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APPLICATION RESPONSE FORM COVER PAGE

Make this the first page of your response

Corporation

The applicant corporation's legal name, trade name, and any other name under which the bidding entity does business (if any): [East Coast Wellness Center, Inc]

Website URL (if applicable): []

Address:

[800 Falmouth Rd]

[Suite # 101-C]

City: [Mashpee] **State:** [MA] **Zip:** [02649]

CEO (Chief Executive Officer)/Executive Director (ED)

First Name: [Kevin] **Last Name:** [Andrade]

FEIN: [REDACTED]

Contact Person

First Name: [Jesse] **Last Name:** [Mayo]

Title: [Board Member]

Telephone: (508) 566-1464 **FAX:** (508) 540-5102 **E-Mail:** [crazyhuey@hotmail.com]

Contact Person Address (if different):

[775 East Falmouth Hwy]

[Box #190]

City: [East Falmouth] **State:** [MA] **Zip:** [02536]

Authorized Signature

This application must be signed by an authorized signatory of the non-profit corporation who is listed on the corporation's list of authorized signatories (complete and attach exhibit B). The original application must have an original or "wet" signature in blue ink.

Background Check Authorization

The Department will conduct a background check on:

1. Each member of the applicant's **Executive Management Team** (those persons listed in exhibit 2.1);
2. Each member of the **Board of Directors** (those persons listed in exhibit 1.4);
3. Each **Member** of the corporation. In the event a **Member** of the corporation is an organization, the CEO/ED and Board Officers of that entity will be checked (those persons listed in exhibit 1.5);

4. The CEO/ED and Board Officers of any parent corporation, partially or wholly owned subsidiaries, or related organizations (those persons listed in exhibit 1.8);
5. And each person contributing 5% or more of the initial capital to operate the proposed RMD. In the event that a contributor is an entity, the CEO/ED and **Board Officers** of that entity will be checked (those persons listed in exhibit 4.2).

Each required individual must complete and sign the attached authorization forms (exhibits A1-A4), with a wet signature in blue ink.

Submit all original signed authorizations (no copies) and list of authorizations (exhibit A5) in one sealed envelope marked "authorization forms" and name of corporation? and include it with the original application.

Application Fee

Enclose a bank/cashier's check or money order made payable to the Commonwealth of Massachusetts in the amount of \$30,000. Personal checks will not be accepted. Failure to include a bank/cashier's check or money order will result in disqualification of the application.

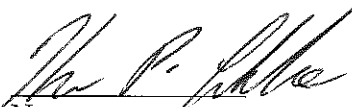
\$30,000 bank/cashier's check attached.

A selection committee established by the Department shall evaluate and score applications for the purpose of granting registrations. Decisions will be based on the thoroughness and quality of the applicants' responses to the required criteria, and the applicants' ability to meet the overall health needs of registered qualifying patients and the safety of the public.

Required Signatures

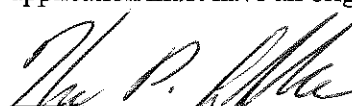
Failure to provide original "wet" signatures in blue ink will result in disqualification of the application.

Signed under the pains and penalties of perjury, the authorized signatory (as designated in exhibit B) agrees that all information included in this application is complete and accurate. The hard original application must have an original wet signature in blue ink.


Name: Kevin P. Andrade
Title: C.E.O.

11/21/13
Date

I hereby attest that if the corporation is approved for a provisional RMD certificate of registration, the corporation is prepared to pay a non-refundable registration fee of \$50,000, as specified in 105 CMR 725.000, within two weeks of being notified that the RMD has been selected for a provisional registration. The hard original application must have an original wet signature in blue ink.


Name: Kevin P. Andrade
Title: C.E.O.

11/21/13
Date



APPLICATION RESPONSE FORM

Enter your response in the gray shaded areas using Microsoft Word.

A note about the text boxes: Type or paste text into the gray areas. Text input is limited to a maximum number of characters. MS Word will not allow more than this limit. Spaces, commas, line breaks, etc. are counted as characters. The spell-check feature does not work in a text box.

Example: text input limit 625 characters, 100 words, 1 paragraph
limit 1,250 characters, approximately 200 words, 2 paragraphs
limit 2,500 characters, approximately 400 words, 4 paragraphs
limit 6,000 characters, approximately 1,000 words, one page

Enter text here: example text limit 1,250 characters

If a question includes a text box, a narrative response in the text box is required.

When a question indicates that an exhibit must be included, the response must be included as an attachment, as instructed. The provided exhibit forms are not optional and must not be left blank.

It is the applicant's responsibility to ensure that all responses are consistent with the requirements of 105 CMR 725.000.

Definitions

EXECUTIVE MANAGEMENT TEAM means the individuals who are responsible for the day-to-day operations of the RMD, including the chief executive officer (CEO) or executive director (ED), chief operations officer (COO) or director of operations, chief financial officer (CFO) or director of finance, director of human resources, chief medical officer and any other individuals involved in the oversight and business management of the RMD operations.

BOARD OF DIRECTORS means the directors of a corporation, including persons and officers having the powers of directors, with fiduciary responsibility for the RMD.

BOARD OFFICERS means the board president/chair, vice president/vice chair, treasurer, and clerk/secretary.

MEMBER means an individual having membership rights, whether or not designated as a member, in a corporation in accordance with the provisions of its articles of organization or bylaws.

Questions

1. Applicant's Corporate Background

1.1 Provide the legal name of the applicant's non-profit corporation/organization and date of incorporation.

[The applicant's legal name is East Coast Wellness Center, Inc.; East Coast Wellness Center was incorporated on August 13, 2013.]

1.2 Describe the organization's mission and vision.

[Since submitting its Phase One Application, ECWC has amended its mission and vision. The new mission and vision is stated as follows:



The mission at East Coast Wellness is to effectively provide safe, affordable, and premium medical cannabis to our patients. For this reason, East Coast Wellness employs the best cultivation techniques as well as an experienced on-site, Registered Nurse who will handle patient issues and education. East Coast Wellness is determined to serve its patients with a variety of health management services as well as reliable access to premium medical cannabis. In doing so, ECWC's vision is to foster the growth of Massachusetts's legitimate medical marijuana industry and to support the surrounding communities through charitable donations and services.]

1.3 Provide an organizational chart that clearly demonstrates the roles, responsibilities, and relationships of individuals within the organization. Clearly identify the **Executive Management Team** and any management consultants or contractors for the provision of services, and include title, name (if known at the time of submission), and function for each position.

Organizational chart attached as exhibit 1.3

1.4 Provide the name and contact information of each individual on the applicant's **Board of Directors**.

List of Board of Directors attached as exhibit 1.4

1.5 Provide the names and contact information for each **Member** having membership rights in the applicant corporation. In the event a **Member** of the corporation is an organization, provide the names and contact information of the CEO/ED and Board Officers of that entity. If there are no **Members** of the non-profit corporation, indicate N/A on the exhibit.

List of members of the applicant corporation attached as exhibit 1.5

1.6 Attach the corporation's bylaws.

Bylaws attached as exhibit 1.6

1.7 Attach any amendments to the corporation's articles of organization made since August 22, 2013, and explain in the text box the reason(s) for the amendments. If the articles have not been amended, indicate N/A in the text box and on the exhibit.

[Since submitting its Phase One Application, board members Nathan Augusta and Lisa Marks have resigned. ECWC provided each member of the Board of Directors with the Attorney's General Guide for Board Members of Charitable Organizations, and these two members decided that the responsibilities of being a member of a charitable board, like ECWC's, were too onerous for them to fulfill competently and diligently.]

Amended articles of organization attached as exhibit 1.7

1.8 Provide a list of the names and addresses of any parent corporation, any partially or wholly owned subsidiaries, and any other organizations related to the applicant non-profit corporation, and explain the nature of each relationship.

List of parent corporation, partially or wholly owned subsidiaries, or related organizations attached as exhibit 1.8 (if not applicable indicate N/A on the exhibit)

1.9 Provide three professional references from among those entities with which the applicant's CEO/ED has had business or employment experience within the last three years. DPH may contact these references and any other individual or organization, whether or not identified by the applicant.

List of references attached as exhibit 1.9

 ORIGINAL

2. Applicant's Evidence of Business Management Experience

2.1 Provide a list of the applicant's **Executive Management Team** (as defined above) including each person's name, business address, email, and role within the organization.

List of Executive Management Team attached as exhibit 2.1

2.2 Describe the **Executive Management Team's** experience with running a non-profit organization or other business, including the type of business and its performance. Please indicate how this experience will ensure the success of the proposed registered marijuana dispensary. Attach each Executive Team Member's current résumé.

[Kevin Andrade, East Coast Wellness Center's CEO, has over thirty-six years of experience in land development and building contracting. Kevin has also owned and managed a 50,000 sq. foot office and warehouse space for the past twenty-seven years. Kevin's ownership of Summerfield Park is incredibly important for ECWC's success because ECWC has a guaranteed space if issued a license. Furthermore, ECWC has legal possession of an additional 4,200 square feet, inside the same office park, in case expansion needs require the use of that additional space. Kevin is also an active member of East Falmouth, where he served for twenty-two years on the Planning Board, four years on the Community Preservation Committee, and was formerly Cape Verdean's Business man of the Year. Kevin's extensive experience in land development and building contracting coupled with Morgan's cultivation experience will ensure that the initial cultivation site build-out, and any future build outs, will go as smoothly as possible. Ultimately, Kevin's history in retail management, past community service, and achievements demonstrate his ability to run the business side of East Coast Wellness efficiently.

Morgan Carr, member of the East Coast Wellness Center's Board of Directors, has spent the last four years owning and managing Wellspring Collective, a successful Denver, Colorado dispensary that produces premium marijuana. Prior to this, Morgan spent ten years operating, managing, and coordinating events for a host of organizations varying in size and industry. Most notably, Morgan worked with ESPN for ten years where he coordinate and managed large scale sporting events, such as the Winter X games. Morgan has also done marketing and event planning for Harrah's Entertainment in Reno, NV and event management and operations for a variety of other businesses. Morgan's experience with Wellspring Collective in Denver places East Coast Wellness in an excellent position to achieve success quickly. Morgan has spent years honing the art of producing a steady flow of premium marijuana while using as little space and energy as possible. Furthermore, Morgan's extensive experience planning and managing large scale events and operations will surely be of great use when dealing with the large scale cultivation operations that will be necessary to satisfy potential demand.

Jesse Mayo, member of the East Coast Wellness Center Board of Directors, has thirteen years of experience owning, operating, and managing small businesses in Massachusetts. In his past endeavors, Jesse has ascended business hierarchies, managed store operations, recruited, trained, and managed employees, achieved excellent sales rates, and maintained networks with local suppliers. Most recently, Jesse successfully acquired and opened two UPS stores, which requires developing marketing plans and daily supervision of the operation's every aspect. Jesse's work experience demonstrates that he has the necessary aptitude to manage businesses on a small scale. Jesse will be a valuable asset to East Coast Wellness because his presence will ensure that the day to day operations run harmoniously, that tasks are effectively delegated to employees, and that East Coast Wellness's marketing and inventory strategies are up to date and sound.



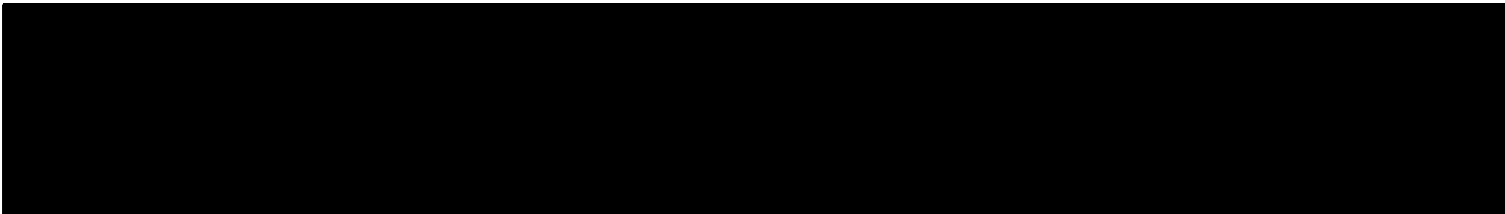
Matthew Patrick has eighteen years of experience working for and with, as an executive director, NPOs in Massachusetts, during which he worked to protect and preserve the Westport River and its watershed and managed funding programs that helped over 3,000 families and NPOs save millions of dollars a year in energy costs. Matthew also served five terms in the Massachusetts House of Representatives, 2001–2010, where he served on a number of committees—Telecommunications, Utilities and Energy, Health Care Finance, Global Warming and Climate Change, and Veteran Affairs. Additionally, Matthew has worked at various building trades, such as masonry, framing, and plumbing for different companies located in Falmouth, MA. Through these endeavors, Matthew has received a number of awards and accolades. Combined, Matthew’s past experiences and occupations have given him a strong understanding of how NPOs, executive boards, and the Massachusetts government operate. As a result, Matthew is very well suited to act as an executive of an NPO, in this case as an executive of East Coast Wellness. Matthew’s building background will also help with any build outs that occur as necessary. Finally, Matthew’s political background has taught him how to fundraise and raise finances through other means, an asset that will surely be of use to East Coast Wellness.

Although Rebecca Menard, R.N., has had minimal business management experience, she has had years of experience managing people during chaotic circumstances. Through years of experience as a charge nurse for an extremely busy cardiovascular ICU, Rebecca learned to efficiently delegate and collaborate with fellow R.N.s and other staff to deliver quality patient care. Therefore, Rebecca is more than adequately suited to efficiently manage staff and patients in the much calmer environment that ECWC affords.]

Current résumé of each Executive Management Team member attached as exhibit 2.2--clearly labeled on each page with the individual’s name and title within the applicant’s organization

2.3 Describe the **Executive Management Team’s** experience, by team member, with providing health care services or services providing marijuana for medical use.

[Rebecca Menard, R.N., is a lifelong Cape Cod resident. She is a 1998 graduate of Simmons College in Boston, MA where she obtained her Bachelor of Science in Nursing and achieved Dean’s List status all but two semesters. Additionally, she is a member of the Massachusetts Nurses Association who supported state ballot Question #3 to legalize the medical use of marijuana. Rebecca is currently on staff at Cape Cod Hospital as a Registered Nurse for the critical care unit where she has been employed for 15 years. She is a diligent and dedicated provider of patient care in the inpatient acute care setting. As an accomplished R.N., Rebecca takes pride in her ability to provide patient centric nursing care with a focus toward optimizing short and long-term outcomes. Through her practice, Rebecca has become well acquainted with the influential, positive impact that patient education and advocacy can have on maintaining patient compliance, reducing readmission rates, and preventing patient relapse. In Gallup’s annual Honesty and Ethics survey, nurses rank first as the most trusted profession and outperformed medical doctors and five other medical profession categories. As a result, Rebecca has earned the trust of and become well acquainted with the medical population in Barnstable County, patients and practitioners alike. Rebecca’s knowledge of the local community and familiarity with Barnstable County’s health needs will ensure responsible delivery of care to the potential medical cannabis population.



Rebecca is a member of Americans for Safe Access, Massachusetts Patient Advocacy Alliance, Patients out of Time, and the American Cannabis Nursing Association. She has begun establishing a network of nursing colleagues in the medical cannabis field, and she hopes to form an east coast chapter of nursing-based Safe



Patient Access Support and Education. Finally, Rebecca has been focused on empowering women in the work place. As such, she would like to work towards increasing the, currently small, female presence in the Cannabis Industry.

Morgan Carr has spent the last four years owning and operating Wellspring Collective in Denver, Colorado, which is a medical marijuana dispensary. As a result, Morgan has spent the past four years providing premium medical cannabis to his patients. He is aware of which strains produce premium medicine, what to look for in premium cannabis, and has personally established quality control procedures. Additionally, Morgan has spent years honing the art of marijuana horticulture. As a result, Morgan has developed a cultivation operation that uses much less space and energy than the industry norm, yet produces a steady flow of premium cannabis medication. Such efficiency is paramount when operating and managing the large scale grows that will be necessary to satisfy demand. Furthermore, because Morgan created his own system, the cultivation operation's initial build out and start up will go smoother than most and take much less time as a result.

Kevin Andrade has limited to no experience providing health services or services providing marijuana for medical use.

Jesse Mayo has limited to no experience providing health services or services providing marijuana for medical use.

Matthew Patrick has limited to no experience providing health services or services providing marijuana for medical use.]

2.4 Describe the **Executive Management Team's** experience, by each individual team member, with running a financially sound organization/business (including budget size) and indicate which member of the team will be responsible for the financial management and oversight of the organization.

[Kevin Andrade has owned Summerfield Park, an office park, for 27 years. Summerfield Park has annual rental revenues of \$400,000–\$600,000 a year. Kevin also has owned and operated J&K Floor Covering for 14 years. J&K has gross annual sales of \$800,000–\$1,000,000 each year. Furthermore, Kevin has owned and operated KP Andrade Builders for 36 years. KP Andrade Builders has annual gross revenues of up to \$4,000,000. Finally, Kevin has co-owned Blackwatch LLC for 12 years, and Blackwatch has annual gross revenues of approximately \$800,000.

Kevin served as landlord for Dr. George Silva's medical practice for ten years. Dr. Silva described Kevin as "exceptionally fair, thorough and reliable" and stated that throughout the years he has watched Kevin develop as a business man, Dr. Silva believes "his integrity and character to be outstanding."

Kevin also served as landlord of Russ Lorgeree's PET/CT Imaging Center that provides critical care for the cancer patients of the Cape Cod community. Mr. Lorgeree stated, "Kevin consistently holds himself to a standard of excellence. His work reflects attention to detail, consistent quality, and personal sense of pride. Kevin has developed excellent communication skills, particularly when interacting with his customers, and he also possesses the patience to listen to his customers so that he can understand their needs and provide the appropriate solutions." Mr. Lorgeree furthermore stated that "Kevin sets an example for all of his colleagues with his remarkable sense of honesty, loyalty, and thoughtfulness. He exemplifies integrity in all of his relationships."

As these benefactors of Kevin's business acumen and integrity attest, Kevin exemplifies the ideal balance of business savviness and character necessary to lead a successful RMD.

Morgan Carr has owned, and served as managing partner of MMST, LLC—the parent company of Wellspring Collective and Morganic Industries. Morgan founded these companies in 2009, and their combined annual gross sales are approximately \$1,600,000.

Jesse Mayo served as the General Manager of Waterway Wash & Gas from 2000–2003; Waterway had roughly \$5,000,000 in annual sales. Jesse then served as Store Manager of Sherman Williams from 2003–2008; SW had approximately \$1,000,000 in sales each year. Since 2005, Jesse has worked for the UPS Store—having \$600,000 in annual sales—and also served as Burton Store Manager since 2010. The Burton store’s annual sales are approximately \$2,000,000.]

2.5 Describe the **Executive Management Team’s** experience, by team member, with managing financial corrective action measures that they had to undertake as the result of an operational review.

[During the recent recession, Kevin Andrade temporarily cut store hours and benefits until the economic situation improved. Mr. Andrade also lowered rents in Summerfield Park to attract new tenants and also to maintain current occupants in order to keep optimal occupancy levels.

While Jesse Mayo was working for Sherwin-Williams in 2006-2007, the housing market started to collapse and sales went from \$1.2M to \$1M. Mr. Mayo was challenged by his two managers to stop the loss of sales as well as try and get sales back to where they were. In a corporation that has shareholders, excuses that the housing market (our largest customers) has halted, and even regressed, is not an acceptable answer and pressure was put on all managers. Mr. Mayo started calling painters he found in the phone book and through word-of-mouth on the island of Maratha's Vineyard (5 miles off of Cape Cod). He found out that there were only three paint stores on the island, and these stores didn't offer any sort of commercial/wholesale discounts. Mr. Mayo arranged meetings with painters, introduced them to Sherwin-Williams, and showed them comparable products with substantially less cost. Mr. Mayo managed to service the island through a small commercial ferry line that allowed Sherwin-Williams to put merchandise on the ferry for a small fee, and the painters were able to pick it up off the ferry on their side. This increase service landed Sherwin-Williams sales of over \$200K alone from Memorial Day to Labor Day.

Also during the recession, Jesse and his wife, Sarah, took a hit as The UPS Store’s sales dropped by about 30% in one year.

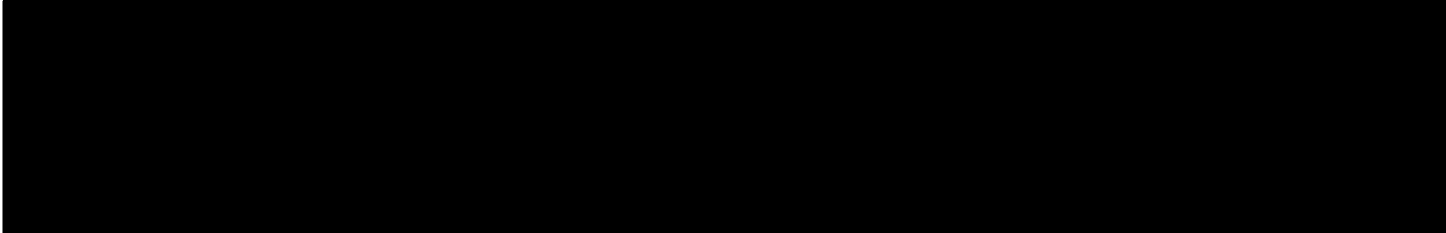
Jesse and Sarah started to look at their customer base and realized that a lot of people were selling and shipping products on eBay. The store decided to run an advertisement in the paper to let the community know that the store listed and sold items on eBay as a selling agent. Then the store issues a press release in the local newspaper asking if anybody knew of anybody on Cape Cod that sold items as an agent on eBay. The store was listed as one of two eBay-agent locations and, thus, received immediate responses from the article. The store has grown business to the point where it currently has a waiting list that people are on for listing their products. The UPS Store made instant profits for listing products and then made a commission off of anything that it sold. On top of all that, the store also receives the shipping sale that the buyer pays. Jesse and Sarah have turned this business into a side job that nets approximately \$30,000 a year from the listing commissions revenues.

Due to high quality of Wellspring Collective’s product, Morgan Carr wholesaled about 50% of his product to other Colorado medical marijuana dispensaries. Colorado’s Medical Marijuana regulations, however, were amended to require dispensaries to sell no less than 70% of their product at their own dispensary. Thus, a maximum of 30% of Wellspring’s product could be wholesaled going forward. To adapt, Morgan lowered the prices of Wellspring’s product to increase demand and ensure sales stayed constant. The change worked, and Wellspring has remained a viable business since.]

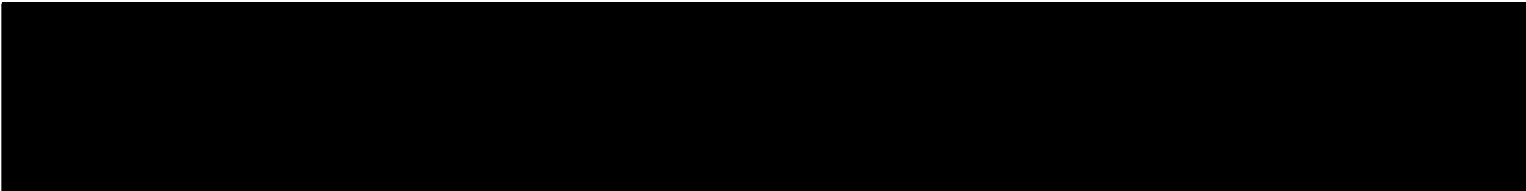
3. Applicant's Evidence of Suitability

3.1 Indicate whether is/has been in compliance with all laws of the Commonwealth relating to taxes, child support, and workers' compensation with regard to any business in which the individual has been involved. In cases in which an Executive Management Team member is not in compliance with such a law, indicate which team member is non-compliant and describe the circumstances surrounding that situation. Indicate N/A for each individual with no history of non-compliance.

[Everyone on the Executive Management Team and Board of Directors, including Board Officers, of ECWC has been in compliance with all laws of the Commonwealth relating to taxes, child support, and workers' compensation relating to any business in which the individual has been involved.



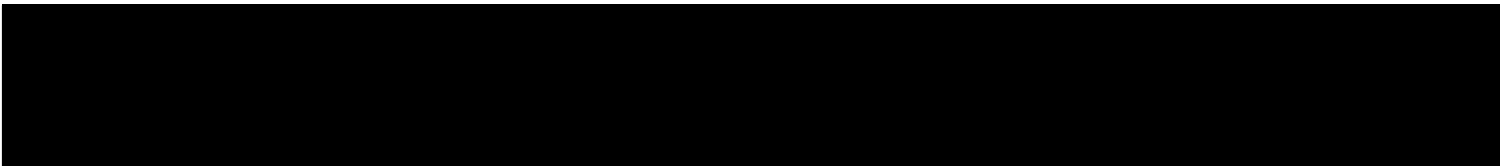
3.2 List and describe any criminal action under the laws of the Commonwealth, or another state, the United States, or a military, territorial, or Indian tribal authority, whether for a felony or misdemeanor, against any member of the **Executive Management Team and Board of Directors, including Board Officers**, including but not limited to action against any health care facility or facility for providing marijuana for medical purposes in which those individuals either owned shares of stock or served as executives, and which resulted in conviction, guilty plea, plea of nolo contendere, or admission of sufficient facts. If no history of such criminal action, indicate N/A.



