http://www.nesh.com)** provides detailed warnings, legal information, safety and responsible use of cannabis.

# INFORMING CUSTOMERS

### **3. Describe how the Applicant will inform customers about restrictions on public consumption and workplace use, the risks of second-hand smoke, and dangers of operating a motor vehicle while impaired.**

- Our agents shall provide our customers with a primer on regulations surrounding cannabis; how to consume responsibly; store marijuana safely; and information regarding strains, dosage, and desired effects; and also inform out-of-state visitors that any adult 21+ with a valid, government-issued ID can visit and purchase from our location, however, it remains federally illegal to cross state lines with cannabis.
- Our customers will be required to sign a Community Norms agreement, in which they acknowledge that they understand that utilizing Davis Square Harvest facility is contingent on respect for the surrounding neighborhood and legal consumption of cannabis.
- Our customers are also made aware that public consumption, diversion, loitering, queuing, and other misbehavior are not tolerated. Practicing them shall eliminate future store visits and reporting to appropriate law enforcement.
- Visual materials such as flyers, pamphlets and television screens shall be placed in the entry vestibule as well as throughout the store which educates our customers on safe and responsible use.
- During check-out, product safety guides and general informational material about safe and legal use of marijuana shall be placed in each bag to ensure customer have readily accessible safety materials when they intend to utilize marijuana products.

# ADVERTISING

## **4. Describe how the Applicant will market its products, including, but not limited to, broadcast, print, and online advertising, direct-response advertising, social media, and signage.**

NESH shall pursue all marketing, branding and advertising efforts strictly in accordance with the CCC's regulations in 935 CMR. 500.105(4). Remaining with the permitted advertising and marketing practices, we plan to:

- Stand above the crowd and showcase our brand by employing diversified advertising strategies. Advertisements will focus on out of the box creativity, which demand attention, to attract customers and grow our market share.
- Develop our strategies being mindful of the fact that people from different generations and age group have different values, behaviors and mindsets. when it comes to consumer spending This is an important knowledge that we intend to use to while marketing to our customer base.

### **Digital Outreach**

- We plan on taking advantage of advertising opportunities on industry-relevant websites such as *Leafly*.
- We plan to learn about the Interactive Advertising Bureau (IAB)'s standards for digital ad placement. IAB has developed standard dimensions and guidelines for developing digital ad units. We plan to use IAB's framework so as to build a scalable ad camapaign that can be displayed across a variety of digital advertising space.
- We plan to keep track of our digital marketing efforts and how well they're performing in order to understand which tactics to replicate, expand upon and which to retool or abandon. For example, Google has a URL builder we can use for custom campaigns so you can track how many people are getting to our landing page and from where they're coming.

# ADVERTISING

## Permitted Social Media Marketing

We understand that there are restrictions to openly advertising on social media, such as Facebook's blanket approach to prohibit cannabis advertising or some restriction on Instagram such that marijuana retailers are allowed to promote advocacy content as long as it does not promote the sale of the marijuana. We plan to navigate marketing on social media platforms remaining compliant to advertising guidelines to ensure our brand has a strong presence without violating any regulations. Provided below is a quick rundown of the channels we plan to capitalize on:

- **Facebook:** We plan to approach Facebook by providing information on our location, hours of operation, news, updates, articles and other information audience might find valuable about the cannabis industry (making sure not to promote sale of products)
- **Twitter** allows for real-time messaging, whether it's text, images, or video links, shared 140 characters at a time. We plan to post news updates, articles, deals and specials, questions from our followers on our Twitter account.
- **Instagram** is highly image-driven and quite popular among the cannabis community. We plan to share vibrant pictures of our store, our business, and other imagery that both reflect our brand as well as resonate with our cannabis community.
- **YouTube** — While we might not launch video marketing efforts on YouTube at the beginning, we plan to snag our brand's user name and create a YouTube channel. This way, when we're to dive into video marketing, we don't run the risk of having lost our brand's YouTube page to someone else.
- **LinkedIn** — Also known as the professional's social media platform, we will be using LinkedIn posting information about our business updates, job openings, networking, and finding events or business communities in your niche that we could potentially partner or negotiate deal with.
- **Pinterest** — Since this platform also boasts a massive audience across a wide demographic, from Millennials to Gen Xers to Baby Boomers, we plan to create category-specific boards and pin our images, products, infographics, recipes, and other content that appeals to the Pinterest audience and increases our visibility.