3.3 List and describe any civil or administrative action under the laws of the Commonwealth, another state, the United States, or a military, territorial, or Indian tribal authority against any member of the **Executive Management Team and Board of Directors, including Board Officers**, including but not limited to actions related to fraudulent billing practices and any attempt to obtain a registration, license, or approval to operate a business by fraud, misrepresentation, or submission of false information. If no history of such civil or administrative action, indicate N/A.



3.4 Indicate and describe whether any member of the **Executive Management Team or Board of Directors, including Board Officers**, has been the subject of any past discipline, or a pending disciplinary action or unresolved complaint, by the Commonwealth, or a like action or complaint by another state, the United States, or a military, territorial, or Indian tribal authority, with regard to any professional license or registration.



3.5 Indicate and describe whether any member of the **Executive Management Team or Board of Directors, including Board Officers**, with respect to any business, has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If no such history, indicate N/A.

4. Applicant's Evidence of Financial Condition

4.1 Provide a one-page statement in the name of the applicant's non-profit corporation, or in the name of the Corporation's CEO/Executive Director or President of the Board of Directors, from an insured financial institution documenting the available liquid cash balance in a single account (\$500,000 for the first application and \$400,000 for each subsequent application, if invited to submit more than one), dated no earlier than 14 days prior to the response deadline (November 7, 2013). If the Corporation has the required funds in an individual account in the name of the Corporation's CEO/Executive Director or President of the Board of Directors, said individual must provide a completed and signed a notarized Letter of Commitment (in exhibit 4.1).

Proof of liquid funds in an account in the name of the corporation or, if applicable, in an account in the name of the Corporation's CEO/Executive Director or President of the Board of Directors, plus the Letter of Commitment attached as exhibit 4.1

4.2 If applicable, provide the names and addresses of all persons or entities contributing 5% or more of the initial capital to operate the proposed RMD, by application, and specify the actual percentage contributed by each person or entity. Indicate whether the contribution is cash, in-kind, or land or building. When the contributor is an entity include the names and addresses of its CEO/ED and **Board Officers**.

List of persons/entities/creditors contributing more than 5% and what form that capital takes attached as exhibit 4.2

4.3 Provide a narrative summary of projected capital expenses to build out both the proposed dispensary and cultivation or processing facilities, and attach a copy of the proposed capital budget.

[East Coast Wellness Center has completed a Phase 1 Application for a Massachusetts RMD and has submitted its completed Phase 2 Application. Should the Department issues ECWC a license, ECWC shall begin capital expenditures aimed at ECWC reaching operational status. Because licenses are being issued end of January/early February, ECWC has budgeted several days of delay to account for winter weather. It is also possible that this period could be extended by the municipal permitting process and other unforeseen delays. While ECWC has allowed ample amounts of time for these potential problems, any delays beyond what has been budgeted will almost certainly increase the amount of capital required on the front end while delaying ECWC's break-even and eventual financial viability on the back end. During this initial start-up period, ECWC will make total capital expenditures of \$660,233.

Of that total, ECWC has budgeted \$102,000 for upfront Planning and Development costs. \$15,000 is budgeted for legal costs; \$3,500 for design and planning; \$31,500 for RMD application fees; \$50,000 for licensing fees; and \$2,000 for permits and fees.

ECWC has budgeted a total of \$331,000 for total Build-Out Costs. \$150,000 is budgeted for cultivation area and dispensary construction costs; \$20,000 for electrical installation; \$45,000 for painting and fixtures; \$3,000 for landscaping; and \$10,000 for cleanup. ECWC will also spend \$3,000 on additional exterior lighting; \$12,000 on a 20 kilowatt generator; approximately \$50,000 on solar panels; \$10,000 on handicap access; and \$20,000 on its commercial kitchen build-out. Finally, if issued an RMD license, ECWC will spend \$8,000 to build a bus stop on Industrial Drive that is equidistant between ECWC and MA State Highway 28.

ECWC will spend a total of \$227,233 on Equipment. Of that cost, \$20,000 is budgeted for seeds needed for cultivation; \$18,000 for vehicles; \$65,000 for cultivation equipment including the installation of lights, hoods, fans, ducts, HVAC; \$8,000 for furniture and storage (including safe); \$5,000 for computer equipment; \$10,000 for kitchen equipment; \$7,000 for point-of-sale software; \$5,000 for web development and initial search engine optimization; \$79,233 for security equipment that is based on a quote with Lan-Tel Communications, Inc.; and \$10,000 for dispensary display cases.]

Capital expenses attached as exhibit 4.3

4.4 Provide a narrative summary of the proposed year-one RMD operating budget, including projected revenues by sales type, line item operating expenses, and budget assumptions, and include the budget as an attachment.

[East Coast Wellness Center has estimated demand and sales projections through patient analysis forecasts, yielding a potential market of 746 patients in Barnstable County. This number is based on the assumption that ECWC is able to capture 90% market share.

Based on population distribution and Department limits, ECWC has calculated its projections based on the assumption that Barnstable County will receive only one RMD licensee. This assumption should not imply that ECWC is under the opinion that only one RMD can thrive in Barnstable County, and ECWC understands that its revenues will likely decrease with the issuance of another RMD license in Barnstable County. ECWC further disclaims that it is highly likely that, even if it could capture 90% of the market, non-immediate registrations and delays in registration as the medical marijuana program becomes operational will cause ECWC to have less-than-expected patient populations throughout year one.

Furthermore, ECWC has estimated the demand per patient to be 30 ounces per year, or 2.5 ounces per month. ECWC has set its base price of flowered marijuana at \$375 per ounce. These general flower sales are distributed into five distinct categories, which have been analyzed in ECWC's patient population and hardship analysis. The control group (364) represents a patient group financially able to pay full price for products. The remaining groups represent an analysis of hardship patients by SSI income and poverty level threshold. Groups 1, 2, 3, and 4, and receive 10%, 20%, 30%, and 50% discounts respectively.

The flower sales mentioned above represent a total of \$7,409,053. Based upon the study of similar dispensaries in other medical marijuana states, ECWC can assume that an additional 10% of sales (\$740,905) will be dedicated to edibles and concentrates. Likewise, ECWC will produce roughly 7% additional flower, available for wholesale to other dispensaries, which will total \$518,634.

In terms of payroll expenses, ECWC will commence operations by employing a staff of 16 at a total expense of \$810,000. These salaried positions will include all executive positions, horticulture and cultivation

specialists, and patient service representatives. A fringe rate of 25% has been applied to dispensary managers, patient advocates, and cultivation personnel. The fringe rate total is \$41,250. Included in the application, ECWC has forecasted 29.6% for employee benefits, which is based upon the average figure published for 2011 by the United States Department of Labor. ECWC's employee benefit expense will be \$234,900. Thus the total payroll expense is \$1,086,150.

Operating expenses have been divided into Dispensary and Cultivation. Dispensary forecasting has been based upon similar operations in other states. Accounting will be handled by an external CPA at \$10,000 per year. Dispensary agent fees (@\$500/employee) have been applied. Rent is represented as \$60,000 per year. Dispensary electricity should not exceed \$4,200, while trash service will be \$1,500. Similarly, dispensary water should not exceed \$100/month or \$1,200. Federal corporate tax of revenue less COGS at 20% has been applied. Annual inspections will run \$2,000, while insurance for full operations will run \$7,000. ECWC has budgeted a provisional \$15,000 for legal and professional fees.

Marketing and outreach in the form of SEO and print advertising totals \$20,000. Office expenses for supplies will total \$4,000. Per quote, the ongoing operations of security equipment will cost \$2,500/annually. Telecom (internet and landline) have been estimated to cost roughly \$4,800. Tools and new items for the sale of product will be no more than \$600/year. Travel for marketing, conferencing, and business operations will run around \$30,000 for the executive team. Insurance will cost \$3,719. Lastly, uniforms will be provided to patient service representatives (\$2,500). The sum of the expenses allocated to the dispensary is \$1,682,007.

Cultivation expenses have been carefully selected and based upon industry experience and given figures. Consulting expenses (cultivation, security, and other) will total \$120,000. Oscar J. Langford, a retired Massachusetts State Police Officer, will provide security advising and consulting services to ensure the integrity of ECWC's security operations. Rent for the cultivation facility will total \$60,000. Annual electricity will total \$36,000. Average equipment replacement (ballasts, bulbs, etc.), will run \$15,000. Nutrients required to deliver premier product are \$38,000. Packaging and labeling for product has been forecasted based on ounces sold, and represents \$14,000. [REDACTED] Uniforms for trimmers and cultivation employees will cost \$2,500; cultivation waste removal will run approximately \$15,000. Lastly, water will run \$8,000 (assuming the use of 1190 gallons per week). The sum of the expenses allocated to the dispensary is \$311,000. In total, the 1st year profit less expenses (excluding capital expenses) is \$5,589,435.]

Year-one operating budget attached as exhibit 4.4

4.5 Provide a detailed summary of a three-year business plan for the proposed RMD, including strategic planning assumptions, utilization projections, growth projections, and projected revenue and expenses. Note that the complete business plan will be reviewed as a component of the provisional inspection process. Include projected revenue and expenses as an attachment.

[After making initial capital expenses, East Coast Wellness Center anticipates a successful first year, followed by a drop in year two due to additional build-out costs, and then stabilization in year three.

ECWC's first fiscal year begins July 1, 2014. Once ECWC becomes operational, the first six months will be devoted to ensuring successful harvests and establishing their patient base. Based on the experiences of other states, ECWC believes that many license holders will not be operational within six months, leading to a lack of supply to meet patient demand as the program is implemented. ECWC estimates that the 746 potential patients in Barnstable County for ECWC will require 1,865 oz. of marijuana each month (2.5 oz. per patient per month), or 117 pounds. This potential patient projection assumes that ECWC is able to capture 90% of the Barnstable County market share.

Based on population distribution and Department limits, ECWC has calculated its projections based on the assumption that Barnstable County will receive only one RMD licensee. This assumption should not imply that ECWC is under the opinion that only one RMD can thrive in Barnstable County, and ECWC understands that its revenues will likely decrease with the issuance of another RMD license in Barnstable County. ECWC further disclaims that it is highly likely that, even if it could capture 90% of the market, non-immediate registrations and delays in registration as the medical marijuana program becomes operational will cause ECWC to have less-than-expected patient populations throughout year one.

Commercial cannabis production is a process fraught with complexities and subtleties that those without years of experience may not understand without a painstaking process of trial and error. Under the direct supervision of Morgan Carr, Wellspring Collective's master grower, ECWC most certainly will have stable supplies of product on its shelves throughout ECWC's first year. During this process, ECWC realized its cultivation plans were too small and countered by nearly doubling its initial production capabilities. For year one, ECWC will operate with approximately 3,500 square feet of cultivation space. In month eleven, ECWC will begin build-out of another 4,200 square feet of cultivation space; this build-out will be completed during month twelve and January 2015.

ECWC will also devote the first six months of operations to implementing their policies and procedures and working through the inevitable growing pains experienced by all small businesses. ECWC's employees will go through a rigorous training process prior to the opening of ECWC, and both employees and management will be subject to an extensive review process each quarter. ECWC's operating policies and procedures will also be reviewed early, and often, to catch any latent issues before those issues could seriously disrupt ECWC's operational capacity.

ECWC also intends to donate 20% of its annual profits to charities that also promote educational, preventative, and healthcare initiatives in Mashpee and other neighboring communities. This charitable giving is calculated in year two and year three expected expenses. These donations align with ECWC's primary vision to support the growth and well-being of ECWC's patients and its community.

ECWC will complete the build-out of its additional 4,200 sq. ft. of cultivation during year two. For exhibit 4.5 projections, all capital expenses associated with this additional build-out (including installation of additional security equipment) are borne during year two as demonstrated by the rise in year two expenses. At the beginning of year two, the final 4,200 sq. ft. of cultivation space will be brought online with production finally reaching full capacity two to three months after. ECWC's ability to consistently produce large amounts of high-quality cannabis will give it a distinct advantage in the first six months of year two and allow it to maintain its dominant market share in Barnstable. ECWC will design its production schedule to harvest on a weekly basis so as to minimize any inventory shortages. Morgan Carr's vital experience and expertise will ensure that the patients of Massachusetts will have the medicine they need. ECWC expects these inventory shortages to decrease and disappear over the course of year two as production capacity begins to approach demand.

As RMDs across the state begin to consistently produce a crop, ECWC will be able to differentiate its product from these competitors on both price and quality. Morgan's years of cultivation experience will allow ECWC to produce higher-quality marijuana than most in the state and keep ECWC competitive although it may be smaller than some RMDs in Massachusetts. ECWC's consistent production schedule will allow ECWC to maintain its large market share in Barnstable County; maintaining this market share will also increase the patient population as more patients are registered and as more people develop qualifying conditions naturally. ECWC estimates that the 821 potential patients in Barnstable County for ECWC will require 2,053 oz. of marijuana each month (2.5 oz. per patient per month), or 128 pounds.

After bearing increased capital/operating expenses during early year two, consistent harvest schedules will allow ECWC's operations to stabilize during the end of year two. ECWC expects to be an industry leader during year two and will implement a structured growth strategy to serve what ECWC believes will be a steadily growing patient population. ECWC's initial estimates suggest that over 13% of Massachusetts adults with a qualifying condition will seek treatment from a dispensary. This estimate is based off of Arizona patient data because ECWC believes that Arizona's market is a good comparison, in terms of regulatory structure and market maturity, for the first years of Massachusetts' program. As people in Massachusetts get used to the idea of medical marijuana and see its medical benefits first hand, ECWC expects to see this percentage rise gradually at first and have growing momentum going into year three.

As patient numbers rise, so too will levels of patient sophistication. Patients will begin to demand greater amounts of concentrates, extracts, and edibles and other infused products, and ECWC will position itself to meet this demand. Experience in Colorado indicates that a well-informed and educated patient population will sometimes prefer extracts and infusions to smoking flower and that these products can contribute to as much as 30% of total sales. ECWC will invest sufficiently in its processing facility and staff to convert trim—a waste product—into an entirely separate product for their patients. Year three will be devoted to pushing ECWC further in its efforts to become the premier RMD in the State. ECWC will incorporate patient feedback, lessons from their operations, and advice from Wellspring as well as other industry participants to ensure that their policies and procedures continuously meet or exceed industry best practices.

ECWC will experience staff increases of 20% and 29% in years two and three, respectively. These increases are reflected in the projected expenses for those years. During year three, ECWC estimates that the 933 potential patients in Barnstable County will require 2,333 oz. of marijuana each month (2.5 oz. per patient per month), or 146 pounds. By year three, ECWC expects smooth operations and its expansion to stabilize revenue streams during year three.]

Three-year projections attached as exhibit 4.5

4.6 Provide a description of the proposed RMD's plan to obtain a liability insurance policy or otherwise meet the requirements of 105 CMR 725.105(Q).

[East Coast Wellness Center has engaged the Corcoran & Havlin Insurance Group of Wellesley, Medfield and Duxbury, MA, to procure Property and Casualty insurance, as set forth in: MGL 369, An Act for the Humanitarian Use of Marijuana for Medical Purposes. ECWC, with the Corcoran & Havlin Insurance Group as agent, has reviewed, submitted and received APPROVAL from Lloyd's of London through Cannasure, Inc., a Managing General Agent to provide the coverage for ECWC. These policies will be bound upon the awarding of a Registered Marijuana Dispensary license by the MA Department of Public Health. Please note terms are subject to change upon review of final application awarded by the MA DPH. For this policy, the following coverage, and limits, apply:

- General Liability: \$1,000,000 Each Occurrence / \$2,000,000 General Aggregate
- Workers Compensation
- Builders Risk – If a new facility is being built by the applicant
- Property Insurance, including but not limited to Building Coverage, Business Personal Property, Business Interruption and theft.
- Product Liability
- Employee Practices Liability
- Live Plant Coverage

- Directors & Officers Liability
- Professional Liability Insurance (Errors and Omissions)]

5. Location and Physical Structure

5.1 Provide the physical address of the proposed RMD dispensary site if a location has been secured. If a location has not been secured, indicate N/A in the text box and exhibit. Attach supporting documents as evidence of interest in the property by location. Interest may be demonstrated by (a) a clear legal title to the proposed site; (b) an option to purchase the proposed site; (c) a lease; (d) a legally enforceable agreement to give such title under (a) or (b), or such lease under (c), in the event the Department determines that the applicant qualifies for registration as a RMD; or (e) evidence of binding permission to use the premises.

[East Coast Wellness Center's dispensary will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.]

Evidence of interest attached as exhibit 5.1

5.2 Provide the physical address of the proposed RMD cultivation site if a location has been secured (the response must be the same as the location indicated in the response to 5.1 or 5.3). If a location has not been secured, indicate N/A in the text box and exhibit. Attach supporting documents as evidence of interest in the property by location (see examples of evidence in 5.1).

[East Coast Wellness Center's cultivation site will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.]

Evidence of interest attached as exhibit 5.2

5.3 Provide the physical address of the proposed RMD processing site if a location has been secured (the response must be the same as the location indicated in the response to 5.1 or 5.2). If a location has not been secured, indicate N/A in the text box and exhibit. Attach supporting documents as evidence of interest in the property by location (see examples of evidence in 5.1).

[East Coast Wellness Center's cultivation site will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.]

Evidence of interest attached as exhibit 5.3

5.4 Describe efforts to obtain assurances of support or non-opposition from the local municipality(ies) in which the applicant intends to locate a dispensary, cultivation site, and/or processing site and indicate whether the municipality expressed any opposition. If the sites are in different municipalities, provide information related to each community. If available, include a demonstration of support or non-opposition furnished by the local municipality, by attaching one or more of the following:

- A letter from the Chief Administrative Officer, as appropriate, for the desired municipality, indicating support or non-opposition;¹
- A letter indicating support or non-opposition by the City Council, Board of Aldermen, or Board of Selectmen for the desired municipality; or
- A letter indicating support or non-opposition by the Board of Health in the desired municipality.

¹ Chief Administrative Officer is the Mayor, Town Manager, Town Administrator, or other municipal office designated to be the chief administrative officer under the provisions of a local charter.

[On Tuesday, November 12 ECWC and its local attorney, Richard Comenzo, met with town officials at Mashpee Town Hall. Mashpee officials present included: Glen Harrington, Health Agent of Mashpee Board of Health; Mashpee police captain Scott Carline, substituting for Police Chief Rodney Collins who could not attend; Tom Fudala, Mashpee town planner; the Assistant Town Manager, substituting for Town Manager Joyce Mason; and two selectmen.

At that meeting, ECWC answered various questions ranging from security plans, diversion prevention, MIPs preparation, cultivation specifics, education of youth, etc. At no point did any member express any opinions of strong opposition toward ECWC's operation in Mashpee.

Furthermore, in accordance with 105 CMR 725.100(B)(2), ECWC notified the Sheriff's Office of Barnstable County. ECWC also asked Sheriff Cummings for a letter of reference; the following is his response:

"As the Sheriff of Barnstable County I have great concern that the individuals selected to operate medical marijuana dispensaries are members of the community they intend to operate in, have strong business background and are of outstanding character. I also feel that the selected operator should have a history of giving back to the community.

Having known Mr. Kevin Andrade of the East Coast Wellness Center for over fifteen years, I can attest to his strong character. As a very successful business man and as someone who has given back to the community in many ways, Mr. Andrade can be trusted to have a top shelf operation.

While the Barnstable County Sheriff's Office has not taken a formal position on M.G.L. 369, I am confident that under Mr. Andrade's leadership that East Coast Wellness Inc. will maintain the highest standards and will work well with the Town of Mashpee and the Commonwealth."

As demonstrated by this letter, Sheriff Cummings of Barnstable County is confident that, if East Coast Wellness is issued a license by the Department, the Sheriff's Department and East Coat Wellness Center will cooperate with each other to ensure compliance with State and local laws/regulations.

Furthermore, ECWC attended the Mashpee Board of Selectmen meeting at 6:30 PM on November 18, 2013, to present its plans for a Mashpee RMD to the Board. The Board of Selectmen for Mashpee provided the letter of support attached as exhibit 5.4. The Board supported ECWC's applicatoin because ECWC "demonstrated a thorough understanding of and commitment to the need for the Police and Health departments to be involved in all phases of security and patient care."]

Letter(s), if any, attached as exhibit 5.4

5.5 Provide a summary chart reflecting answers to questions 5.1 -5.4 indicating evidence of local support or non-opposition for cultivation, processing or dispensing activities of the proposed RMD.

Summary chart attached as exhibit 5.5

5.6 Provide a description of the applicant's plans to ensure that the proposed RMD is or will be compliant with local codes, ordinances, zoning, and bylaws, as well as state requirements for the physical address of the proposed RMD dispensing site and for the physical address of the additional location, if any, where marijuana will be cultivated or processed.



[East Coast Wellness Center will have one location—for cultivation, MIPs production, and dispensing—located in Mashpee, Massachusetts. The Town of Mashpee established zoning and permitting guidelines on October 21, 2013. Although they currently are pending Attorney General approval, these guidelines will almost assuredly pass prior to January 2014. As a result, East Coast Wellness has obtained a copy of these guidelines and is prepared to comply with them in addition to state guidelines. If these changes to Mashpee’s Zoning Bylaws are not accepted by the Attorney General, ECWC is prepared to follow Massachusetts recommended zoning restriction: that marijuana establishments be at least 500 feet from any private or public kindergarten, primary, or secondary schools, nurseries, or any other establishment where children commonly congregate. ECWC’s proposed location is next to a Dance Studio where children do congregate normally. That studio, however, is part of a tenancy-at-will agreement with Kevin Andrade’s Summerfield Park. If issued a license, ECWC is willing to relocate the Dance Studio at ECWC’s own expense. Thus, ECWC will comply with State regulations and, at the same time, ensure this move does not harm the Dance Studio’s economic future. Otherwise, no other locations where children commonly congregate are within 500 feet of ECWC’s proposed location.

The Mashpee Zoning Bylaws require marijuana establishments to be located in Industrial zones (I-1), and these establishments must obtain Special Permits in accordance with 174-24 of Mashpee’s Zoning Bylaws. East Coast Wellness Center has acquired a location in the Town of Mashpee that is in an Industrial Zone (I-1). Furthermore, ECWC intends to comply with 174-24 of Mashpee’s Zoning Bylaws—and any other requirements established by Mashpee’s permit granting authority—to obtain the necessary Special Permit for its single location. In accordance with Mashpee’s Zoning Bylaws, ECWC will ensure its location’s compliance with ADA accessibility requirements.

Per the Town of Mashpee’s Zoning Bylaws and 105 CMR 725.000, East Coast Wellness Center will remain compliant with all security requirements including, but not limited to: [REDACTED]

[REDACTED] Mashpee’s Zoning Bylaws require ECWC to store, prepare, and transport marijuana and marijuana products in a manner that complies with 105 CMR 725.105D. [REDACTED]

East Coast Wellness will adopt emergency procedures that includes a disaster plan with procedures to be followed in case of a fire or other emergencies per Mashpee’s Zoning Bylaws. East Coast Wellness will file copies of these plans with the Mashpee Police and Fire Departments. In accordance with the Town of Mashpee’s Zoning Bylaws and with Department regulations, East Coast Wellness will not illuminate external signage except for a period of 30 minutes before sundown until closing and will not use neon or other internally-lit signage. Also, the signage shall only identify ECWC’s by its DPH-registered name, and there shall be no display on the exterior of the facility of any advertisements for marijuana, or any brand name, nor any graphics related to marijuana or paraphernalia. ECWC, in accordance with Mashpee’s Zoning Bylaws, shall not allow its marijuana or marijuana products to be displayed or clearly visible to a person from the exterior of its center. Furthermore, no more than one sample of each product offered for sale will be displayed in ECW’s secure, locked cases, which may be transparent, in the interior of the Center. ECWC’s parking area will adhere to the requirements of the Mashpee Zoning Bylaws that are applicable to retail establishments for the portion of the floor area designated for sales and to the zoning requirements applicable to manufacturing or other industrial buildings for the floor area designated for storage or for cultivation of marijuana or preparation of MIPs.

Finally, in accordance with Mashpee Zoning Bylaws, ECWC will limit itself to one freestanding sign and one building sign, neither of which will exceed ten square feet in signboard area.]

5.7 Describe the applicant's plan to continue to develop and maintain a positive relationship in each community in which the RMD is/will be located.

[ECWC strives for the long-term advancement of alternative palliative care services and wants to solidify its position as a progressive community leader and conscientious neighbor. To do this, ECWC shall host a variety of educational seminars, guest speakers, and public presentations discussing various alternative palliative care services and products including cannabinoid medical products. During these events ECWC, with the support of its Medical Director and Assistant Patient Administrator, shall facilitate discussions on topics including, but not limited to: a) the availability of different strains of marijuana and their purported effects; b) information about the purported effectiveness of various methods, forms, and routes of marijuana administration; c) information describing proper dosage and titration for different routes of administration with an emphasis on the smallest amount possible to achieve the desired effect with impact of potency being explained; and d) tolerance, dependence and withdrawal as well as facts regarding substance abuse signs and symptoms and referral information for substance abuse treatment programs.

Community actors and leaders that will be present during such events will include, but are not limited to: registered patients or caregivers, Department of Public Health officials, local municipal officials, local law enforcement, local health care providers, clinical pharmacy and family medicine professors, ECWC staff/personnel, and representatives of various advocacy groups. ECWC will provide a well-organized and efficiently-coordinated platform to allow all interested parties to speak and engage participants. ECWC shall ensure that each event has proper security personnel present in order to prevent any instances of violence or crime against any other participant. Through these events, ECWC will provide its patients and the community with a safe and compassionate environment that promotes safety, responsibility, and awareness of the medicinal use of marijuana. Also, ECWC will integrate into its communities by providing employment opportunities and by collaborating with local organizations who promote important issues like community safety, drug awareness, and patient support. A key focus of ECWC will be charitable giving to be done in collaboration with these organizations.

ECWC has promised the Town of Mashpee that ECWC will enter into Payment in lieu of Taxes (PILOT) agreements with the Town to support community education and rehabilitation activities. ECWC also intends to donate 20% of its annual profits to charities that also promote educational, preventative, and healthcare initiatives in Mashpee and other neighboring communities.

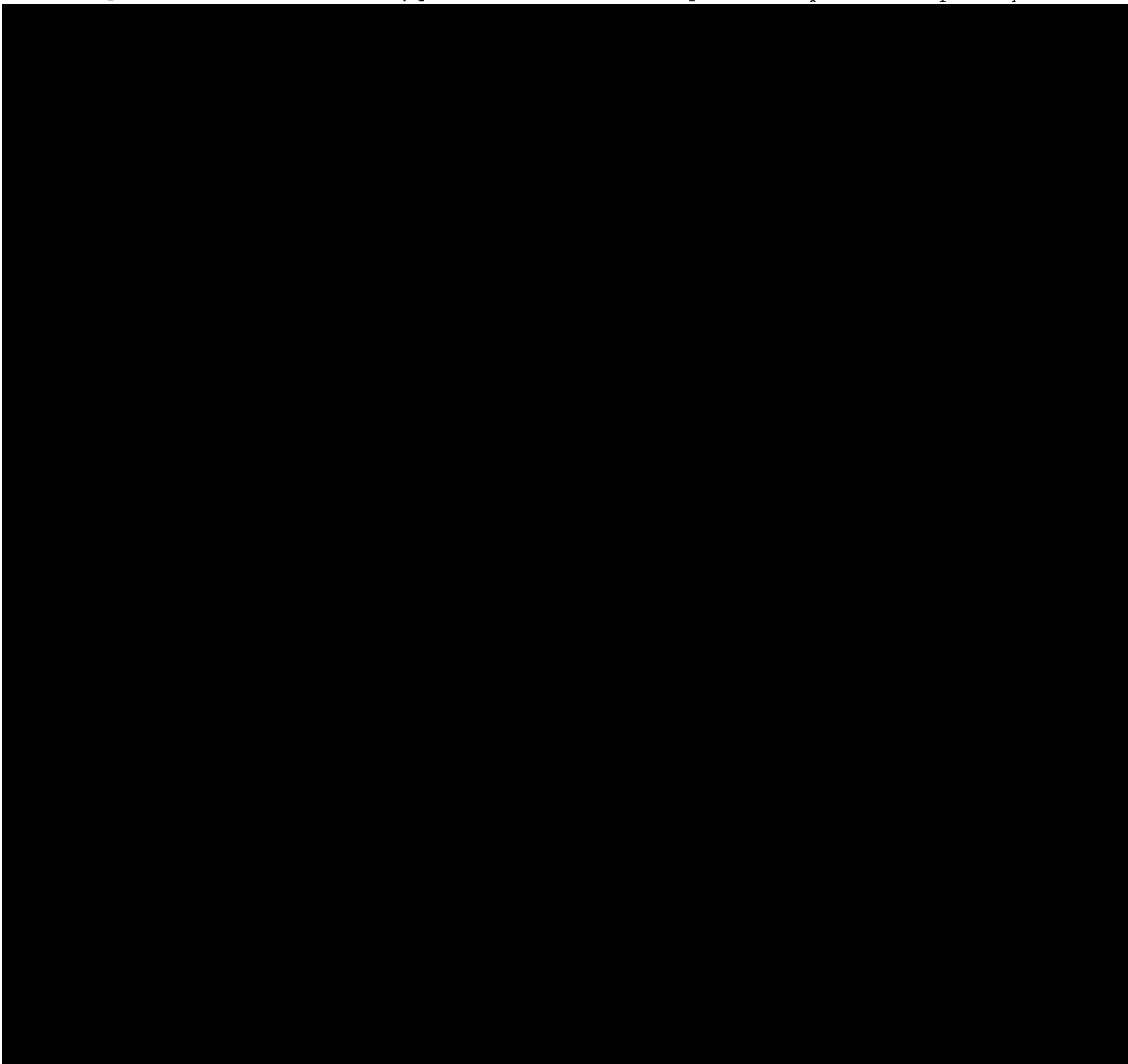
ECWC's Medical Director and Assistant Patient Administrator will work in conjunction to lead ECWC's community outreach programs. Together, these staff plan, manage, and organize short and long-term programs for volunteer service within the local community. They build effective working relationships with elected officials, city leaders, department heads, and other community representatives in order to conduct multi-stakeholder meetings to analyze community needs, listen and respond to specific concerns, and identify possible solutions. The Medical Director and Assistant Patient Administrator solicit applications by distributing requests for proposals and using online/print media to publicize service opportunities. Based on personal and professional knowledge of community needs, these staff make recommendations about which projects to work with and which programs to present. They oversee the program's budget and policies regarding participant involvement and program requirements.

The Medical Director and Assistant Patient Administrator also will: 1) establish and maintain relationships with other agencies and organizations in the community in order to meet patient community needs



and to ensure that patient services are not duplicated; 2) direct activities of volunteers and employee community service; 3) evaluate the work of staff and volunteers in order to ensure that patient programs are of appropriate quality and that resources are used effectively; 4) research and analyze patient community needs in order to determine program directions and to develop recommendations to management; 5) speak to community groups to explain and interpret company purposes, patient programs, and policies; 6) plan and administer budgets for patient programs, equipment and support services; 7) direct fund-raising activities and the preparation of public relations materials.]

5.8 Provide a description of the proposed enclosed, locked facility that would be used for the cultivation and/or processing of marijuana, including steps to ensure that marijuana production is not visible from the street or other public areas. Note that the security plan will be reviewed as a component of the provisional inspection process.



5.9 Describe how the facility's security plan will help deter and prevent unauthorized entrance into areas containing marijuana and/or MIPs and theft of marijuana and/or MIPs at the proposed RMD and the alternate location, if any. Note that the security plan will be reviewed as a component of the provisional inspection process.

6. Staffing Plan and Development

6.1 Provide a narrative description of the proposed RMD staffing plan including position description, full time equivalency, and reporting structure. Attach an organizational chart in which you identify all staff and all reporting relationships. If this level of detail is already included in exhibit 1.1, include the same organizational chart in exhibit 6.1.

[East Coast Wellness Center believes that based off the population size it serves, it will be one of the smaller operating RMDs and will not require as much management as some larger facilities. If the Board feels like ECWC needs to increase the capacity of its staff once ECWC opens, ECWC will not hesitate to hire more staff.

The Executive Management Team (EMT) shall consist of full-time employees who will manage ECWC and report directly to the Board of Directors (BOD). All members of the EMT, except the CEO, also report to the CEO. These employees are responsible for the overall management of ECWC in compliance with the Board's wishes. The EMT shall consist of: the Chief Executive Officer (CEO), the Chief Financial Officer (CFO), the Cultivation Manager (CM), the Dispensary Manager (DM), and the Medical Director.

The CEO is responsible for implementing the strategic goals and objective of ECWC. The CEO gives direction and leadership towards the achievement of the organization's philosophy, mission, strategy as well as its annual goals. The CEO will be responsible for hiring staff, hiring contractors, overseeing budget decisions, working with State and Town administrators to help implement various aspects of ECWC, and making other final executive decisions on all aspects of ECWC operation.

The CFO is responsible for all financial and fiscal management aspects of ECWC and provide leadership/coordination in the administrative, business planning, accounting and budgeting efforts of the company.

The CM is responsible for the development and implementation of the organization's horticultural program. The CM oversees the operation of the cultivation center and ensures that high-quality consistent cannabis is provided to all patients.

The DM supervises and coordinates all day-to-day activities of the retail dispensary. The DM will have oversight or assist with aspects of East Coast Wellness Center such as customer service, consultations, security, delivery coordination, cash handling, inventory management, and facility cleanliness. The DM will directly supervise the work of the Assistant Dispensary Manager, MIPs Technician, and Administrative Assistant.

The Medical Director is responsible for all aspects of patient interactions including development of educational materials, ensuring compliance with State/Federal, OSHA, and HIPAA regulations, and integrating cannabinoid research into ECWC's educational and sales materials. Initially, the Medical Director also will serve as the Patient Outreach Coordinator and the Community Service Manager due to Rebecca Menard's strong medical background and ties within the community.

The Management Team (MT) shall consist of full-time employees who will report to the EMT and Dispensary Manager. The Management Team shall consist of the following:

The Security Administrator ensures that ECWC, at all times, utilizes the best and most efficient security technology and protocols. She/he will report to the CEO and work with the DM and CM on a monthly basis in response to any security situations.

The Assistant Dispensary Manager works under, and reports directly to, the Dispensary Manager to supervise and coordinate all aspects of ECWC's business to always ensure high-quality delivery of medicinal services to patients that is consistent with all legal requirements.

The Assistant Cultivation Manager works under, and reports directly to, the Cultivation Manager to oversee the operation of the cultivation center and ensures that high-quality consistent cannabis is provided to all patients.

The MIPs Technician works under, and reports directly to, both the CM and the DM to ensure, respectively, that 1) high-quality MIPs are produced for and provided to patients and 2) a proper supply is maintained at dispensary in order to meet patient demand needs.

The Assistant Patient Administrator works under, and reports directly to, the Medical Director to provide high-quality patient services and integrate research on the risks/benefits of medical marijuana into patient educational materials.

ECWC will also hire the following staff:

The Patient Advocate will be a full-time position. Patient Advocates assist patients with the acquisition of marijuana. Patient Advocates, however, spend more than 50% of their time educating patients on a variety of cannabis-related topics and performing other, non-dispensing, tasks. Patient Advocates report to the Medical Director.

The Administrative Assistant will be a full-time position. The Administrative Assistant is the "welcoming" team member for everyone who walks through the front door of ECWC and reports directly to the DM. The Administrative Assistant is responsible for all intake procedures and protocols including verifying doctor recommendations and matching registered patients cards with patient's IDs. The Administrative Assistant is the staff primarily responsible for completing patient intake procedures on MJ Freeway and distributing initial educational materials to patients.

Cultivation Assistants are full-time positions; Cultivation Assistants report directly to CM as well as the MIPs technician. They are responsible for assisting the cultivation managers in growing and propagating medical marijuana; Cultivation Assistants are furthermore responsible for trimming the excess leaves off of harvested flowers to make the marijuana ready for sale and consumption.]

Organizational chart attached as exhibit 6.1

6.2 Explain the hiring plan for the RMD staff by role, including qualifications and experience by position description. Include a description of the applicant's process to complete a Criminal Offender Record Information (CORI) check on each staff member working at the RMD at hire and on an ongoing basis.

[East Coast Wellness Center's Executive Management Team and Management Team positions, respectively, shall carry with them the following qualifications:

The CEO shall have a bachelor's degree and ten years of management experience.

The CFO shall have a bachelor's degree and ten year of corporate financial experience.

The Cultivation Manager shall have a bachelor's degree and a minimum of three years of horticultural experience. The CM should have excellent leadership, communication, interpersonal, organization, project, management, development, technical, and analytical skills. The CM must work with members of the cultivation department to maintain positive work relationships with staff; the CM should also be able to operate all tools, vehicles, and equipment required for use by the cultivation department.

The Dispensary Manager shall have a bachelor's degree and at least two years of managerial experience. The DM must possess excellent interpersonal and problem-solving skills and be able to adapt to rapidly changing circumstances. The DM must have a strong desire to work with people, should have effective oral and written communication skills, be task- and goal-oriented, and must have a demonstrated ability to make informed decisions and complete tasks within a deadline.

The Medical Director shall have a background in providing medical/healthcare services to patients. The Medical Director shall possess a strong patient-service philosophy and must demonstrate excellent communication and leadership skills along with superior critical-thinking, deductive-reasoning, and decision-making skills.

The Security Administrator shall have a bachelor's degree, or equivalent work experience, with an extensive knowledge of appropriate security protocols, equipment, company security policies, procedures and regulations, state laws and regulations, and federal, state, and local building/fire codes. The Security Administrator must have the ability to maintain confidentiality.

The Assistant Dispensary Manager shall have a high school diploma, GED, or equivalent work experience. The Assistant Dispensary Manager must possess skills necessary to assist Dispensary Manager.

The Assistant Cultivation Manager shall have a high school diploma, GED, or equivalent work experience and at least two years of experience as a supervisor/manager in an agricultural field. The Assistant Cultivation manager also shall possess the skills required to assist the Cultivation Manager.

The MIPs Technician shall have a high school diploma, GED, or equivalent work experience as well as the demonstrated ability to follow written/oral instructions including recipes, production sheets, etc. The MIPs Technician shall have experience in commercial food production, knowledge of basic math, demonstrated ability to organize work and meet deadlines, and knowledge of proper food handling and sanitation techniques.

The Assistant Patient Administrator shall have a high school diploma, GED, or equivalent work experience. The Assistant Patient Administrator shall possess the skillset required to effectively assist the Medical Director in performing patient services.

East Coast Wellness Center will seek to hire various positions for its staff that include cultivation assistants, patient advocates, and a clinical receptionist who serves as administrative assistant. ECWC will place advertisements in local postings and classifieds via the internet and traditional publications. A Cultivation Assistant is required to have a high school diploma or G.E.D., the ability to work independently, the ability to coordinate various tasks, have excellent organizational skills and be detail-oriented. The Patient Advocate must have prior retail experience with preference given to those with medical experience as well. The Patient Advocate must have a high school diploma or G.E.D., excellent patient service and people skills, experience with electronic record systems, the ability to multi-task, and have excellent organizational skills that utilize attention to detail. The Administrative Assistant is part of the "welcoming" team for everyone who walks

through ECWC's front door. The Administrative Assistant must have a high school diploma or G.E.D., excellent patient service and people skills, experience in healthcare admissions/intake/access environment, ability to work independently coordinating multiple tasks, and have excellent organizational while utilizing attention to detail. All applicants will need to show an ability to work collaboratively with team members, have good customer service, and have full-time availability.

As of November 7, 2013, ECWC has registered with CORI of the Massachusetts Department of Criminal Justice Information Services (DJCIS). ECWC CEO Kevin Andrade and Dispensary Manager Jesse Mayo will be responsible for conducting all CORI background checks on each Dispensary Agent upon hiring and at three-month intervals. This policy and procedure is applicable to the criminal background checks for all potential and current dispensary agents conducted by the CEO and DM, and the protocols are in compliance with 105 CMR 725.030(C). ECWC CEO and DM shall conduct CORI checks as authorized by the DCJIS and MGL c. 6, Section 172, and only after a CORI Acknowledgement Form has been completed by the potential employee or dispensary agent. Because all Criminal Offender Record Information obtained from the DCJIS is confidential, access to such information will be limited to those that "need to know" such as hiring managers, staff in charge of processing job applications, and dispensary agents in charge of submitting the CORI request. ECWC shall maintain and keep a current list of each individual authorized to have access to, or view, CORI. This list shall be updated every six (6) months and is subject to inspection upon request by the DCJIS, and by the Department, at any time.]

Proof of enrollment with Department of Criminal Justice Information Systems (DCJIS) to complete CORI checks attached as exhibit 6.2

6.3 Provide a detailed summary of the RMD's personnel policies, including proposed wages, opportunities for advancement, the benefits package, and any employment provision required by law that will be offered to employees. Note that the Department will review the RMD's personnel policies as a component of the provisional inspection process.

[Employee reviews are an integral aspect of managing people and building effective interpersonal relationships. Supporting the employee review process are management fundamentals—how people are generally managed, supported, guided, and developed. Each person who manages or supervises someone, directly or indirectly, has a responsibility to: a) Ensure that all staff understand their roles and what is expected of them, know their manager, and receive regular feedback concerning his or her performance; b) Discuss personal development expectations and needs with each employee and agree to short-term development actions that fit with longer-term goals; c) Ensure manager is visible and engaged with his/her team(s) on a regular basis so that staff feel supported, included, and valued; d) Ensure that his or her team(s) understands the wider context of decisions being made and, when appropriate, is involved in the decision-making process; e) Communicate with his/her team(s) in a regular, clear, and concise manner (face-to-face for at least 30 minutes every 2 weeks).

The supporting principles of effective employee review are: a) to create an effective link between individual objectives and strategic priorities of ECWC's objectives; b) to develop an effective working partnership between managers and staff as well as gain commitment to agreed objectives; c) to give staff the opportunity to participate in objective setting and progress review meetings.

Every employee has the right to an employee review, and conversely, ECWC expects all employees to participate in the employee review process. ECWC will utilize its Employee Performance Review process. This process should include: a) an objective setting/review meeting on a quarterly basis to review progress and assess overall performance; b) adequate and constructive feedback at every review meeting regarding progress and performance; c) an opportunity for effective and meaningful two-way dialogue; d) an opportunity for employees

to write a self-review; this self-review will be summarized by the employee's manager on the employee's review form; and e) discussion about longer-term (1-2 year) development needs as well as specific training and educational activities aligned to such needs. All employees who have management responsibility must ensure that employees participate in reviews that meet these criteria. Responsibility for ensuring effective employee review lies with Executive Management Team managers. Managers will be asked to confirm that effective employee review arrangements are in place for their team(s) and are routinely monitored. This monitoring generally will require: a) regular monitoring of employee review activity with particular emphasis on effective application long-term development goals; b) maintaining a record of such monitoring activity; c) original signed reviews need to be forwarded to DM for employee's personnel file.

Failure to address issues raised by the Employee Review may result in termination of employment depending on the severity and longevity of the breach in question. ECWC holds itself and its employees to the highest ethical and professional standards and will respond appropriately to a breach of these standards. Actions such as theft, sexual harassment, and other serious misconduct will result in immediate termination. Employees will be alerted to and allowed to cure less serious actions. A repeated pattern of such misconduct, however, will be cause for termination. At all times the employee will have the right to a review of any disciplinary or termination proceedings by an uninvolved manager or executive of ECWC.

Wages and Benefits: All full-time employees will receive health and dental benefits provided through Corcoran & Havlin Insurance Group. Wages for ECWC's employees are as follows:

EMT: CEO - \$100,000; CFO - \$100,000; Cultivation Manager - \$80,000; Medical Director/Patient Administrator - \$80,000; Dispensary Manager - \$80,000;

Management Team: Security Administrator - \$60,000; Assistant Dispensary Manager - \$40,000; Assistant Patient Administrator - \$40,000; Assistant Cultivation Manager - \$40,000; MIPs Technician - \$40,000;

Patient Advocate - \$15/hr.; Cultivation Assistant - \$15/hr.; and Administrative Assistant - \$15/hr.]

6.4 If known at the time of submission, provide the name and the role/title of each dispensary agent that the proposed RMD intends to employ. If the identity of dispensary agents is unknown at the time of application, indicate N/A.

Completed list of known RMD staff attached as exhibit 6.4

6.5 Describe the applicant's staff development plan, including a detailed description of all proposed training(s) for dispensary agents.

[ECWC is dedicated to providing a safe and supportive setting for patients and caregivers to obtain alternative, palliative care services and products as well as educational information on the medical use of marijuana. To achieve this end, all dispensary agents will be trained to dispense marijuana to patients and caregivers in a personal and professional manner. The Dispensary Manager and Medical Director are responsible for orientation of new employees and the processing of employment forms; the supervisor for each dispensary agent is responsible for any necessary job training. In accordance with Department rules, all staff shall receive a minimum of 8 hours of on-going training each year; most staff at ECWC, however, will receive much more training than what is required. ECWC will go beyond the Department's annual training requirements by regularly reminding and quizzing employees on proper procedures.

All Dispensary Agents will be trained during employee orientation in proper patient intake protocols, use of recordkeeping systems such as MJ Freeway, personnel recordkeeping, cash handling procedures, proper disposal, and policies such as no smoking in the workplace and no sexual harassment. All ECWC personnel will



be trained on handling and storing marijuana based on the policies and procedures developed by the Narcotics Inspection Unit of the Massachusetts State Police. All personnel authorized to review or access CORI or conduct criminal background checks at ECWC will review, and will be thoroughly familiar with, CORI laws and regulations made available by the DCJIS. Because all CORI reports obtained from the DCJIS are confidential, access to information will be limited to those that “need to know,” such as hiring managers, staff in charge of processing job applications and dispensary agents in charge of submitting the CORI request.

All Dispensary Agents also will be adequately trained in HIPAA regulations; they will be trained in both privacy rules and confidentiality rules in development sessions where staff will learn about standards for patient’s rights, procedures for protecting those rights, and the authorized or required uses/disclosures of patient personal health information. ECWC will develop an internal training course based on HIPAA and the HIPAA instruction course: “HIPAA: Privacy Essentials for the Physician’s Office.” This course will be based on a free on-line HIPAA training curriculum provided by the Ohio University College of Osteopathic Medicine in conjunction with the OHIC Insurance Company. This curriculum and testing program is used by many hospitals and healthcare companies in the United States as a method to satisfy HIPAA training requirements. For more information please follow this link: <http://www.ouwb.ohiou.edu/hipaa/ohic-oucom/pages/resources.htm>.

Moreover, ECWC’s Medical Director will provide on-going training and education such as guidelines for: 1) providing information to qualifying patients related to risks, benefits and side effects of marijuana; 2) providing support to qualifying patients related to the qualifying patients self-assessment of the qualifying patient’s symptoms including a rating scale for pain, cachexia or wasting syndrome, nausea, seizures, muscle spasms and agitation; 3) recognizing signs and symptoms of substance abuse; and, refusing to provide marijuana to an individual who appears to be impaired or abusing marijuana.

All ECWC staff shall be trained in the basic layout and functionality of the security system as well as emergency procedures in the event of a security threat as well as advanced CPR for all security officers. ECWC will implement a personal security training program under the supervision of local law enforcement which will train its employees with up-to-date security breach/crime prevention protocols. Our training requires that all employees and officers be trained annually on proper procedures for robberies. In conjunction with the DM, the Director of Security shall be responsible for maintaining a plan for disaster preparedness, including weather, fire, robbery or physical threats to persons or property. Each potentiality will be described, with tips on managing the crisis, including physical and emotional considerations. Disaster planning training will be provided to all new employees and periodic refresher seminars for all employees once every twelve (12) months. ECWC will go beyond the annual training requirements by regularly reminding and quizzing employees of their proper procedures during a robbery. This can be accomplished by sending out memos, distributing newspaper stories or security articles about robberies, which is a form of continuing education.

All cultivation employees will be adequately trained in cultivation processes, sanitation techniques and waste management processes. All edibles employees will be trained in edibles procedures, sanitation techniques and waste management. All cultivation and edibles dispensary agents will be trained in every process of production, transport, storage, weighing, handling, cutting, chopping, and mixing.]

7. Operations and Programmatic Response Requirements

7.1 Explain the RMD start-up timeline, including evidence that the RMD will be ready to dispense within that proposed timeline if the RMD receives a provisional certificate of registration by the Department. The timeline must detail, by location, the start up period, including key benchmarks, leading up to the Department’s final inspection.



[ECWC expects to have approximately a six-month timeline from the issuance of a license to grand opening of ECWC.

During Month One, ECWC will submit all permit applications for construction of the facility as well as begin and complete the initial build-out phase of the cultivation area. This initial build-out phase will include demolition and the installation of electrical, security, plumbing, HVAC, etc. as needed.