## Loyalty Programs

- Loyalty programs have clear effects on consumer spending. We plan to create loyalty programs to our customers that could be used for discounts and rewards for a second, third visit or for trying a new product as an incentive. Customers are encouraged to sign up for our loyalty program as they check out. The idea is, of course, to build a repeat customer base and to delight our repeat customers through loyalty-linked discounts.

# INVENTORY MATERIALS

## **5. Describe the sources of the Applicant's inventory or manufacturing materials.**

The following are cannabis producers in Massachusetts licensed to cultivate, process, package and deliver products to retailers.

NESH shall begin communicating with suppliers and negotiating on the best price points for top-quality products once we receive our license.

We shall ensure that product labeling has been used to share health information with cannabis users as well as making sure that all products are packaged and labeled in accordance with requirements set forth in the Commission pursuant to 935 CMR.500.105(5) and (6).

- Cultivate Holdings, LLC
- New England Treatment Access (NETA)
- Verilife
- I.N.S.A.
- Patriot Care
- Theory Wellness
- Temescal Wellness
- Northeast Alternatives, Inc.
- Revolutionary Clinics
- Sanctuary Medicinals
- Sira Naturals

# PACKAGING & LABELING

## **6. Describe how the Applicant will package and label products at the point of sale.**

NESH ensures that the inventory we receive from our suppliers are labelled and packaged strictly in compliance with the CCC's requirements outlined in 935 CMR 500.105(4) through (6).

At our Point of Sale, we make sure that our customers' cannabis purchases leave the store in "exit bags."

### **OUR EXIT BAGS**

- Designed to be significantly difficult for children under five years to open.
- Are resealable and ability to be made child-resistant and tamper-evident again after it has been opened.
- Certified by a qualified third-party tamper or child-resistant packaging testing firm that the packaging is in compliance with the most recent poison prevention packaging regulations of the US Consumer Product Safety Commission as included at 16 CFR 1700.
- Includes the following statement, including capitalization, in at least ten-point Times New Roman, Helvetica or Arial font:
  - Shall be in Child resistant "exit bags" when they leave our store that hold all purchases
  - Purchased products shall be placed in an opaque containers, like the brown or white paper bags in use by many medical dispensaries.
  - Our exit bags/packages shall:

**KEEP OUT OF REACH OF CHILDREN**

### **PACKAGING & LABELING PRE-APPROVAL**

Prior to the marijuana products being sold at a our store, we plan on submitting an application, in a form and manner determined by the Commission, for packaging and label approval to the Commission. We understand that the packaging and labeling pre-approval process shall in no way substitute for compliance with 935 CMR 500.105(4) through (6).

# WAGES & BENEFITS

## **Describe who the Applicant will employ, and the wages and benefits that will be provided**

- Davis Square Harvest is an Equal Opportunity Employer. We embrace and encourage our employees' differences in age, color, disability, ethnicity, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.
- Based in Somerville, majority of our team members shall be Somerville residents.
- While the county's current living wage, as of March 2019, is \$14.09/hr, we plan to pay our employees higher than both the living wage and above the competition. The wage of our employees shall be \$19/hr, at a minimum, that can directly help our employee's economic mobility, living standard, and make a positive impact on Somerville's local economy.
- We provide several employee appreciation initiatives and activities as well as performance bonuses.
- We invest in our employee's training and education so they have the tools and opportunities to enhance their skills, perform better at their responsibilities, and move forward in their career trajectory.
- Perks and benefits for our employees include, but are not limited to, providing discounts for our products; offering travel opportunities to participate in trade-shows, training and development programs and cannabis networking events to enhance their skill levels; providing daycare services, options for various health, dental, vision, life and disability insurance; and flexible time-off and vacation options, to name a few.

# ENERGY COMMITMENT

## **Describe how the applicant will use green practices and renewable energy sources**

NESH is committed to satisfying the energy efficiency and equipment standards established by the Commission, at a minimum, and meet all applicable environmental laws, regulations, permits and other applicable approvals, including those related to water quality and solid and hazardous waste management pursuant to 935 CMR 500.103(2). We are committed to helping the Commonwealth of Massachusetts meet its target to reduce energy and water usage, contribute towards energy conservation, mitigate environmental impacts to the best of our ability, and provide energy and water usage reporting to the Commission.