In Month Two, ECWC will schedule appropriate inspections and approvals and install/integrate MJ Freeway Point-of-Sale and Inventory Management technology. After MJ Freeway is fully functional, ECWC will plant the seeds of its initial crop. Seeds will not be planted until all appropriate permitting is in place. Four months is the estimated time of production for finished, usable products. Any delay in the permitting process could push back all other deadlines. During the second half of Month Two, ECWC will begin and complete the build-out of the dispensary and the MIPs production units. Upon completion at the end of Month Two, ECWC will schedule appropriate inspections and approvals of these facilities.

In Month Three, ECWC will begin the installation of a commercial kitchen for MIPs production. Once completed, ECWC will conduct required inspections and secure proper approvals from DPH.

Once build-outs are complete, Month Four primarily focuses on the continued success of ECWC's initial crop.

During Month Five, ECWC will begin recruiting candidates for employment with ECWC. ECWC will conduct interviews and submit offers to selected candidates. By the end of Month Five, ECWC will have provided training and orientation to all new ECWC staff and will have scheduled final inspection with DPH.

By the beginning of Month Six, ECWC will begin preparations for Grand Opening including finalizing staffing, stocking office supplies, printing educational materials, and acquiring consumption accessories. During the second week of Month Six, ECWC can harvest its initial crop; this product immediately will be sent to laboratory for product analysis. In the middle of Month Six, ECWC will have a soft open that includes a limited product line of already-tested products. A week later, ECWC will produce its first MIPs and send those initial MIPs to laboratory for product analysis. By the end of Month Six, ECWC will have its Grand Opening. See Exhibit 7.1 for more detailed start-up timeline.]

Start-up timeline with clear benchmarks and dates attached as exhibit 7.1

7.2 Provide a detailed summary of the year-one operating plan, including key business check-in points over the year that will inform business practice improvements.

[Over the next year, East Coast Wellness center would like to: 1) serve 600–800 patients in Barnstable County population using medical marijuana under Massachusetts State regulations; 2) have 4–5 physicians who have been educated by ECWC in writing medical marijuana recommendations, and 3) gain significant community acceptance and support. The milestones below chart out the checkpoints to ensure that ECWC's reaches its annual goals.

Month One – ECWC will finalize preparation of all educational materials and stock dispensary with office supplies. ECWC will have its Grand Opening by the end of Month One. ECWC expects to have a full product line available by Grand Opening as well as maintain that supply throughout the year.

Month Two – Implement patient feedback procedures so that ECWC can monitor effectiveness of products and services. Host first ECWC-sponsored, community outreach event.



Month Three – By the end of Month Three, ECWC hopes to have served at least 150 first-time patients and at least 75 returning patients.

Month Four – Conduct first formal employee/staff evaluations and implement staffing/procedural changes as necessary. Adjust operations, staff, policies/procedures, training sessions, etc. accordingly to meet the needs of ECWC. By the end of Month Four, ECWC hopes to have received patient feedback forms from at least 80 patients. ECWC will implement operational adjustments, as necessary, based on the patient feedback ECWC has received.

Month Five – Host second (and larger) ECWC-sponsored, community outreach event. ECWC will utilize this event to increase community awareness and find creative ways to reach patients in the community that have not yet been reached.

Month Six – Conduct second round of employee/staff evaluations and implement staffing/procedural changes as necessary. By the end of Month Six, ECWC hopes to have served at least 300 first-time patients and 150 returning patients.

Month Seven – By the end of Month Seven, ECWC expects to have generated enough revenues to break even on its balance sheet. ECWC furthermore expects to have received at least 150 patient feedback forms and will implement operational adjustments, as necessary, based on patient feedback ECWC has received.

Month Eight – By this point in the development of the Massachusetts medical marijuana industry, ECWC expects that some online customer rating/feedback forums will become more heavily utilized. ECWC hopes to have received 50 online customer reviews with at least a 90% approval rating.

Month Nine – ECWC expects to host another community outreach event. ECWC will also hold a third round of employee evaluations and implement staffing/procedural changes as necessary. By the end of Month Nine, ECWC hopes to have served at least 450 first-time patients and 225 returning patients.

Month Ten – By the end of Month Ten, ECWC expects to have received at least 225 patient feedback forms and 100 online reviews with at least a 90% approval rating. ECWC will implement operational/procedural adjustments based on patient feedback.

Month Eleven – ECWC expects to be prepared to expand into the additional 4,200 square feet of space that it legally possesses in the same building as its proposed RMD site. ECWC will begin the build-out during Month Eleven.

Month Twelve – ECWC will complete its build-out into the additional 4,200 square feet of space during Month Twelve and into January 2015. ECWC will complete its fourth round of employee evaluations and implement operational, as well as long-term planning, changes as needed based on evaluations. By the end of Month Twelve, ECWC expects to have served at least 600 first-time patients and 350 returning patients. ECWC also hopes to have received 300 patient feedback forms as well as 175 online reviews with an approval rating of at least 95%.

Ultimately, ECWC seeks to have proved, to both patient and non-patient members of the community, that it was the right choice for a Barnstable RMD.]

7.3 Describe the applicant's knowledge of (and experience with) growing methods to be used in the cultivation of medical marijuana. Note that a copy of the marijuana cultivation and management plan will be reviewed as a component of the provisional inspection process.

[Morgan Carr is a 50% owner of Wellspring Collective, a health management medical marijuana center located at 1724 S. Broadway in Denver, Colorado. Wellspring Collective opened in September 2009 and has been fully licensed by the city of Denver and the State of Colorado. Wellspring is 100% compliant with all state and local regulations.

Additionally, Morgan is the 100% owner/managing member of Morganic Industries, a licensed MMJ Grow operation. In August 2011, Morganic Industries was sold to its parent company—MMST LLC, the same



parent company owning Wellspring—to comply with Colorado’s regulations designed for “vertical integration.” Morgan independently operates Morganic Industries; Morganic recently received a variance to expand through a local hearing process in which no objections were received.

Even more notably, Morgan’s grow operations provide a positive example for other licensees to follow. Janet Burgess of the Denver Department of Environmental Health toured Morganic’s grow operation with the Denver Pollution Partners to better understand the industry and also to write/edit Denver’s MMJ Grow Operation Best Practices. These best practices are currently on the city’s website—found at: http://www.denvergov.org/Portals/723/documents/BestManagementPractices_MMJ_Final.pdf—and each new dispensary licensee must sign an agreement to follow these best practices before the issuance of a license. Denver City Council President Chris Nevitt, who left very impressed, toured Morgan’s garden for over an hour; Morgan also gave state representative Joe Miklosi his first dispensary tour.

Morgan’s experience with Wellspring Collective in Denver places East Coast Wellness in an excellent position to provide high-quality marijuana to its patients. Morgan has spent years honing the art of producing a steady flow of premium marijuana while using as little space and energy as possible. Furthermore, Morgan’s extensive experience planning and managing large scale events and operations will surely be of great use when dealing with the large scale cultivation operations that could be necessary to satisfy potential demand.

Morgan also is a founding member of the Cannabis Business Alliance (CBA), where he also serves as local policy director, and a sustaining member of the National Cannabis Industry Association (NCIA). Before founding the CBA, Morgan helped craft HB 1284 (Medical Marijuana Act) and testified with the Medical Marijuana Industry Group during public hearings. Morgan was appointed to serve on the City of Denver’s MMJ Working Group to determine Denver’s excise tax and licensing regulations. Morgan’s ability to share his extensive knowledge/network with East Coast Wellness Center will prove invaluable in the event ECWC is issued a license and is able to serve its potential patient population.]

- 7.4 Describe steps that will be taken to ensure the quality of the medical marijuana, including purity and consistency of dose and the presence of potential contaminants. Include a description of the testing process and frequency, quality standards, and plans to engage with a lab to conduct the testing. Note that a copy of the RMD’s quality control plan will be reviewed as a component of the provisional inspection process.

[ECWC’s central mission is to provide the highest quality marijuana and distribute it to its patients as safely as possible. ECWC will utilize quality control practices throughout the entire process from seed to sale/disposal. For cultivation, ECWC will use only organic nutrients, pesticides, herbicides and wetting agents that all have undergone Organic Materials Research Institute (OMRI) certification. The vast majority of ECWC’s cultivation will be hydroponic with a fraction using soil; the selection of growing medium is driven primarily by strain type. ECWC will conduct on-going research on cross-breeding, alternative cultivation methodologies, environmental monitoring and analysis, plant science, potency testing, and in other fields to better meet the needs of ECWC patients. As best practices emerge from this research, ECWC will incorporate these practices into its broader grow operations.

ECWC marijuana will be grown in accordance with organic practices and will be tested for impurities, parasites, and molds. In accordance with 105 CMR 725.105(C)(2), ECWC shall: 1) have marijuana tested for the cannabinoid profile and for contaminants as specified by the Department that include, but are not limited to mold, mildew, heavy metals, plant-growth regulators, and the presence of non-organic pesticides; 2) maintain the results of the tests for at least one year; and 3) have an independent laboratory test ECWC marijuana in accordance with the provisions provided for in 105 CMR 725.105(D)(2)(d) and 105 CMR 725.105(D)(2)(f). ECWC will use package labeling that meets or exceeds Department requirements as provided for in 105 CMR

725.105(E)(2) and 105 CMR 725.105(E)(3). ECWC has signed a letter of intent with ProVerde Laboratories, Inc., to establish a preliminary business relationship to provide analytical testing services to ECWC. ProVerde's testing standards will meet or exceed all DPH regulations and sub-regulatory guidance issued by the Department.

Sanitation and hygiene are of utmost importance throughout every process of production, transport, storage, weighing, handling, cutting, chopping, and mixing. If the medical director determines that a dispensary agent has a health condition that may adversely affect the safety or quality of the marijuana, the dispensary agent will be prohibited from direct contact with any marijuana or equipment and materials used for processing marijuana until the medical director determines that the agent's health condition will not adversely affect the marijuana. The medical director and all edibles team members will follow the guidelines provided in the FDA's "Employee Health and Personal Hygiene Handbook—Employee Health and the Food Establishment" handbook. Edibles team members will also be certified by the Department in proper sanitary food handling techniques. All edible MIPs shall be prepared, handled, and stored in compliance with the sanitation requirements in 105 CMR 500.000: Good Manufacturing Practices for Food and in accordance with the requirements for food handlers specified in 105 CMR 300.000: Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements. ECWC shall comply with the provisions of 105 CMR 725.105(C)(6). Furthermore, the dispensary agent at the dispensary, cultivation site, or within the edibles kitchen shall clean his or her hands as well as any exposed portions of their arms in a hand washing sink before preparing marijuana including working with food, equipment, and utensils; as often as necessary during preparation to remove soil and contamination and also to prevent cross-contamination when changing tasks; after handling soiled equipment or utensils; after touching bare human body parts other than the dispensary agent's clean hands or exposed portions of arms; and after using the toilet room.]

7.5 Describe the applicant's plan to dispose of excess or damaged plants or products, including security and plans to avoid diversion. Note that a copy of the RMD's marijuana disposal plan will be reviewed as a component of the provisional inspection process.

[All excess, contaminated, outdated, damaged, deteriorated, or mislabeled marijuana or other products shall be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations. ECWC will meet or exceed all Department requirements regarding equipment, policies and processes for security monitoring including video surveillance, lighting, intrusion detection and alarms, data storage, and archival. ECWC shall adhere to those requirements through the use of a combination of security systems and protocols, employee training, strict policies for patient verification and physical access to secure areas. ECWC will adhere to policies and procedures that conform to best practices for security.

Waste can come in two forms: liquid or solid. Liquid waste containing marijuana or by-products of marijuana processing shall be disposed of in compliance with requirements for discharge into surface water (314 CMR 3.00), groundwater (314 CMR 5.00), and sewers (314 CMR 7.00), or disposed of in an industrial wastewater holding tank in accordance with 314 CMR 18.00. Solid waste shall be disposed of in the following three manners: 1) incineration in a commercial or municipal waste combustor in Massachusetts holding a valid permit issued by the Department of Environmental Protection (DEP); 2) disposal in a landfill holding a valid permit issued by the DEP or by the appropriate state agency in the state in which the facility is located; and 3) grinding and incorporating the medical marijuana waste with solid wastes such that the resulting mixture renders the medical marijuana waste unusable and with the mixture containing at least fifty-percent non-marijuana waste. Once such marijuana waste has been rendered unusable, it may be: 1) disposed of in a solid waste management facility that holds a valid permit issued by the Department or by the appropriate state agency in the state in which the facility is located or 2) if the material mixed with the medical marijuana waste is organic material as defined in 310 CMR 16.02, the mixture may be composted at an operation that is in

compliance with the requirements of 310 CMR 16.00. In all instances no fewer than two dispensary agents must witness and document destruction.

MJ Freeway's GrowTracker software maintains permanent records of all plants within the operation, including those that are destroyed. These records include measures to track the 'who, what, when, where, and why' of any given destroyed plant, and reports may be run specifically to gather information about destroyed plants. When marijuana or MIPs are disposed of, ECWC will create and maintain a written record of: date, type and quantity disposed of, manner of disposal, and persons present during the disposal along with their signatures, in compliance with 105 CMR 725.105(J)(5). Additionally, the reason behind the disposal, including the number of failed or other unusable marijuana or MIPs will also be documented. Also, in accordance with 105 CMR 725.105(J)(4), any unused, excess, or contaminated marijuana from a registered qualifying patient or personal caregiver will be accepted free of charge by ECWC and ECWC will destroy this marijuana. A written record of such disposal shall be maintained that will include the name of the supplying registered qualifying patient and/or personal caregiver if applicable.]

7.6 If the proposed RMD intends to produce MIPs, describe the types and forms of MIPs that the RMD intends to produce, the methods of production (including sanitation and food protection processes), and procedures for labeling, storing, disposing, dispensing, and tracking MIPs. Note that a copy of the MIPs production plan will be reviewed as a component of the provisional inspection process. If the RMD does not plan to produce MIPs, indicate N/A.

[ECWC shall produce MIPs by using one of four extraction methodologies: 1) butter/oil; 2) water-extracted bubble hash; 3) dry ice kief extractions; and 4) alcohol/glycerine tinctures. ECWC will produce the following MIPs: topicals (salves), concentrates (hash, tinctures and extracted oils), and edibles (cannabutter, infused oils, brownies, cookies, chocolate bars, suckers and granola bars). Nurse Heather Manus, infused products expert who has worked in New Mexico and opened the first infused-products kitchen in Arizona, will provide recipes and training to ECWC EITs.

The medical director and all edibles team members will follow the guidelines provided in the FDA's "Employee Health and Personal Hygiene Handbook—Employee Health and the Food Establishment" handbook. Edibles team members also will receive Department certification for proper sanitary food handling techniques. All edible MIPs shall be prepared, handled, and stored 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. ECWC shall comply with the provisions of 105 CMR 725.105(C)(6) for handling and testing of marijuana and MIPs production. Furthermore, the dispensary agent at the dispensary, cultivation site, or within the edibles kitchen shall clean his or her hands as well as any exposed portions of his or her arms in a hand washing sink: before preparing marijuana including working with food, equipment, and utensils; as often as necessary during preparation to remove soil and contamination and to prevent cross-contamination when changing tasks; after handling soiled equipment or utensils; after touching bare human body parts other than the dispensary agent's clean hands; and after using the toilet room.

In accordance with 105 CMR 725.105(E) and 105 CMR 725.105(C)(5)(b), marijuana and MIPs shall be packaged in a plain, opaque, tamper-proof, and child-proof container or package without depictions of the product, cartoons, or images other than ECWC's logo. Edible MIPs shall not bear a reasonable resemblance to any product obtainable for consumption as a commercially available candy. MJ Freeway's GramTracker allows ECWC to print product labels that include all required data listed in 105 CMR 725.105(E)(2)–(3). ECWC will include the following disclaimer on all labels: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Do not drive or operate machinery when under the influence of this product. KEEP OUT OF REACH OF

CHILDREN.” While no other labeling requirements have been defined, ECWC may also include additional labeling information that goes beyond minimum requirements such that it may include information on allergens used in production, relative percentages of various cannabinoids, or other data that can be of assistance to the patient and/or caregiver.

In accordance with provisions of 105 CMR 725.105 and 725.110, ECWC shall install adequate lighting, ventilation, temperature, humidity, space, and equipment. ECWC storage areas shall be clean, in an orderly condition and free from infestation by insects, rodents, birds, and pests of any kind. Until such products are destroyed, ECWC shall have separate areas for storage of marijuana that is outdated, damaged, deteriorated, mislabeled, or contaminated, or whose containers or packaging have been opened or breached.

ECWC will dispose of its MIPs also using the procedures and protocols described in 7.5.

When dispensing marijuana, the MJ Freeway system records each individual item purchased as a part of an order; MJ Freeway also documents the weight sold as well as the actual weight removed from inventory. GrowTracker software inventories harvested and cured products and assigns each a batch number as well as a package ID before the products are distributed to the dispensary. Once received into the dispensary inventory, the package ID and associated batch number remain with that unit of inventory until product is distributed to patient.

MJ Freeway’s MixTracker software tracks multiple facets of MIP production and processing. MixTracker includes features for tracking conversions of trim or flower to concentrates and conversions from concentrates into finished infused products such as edibles, topical solutions, or other end-user goods. All conversions processed create a permanent historical record detailing product consumed and product created. MixTracker is capable of maintaining batch and/or lot tracking through the entire processing cycle, and such data is recorded on product labels and within the system database. Additionally, bar codes may be assigned to and printed for all raw and finished goods. The system will track sourcing of raw materials including entry of purchase orders and tracking vendor history.

MixTracker includes recipe functionality to track raw materials used in finished goods and the sources of these raw materials. Such ingredients may be printed on finished goods package labels by using MJ Freeway’s labeling system. MixTracker will maintain a historical database of all MIP-related activities and can run reports on such historical data.]

7.7 Describe the applicant’s inventory management program, including seed-to-sale tracking procedures, prevention of diversion, and storage of marijuana products. Note that a copy of the inventory management program policies and procedures will be reviewed as a component of the provisional inspection process.

[In accordance with the provisions set forth in 105 CMR 725.105(G), ECWC shall: 1) limit its inventory of seeds, plants, and usable marijuana to what is required to meet the projected needs of registered qualifying patients; 2) maintain real-time inventory including, at a minimum, an inventory of marijuana plants; marijuana plant-clones in any phase of development such as propagation, vegetation, and flowering; marijuana ready for dispensing; all MIPs; and all damaged, defective, expired or contaminated marijuana and MIPs awaiting disposal; 3) establish inventory controls and procedures for the conduct of inventory reviews and complete comprehensive inventories of marijuana and MIPs in the process of cultivation as well as finished, stored marijuana; and 4) tag and track all marijuana seeds, plants, and products using a seed-to-sale methodology.

The Dispensary Manager (DM) is ECWC’s designated agent responsible for oversight of the inventory system. ECWC has signed a letter of intent with MJ Freeway to enter into a formal agreement upon issuance of

a license. MJ Freeway's GrowTracker and GramTracker provide a real-time inventory of all plants and products to establish a clear and traceable history of a product's entire life. The fully integrated system includes features for tracking, managing, and reporting on all business operational facets unique to the medical marijuana industry. GrowTracker monitors grow operations, MixTracker monitors MIP operations, and GramTracker monitors patient records and point-of-sale operations. All components of the software maintain strict batch tracking through all operations representing true 'seed-to-sale' inventory management.

The MJ Freeway suite will assign a batch number to each set of like plants at the time of harvest and will maintain this batch number until the finished product reaches the end user in whatever form delivered whether it is flower, edible, or concentrate. Individual plant records may be used to track any employees who touched a plant as well as what nutrients went into a plant. MJ Freeway also assigns plants to patients and caregivers and alerts operators when plant-to-patient ratios are exceeded. Plants may be reassigned or destroyed as needed to accommodate changes in caregiver or patient counts. Packages of product taken from any such batch also record histories to track any MIP-related operations, movement of product, or other adjustments performed through distribution to the end user. Reports may be run specific to current and historical batch information; these reports define the end purchaser of any given batch or package from a batch, and such data may be used for recall purposes should the need arise.

The inventory features within the software enable tracking of all plants, trim, waste, MIPs, finished flower inventory, etc. The modular nature of the system means inventories are stored relative to their place in the process. Plant inventory may be broken down by site, room, or table. Finished goods inventory may be tracked in bulk and then distributed to shop level where it may be assigned to specific employee workstations or delivery drivers. All batch information is maintained throughout the inventory process. Third party test data is also tracked by batch number through MJ Freeway. The system will print automated labels including test data on finished goods as required.

System administrators, such as the DM, create and manage agents using "MJ Freeway's Manage Users" feature that allows for unique permissions by user role. User controls currently are Front Desk, Patient Advocate, Grower, Store Manager and Administrator. Only agents designated as managers or administrators have the ability to manipulate inventory. The account owner and manager can oversee inventory remotely as well. Scans of any supporting documentation, such as a written designation, can be attached to the dispensary agent's user ID record.

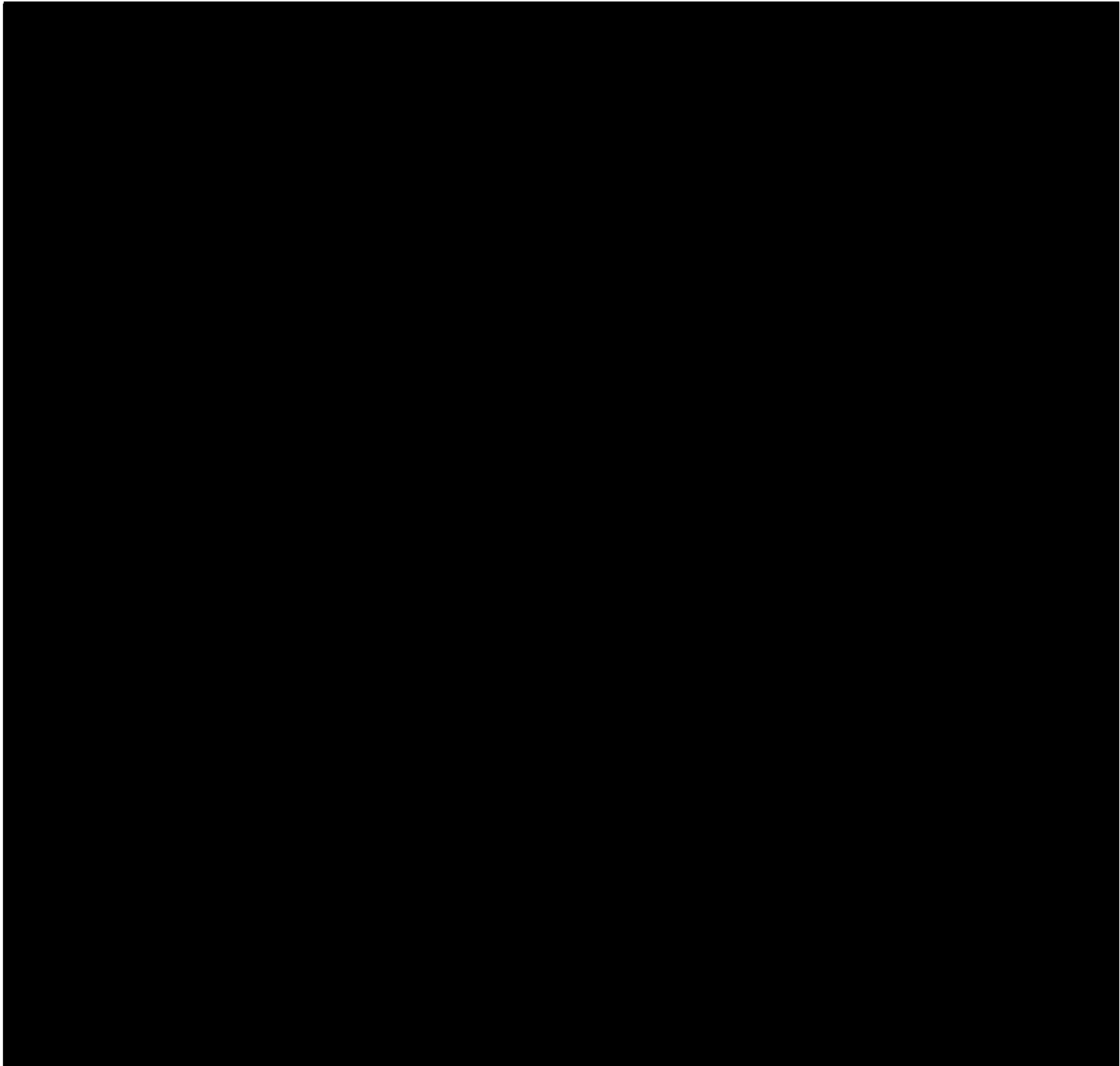
The DM will oversee all inventory controls and ensure adherence to the following inventory control protocols: 1) conduct an initial comprehensive inventory of all marijuana, including usable marijuana available for dispensing and unusable marijuana at ECWC, on the date that ECWC first dispenses marijuana; 2) document each day's beginning inventory, acquisitions, harvests, sales, disbursements, disposals of unusable marijuana; and enter inventory including—at a minimum—the date of the inventory, a summary of the inventory findings, and the name, signature, and title of the individual who updated the inventory database; 3) conduct a monthly inventory review of marijuana in the process of cultivation as well as of finished, stored marijuana; 4) within 24 hours of discovering a discrepancy in any inventory or any adverse event, ECWC shall immediately notify appropriate law enforcement authorities as well as the Department and fill out the Incident Report form; and 5) conduct a comprehensive annual inventory at least once every year after the date of the previous comprehensive annual inventory. In furtherance of the Department regulations, ECWC shall utilize an "uninterruptable power supply" (UPS) to ensure inventory transactions are finalized through MJ Freeway in the event of a power outage.