We will ensure that during the construction phase of our store, we consult with energy efficiency experts who will make recommendations to our team. Throughout our operation, we will make all efforts to ensure usage of equipment, tools, lightings and machineries that are most energy-efficient. We are also committed to learning more about the latest tools, technologies and techniques available that we could adopt to ensure a more efficient and greener retail operation, especially specific to cannabis retail.

We also pledge to make frequent and proactive review of our energy consumption and make necessary equipment upgrades such as replacing previously installed systems with higher efficiency lighting and HVAC systems.

# SOMERVISION

## **a. Celebrating the diversity of our people, cultures, housing and economy.**

### **Our People**

- Our goal is to develop a strong hiring strategy that reflects Somerville's dynamic and vibrant community. To that end, we plan to hire locally and diversely. Majority of our workforce will come from the City of Somerville. We will adopt proactive diversity recruiting in order to promote equity at our workplace. We plan to promote the representation of minorities, women, people with disabilities, veterans and different gender identities and sexual orientations to create a truly diverse and inclusive workforce.

### **Our Culture**

- Somerville is a city of creative individuals, artists and a vibrant cultural community. We plan to engage with our city's culture by actively participating/sponsoring cultural events like the Squeeze Box Slam, ArtBeat, Honk!, the 5K route which starts and ends in Davis Square, PorchFest, Foodie Crawl, Marshmallow Fluff, Greek Music and Food Festival, the summer Farmer's Market, and the Davis Square Flea
- We also plan to sponsor events hosted by Somerville Arts Council such as Somerville Open Studios to support public arts and our local artists.

### **Our Housing**

- We are proud to invest in the human capital of Somerville by providing high-paying job opportunities to local residents. We strongly believe this will contribute to the local economy as well as empower locals to continue being able to afford living in the city.

### **Our Economy**

- We plan to start, grow and thrive in Somerville. We are looking forward to engaging with our customers, our neighbors, city officials and the community at large through our business. We are proud Somerville residents who are thrilled to be contributing back to Somerville's economy, its residents and adding value to its unique, vibrant and diverse community.

# SOMERVISION

**b. Fostering the unique character of our residents, neighborhoods, hills and squares, and the strength of our community spirit as expressed in our history, our cultural and social life, and our deep sense of civic engagement.**

- Somerville residents have shown time and again that they are committed to contributing towards improvement of their neighborhood. When it comes to making investment in our city, we have emphasized that the ongoing developments help evolve our neighborhood into a better version of itself.
- As we plan to introduce our adult-use marijuana establishment in the neighborhood of Davis Square, we are very mindful of ensuring that our addition to the neighborhood does not transform, but rather, enhances the unique qualities and character of Davis Square -- all of which makes it so special. Our goal is to focus our presence in Highland Avenue to focus on making the core of our square a better place for Somerville and its residents.
- To that end, we are dedicated to engaging community participation through regular cannabis events in our store. The purpose of these events is to welcome Somerville public, friends and neighbors for an open discussion forums where we discuss the contribution of Davis Square Harvest in promoting safe and responsible use of cannabis in Somerville, our education efforts, commitment to monitoring its health impact, and discouraging use by minors under 21. We also want to encourage participants to learn first-hand about cannabis, its effects, legal and responsible use, and grow more comfortable with safe cannabis. We look forward to opening conversations with the public in attendance and receiving constructive feedback on our plans and efforts.
- We plan on strengthening and supporting our local commerce by offering a unique, "destination" cannabis retail store that serves Somerville residents as well as attracts out-of-town visitors.
- We are committed to promoting ethnic and cultural events that are unique to Somerville such as the PorchFest, Marshmallow Fluff Festival and Somerville Open Studios. These events are a part of Somerville's identity and we are committed to promoting them to all our customers, including out-of-town visitors, and actively participating in them through partnerships and sponsorship.

# SOMERVISION

**c. Investing in the growth of a resilient economic base that is centered around transit, generates a wide variety of job opportunities, creates an active daytime population, supports independent local businesses, and secures fiscal self-sufficiency.**

In order to contribute towards the growth of a resilient economic base, we plan to:

- We were very intentional about carefully selecting a central location within walking distance of public transportation. By doing so, we want to encourage our employees (and customers) to use MBTA services, which shall reduce auto-dependency as well as mitigate congestion and pollution on the road.
- Create employment opportunities for qualified residents of Somerville and provide competitive wages and salaries to all our employees. We expect to contribute towards the real income of our city residents while also making a positive impact on Somerville's local economy.
- We plan to conduct training and career development programs to help Somerville residents find careers in the cannabis industry.
- We are confident that our location in Highland Ave, with such a close proximity to Davis Square, is going to drive up foot traffic in the area.
- We are confident in presenting ourselves not just as another retail marijuana shop, but rather, a "Destination" recreational marijuana store. This will not only attract our local residents to shop at our store, but it will increase the number of out-of-town visitors as well boosting our local economy.
- We plan to create partnerships with small businesses close by, including but not limited to Tenoch Mexican, Anna's Taqueria, When Pigs Fly, McKinnon's Davis Square, Kung Fu Tean Sligo Pub, Martsa on Elm, Caramel Pastry Shop, Downtown Wine & Spirits, Punjabi Grill, The Burren, Meju, and more to promote each other's businesses through discounts and special promotions. This initiative shall spark local, independent businesses; drive customers to our local establishments for lunch, dinner and shopping; and promote massive all-day long foot traffic in our neighborhood.
- We plan to join forces with **Davis Action Group**, an organization created to leverage public involvement in planning for reimagining and development of Davis Square, and to meet with the Mayor's Office of Strategic Planning and Community Development (OSPCD) to chart a path forward.
- Finally, we are a business that is looking to grow and thrive in Somerville, contribute heavily to our local economy as well as its residents, provide a "destination" location for out-of-town visitors, support other local businesses, and ultimately contribute to our city's self-sufficiency.

# SOMERVISION

**d. Promoting a dynamic urban streetscape that embraces public transportation, reduces dependence on the automobile, and is accessible, inviting and safe for all pedestrians, bicyclists and transit riders.**

- As a new addition to the Davis Square neighborhood, Davis Square Harvest plans to enhance the attractiveness and convenience of the Square.
- We look forward to working with the Mayor's Office of Strategic Planning and Community Development (OSPCD) to design and develop a space that adds to the liveliness of the Square and contribute to a vibrant urban social setting.
- We are committed to creating a physical space that adds value to Davis Square's already rich cultural and public life. We plan to work with OSPCD to see how we can re-imagine the existing building to create a space that contributes to Somervision's goal of achieving high-quality public realm, with a shift from prioritizing just a pass through traffic and accommodating only the functional types of pedestrian trips (such as shopping, eating, and commuting) to creating a series of spaces that offer a range of opportunities for a variety of activities.
- Davis Square neighborhood has the highest volume of pedestrian and cyclists traffic anywhere in the city. The Statue Plaza is filled with people, especially on warm summer night, with limited sitting options. We want to collaborate with both the Board of Alderman/City Councilors and OSPCD to figure out how we can contribute to street seats, or perhaps, even expand our indoor service spilled over to an outdoor service space for customers, if permitted by the City.
- Discuss with OSPCD how we can contribute our time, resources and space as the City strives to redesign the Square -- by reclaiming the highland to Elm Slip lane from cars and transforming the sidewalk and traffic island into a plaza with lots of sunlight and a lively atmosphere.

# SOMERVISION

**e. Building a sustainable future through strong environmental leadership, balanced transportation modes, engaging recreational and community spaces, exceptional schools and educational opportunities, improved community health, varied and affordable housing options, and effective stewardship of our natural resources.**

- We plan on improving our community health by partnering with **CDC Foundation**, with the aim of improving accurate knowledge about recreational marijuana among Somerville residents and ensuring the mitigation of negative public health consequences.
- We also propose creation of **Somerville Retail Marijuana Public Health Advisory Committee** with the aim of monitoring changes in pattern of marijuana use in Somerville and possible marijuana-related health effects in Somerville.
- We plan to host **educational community meetings** for our neighbors and community members with the aim of educating them about cannabis, issues related to cannabis and the rapidly-evolving cannabis industry.
- We plan to partner with **Somerville Cares About Prevention (SCAP)** and **Somerville Positive Forces (SPF)** where we actively engage with high school students and city youth to educate them about the impact of irresponsible marijuana usage, legal use of marijuana and the safe way to consume it. We are committed to taking leadership in **responsible energy usage** by identifying opportunities for energy reduction, generation of renewable energy, reducing the demand for electricity, and contributing towards energy conservation.
- We plan on adding positive value to Highland Avenue/Davis Square by **creating a space that aligns with the existing cultural and physical fabric of the current neighborhood**; ensuring our premise and sidewalks have traffic calming and/or greening elements that include, but are not limited to plants, street-trees and sidewalk landscaping.
- We expect our **hiring Somerville residents** will contribute to the housing/affordability equation in our city. By hiring locally, we plan to help residents save time, money and energy in commuting out-of-town for employment. At the same time, by paying our employees handsomely (much higher than the living wage of Middlesex county), we strongly believe our employees will be better able to afford living in Somerville's increasingly expensive housing market.