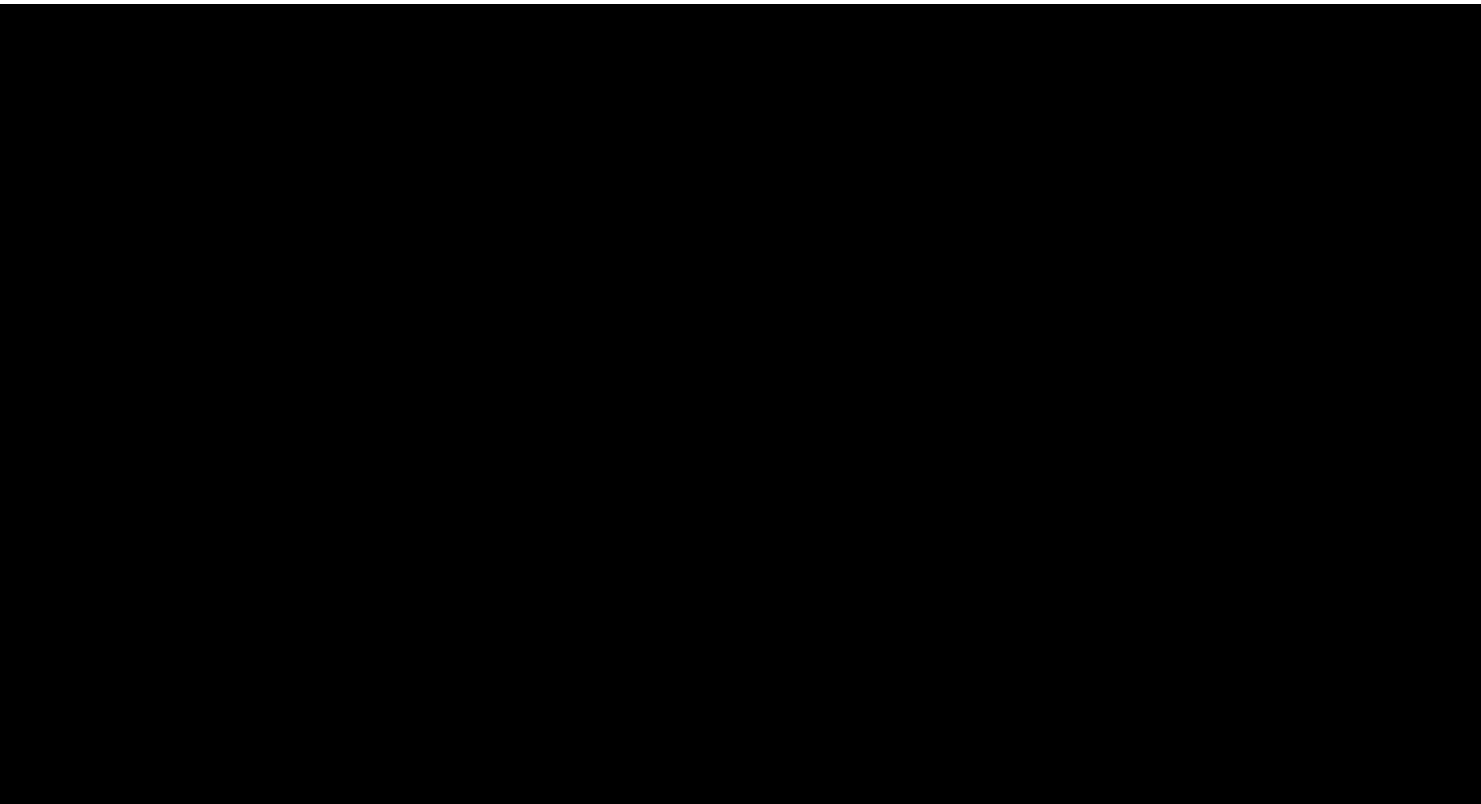
All in all, the detailed nature of inventory tracking capabilities within MJ Freeway affords the operator unparalleled access in monitoring inventory for theft or loss. Additionally, ECWC will maintain a written



record of all inventory adjustments on the "Inventory Check In/Check Out" sheet. This sheet includes product information, time, location transferred to, and ID of agent who is altering inventory whether the adjustment is permanent or temporary.]

7.8 Describe how the applicant will transport marijuana, whether between the cultivation and dispensing site or between the dispensing site and a patient's home, including provisions for preventing diversion and tracking inventory during transport. Include a description of the RMD's proposed home delivery protocol, including an identification check of the registered patient or registered personal caregiver and record keeping. Note that a copy of the transportation program policies and procedures will be reviewed as a component of the provisional inspection process.





7.9 Define the applicant's service area and provide an analysis of the projected patient population and projected need in the service area of the proposed RMD, including the applicant's strategy for delivering culturally competent and linguistically appropriate services.

[East Coast Wellness Center is readily accessible to numerous patients because of its location on Falmouth Road (State Highway 28). This location is advantageous because Route 28 passes through heavily developed areas and is the primary navigation route along the south side of Barnstable County. This location was chosen in particular because Route 28 is accessible via public transportation. Based on population densities, this location serves a greater number of patients than other locations in Dennis or Mashpee. Moreover, East Coast Wellness is centrally located near the only two hospitals in Barnstable County—8.1 miles from Falmouth Hospital in Falmouth and 13.4 miles from Cape Cod Hospital in Hyannis.

ECWC—perhaps the only one to be located in Barnstable County—will serve a majority of the registered qualified patients in Barnstable County. To determine the patient population and demand, county/municipal health data were used to calculate the number of adults in Barnstable County with each of the qualifying conditions.

ECWC's team researched national, state, and county specific health data on each qualifying condition to calculate the number of adults in Barnstable County who could potentially be patients of ECWC. State or county specific data was used for glaucoma, Chron's, HIV/AIDS, MS, Parkinson's, and cancer, with national prevalence rates being used where local data was unavailable. ECWC's research determined that approximately 6,040 adults with qualifying conditions live in Barnstable County - 3.469% of the adult population. Specifically, ECWC estimates that there are 2,515 cases of glaucoma, 5 cases of ALS, 367 cases of Chron's disease, 607 cases of MS, 606 cases of HIV/AIDS, 846 cases of Parkinson's, 894 cases of cancer, and 200 cases of hepatitis C in Barnstable County. To determine the potential number of medical marijuana patients in the county, ECWC used a conversion factor of .13718. This conversion rate is the result of exhaustive research on the State of Arizona's regulatory regime and current Arizona medical marijuana patient data, which ECWC feels is

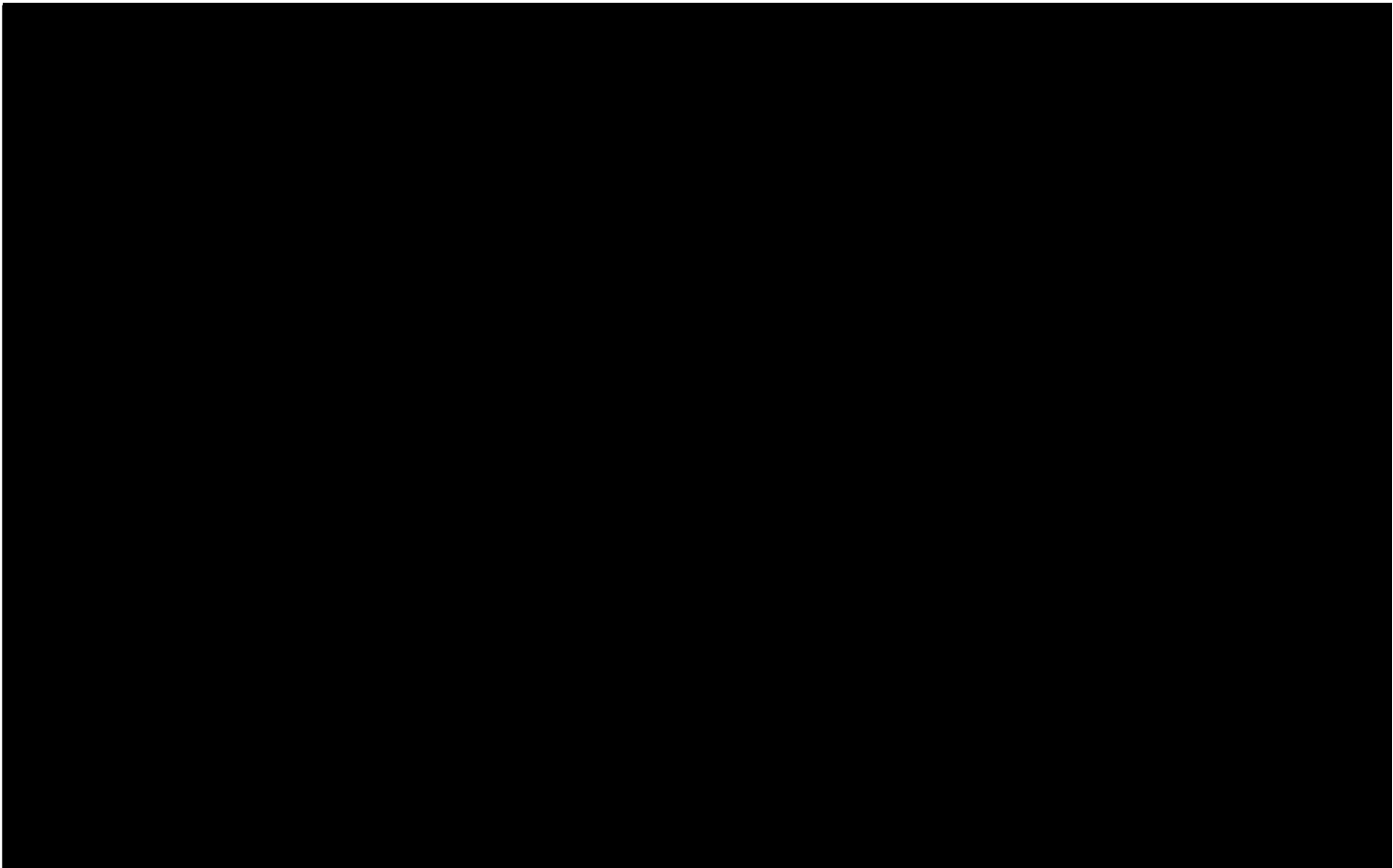


appropriate given the immaturity of the Arizona market and the conservative nature of the laws and regulations governing the state industry. We believe that Arizona is a much more accurate comparison, in terms of patient access, than a more developed market such as Colorado, California, or Washington.

Of the approximately 244,940 adults in Arizona with qualifying conditions, 33,601 possess medical marijuana cards. Thus, an incidence rate of .13718 cardholding patients per adult with a qualifying condition results. By multiplying the total number people in Barnstable County with a qualifying condition by the .13718 conversion rate we determined that Barnstable County can expect to have approximately 829 registered patients.

Although all materials will be provided in English, ECWC's Patient Intake form will determine whether materials in another language are needed. In addition to taking account of the patients medical condition, experience with marijuana and strain choices, ECWC will acquire information regarding the patient's place of birth and residence, primary and secondary languages spoken (including fluency level), marital status, number of individuals in their household, a description of their living situation, employment situation, whether or not they have a disability, if they are a veteran that served during wartime, and whether or not they are part of MassHealth, receiving SSI, Transitional Aid to Families with Dependent Children (TAFDC), Emergency Aid to Elders, Disabled and Children (EAEDC), or are receiving medicare. Based on the intake forms, ECWC through its DM and Medical Director, will alter or provide additional materials to best meet the needs of its population.]

- 7.10 Describe the RMD's procedures for safely dispensing medical marijuana to registered qualifying patients or their registered personal caregiver, including a process for identifying patients/caregivers, ensuring their safety, and protecting their privacy.



7.11 Describe the RMD's patient record keeping system and planned use of technology to support business operations, including use of the Department's electronic registration and dispensing tracking system. Note that a copy of the patient record keeping policies and procedures will be reviewed as a component of the provisional inspection process.

[ECWC will meet or exceed all Department requirements for patient recordkeeping. MJ Freeway has committed to integrate with the State of Massachusetts' tracking system once such system is established and implement appropriate API's to enable such integration as provided by the vendor supplying the system. Upon integration, MJ Freeway will provide data feeds needed to meet regulatory compliance.

MJ Freeway's extensive reporting capabilities allow for records as described above to be kept, reviewed, exported, and backed up indefinitely. MJ Freeway also provides the optional ability to export financial data to QuickBooks to streamline bookkeeping.

MJ Freeway's GrowTracker, MixTracker, and GramTracker software suite shall be used as an integral component of business management operations for tracking of all marijuana-related items. The system will track and record plant assignments, movements, and changes in state; batch dates of creation, yield weights, and created packages; nutrients used; test results; MIP ingredients; creation, movement and sale of finished goods; and employee system access. The system breaks down inventory by location and stage of the 'manufacturing' process, and stores the operation's gross inventory in sub-locations as appropriate. Inventory may be assigned down to employee level.

Batch data persists throughout the inventory tracking process. All data, including inventory transfers and conversions and employee access, is time-stamped within the system.

In addition to using MJ Freeway software and best practices for patient recordkeeping, ECWC shall implement policies and procedures that ensure patient records are accurate, private, protected from unauthorized access, safeguarded against data loss, and track/record all data as required by the Department. MJ Freeway provides archival services that allow an ECWC to maintain a permanent copy of their data for however long the state and business ownership require. Qualifying patient records—which ECWC will retain for at least seven years—will include procurements, denials of sale, any delivery options, and a confidentiality statement. ECWC

maintains qualifying patient records electronically and shall ensure that safeguards are in place to prevent unauthorized access.

MJ Freeway operates in a manner consistent with HIPAA guidelines relative to patient data security and privacy. MJ Freeway guidelines to comply with HIPAA include maintaining stringent physical security of servers, maintaining access control restrictions to the data and servers, and protecting patient identifiable information through encryption.

MJ Freeway's GramTracker allows ECWC personnel to upload and reference scanned copies of a patient's photo identification and any other desired paperwork, allowing easy validation of a patient's identity. Expired registration cards display warnings to staff and MJ Freeway can automatically block medication sales to patients with expired cards. ECWC shall ensure that the qualifying patient record contains: 1) patient/caregiver ID information; 2) documentation of any patient education/support materials provided; 3) any ECWC services that the patient/caregiver utilizes; 4) record of free of charge items; 5) any refusal of marijuana documenting date, name of dispensary agent, reason for refusal, and ECWC actions taken.]

7.12 Provide a detailed summary of the proposed RMD's policies and procedures for the provision of marijuana to registered qualifying patients with verified financial hardship at no cost or reduced cost, including a sliding fee scale. Note that a copy of these policies and procedures will be reviewed as a component of the provisional inspection process.

[In compliance with 105 CMR 725.100(A)(6), ECWC shall implement the following program to provide medical marijuana at discounted prices to patients with documented, verified financial hardship. To qualify for financial hardship an individual must be a recipient of MassHealth, receive Supplemental Security Income (SSI), or earn an annual household income not exceeding 300% of the federal poverty level. Because all recipients of MassHealth are within 300% of the FPG only patients in households with annual incomes lower than 300% of the FPG were considered. The result is approximately 387 patients who qualify for financial hardship.

Nearly all potential patients (qualified ailment and 18 or older) that are part of households with an annual income of less than \$35,000 can qualify for financial hardship. Of the households in the \$35,000 to \$49,999 range, only households of two making less than \$46,530 annually and households of three or more persons would qualify for financial hardship. In the \$50,000 to \$74,999 income bracket, only those patients in households of three or more people having an annual income between \$50,000 and \$58,590 and individuals in households of four or more people with an annual income less than \$70,650 would qualify for financial hardship. Households of five or more with an annual income of less than \$82,710 would also qualify. The same methodology applies to families of six or more making less than 300% of the FPG. The total number of Barnstable County adults within 300% of the FPG is 78,314. To find the number of hardship patients ECWC took the number of adults within 300% of the FPG multiplied by a conversion factor of .03469, which represents the percentage of the Barnstable County population with a qualifying condition. This number was then multiplied by .13718 to determine then number of potential cardholders in this population for a total of 373 potential financial hardship patients.

The number of SSI recipients in Barnstable County was 3,271 in 2012, of which 296 were under 18 years of age. Therefore, the number of SSI recipients who may qualify as financial hardship patients is 2975. Because there is no financial requirement for SSI benefits, this number does not take into account potential double-counting, that is, many of these SSI beneficiaries are also likely within 300% of the FPG. In order to determine how many of these adults are potential patients, ECWC took 2975 (SSI recipient population, 18+) and multiplied by a conversion factor of .03469, which represents the percentage of the Barnstable County

population with a qualifying condition. This number was then multiplied by .13718 to determine then number of potential cardholders in this population. When added to those potential patients within 300% of the FPG we find a total of 14 additional financial hardship patients.

Because just over half of the anticipated patient population qualifies for financial hardship, ECWC must have policies and procedures in place to adequately meet the needs of group while maintaining an effective and safe operation. As such, ECWC will implement the following sliding-scale practice for individuals that qualify for financial hardship.]

Proposed sliding price scale attached as exhibit 7.12

7.13 Describe the proposed plans to provide counseling and educational materials to registered qualifying patients and their personal caregivers related to methods of marijuana administration and information about the health effects of marijuana use.

[In accordance with 105 CMR 725.105(K), ECWC will meet or exceed all Department requirements for Patient Education and Support. Using MJ Freeway and the guidance of its Medical Director, ECWC will develop and execute best practices for developing, delivering, and evaluating patient educational programs. All patients shall receive a Patient Educational Primer on their first visit that is tailored to their specific debilitating condition. The Primer will provide patients with basic information regarding safe and responsible usage—including the prohibition on smoking in public—as well as patient’s rights. In addition, each qualifying condition for which marijuana may be recommended will have a packet that includes recent research information, current clinical trials, research programs, preferred administration methods, dosage guidelines, strains, conditions and contraindications, patient surveys, and available resources. Where appropriate, ECWC’s website also will provide educational materials and will provide materials accessible to all patients served by ECWC including the visually and hearing-impaired.

ECWC’s Patient Education Primer includes, but is not limited to, the following: 1. Various warnings and statements of understanding such as: a) a warning that driving is prohibited by M.G.L. c. 90, s. 24 and that machinery should not be operated while under the influence of marijuana; b) a warning that marijuana has not been analyzed or approved by FDA, that there is limited information on side effects, that there may be health risks associated with using marijuana, and that marijuana should be kept away from children; and c) a statement that registered qualifying patients may not distribute marijuana to any other individual and that they must return unused, excess, or contaminated product to ECWC where they purchased the product so ECWC can properly dispose of the marijuana. 2. Discussion on the availability of different strains of marijuana and the purported effects of those strains (ECWC will make available independent content in the form of information sheets, testing results, research publications, and audio/video recordings for its patients). 3. Information about the purported effectiveness of various methods, forms, and methods of administration for marijuana as well as information describing proper dosage and titration for these various methods of administration with emphasis on the smallest amount possible to achieve the desired effect and an explanation of the impact of potency. ECWC shall have a pre-populated strain database that includes the basic information of each strain ECWC offers. This information comes from leading social networks and strain encyclopedias, such as Leafly, that are updated weekly. 4. Patient Logbook so the patient can track the effects of different strains and forms of marijuana on the patient. MJ Freeway will capture a patient’s favorite strains and record strain notes in the “Patient Notes” section so ECWC can evaluate the strains long-term benefit. 5. Discussion of tolerance, dependence and withdrawal as well as facts regarding substance abuse signs/symptoms. The Primer includes referral information for substance abuse treatment programs in ECWC’s County. ECWC shall provide guidelines for notifying the physician who provided the written certification for marijuana if side effects or contraindications occur with the patient. 6. In accordance with 105 CMR 725.650(B)(4), ECWC will remind the patient of the prohibition on the smoking of marijuana in public places.]

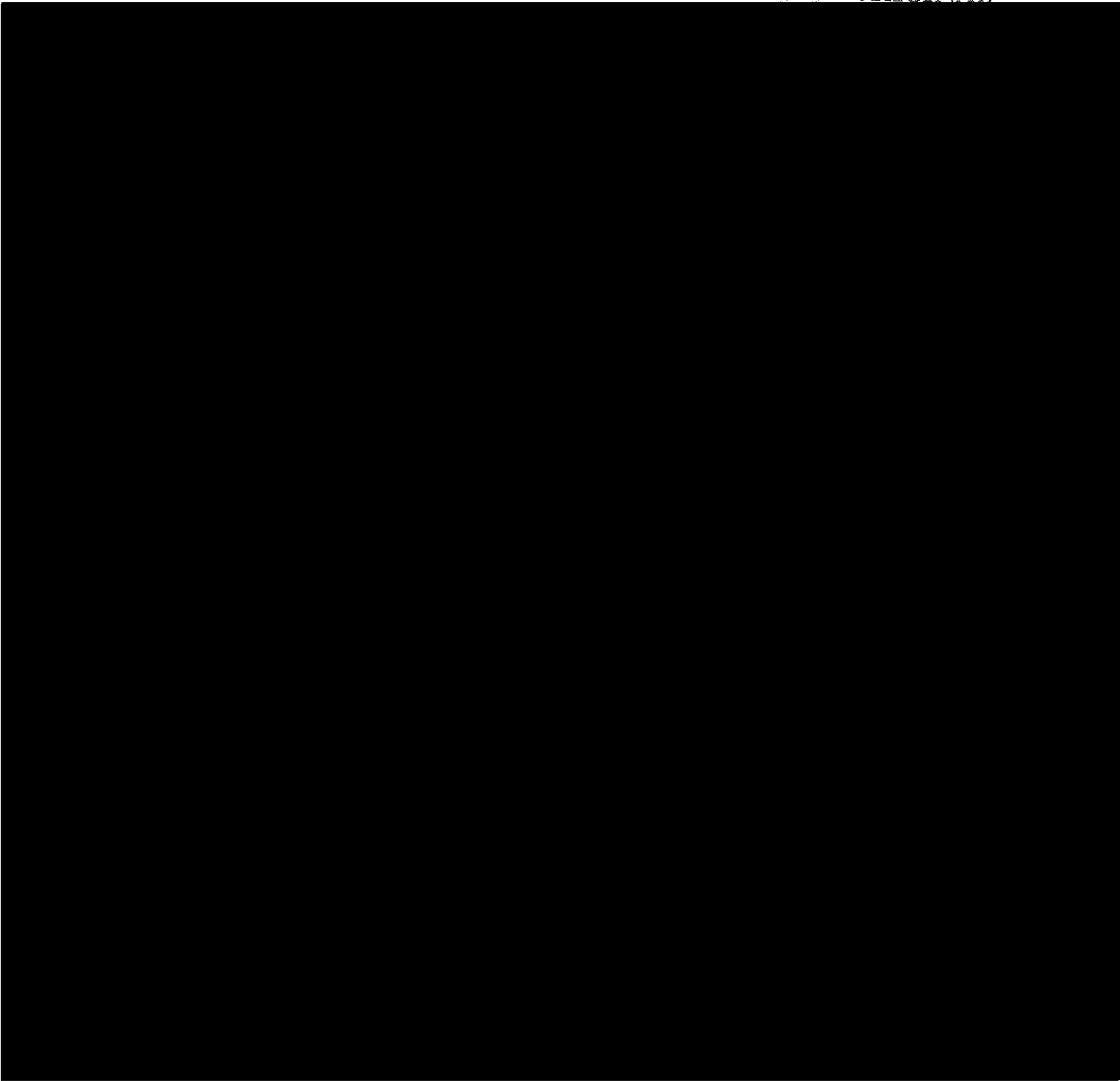
7.14 Describe the RMD's proposed marketing and advertising plan, including the company logo, printed materials and flyers, external signage, advertising practices, and outreach and promotional materials. Note that a copy of the marketing and advertising plan will be reviewed as a component of the provisional inspection process. Do not include reproductions or representations of the logo, printed materials, or flyers.

[In accordance with 105 CMR 725.105(L), ECWC shall: NOT use medical symbols, images of marijuana, related paraphernalia, and colloquial references to cannabis and marijuana; NEVER use neon signage and will ONLY illuminate external signage for a period of 30 minutes before sundown until closing; NOT display on the exterior of the facility advertisements for marijuana or any brand name; NOT utilize graphics related to marijuana or paraphernalia on the exterior of ECWC; NOT advertise the price of marijuana, except that ECWC shall provide a catalogue or a printed list of the prices and strains of marijuana available at ECWC to registered qualifying patients and personal caregivers upon request; NOT display marijuana, MIPs, and associated products outside or makes these products clearly visible from exterior of ECWC; NOT produce any items for sale or promotional gifts, such as T-shirts or novelty items, bearing a symbol of or references to marijuana or MIPs, including the logo of ECWC; NOT produce or disseminate any statement, design, representation, picture, or illustration that: encourages or represents the use of marijuana for any purpose other than to treat a debilitating medical condition or related symptoms; encourages or represents the recreational use of marijuana; relates to the safety or efficacy of marijuana unless supported by substantial evidence or substantial clinical data with reasonable scientific rigor; or portrays anyone under 18 years of age using marijuana.

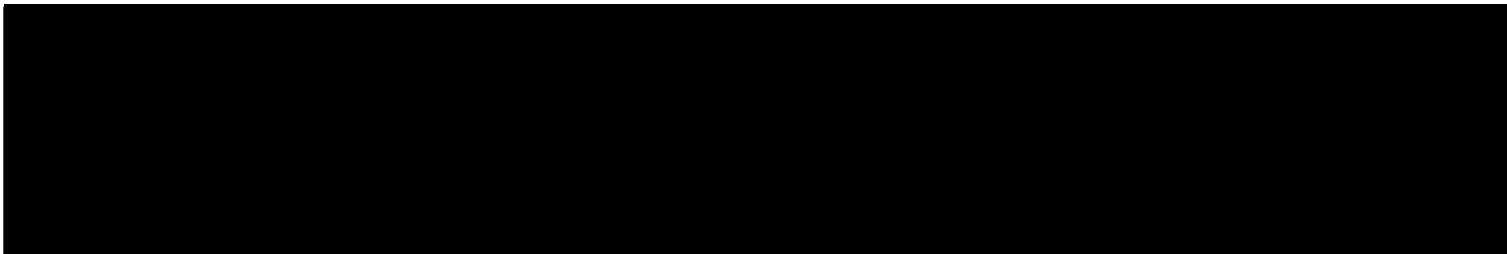
ECWC will utilize a combination of mass media during the growth stage of its operation with an initial focus on website and social media presence development. Once maturity is reached, the focus will shift to personal meetings and word of mouth referrals from satisfied patients. As a community leader and conscientious neighbor, ECWC will establish a series of networks with local charitable organizations and cannabis industry associations to promote transparency as well as facilitate knowledge exchange. For instance, ECWC will connect with organizations such as Massachusetts Patient Advocacy Alliance, Americans for Safe Access, and Compassionate Caregivers of Massachusetts to ensure that ECWC is properly connected with patient groups to effectively reach patients as well as to remain up-to-date on ECWC best practices to properly serve patient populations.

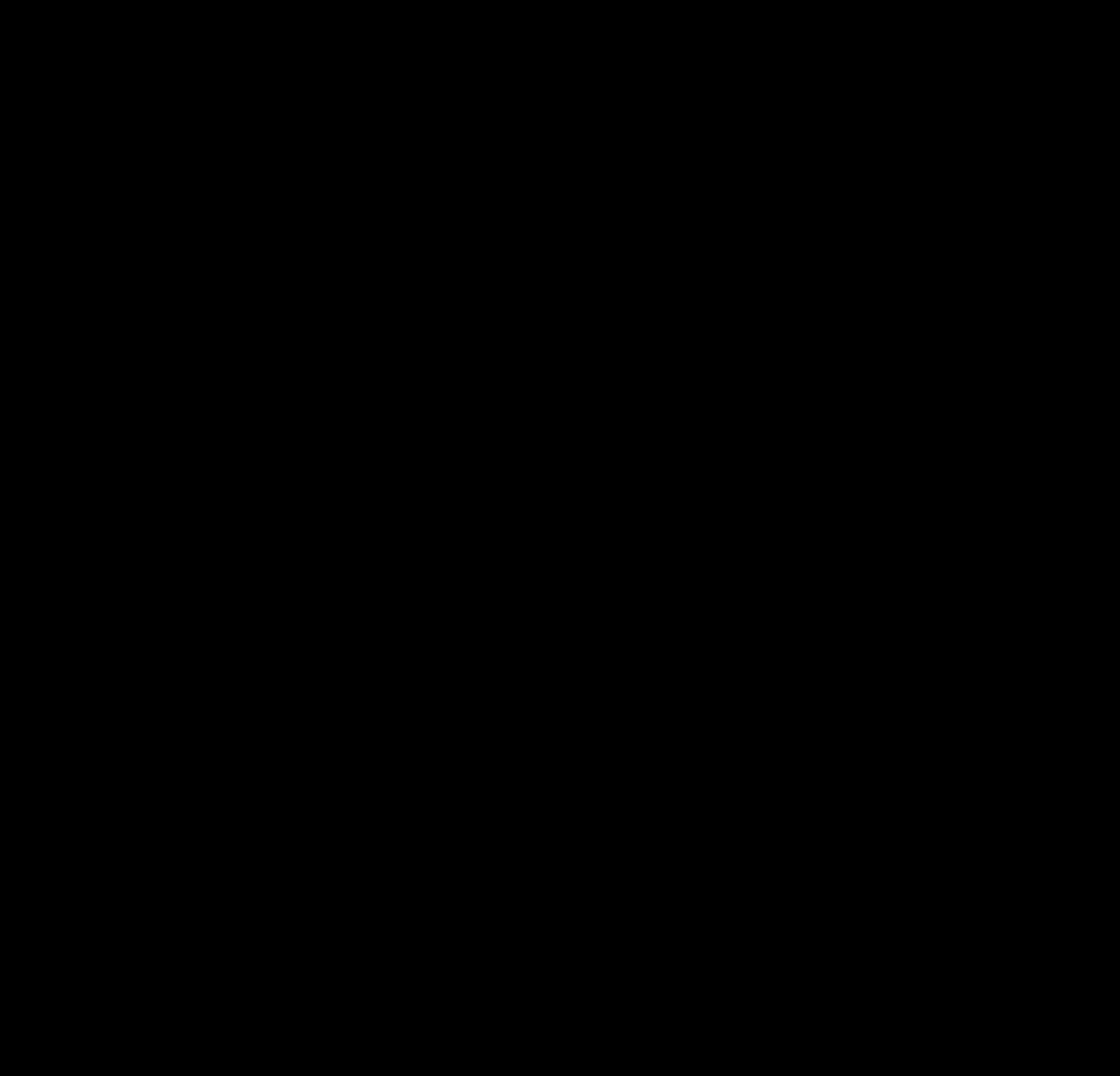
ECWC will have extensive patient advocacy and community outreach programs. ECWC will send out a monthly newsletter informing the patients of new products and relevant news in the industry. Moreover, ECWC will utilize a web-based platform that can facilitate education, delivery requests, and provide potential patients with information about ECWC and its products and services. The platform will be very user friendly with an innovative design that conveys ECWC's commitment to our wellness model and our strong commitment to the security of our patient's personal information. ECWC will also offer support and loyalty programs for our returning patients to encourage repeat visits and develop a sense of community within ECWC's patient base.]

7.15 Describe the RMD's emergency preparedness procedures, including a disaster plan with procedures to be followed in case of fire or other emergency. Note that a copy of the safety and security procedures will be reviewed as a component of the provisional inspection process.



7.16 Describe the RMD's employee security policies, such as an employee ID/badge system and personal safety. Note that a copy of employee security policies will be reviewed as a component of the provisional inspection process.





7.17 Describe the RMD's incident management program, including policies and procedures to document, report, and manage adverse incidents, consumer complaints, operational concerns, and issues that will be reported to law enforcement and/or the Department. Note that a copy of the incident management program policies will be reviewed as a component of the provisional inspection process.

[All incidents shall be reported to the Dispensary Manager (DM) who shall conduct a thorough review of the incident within 24 hours. Upon completion, the DM shall determine and take appropriate action.

ECWC documents, investigates, and reports all incidents of theft to the Department and local law enforcement authorities in accordance with all incident reporting activities as listed in 105 CMR 725.110(F).



ORIGINAL

When a theft is discovered/reported ECWC's dispensary agents have the responsibility to report damage or theft of personal or company property to the DM. ECWC's protocol for theft reporting includes completing a standardized form, citing the specifics of the incident, documenting estimates or dollar/product amount stolen, and describing any personal or company property that is missing. ECWC has the responsibility to: 1) Document each reported incident of theft by filling out the 'Theft Report Form'; 2) Report incident to Department and local law enforcement authorities; and 3) Fully cooperate authorities throughout investigation. In accordance with all Department rules, ECWC shall dismiss any dispensary agent who has diverted marijuana or has engaged in unsafe practices with regard to the operation of the ECWC. ECWC also shall report these instances to law enforcement officials and to the Department.

MJ Freeway's extensive batch tracking functionality enables operators to track where product ends up on an end user basis. This functionality enables recall of finished goods by batch number should the need arise. A report may be run on a given batch to identify where all product associated with that batch is located; this report includes who purchased product related to the batch. Patient data will enable contact with the patient to notify of recall.]



APPLICATION RESPONSE FORM SUBMISSION PAGE

**CERTIFICATION OF ASSURANCE OF COMPLIANCE:
ADA and NON-DISCRIMINATION BASED ON DISABILITY**

Applicants must certify that they will comply with all state and federal requirements regarding equal employment opportunity, nondiscrimination, and civil rights for persons with disabilities. The Applicant must complete a Certification of Assurance of Compliance: ADA and Non-Discrimination based on Disability. By signing, the Applicant formally notifies the Department that the Applicant is in compliance and shall maintain compliance with all applicable requirements.

- I certify, that the Applicant is in compliance and shall maintain compliance with all applicable federal and state laws protecting the rights of persons with disabilities, including but not limited to the Americans with Disabilities Act ("ADA"), 42 U.S.C. §§ 12131-12134; Article CXIV of the Massachusetts Constitution; and; Chapter 93, § 103; Chapter 151B; and Chapter 272, §§ 98 and 98A of the Massachusetts General Laws.
- I understand that federal and state laws prohibit discrimination in public accommodations and employment based solely on disability. I recognize that to make goods, services, facilities, privileges, advantages, or accommodations readily accessible to and usable by persons with disabilities, the Applicant, under the ADA, must:
 - remove architectural and communication barriers in existing facilities, when readily achievable and, if not readily achievable, must use alternative methods;
 - purchase accessible equipment or modify equipment;
 - modify policies and practices; and
 - furnish appropriate auxiliary aids and services where necessary to ensure effective communication.

I understand that reasonable accommodation is required in both program services and employment, except where to do so would cause an undue hardship or burden. I also understand that the Massachusetts Constitution Article CXIV provides that no otherwise qualified individual shall, solely by reason of disability, be excluded from the participation in, denied the benefits of, or be subject to discrimination under any program or activity within the Commonwealth.

- I agree that the Applicant shall cooperate in any compliance review and shall provide reasonable access to the premises of all places of business and employment and to records, files, information, and employees therein for reviewing compliance with the ADA, the Massachusetts Constitution, other applicable state and federal laws, and this Contractual Agreement.
- I agree that any violation of the specific provisions and terms of this Assurance or of the ADA, and/or of any Corrective Action Plan shall be deemed a breach of a material provision of the Registered Facility registration between DPH and the Registered Facility. Such a breach shall be grounds for cancellation, termination, or suspension, in whole or in part, of the registration by the Department.

I affirm that I will comply with the requirements of this proposal.

Authorized Signatory (as designated in exhibit B):
First Name: [Kevin] **Last Name:** [Andrade]

Title: [CEO]

Authorized Signature for the Applicant Organization
(in blue ink):

CHECKLIST OF REQUIRED DOCUMENTS FOR SUBMISSION IN PHASE 2

Assemble the required items for each individual application in the following order. If an exhibit is not applicable, indicate N/A on the exhibit form and submit it in order.

- Package Label (attached to the front or side of banker's box) – exhibit C
- Package Label (with original only) – exhibit C
- Bank/cashier's check for \$30,000 (with original only)
- 2 CDs (with original only)
- Sealed envelope with signed background check authorization forms and list—exhibits A1-A5 (with original only)
- List of authorized signatories—exhibit B
- Application Response Form (cover page on top)—original signed in blue ink by authorized signatory
- Organizational chart—exhibit 1.3
- List of Board of Directors (as defined on the Application Response Form)—exhibit 1.4
- List of Members of the corporation (as defined on the Application Response Form), if any—exhibit 1.5
- Corporation bylaws—exhibit 1.6
- Amended articles of organization (if applicable)—exhibit 1.7
- List of parent or subsidiary corporations, if any—exhibit 1.8
- List of references—exhibit 1.9
- List of Executive Management Team (as defined on the Application Response Form)—exhibit 2.1
- Resumes for Executive Management Team—exhibit 2.2
- One-page statement demonstrating liquid funds in an account in the name of the corporation; or in an account in the name of the Corporation's CEO/Executive Director or President of the Board of Directors, with Letter of Commitment —exhibit 4.1
- List of individuals/entities contributing 5% or more of the RMD's initial capital—exhibit 4.2
- Capital expenses—exhibit 4.3
- Year-one operating budget—exhibit 4.4
- 3-year budget projections—exhibit 4.5



- Evidence of interest in dispensary site—exhibit 5.1
- Evidence of interest in cultivation site—exhibit 5.2
- Evidence of interest in processing site—exhibit 5.3
- Evidence of local support or non-opposition—exhibit 5.4
- Summary chart of responses to questions 5.1 to 5.4—exhibit 5.5
- RMD organizational chart—exhibit 6.1
- Proof of enrollment with the Department of Criminal Justice Information Services (DCJIS)—exhibit 6.2
- List of RMD staff, if known—exhibit 6.4
- RMD start-up timeline—exhibit 7.1
- Proposed sliding price scale—exhibit 7.12
- Certification of Assurance of Compliance: ADA and Non-Discrimination Based on Disability (original signed in blue ink)—part of Application Response Form

Addendums or attachments not specifically requested in this document or on Comm-PASS will not be reviewed.

**LIST OF AUTHORIZED SIGNATORIES
(EXHIBIT B)**

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

	Name	Role within the Corporation
1	Kevin Andrade	CEO
2	Matthew Patrick	CFO
3	Rebecca Menard	Medical Director
4	Jesse Mayo	Dispensary Manager
5	Morgan Carr	Cultivation Manager



ORIGINAL

ORGANIZATIONAL CHART
(Exhibit 1.3)

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

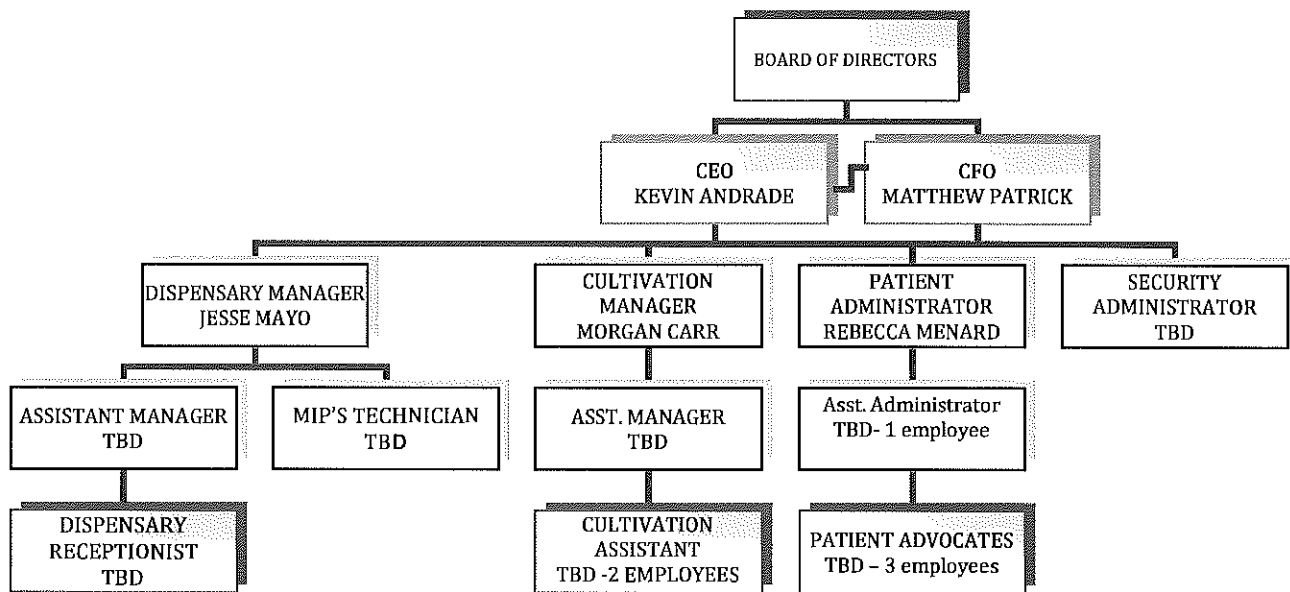
Attach organizational chart.



Board of Directors

Board of Directors						
Executive Management Team	<i>Title</i>	Chief Executive Officer/ED	Chief Financial Officer	Cultivation Manager	Dispensary Manager	Medical Director / Patient Administrator
	<i>Name</i>	Kevin Andrade	Matthew Patrick	Morgan Carr	Jesse Mayo	Rebecca Menard
	<i>Function</i>	The CEO is responsible for implementing the strategic goals and objectives of the organization.	The CFO is responsible for all financial and fiscal management aspects of the organization.	The Cultivation Manager is responsible for development and implementation of the organization's horticultural program.	The Dispensary Manager supervises and/or coordinates all aspects of the RMD's business to always ensure the high-quality delivery of medicinal services to patients that is consistent with all legal requirements.	The Medical Director is responsible for all aspects of patient interactions including development of educational materials, ensuring compliance with State/Federal, OSHA, and HIPAA regulations, and integrating cannabinoid research into the RMD's educational and sales materials.
	<i>Reporting Structure</i>	Board	CEO	CEO	CEO	CEO
Management Team	<i>Title</i>	Assistant Dispensary Manager	Assistant Cultivation Manager	MIPs Technician	Assistant Patient Administrator	Security Administrator
	<i>Name</i>	TBD	TBD	TBD	TBD	TBD
	<i>Function</i>	The Assistant Dispensary Manager works under the Dispensary Manager to supervise and/or coordinate all aspects of the RMD's business to always ensure high-quality delivery of medicinal services to patients that is consistent with all legal requirements.	The Assistant Cultivation Manager works under the Cultivation Manager to oversee the operation of the cultivation center and ensure that high-quality, consistent cannabis is provided to all patients.	The MIPs technician works under both the Cultivation Manager and the Dispensary Manager to ensure, respectively, that 1) high-quality MIPs are produced for and provided to patients and 2) a proper supply is maintained at dispensary in order to meet patient demand needs.	The Assistant Patient Administrator works under the Medical Director to provide high-quality patient services and integrate research on the risks/benefits of medical marijuana into patient educational materials.	The Security Administrator ensures that RMD, at all times, utilizes the best and most efficient security technology and protocols.
	<i>Reports to</i>	Dispensary Manager	Cultivation Manager	Cultivation Manager / Dispensary Manager	Medical Director	Dispensary and Cultivation Managers/CEO

RMD Staff	<i>Title</i>	Administrative Assistant	Cultivation Assistant	Patient Advocate
	<i>Name</i>	TBD	TBD	TBD
	<i>Function</i>	The Administrative Assistant reports to the Dispensary Manager and also works with all officers and managers to provide administrative support. The AA also generally oversees the patient intake process.	Cultivation Assistants assist the Cultivation Manager with cultivating and propogating medical marijuana. Cultivation Assistants also coordinate with MIPs Technician regarding raw-material production needs.	Patient Advocates assist patients with the acquisition of marijuana. Patient Advocates usually spend more than half their time educating patients on a variety of cannabis-related topics as well as the performing other, non-dispensing tasks.
	<i>Reports to</i>	Dispensary Manager	Cultivation Manager / MIPs Technician	Medical Director



BOARD OF DIRECTORS
(Exhibit 1.4)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

	Board Role	Name	Date of Birth	Business Email	Business Address
1	President/ Chairman	Matthew Patrick		kga956@comcast.net	775 East Falmouth Highway 190, East Falmouth, MA 02536
2	CFO	Matthew Patrick		repmattp@cape.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
3	Clerk/Treasurer	Rebecca Menard		nurserebecca1@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
4	Director	Jesse R. Mayo		crazyhuey@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
5	Director	Morgan R. Carr		morgancarr@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536

MEMBERS OF THE CORPORATION
(Exhibit 1.5)

This exhibit must be completed or marked N/A and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

N/A



ORIGINAL

CORPORATE BYLAWS

(Exhibit 1.6)

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Attach bylaws.

**BYLAWS OF
EAST COAST WELLNESS CENTER, INC.**

**ARTICLE I
OFFICES**

The office of the Corporation shall be located in the city and state designated in the Certificate of Incorporation. The Corporation may also maintain office at such other places the State as the Board of Directors may from time to time approve for the Corporation if required.

**ARTICLE II
BOARD OF DIRECTORS**

1. The Corporation shall be managed by its Board of Directors. Each director shall be at least 18 years of age. The initial Board of Directors shall consist of 5 persons. Thereafter, the number of Directors constituting the entire Board shall not be less than three. Subject to the foregoing, the number of Board of Directors may be fixed from time to time by action of the Members or of the Directors. The number of Directors may be increased or decreased by action of the Members or the Board of Directors, provided that any action by the Board of Directors to affect such increase or decrease shall require the vote of a majority of the entire Board of Directors. No decrease shall shorten the term of any Director then in office.

2. The first Board of Directors shall consist of those persons elected by the Incorporators or named as the initial Board of Directors in the Certificate of Incorporation of the Corporation, and they shall hold office until the first Annual Meeting of Members, and until their successors have been duly elected and qualify. Thereafter, Director shall be elected to hold office until the expiration of the term for which he or she was elected, and until his or her successor has been duly elected and qualified, or until) his prior death, resignation or removal.

3. (a) Any Director may be removed with or without cause by vote of the Members of the Corporation. The Board of Directors may remove any director thereof for cause only, at any special meeting of the Board called for that purpose.

(b) A Director may resign from office at any time by delivering a written resignation to the Board of Directors. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof by the Corporation. Acceptance of such resignation, unless required by the terms thereof, shall not be necessary to make it effective.

4. Newly-created directorships or vacancies in the Board of Directors may be filled by a vote of majority of the Board of Directors then in office, although less than a quorum, unless otherwise provided in the Certificate of Incorporation of the Corporation. Vacancies occurring by reason of the removal of directors without cause shall be filled by a vote of the Members. A director elected to fill a vacancy caused by resignation, death or removal shall be elected to hold office for the unexpired term of his predecessor.

5. (a) Meetings of the Board shall be held at any place within or without the Commonwealth of Massachusetts as the Board may from time to time fix or as shall be specified in the notice, or waiver of notice thereof. An annual meeting of the Board of Directors shall be held at such time and place as shall be fixed by the Board of Directors from time to time or by the person or persons calling the meeting.

(b) No notice shall be required for annual meetings of the Board of Directors for which the time and place have been fixed. Special meetings may be called by or at the direction of the Chairman of the Board, the President, or by a majority of the directors then in office.

(c) Notice of time and place of each special meeting of the Board of Directors shall be mailed to each Director, postage prepaid, addressed to him or her at his or her residence or usual place of business, or at such other address as he or she may have designated in a written request filed with the Secretary of the Corporation at least eight days before the day on which the meeting is to be held, provided, however that if such notice is for a special meeting requiring prompt action, such notice may be sent to him or her at such address by email or facsimile transmission or by telephone, not less than forty-eight hours before the time at which such meeting is to be held. The requirement for furnishing notice of a meeting may be waived by any Director who signs a Waiver of Notice before or after the meeting or who attends the meeting without protesting the lack of notice to him or to her.

6. (a) Except as otherwise stated by law, the Certificate of Incorporation of this Corporation or these Bylaws, a majority of the Board of Directors shall constitute a quorum for the transaction of business or of any specified item of business. At any meeting held to remove one or more Directors a quorum shall consist of a majority of the Directors present at such meeting. Whenever a vacancy on the Board of Directors shall prevent a quorum from being present, then, in such event, the quorum shall consist of a majority of the Members of the Board of Directors excluding the vacancy. A majority of the Directors present, whether or not a quorum is present, may adjourn a meeting to another time and place. Except as otherwise stated by law or these Bylaws, the vote of a majority of the Directors present at the time of vote, if a quorum is present at such time shall be the act of the Board.