# SOMERVISION

**f. Committing to continued innovation and affirmation of our responsibility to current and future generations in all of our endeavors: business, technology, education, arts and government, including your neighbors (within 300 feet), City youth, and the City as a whole.**

## **Business**

- We plan to present ourselves a "Destination" recreational marijuana store, which will attract not only our city residents, but also out-of-town visitors boosting our local economy.
- We plan to create partnerships with small businesses close by, including but not limited to Tenoch Mexican, Anna's Taqueria, When Pigs Fly, McKinnon's Davis Square, Kung Fu Tean Sligo Pub, Martsa on Elm, Caramel Pastry Shop, Downtown Wine & Spirits, Punjabi Grill, The Burren, Meju, and more, to regularly promote each other's businesses through discounts and special promote each other's businesses through discounts and special promotions. This initiative shall provide incentive to try out our local, independent businesses; spark income generation; drive customers to our local establishments for lunch, dinner and shopping; and promote massive all-day long foot traffic in our neighborhood -- which will all, once again, inject money to Somerville's economy.

## **Technology**

- We are committed to staying on top of our game using the latest technology to maximize efficiency, maintain compliance, and provide the best service to our customers. In addition to using the fastest servers, best POS system, state-of-the art surveillance and security equipment, digital screens (television monitors and iPads) to service our customers, we intend on keeping up with all the latest innovation and technology in the field of cannabis industry and adopting them to our advantage.

## **Education**

- We have initiatives in place to educate our customers, Somerville youths and residents about marijuana and its effects. We plan to host educational community events; work with high school students and youths through Somerville Cares About Prevention (SCAP); accomplish digital outreach through social media platforms; and provide auditory, visual and takeaway materials to customers in an effort to educate our community about the responsible use of cannabis and its impact.

# SOMERVISION

**f. Committing to continued innovation and affirmation of our responsibility to current and future generations in all of our endeavors: business, technology, education, arts and government, including your neighbors (within 300 feet), City youth, and the City as a whole**

## **Arts**

- We plan on partnering with Somerville Arts Council (SAC) to support our local artist, provide platform as well as sponsorship to promote Somerville's culture of arts.
- Our plan to open up discussion through out partnership with SAC to consider rebooting the Windows Art Project from 1993-2003, which facilitated installations at the Inside Out Gallery, and find out how NESH could contribute to bringing this project back to life in Davis Square.
- We plan on collaborating with property owners in Davis Square to create pilot mural installations.
- We will be supporting a variety of local events such as the Squeeze Box Slam, ArtBeat, Honk!, the 5K route which starts and ends in Davis Square, Summer Farmer's Market and the Davis Square Flea through active participation and sponsorship.

## **Government**

- We plan on becoming members of the Davis Action Group, an organization comprised of residents and business owners for who work with the Mayor's Office of Strategic Planning and Community Development (OSPCD) to chart a path forward for development in the Square. We look forward to working with the Mayor's Office of Strategic Planning and Community Development (OSPCD) to design and develop a space that adds to the liveliness of Davis Square and how we can contribute our time, resources and space as the City strives to redesign the Square -- by reclaiming the highland to Elm Slip lane from cars and transforming the sidewalk and traffic island into a plaza with lots of sunlight and a lively atmosphere.
- We plan on collaborating with the Board of Alderman/City Councilors and OSPCD to find
- ways to contribute to street seats, or perhaps, even expand our indoor service spilled over to an outdoor service space for customers.

## **Somerville residents**

- We are thrilled to be making our best efforts in providing employment opportunities to residents of Somerville, reducing barriers of entry for individuals with diverse backgrounds (minorities, women, veterans, physically challenged and member of LGBTQ communities), contributing to our local economy, and raising awareness about responsible and safe marijuana use to our community members