(b) Any action required or permitted to be taken by the Board or any committee thereof may be taken without a meeting if all Members of the Board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the Members of the Board or committee shall be filed with the minutes of the proceedings of the Board or committee.

(c) Any one or more Members of the Board or a committee thereof may participate in a meeting of the Board or committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other at the same time. Participation by such means shall constitute presence in person at a meeting.

7. The Chairperson of the Board, if any, shall preside at all meetings of Members and of the Board of Directors. If there be no Chairperson or in his absence, the President shall preside and, if there be no President or in his absence any other Director chosen by the Board, shall preside.

8. Whenever the Board of Directors shall consist of more than three persons, the Board of Directors may designate from their number, an executive committee, and other standing committees. Such committees shall have such authority as the Board of Directors may delegate, except to the extent prohibited by law. In addition, the Board of Directors may establish special committees for any lawful purpose, which may have such power as the Board of Directors may lawfully delegate.

ARTICLE III OFFICERS

I. The Board of Directors may elect or appoint a Chairperson of the Board of Directors, a President, one or more Vice-Presidents, a Secretary, a Treasurer, one or more Assistant Secretaries or Treasurers, or such other officers as the Board of Directors may from time to time appoint. One person may hold more than one office in the Corporation except that no one officer may hold the offices of President and Secretary.

2. Each officer shall hold office until the Annual Meeting of the Board of Directors, and until his successor has been duly elected and qualified.

3. Any officer may be removed with or without cause by a vote of the majority of the Board of Directors.

4. The Chairperson shall preside at all meetings of the Board of Directors.

5. (a) The President shall be the chief executive officer of the Corporation, shall have general supervision of the affairs of the Corporation, and shall keep the Board of Directors fully informed about the activities of the Corporation. He or she shall have the power to sign alone, unless the Board of Directors shall specifically require an additional signature, in the name of the Corporation, all contracts authorized whether generally or specifically by the Board. He or she shall perform such other duties as shall from time to time be assigned to them by the Board of Directors.

(b) In the absence or disability of the President of the Corporation, the Vice-President or, if there be more than one, the Executive Vice-President shall perform all the duties of the President. The Vice-President shall perform such duties as may be prescribed by the Board of Directors from time to time.

(c) The Secretary shall attend all meetings of the Members and the Board of Directors, and of the executive committee, and shall preserve in the books of the Corporation true minutes of the proceedings of all meetings. He or she shall safely keep in his or her custody the seal of the Corporation and shall have authority to affix it to all instruments where its use is required. He or she shall give all notices required by statute, by these Bylaws, or resolution and shall perform any other duties as may be delegated by the Board of Directors or by the executive committee.

(d) The Treasurer shall keep or cause to be kept full and accurate accounts of receipts and



disbursements of the Corporation. He or she shall have the care and custody of all of the funds and securities of the Corporation, and shall deposit or cause to be deposited said funds in the name and to the credit of the Corporation in such bank accounts at such depositories as the Board of Directors may from time to time determine. He or she shall disburse funds of the Corporation as may be ordered by the Board, taking proper vouchers for the disbursements, and shall render to the president and directors at the annual meetings of the board, and whenever requested by them, an account of all treasurer transactions and of the financial condition of the Corporation. If required by the Board, he or she shall deliver to the President of the Corporation, and shall keep in force, a bond in form, amount and with a surety or securities satisfactory to the board, conditioned for faithful performance of the duties of the office, and for restoration to the Corporation in case of death, resignation, retirement or removal from office, of all books, papers, vouchers, money and property of whatever kind in the possession or control of the treasurer and belonging to the corporation. He or she shall when duly authorized by the Board of Directors, sign and execute all contracts in the name of the Corporation when counter-signed by the President; sign checks, drafts, notes and orders for the payment of money that shall have been duly authorized by the Board of Directors and counter-signed by the President.

(e). The Assistant Secretary, in the absence or disability of the Secretary, shall perform the duties and exercise the powers of the Secretary. The Assistant Treasurer, in the absence or disability of the Treasurer, shall perform the duties and exercise the powers of the Treasurer.

ARTICLE IV BOARD OF ADVISORS

1. The Board of Directors may appoint, from time to time, any number of persons as advisors to the Corporation, to act either singly or as a committee or committees. Each such advisor shall hold office at the pleasure of the Board, and shall have such authority and obligations as the Board may from time to time determine.
2. No such advisor of the Corporation shall receive any salary, compensation, or emolument for any service rendered to the Corporation, except that the Board of Directors may authorize reimbursement of expenditures reasonably incurred on behalf of activities for the benefit of the Corporation.

ARTICLE V MISCELLANEOUS

1. The Corporation shall keep at the principal office of the Corporation, complete and correct records and books of account of the Corporation, including a minute book, which shall contain a copy of the Corporation's Certificate of Incorporation, a copy of these Bylaws and all minutes of meeting of the Boards of Directors, or any committee thereof, of the Members, as well as a list or record containing the names and address of all Members.
2. The corporate seal shall be in such form as the Board of Directors shall from time to time prescribe.

3. The fiscal year of the Corporation shall be fixed by the Board of Directors from time to time, subject to applicable law.

ARTICLE VI CONTRACTS, CHECKS, BANK ACCOUNTS AND INVESTMENTS

1. The Board of Directors is authorized to select such depositories as it shall deem proper for the funds of the Corporation and shall determine who shall be authorized in the Corporation's behalf to sign bills, notes, receipts, acceptances, endorsements, checks, releases, contracts and documents.

2. The funds of the Corporation may be retained in whole or in part in cash or be invested and reinvested from time to time in such property, real, personal or otherwise, including stocks, bonds or other securities, as the Board of Directors may deem desirable

ARTICLE VII INDEMNIFICATION

The Corporation may, to the fullest extent now or hereafter permitted by law, indemnify any person made, or threatened to be made, a party to any action or proceeding by reason of the fact that he, his testator or intestate was at any time, a director, officer, or employee of the Corporation, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees.

The right of indemnification under this section shall be a contract right inuring to the benefit of the directors, officers, other persons entitled to be indemnified hereunder, and no amendment or repeal of this section shall adversely affect any right of such director, officer or other person existing at the time of such amendment or repeal.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of a director, officer or other person entitled to indemnification hereunder. The indemnification provided hereunder may, to the extent authorized by the corporation, apply to the directors, officers and other persons associated with constituent corporations that have been merged into or consolidated with the corporation who would have been entitled to indemnification hereunder had they served in such capacity with or at the request of the corporation.

The right of indemnification under this section shall be in addition to and not exclusive of all other rights to which such director, officer or other persons may be entitled. Nothing contained in this section shall affect any rights to indemnification to which corporation employees or agents, other than directors, officers and other persons entitled to indemnification hereunder, may be entitled by contract or otherwise by law.

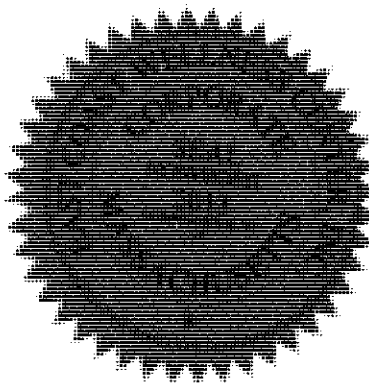


ORIGINAL

**ARTICLE VIII
AMENDMENTS**

These bylaws may be amended or repealed, in whole or in part, by vote of a majority of the Board of Directors then in office at any meeting of the Board.

Rebecca N. Marsal
Clerk East Coast Wellness Center
Attested to as a true and accurate copy





ORIGINAL

AMENDED ARTICLES OF ORGANIZATION
(Exhibit 1.7)

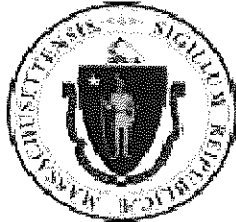
This exhibit must be completed and attached to a required document (if applicable) and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Please check box if articles have changed since Phase 1:

YES

NO



**The Commonwealth of Massachusetts
William Francis Galvin**

No Fee

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

Certificate of Change of Directors or Officers of Non-Profit Corporations
(General Laws, Chapter 180, Section 6D)

Federal Employer Identification Number: [REDACTED] (must be 9 digits)

I, REBECCA MENARD Clerk Assistant Clerk,

of EAST COAST WELLNESS CENTER, INC.

having a principal office at: 775 EAST FALMOUTH HIGHWAY NUM 190 EAST FALMOUTH, MA 02536 USA

certify that pursuant to General Laws, Chapter 180, Section 6D, a change in the directors and/or the president, treasurer and/or clerk of said corporation has been made and that the name, residential street address, and expiration of term of the president, treasurer, clerk and each director are as follows: (Please provide the name and residential street address of the assistant clerk if he/she is executing this certificate of change. Also, include the names of any additional officers of the corporation.)

Title	Individual Name First, Middle, Last, Suffix	Address (no PO Box) Address, City or Town, State, Zip Code	Expiration of Term
PRESIDENT	KEVIN P ANDRADE	14 ANDERS LANE E. FALMOUTH, MA 02536 USA	08/11/2014
TREASURER	REBECCA MENARD	67 PILOTS WAY WEST BARNSTABLE, MA 02668 USA	08/11/2014
CFO	MATTHEW PATRICK	PO BOX 3252 WAQUOIT, MA 02536 US	08/11/2014
CLERK	REBECCA MENARD	67 PILOTS WAY WEST BARNSTABLE, MA 02668 USA	08/11/2014
DIRECTOR	JESSE MAYO	55 CARL LANDI CR. E. FALMOUTH, MA 02536 USA	6/11/2014
DIRECTOR	REBECCA MENARD	67 PILOTS WAY WEST BARNSTABLE, MA 02668 USA	08/11/2014
DIRECTOR	KEVIN P ANDRADE	14 ANDERS LANE E. FALMOUTH, MA 02536 USA	08/11/2014
DIRECTOR	MORGAN R CARR	2573 JULIAN STREET DENVER, CO 80211 USA	08/11/2014
DIRECTOR	MATTHEW PATRICK	PO BOX 3252 WAQUOIT, MA 02536 US	08/11/2014

SIGNED UNDER THE PENALTIES OF PERJURY, this 15 Day of November, 2013,
REBECCA MENARD, Signature of Applicant.

Rebecca Menard

 ORIGINAL

PARENT OR SUBSIDIARY CORPORATIONS
(Exhibit 1.8)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

N/A



REFERENCES
(Exhibit 1.9)

This exhibit must be completed and submitted as part of the application.


Corporation Name: **East Coast Wellness Center** Application # (if more than one): N/A

	Name of Reference	Business Phone & Email	Relationship to Applicant	Dates of Relationship
1	Sheriff James Cummings	(508) 563-4300 BCSO@bsheriff.net	Known Mr. Andrade for over 15 years	1998-present
2	George J. Silva, MD	(508) 477-4282 silvamar@cape.com	Mr. Andrade served as Dr. Silva's landlord for ten years for Mahpee Family Medicine	1993-present
3	Russ Lorgeree	(508) 269-3257 Rlorgeree@allianceimaging.com	Business Partners, Mr. Andrade has served as Mr. Loregree's landlord for the past five years.	2008-present

EXECUTIVE MANAGEMENT TEAM
(Exhibit 2.1)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

	Management Role	Name	Date of Birth	Business Email and Phone Number	Business Address
1	Chief Executive Officer/Executive Director	Kevin P. Andrade		Kga956@comcast.net	775 East Falmouth Highway 190, East Falmouth, MA 02536
2	Chief Financial Officer/Director of Finance	Matthew Patrick		repmattp@cape.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
3	Chief Operations Officer/Director of Operations	Jesse R. Mayo		crazyhuey@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
4	Medical Director	Rebecca Menard		nurserebecca1@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536
5	Cultivation Manager	Morgan R. Carr		morgancarr@hotmail.com	775 East Falmouth Highway 190, East Falmouth, MA 02536



ORIGINAL

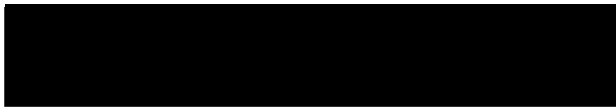
**RESUMES FOR EXECUTIVE MANAGEMENT TEAM
(Exhibit2.2)**

This exhibit must be completed and attached to the required documents and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

List the résumés attached:

	Title	Name
1	Chief Executive Officer/ Executive Director	Kevin Andrade
2	Chief Financial Officer/Director of Finance	Matthew Patrick
3	Chief Operations Officer/Director of Operations/Other	Jesse Mayo
4	Medical Director	Rebecca Menard
5	Cultivation Manager	Morgan Carr



EDUCATION

Upper Cape Technical School: Graduated 1972

EXPERIENCE

Blackwatch, LLC: 2000–Present

Co-owner (50%) of this land development company.

Opened J&K Floor Covering: 1998–Present

Controlled and maintained day-to-day operations of retail store.

Summerfield Park Office Complex: 1986–Present

Owner/Manager of this 50,000 square foot office and warehouse space.

Building Contractor and Land Developer: 1976–Present

Fernades Crane Services: 1973–1976

Employee

COMMUNITY SERVICE

- Served 22 years as elected Falmouth Planning Board Member
- Served four-year appointment as member of Falmouth Community Preservation Committee
- Founding Father of Falmouth Pop Warner Football
- Donated one-acre house lot to build first Habitat for Humanity home on Upper Cape
- Past Cape Verdean Business Man of the Year

Objective: Improve the human condition through non-profit causes as an executive director/program manager, educator, lobbyist, fundraiser or development officer.

Acquired Skills: Legislative initiatives planning and implementation, program management, personnel management, concept development/grant writing, budget writing and implementation, strategic planning, coalition building, campaign organizing and operation, personal/event fundraising, public speaking, public relations, practical plumbing, carpentry and solar installation, orchard management.

Professional Experience

- Since September, 2011, Matt has been the Executive Director of the Westport River Watershed Alliance, a 35 year old non-profit environmental organization dedicated to protecting and preserving the Westport River and its watershed.
- Served five terms in Massachusetts House of Representatives, 2001–2010; Committee appointments: Telecommunications, Utilities and Energy, Health Care Finance, Global Warming and Climate Change, Veterans Affairs, successfully conceived and moved several important bills and amendments into law; learned all of the intricacies necessary to pass legislation in the Massachusetts State House; wrote and moved legislation to enable property assessed clean energy (PACE) programs in Massachusetts, initiated and led effort in House to close corporate tax loopholes and moved many other bills and budget amendments. Stood firm as the only federal or state legislator from Cape Cod region in support of the controversial Cape Wind project, 130 wind turbines located in Nantucket Sound. Summary is available.
- Executive Director of the Cape and Islands Self-Reliance Corporation, 1985–2000; worked with board of directors to create strategic plan, annual budgets as administrator of organization; managed large staff, wrote several successful proposals and managed funding; programs that helped over 3,000 families and non-profits save an estimated \$2 million a year in energy costs, found funding and managed process to create Barnstable County Energy Management Plan forerunner of the County's energy element of the regional comprehensive plan, nationally promoted concept of municipal aggregation (community choice aggregation) as a way to save residential and small commercial ratepayers money during utility deregulation, started oil co-op.
- Owner and operator of Seven Suns Solar, marketed, sold, designed and installed more than 100 solar domestic hot water systems;
- Worked at various building trades, mason, framer and plumber for different companies located in Falmouth Massachusetts;
- Vocational Instructor, Peace Corps Volunteer, Koforidua, Ghana: taught masonry; initiated a burned brick making course, successfully built kiln and fabricated commercially viable burned bricks.

Significant Achievements:

- As volunteer chair of local non-profit led collaborative effort that saved 380 acres of the Quashnet River valley in Mashpee from imminent development;

- As volunteer co-chair of ad-hoc coalition helped lead a successful effort to create a comprehensive land use regulatory authority the Cape Cod Commission;
- Elected Selectman in Falmouth, Massachusetts 1995 and served two three year terms;

Community service/volunteer activities

- Peace Corps Volunteer masonry, brick making, Ghana, Africa;
- Former President, Cape Cod Chapter of Trout Unlimited, presently a member;
- Chair, Citizens for the Protection of Waquoit Bay, present board member;
- Co chair of the Coalition for the Cape Cod Commission Act;
- Former Selectman, Town of Falmouth, Massachusetts, Chair.
- Member/Trustee of Cape Cod Boys and Girls Club, Mashpee;
- Member of Association to Preserve Cape Cod.
- Board Member of the Housing Assistance Corporation, Hyannis, MA.

Awards

- Trout Unlimited Silver Trout Award, April, 1988;
- Trout Unlimited Cape Cod Chapter Certificate of Appreciation, 1990;
- The Lewis Gurwitz Spirit Award, Mashpee Wampanoag Tribal Council, March 2002;
- SEIU Local 767 Hospital Workers Union, Dedicated Service Award, April 2003;
- Mariners Union Award, 2004;
- Buzzards Bay Guardian Award, Coalition for Buzzards Bay, 2005;
- Mass. Veterans Service Officers Assoc. Legislator of Year, June, 2007;
- Excellence in Public Sector Leadership Award, Mass. Energy Consumers Alliance 2007;
- Cape and Islands Renewable Energy Collaborative CIGoGreen Award, Feb. 2007;
- Association to Preserve Cape Cod Environmental leadership Award, Oct. 2008;
- Housing Assistance Corporation Presbrey Public Service Award, May 2010;
- Mass Care Honors April 2011.

Education: BA, Upsala College, East Orange, NJ


crazyhuey@hotmail.com

EXPERIENCE

The UPS Store, East Falmouth, Mashpee, MA: September 2005–Present

Owner/Partner

- Successfully helped in the opening and acquisition of two The UPS Stores.
- Developed marketing plan to develop key customer relations and retention.
- Maintain daily supervision of all aspects of daily operations of business ensuring customer satisfaction and meeting guideless of franchise.

Burton Snowboards, Wrentham, MA: November 2010–Present

Store Manager

- Responsible for all daily activities of a retail store in a mall setting.
- Handled heavy shift of changes in season due to nature of business in both sales and employee needs.
- Maintained network of individuals in industry in local market to stay on top of constant changes.

Mad Hatter Painting, Mashpee, MA: November 2008–October 2009

Manager

- Created organizational flow chart for customer sales process.
- Achieved a 33% sales success rate on all quotes/estimates delivered and presented to customers.
- Trained 11 employees on new products, application techniques and OSHA work standards.

Sherwin-Williams, East Falmouth, MA: October 2003–November 2008

Market Manager

- Introduced company and products to Martha's Vineyard increasing customer base by 10% and sales by 13%.
- Lead team of three managers for two consecutive years on outside customer appreciation sales day.
- Achieved and appointed to area spray equipment repair tech.

Waterway Gas & Wash, Denver, CO: May 2000–August 2003

Senior General Manager

Achieved position of Senior General Manger in less than three years with company.

Successfully opened and achieved all goals of satellite opened in new market.

Recruited and trained 75 employees for new store.

EDUCATION

Western State College of Colorado, Gunnison, CO: 1995–2000

BS in Business-Entrepreneurship

Earned Dean's List recognition during last six semesters.

NURSINGSKILLS

- Provided skilled nursing care to various CCU patients including, but not limited to, the following:
 - Post cardiac catheterization, emergent and elective PCI and vascular PTA
 - Acute MI and cardiogenic shock with and without IABP support including pre-op CABG, valve replacement
- Effectively collaborated with medical staff to deliver appropriate intervention in response to clinical assessment
- Initiated, monitored, and maintained various pharmaceutical agents
- Assessed non-invasive/invasive hemodynamic data including swan-ganz catheters
- Managed mechanically ventilated patients
- Interpreted and evaluated EKG and telemetry data for ischemia, injury, arrhythmia, and then responded appropriately.
- Provided nursing care during ambulance transport to other medical facilities.
- Charge nurse for 13-bed CCU

SPECIALPROCEDURES

Assisted with the following procedures at the bedside and in special procedure room with utilization of fluoroscopy when appropriate:

- IABP and PA catheter placement
- Pericardiocentesis
- Emergent transvenous pacing
- Central line placement
- Elective and emergent cardioversion
- Elective and emergent intubation

EDUCATION

Simmons College, Boston, MA: graduated in 1998 with Bachelor of Science in Nursing

EXPERIENCE

Cape Cod Hospital, Hyannis, MA: 1999–Present

Staff Nurse, CCU

Tobey Hospital, Wareham, MA: 1998–1999

Staff Nurse, ICU/CCU

CETIFICATIONS

ACLS, IABP Certified through Cape Cod Hospital

AFFILIATIONS

Massachusetts Nursing Association

MORGAN R. CARR



ORIGINAL

MorganCarr@Hotmail.com

WWW.WELLSPRING-COLLECTIVE.COM

EDUCATION

Western State College, Gunnison, CO: Graduation Fall 1999

B.A. Degree: Recreation & Sports Management

Minor: Business, Dean's List 1998-1999

Lyndon State College, Lyndonville, VT: Fall 1995–Winter 1996

Recreation and Business Studies

EXPERIENCE

MMST LLC 2009–Present

Wellspring Collective 1724 S. Broadway, Denver CO

-Owner, Managing Partner

ESPN Original Entertainment (EOE) 1999–2009

ESPN Event Creation and Management, Bristol, CT

-Venue Manager, ESPN Summer and Winter X Games (EOE) 2000–2009

-Operations Coordinator, ESPN Great Outdoor Games (ESPN Outdoors) March–Aug. 2003

-Venue Operations, ESPN X Trials, 4 events, X Game Qualifiers–Summer 2001

-Venue Manager, Great Outdoor Games, July 2000, July 2001, July 2002

-Venue Operations Coordinator, ESPN Summer X Games, Aug. 1999

World PowerSports Association (WPSA) Spring 2006–Spring 2007

PowerSports Entertainment, Inc. White Bear Lake, MN

-SnoCross Tour Event Manager/Operations Manager, August 2006–March 2007

-ATV Tour Operations Manager, April 2006–August 2006

Harrah's Entertainment 2003–2005

Harrah's Resort and Casino, Reno, NV

-Marketing Services Manager, July 2005–September 2005

-Entertainment Programming Manager, May 2004–July 2005

-Player Events Administrator, Aug. 2003–May 2004

Russ Cline and Associates (RCA Group) 2001–2002

RCA Sports and Entertainment, Kansas City, KS

-Production Coordinator, Tony Hawks Gigantic Skate Tour, June/July 2002

-Operations/Sponsor fulfilment, Davis Cup Tennis, September 2001

Salt Lake Olympic Committee (SLOC) 2002

SLOC, Salt Lake City, Utah

-Sector Coordinator - Event Services, Park City Mountain Resort, February 2002

American Skiing Company 1999–2001

Mount Snow Resort, West Dover, Vermont

-Event Coordinator, Spring 2000–June 2001

-Event Production Manager, Winter 1999–Spring 2000

-Marketing Intern, "Snoforce Ski Shop Tour", Fall 1999



ORIGINAL

EVIDENCE OF CAPITAL
(Exhibit4.1)

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Total Capital needed for this application: **\$500,000**

Attach one-page bank statement.



Bank

America's Most Convenient Bank®



ORIGINAL

TD Bank, N.A.
249 Worcester Court
Falmouth, MA 02540
T: 508-548-5918 F: 508-457-0427
www.tdbank.com

November 20, 2013

Massachusetts Department of Public Health

On behalf of:

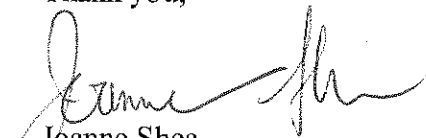
East Coast Wellness, Inc
Mr. Kevin Andrade
14 Anders Lane
East Falmouth, MA 02536

Kevin,

You have a current balance in East Coast Wellness Inc account [REDACTED] of \$557,318.

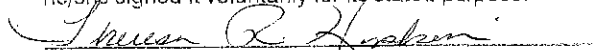
Please let me know if I can be of further assistance.

Thank you,


Joanne Shea
AVP – Store Manager

On this 20 day of NOVEMBER, 2013, before me, the undersigned notary public personally appeared Joanne Shea and proved to me through satisfactory evidence of identification which were MA I/C

to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she signed it voluntarily for its stated purpose.


THERESA R. HOPKINS, Notary Public
My Commission Expires March 11, 2016

INDIVIDUALS/ENTITIES CONTRIBUTING 5% OR MORE OF INITIAL CAPITAL
(Exhibit 4.2)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

	Individual Name	Business Address	\$ amount and % of Initial Capital Provided	Type of Contribution (cash, land, building, in-kind)	Role in Dispensary Operations	Terms of Agreement (if any)
1	Kevin Andrade	14 Anders Lane East Falmouth MA 02536	\$375,000 75%	Cash	CEO	
2	Rebecca Menard	67 Pilots Way West Barnstable MA 02666	\$100,000 20%	Cash	Clerk / Medical Director	
3	Morgan Carr	2673 Julian Street, Denver CO 80211	\$25,000 5%	In-kind business, cultivation, and application consulting services	Cultivation Manager	

	Entity Name/ Business Address	Leadership Names	\$ amount and % of Initial Capital Provided	Type of Contribution (cash, land, building, in-kind)	Role in Dispensary Operations	Terms of Agreement (if any)
1		CEO/ED: President/Chair: Treasurer: Clerk/Secretary:	\$ %			
2	Add more rows as needed.....	CEO/ED: President/Chair: Treasurer: Clerk/Secretary:	\$ %			

CAPITAL EXPENSES
(Exhibit 4.3)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Wellness Center**

Application # (if more than one): **N/A**

	Expense Type	Costs	Explanation of Expense
	Planning and Development		
1	Legal	\$15,000	Upfront legal expenditure
2	Design & Planning	\$3,500	Interior/Storefront & Warehouse
3	Environmental survey	N/A	Pre-existing building ownership
4	Application Fees	\$31,500	MA DPH License Application Fee
5	Licensing Fees	\$50,000	MA DPH Licensing Fees
4	Permits and Fees	\$2,000	
5	Security assessment	N/A	Included in Security System cost
6	Land/building cost	N/A	
	Build-Out Costs		
1	Construction expenses	\$150,000	
2	Bus Stop	\$8,000	Creation of bus stop
3	Clean-Up	\$10,000	Associated construction clean-up
4	Electrical	\$20,000	Cultivation wiring, install hydro
3	Painting/Fixtures	\$45,000	
4	Landscape work	\$3,000	
5	Parking facility	N/A	Parking already provided.
6	Additional Exterior Lighting	\$3,000	
7	20 KW Generator	\$12,000	
8	Solar Panels	\$50,000	Rough estimate of cost
9	Kitchen	\$20,000	Commercial Kitchen
10	Handicap Access	\$10,000	Bathroom + Access Ramp for RMD
	Equipment Costs		
1	Seeds	\$20,000	Variety of Seeds for Cultivation
1	Vehicles	\$18,000	
2	Cultivation equipment	\$65,000	Lights, Hoods, Fans, Ducts, HVAC, etc. installed
3	Furniture and storage needs	\$8,000	Includes cost of safe, couch, countertops, etc.
4	Computer equipment	\$5,000	3 Kiosk computers for POS/intake systems
5	Kitchen Equipment	\$10,000	Edibles Preparation Equipment
6	Point of Sale Software	\$7,000	MJ Freeway Seed-to-Sale software
7	Web Development/SEO	\$5,000	Includes Search Engine Optimization
8	Security Equipment	\$79,233	Perimeter, Cameras, Access, Alarms
9	Dispensary Display Cases	\$10,000	10 Display Cases
	TOTAL	\$660,233	

YEAR-ONE OPERATING BUDGET
(Exhibit 4.4)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**
 Budget Period: Fiscal Year beginning July 1, 2014 Projected Number of Patients: 746

		Year ONE Budget	Budget Notes ¹
REVENUE			
1	Medical Marijuana sales	\$7,409,053	ECWC expects to gain a 90% market share in Barnstable County, thus serving an estimated 746 of the projected 829 total patients in Barnstable County. ECWC expects that 364 of its patients will NOT qualify for financial hardship while 387 will qualify. Projections assume that non-hardship patients each will purchase approximately 30 ounces per year at \$375/ounce. The projected hardship patients each will purchase 30 ounces at discounted prices based on the financial hardship plan's sliding scale in exhibit 7.12.
2	Other supplies sold	\$1,259,539	Concentrates & Edibles @ 10% of Revenue + Wholesale Flower @ 7% of Revenue
A	TOTAL REVENUE:	\$8,668,592	
PAYROLL EXPENSES			
	Personnel Category	# FTE	
1	Chief Executive Officer	1	\$100,000
2	Chief Financial Officer	1	\$100,000
3	Cultivation Manager	1	\$80,000
4	Dispensary Manager	1	\$80,000
5	Medical Director	1	\$80,000
6	Security Administrator	1	\$60,000
7	Assistant Dispensary Manager	1	\$40,000
8	Assistant Cultivation Manager	1	\$40,000
9	MIPs Technician	1	\$40,000
10	Assistant Patient Administrator	1	\$40,000
11	Patient Advocate	3	\$75,000
12	Cultivation Assistant	2	\$50,000

13	Administrative Assistant	1	\$25,000	
B	TOTAL SALARIES	16	\$810,000	
C	Fringe Rate and Total	25%	\$41,250	
D	Employee Benefits	29%	\$234,900	
E	TOTAL SALARIES PLUS FRINGE (B+C+D)		\$1,086,150	
OTHER EXPENSES				
Dispensary Expenses				
1	Accounting		\$10,000	
2	Dispensary Agent Fees		\$3,500	
3	Dispensary Rent		\$60,000	
4	Electricity		\$4,200	
5	Federal Corporate Taxes		\$1,516,488	
6	Inspections		\$2,000	
7	Insurance		\$3,719	
8	Legal & Professional Fees		\$15,000	
9	Marketing & Outreach		\$20,000	
10	Office Expenses		\$4,000	
11	Security		\$2,500	
12	Telecom		\$4,800	
13	Tools & New Items		\$600	
14	Trash Service		\$1,500	
15	Travel		\$30,000	
16	Uniforms		\$2,500	
17	Water		\$1,200	
Cultivation Expenses				
18	Consulting		\$120,000	Includes security, cultivation, and other consulting services. Oscar J. Langford, a retired Massachusetts State Police Officer, will provide security advising and consulting services to ensure the integrity of ECWC's security operations.
19	Cultivation Rent		\$60,000	
20	Electricity		\$36,000	
21	Equipment Replacements		\$15,000	
22	Nutrients		\$38,000	
23	Packaging & Labeling		\$14,000	
24	Security		\$2,500	
25	Uniforms		\$2,500	
26	Waste Removal		\$15,000	
27	Water		\$8,000	
F	TOTAL OTHER EXPENSES		\$1,993,007	
G	TOTAL EXPENSES: (E+F)		\$3,079,157	
	DIFFERENCE(A-G)		\$5,589,435	

THREE-YEAR BUSINESS PLAN BUDGET PROJECTIONS
(Exhibit 4.5)

This exhibit must be completed and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Fiscal Year Time Period: Beginning July 1, 2014

Projected Start Date for the First Full Fiscal Year: July 1, 2014

	FIRST FULL FISCAL YEAR PROJECTIONS 2014	SECOND FULL FISCAL YEAR PROJECTIONS 2015	THIRD FULL FISCAL YEAR PROJECTIONS 2016
Projected Revenue	\$8,668,592	\$9,535,451	\$10,835,740
Projected Expenses	\$(3,739,390) ¹	\$(7,665,542)	\$(4,715,726)
TOTAL :	\$4,929,202	\$1,869,909	\$6,120,014
Gross Margin	57%	20%	56%
Number of Patients	746	821	933
Ounces/Patient/Year	30	30	30
Projected % of patient pop. growth rate annually	0%	10%	25%
Total FTE in staffing	16 FTE	20 FTE	28 FTE
Projected Monthly Medical Marijuana Inventory	117 pounds	128 pounds	146 pounds
¹ <i>Includes capital expenses.</i>			



EVIDENCE OF INTEREST IN DISPENSARY SITE
(Exhibit 5.1)

This exhibit must be completed or marked N/A and attached to required documents and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Physical Address	County	Type of Evidence Attached
East Coast Wellness Collective's dispensary will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Barnstable	Deed of Trust

02119

QUITCLAIM DEED

I, KEVIN P. ANDRADE, of 59 Carl Landi Circle, East Falmouth, Barnstable County, Massachusetts, for nominal consideration less than one hundred dollars grant to KEVIN P. ANDRADE, TRUSTEE of SUMMERFIELD PARK REALTY TRUST of P. O. Box 956, East Falmouth, Barnstable County, Massachusetts, 02536 with quitclaim covenants the land in Mashpee, Barnstable County, Massachusetts being more particularly described as follows:

Beginning at a point at the Southerly corner of the premises to be conveyed herein as shown on a plan of land entitled, "Mashpee Industrial Park in Mashpee, Mass. prepared for WINCY CORPORATION, Arrowhead Drive, Hyannis, Massachusetts, NICHOLS ASSOCIATES, INC., Engineers Consultants Surveyors, 276 High Street, Holyoke, Mass." and thence running a Northwesterly direction by the angle of an arc by the land now or formerly of Anthony Philliponne, a distance of 422.31 feet, as shown on said plan, to a point;

Thence turning and running by the angle of an arc by land now or formerly of Anthony Philliponne to the southerly sideline of a state highway known as Route 28, a total distance of 82.10 feet, as shown on said plan, to a point:" thence turning and running

NORTH 44° 51' 55" East by the southerly sideline of said highway known as Route 28 a total distance of 165.37 feet to a cement bound; thence running in a northerly direction along the angle of an arc by the sideline of said highway a distance of 155.94 feet to a cement bound; thence

NORTH 64° 26' 50" East by the sideline of said highway a distance of 106.18 feet to a point; thence turning and running by the angle of an arc on the Westerly sideline of a proposed private way as shown on a plan hereinbefore mentioned, a total distnace of 215.61 feet to a point; thence proceeding

SOUTH 33° 11' 50" East along the westerly sideline of said private way as shown on said plan hereinbefore mentioned, a distance of 232.00 feet to a point; thence proceeding by the angle of an arc on the westerly sideline of said private way as shown on said plan a distance of 62.21 feet to a point; thence turning and running

SOUTH 54° 18' 37" West by Lot 18A as shown on a plan hereinbefore mentioned a total distance of 346.87 feet to the point of beginning.

* which Trust is dated June 11, 1987 and is recorded in the Barnstable County Registry of Deeds at Book 5774, Page 041,

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
143 MAIN STREET
P. O. BOX 629
FALMOUTH, MASS 02541
1071-590-8107

Meaning and intending to convey LOT 18 containing a total acreage of 4.46 acres, more or less, as shown on said plan, which plan is recorded in Barnstable County Registry of Deeds, Plan Book 279, Page 4.

Grantor grants subject to an existing mortgage to The Palmouth National Bank, dated December 18, 1986, and recorded in the Barnstable County Registry of Deeds at Book 5461, Page 202 and Grantee, by recording this deed, hereby agrees to assume said mortgage. In Amount of \$650,000.

For my title see deed of Keith H. Casperson and Kevin P. Andrade, dated April 14, 1986 and recorded in Barnstable County Registry of Deeds, Book 5006, Page 277, and confirmatory deed of Keith H. Casperson, dated 22 December 1987 and recorded herewith.

WITNESS my hand and seal this 13th day of January 1988.

Kevin P. Andrade
Kevin P. Andrade

COMMONWEALTH OF MASSACHUSETTS

Barnstable, ss.

13 January, 1988

Then personally appeared the above named Kevin P. Andrade and acknowledged the foregoing instrument to be his free act and deed, before me

E. Winn Davis
Notary Public-E. Winn Davis

My commission expires: 12 August 1994

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
143 MAIN STREET
P.O. BOX 629
PALMOUTH, MASS. 02541
617/949-0183

RECORDED JAN 14 88

BARNSTABLE COUNTY
REGISTRY OF DEEDS
A TRUE COPY, ATTEST
John F. Meade
JOHN F. MEADE, REGISTER

EVIDENCE OF INTEREST IN CULTIVATION SITE
(Exhibit 5.2)

This exhibit must be completed or marked N/A and attached to required documents and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Physical Address	County	Type of Evidence Attached
East Coast Wellness Collective's dispensary will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Barnstable	Deed of Trust

02119

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Thence turning and running by the angle of an arc by land now or formerly of Anthony Filliponne to the southerly sideline of a state highway known as Route 28, a total distance of 82.10 feet, as shown on said plan, to a point;" thence turning and running

NORTH 44° 51' 55" East by the southerly sideline of said highway known as Route 28 a total distance of 165.37 feet to a cement bound; thence running in a northerly direction along the angle of an arc by the sideline of said highway a distance of 155.94 feet to a cement bound; thence

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* which Trust is dated June 11, 1987 and is recorded in the Barnstable County Registry of Deeds at Book 5774, Page 041,

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
(43 MAIN STREET)
P. O. BOX 629
FALMOUTH MASS 02541
1617540-8101

BOOK 6102 PAGE 058

Meaning and intending to convey LOT 18 containing a total acreage of 4.46 acres, more or less, as shown on said plan, which plan is recorded in Barnstable County Registry of Deeds, Plan Book 279, Page 4.

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For my title see deed of Keith H. Casperson and Kevin P. Andrade, dated April 14, 1986 and recorded in Barnstable County Registry of Deeds, Book 5461, Page 47, and confirmatory deed of Keith H. Casperson, dated 22 December 1987 and recorded herewith.

WITNESS my hand and seal this 13th day of January 1988.

Kevin P. Andrade
Kevin P. Andrade

COMMONWEALTH OF MASSACHUSETTS

Barnstable, ss.

13 January, 1988

Then personally appeared the above named Kevin P. Andrade and acknowledged the foregoing instrument to be his free act and deed, before me

Winn Davis
Notary Public - Winn Davis

My commission expires: 12 August 1994

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
143 MAIN STREET
P. O. BOX 698
PALMOUTH, MASS. 01941
815-546-8183

RECORDED JAN 14 88

BARNSTABLE COUNTY
REGISTRY OF DEEDS
A TRUE COPY, ATTEST
John F. Meade
JOHN F. MEADE, REGISTER

EVIDENCE OF INTEREST IN PROCESSING SITE
(Exhibit 5.3)

This exhibit must be completed or marked N/A and attached to required documents and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Physical Address	County	Type of Evidence Attached
East Coast Wellness Collective's dispensary will be physically located at 800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Barnstable	Deed of Trust

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* which Trust is dated June 11, 1987 and is recorded in the Barnstable County Registry of Deeds at Book 5774, Page 041,

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
143 MAIN STREET
P. O. BOX 628
FALMOUTH, MASS 02541
617/558-0103

BOOK 6102 PAGE 058

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Grantor grants subject to an existing mortgage to The Falmouth National Bank, dated December 18, 1986, and recorded in the Barnstable County Registry of Deeds at Book 5461, Page 202 and Grantee, by recording this deed, hereby agrees to assume said mortgage. *In Amount of \$450,000.*

For my title see deed of Keith H. Casperson and Kevin P. Andrade, dated April 14, 1986 and recorded in Barnstable County Registry of Deeds, Book 5464, Page 27, and confirmatory deed of Keith H. Casperson, dated 22 December 1987 and recorded herewith.

WITNESS my hand and seal this 13th day of January 1988.

Kevin P. Andrade
Kevin P. Andrade

COMMONWEALTH OF MASSACHUSETTS

Barnstable, ss.

13 January, 1988

Then personally appeared the above named Kevin P. Andrade and acknowledged the foregoing instrument to be his free act and deed, before me

Winn Davis
Notary Public - Winn Davis

My commission expires: 12 August 1994

RAPPAPORT & DAVIS
ATTORNEYS AT LAW
102 MARSH STREET
P. O. BOX 628
FALMOUTH, MASS. 02541
817-46-0181

RECORDED JAN 14 88

BARNSTABLE COUNTY
REGISTRY OF DEEDS
A TRUE COPY, ATTEST
John F. Meade
JOHN F. MEADE, REGISTER

EVIDENCE OF LOCAL SUPPORT
(Exhibit5.4)

This exhibit must be completed or marked N/A and attached to required documents and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Site	City/Town	County	Type of Support Attached
1	Mashpee	Barnstable	Letter of Support from Office of Selectmen for Town of Mashpee
2			



TOWN OF MASHPEE

ORIGINAL OFFICE OF SELECTMEN

16 Great Neck Road North
Mashpee, Massachusetts 02649
Telephone - (508) 539-1401
bos@mashpeema.gov

November 19, 2013

Cheryl Bartlett, Commissioner
Massachusetts Department of Public Health
250 Washington Street
Boston, MA 02108

Dear Commissioner:

The Selectmen of the Town of Mashpee support the application of East Coast Wellness Center, Inc. ("ECWC") for a medical marijuana dispensary. The Board supports this application because ECWC has demonstrated a thorough understanding of and commitment to the need for the Police and Health departments to be involved in all phases of security and patient care.

ECWC demonstrated sufficient knowledge of the medical marijuana industry. Their Board consists of businessmen and non-profit experience. Their assurance that they are committed to security needs, patient needs and community needs convinced the Board to vote in support of their application.

Their promise to enter in PILOT agreements with the Town of Mashpee to support much needed education and rehabilitation distinguishes them from other applicants. The Selectmen look forward to negotiating equitable and reasonable PILOT agreements.

ECWC's management team provided the Selectman with specific information concerning their dispensary retail store. ECWC already has a site that is ready to use. They will be ready to open within the allotted time required by the Department of Health's ("DPH") regulations. The site is accessible by public transportation.

ECWC will have their grow facility beneath their dispensary. This alleviates transportation requirements that may cause unnecessary exposure to thefts and diversion. ECWC will deliver the medicine to any non-ambulatory patients.

ECWC is committed to their patients as solidly as to the security of the medicine. Our patient advocate is on the same organizational level as our Security Manager. Both report directly to our CEO. The patients are the lifeblood of the industry. Our patient advocates will be in direct contact with the patient's certifying physician.

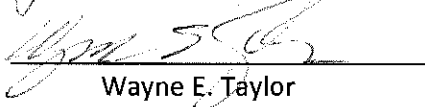
For the reasons stated above, the Town of Mashpee Selectmen support the application of ECWC for their medical marijuana dispensary in our town.

2 ORIGINAL


Sincerely,



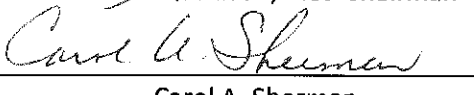
John J. Cahalane, Chairman



Wayne E. Taylor



Michael R. Richardson, Vice-Chairman



Carol A. Sherman

MASHPEE BOARD OF SELECTMEN

SUMMARY CHART OF LOCATIONS AND LOCAL SUPPORT
(Exhibit 5.5)

This exhibit must be completed or marked N/A and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

	Site	Full Address	Evidence of Interest Submitted	Evidence of Local Support
1	Dispensing	800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Deed of Trust	Letter of Support from Office of Selectmen for Town of Mashpee
2	Cultivation	800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Deed of Trust	Letter of Support from Office of Selectmen for Town of Mashpee
3	Processing	800 Falmouth Rd. Suite # 101-C, Mashpee, MA 02649.	Deed of Trust	Letter of Support from Office of Selectmen for Town of Mashpee



ORIGINAL

ECWC ORGANIZATIONAL CHART
(Exhibit 6.1)

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Attach organizational chart.



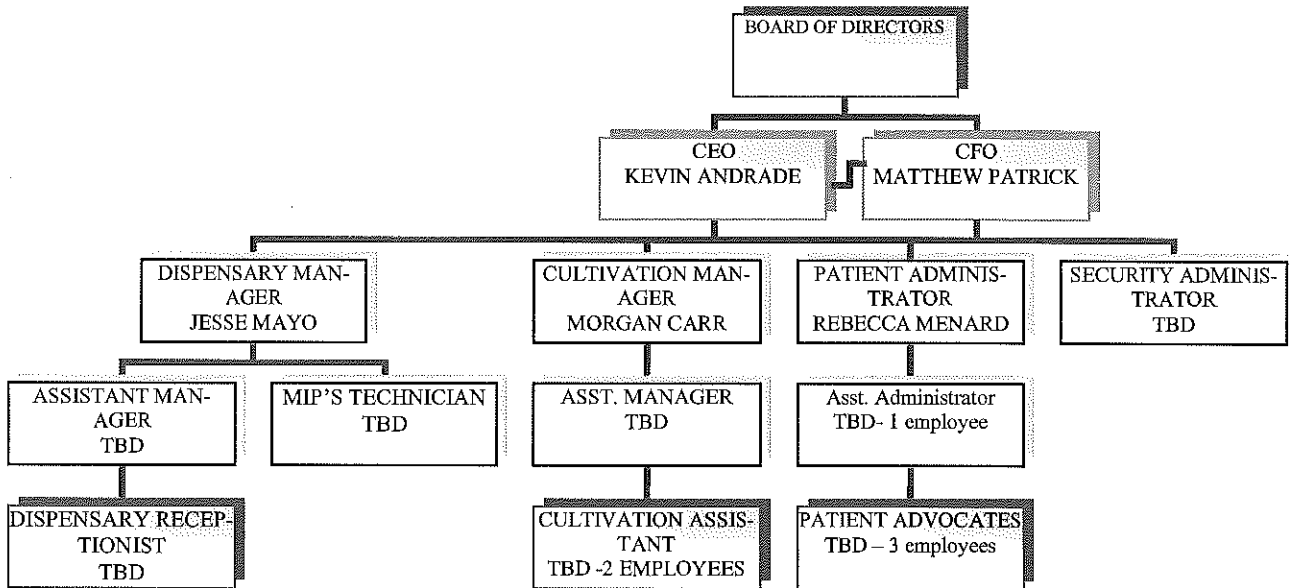
Board of Directors

Executive Management Team	Title	Chief Executive Officer/ED	Chief Financial Officer	Cultivation Manager	Dispensary Manager	Medical Director / Patient Administrator
	Name	Kevin Andrade	Matthew Patrick	Morgan Carr	Jesse Mayo	Rebecca Menard
	Function	The CEO is responsible for implementing the strategic goals and objectives of the organization.	The CFO is responsible for all financial and fiscal management aspects of the organization.	The Cultivation Manager is responsible for development and implementation of the organization's horticultural program.	The Dispensary Manager supervises and/or coordinates all aspects of the RMD's business to always ensure the high-quality delivery of medicinal services to patients that is consistent with all legal requirements.	The Medical Director is responsible for all aspects of patient interactions including development of educational materials, ensuring compliance with State/Federal, OSHA, and HIPAA regulations, and integrating cannabinoid research into the RMD's educational and sales materials.
	Reporting Structure	Board	CEO	CEO	CEO	CEO

Management Team	Title	Assistant Dispensary Manager	Assistant Cultivation Manager	MIPs Technician	Assistant Patient Administrator	Security Administrator
	Name	TBD	TBD	TBD	TBD	TBD
	Function	The Assistant Dispensary Manager works under the Dispensary Manager to supervise and/or coordinate all aspects of the RMD's business to always ensure high-quality delivery of medicinal services to patients that is consistent with all legal requirements.	The Assistant Cultivation Manager works under the Cultivation Manager to oversee the operation of the cultivation center and ensure that high-quality, consistent cannabis is provided to all patients.	The MIPs technician works under both the Cultivation Manager and the Dispensary Manager to ensure, respectively, that 1) high-quality MIPs are produced for and provided to patients and 2) a proper supply is maintained at dispensary in order to meet patient demand needs.	The Assistant Patient Administrator works under the Medical Director to provide high-quality patient services and integrate research on the risks/benefits of medical marijuana into patient educational materials.	The Security Administrator ensures that RMD, at all times, utilizes the best and most efficient security technology and protocols.
	Reports to	Dispensary Manager	Cultivation Manager	Cultivation Manager / Dispensary Manager	Medical Director	Dispensary and Cultivation Managers/CEO



RMD Staff	Title	Administrative Assistant	Cultivation Assistant	Patient Advocate
	Name	TBD	TBD	TBD
	Function	The Administrative Assistant reports to the Dispensary Manager and also works with all officers and managers to provide administrative support. The AA also generally oversees the patient intake process.	Cultivation Assistants assist the Cultivation Manager with cultivating and propogating medical marijuana. Cultivation Assistants also coordinate with MIPs Technician regarding raw-material production needs.	Patient Advocates assist patients with the acquisition of marijuana. Patient Advocates usually spend more than half their time educating patients on a variety of cannabis-related topics as well as the performing other, non-dispensing tasks.
	Reports to	Dispensary Manager	Cultivation Manager / MIPs Technician	Medical Director





ORIGINAL

**EVIDENCE OF ENROLLMENT WITH DEPARTMENT OF CRIMINAL JUSTICE INFORMATION
SERVICES (DCJIS)
(Exhibit 6.2)**

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Attach evidence of enrollment.



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East Coast Wellness Center

Status: **Active**
Account Type(s): **Employer**

Account

[Account Details](#) | [Representatives](#) | [Users](#) | [Authorized Consumer Reporting Agencies](#)

Account Details

[\[Cancel Account\]](#)

Account Status

Account Status: **Active**
Date First Registered: **11/07/2013** Date Last Renewed:

Organization Details

[\[Edit\]](#) [\[Change Org Name\]](#) [\[View Org Name History\]](#)

Account Type(s): **Employer**
Organization Name: **East Coast Wellness Center** Organization ID: **[REDACTED]**
Address: **800 Falmouth Rd, Mashpee, MA 02649**
Phone No.: **508-509-9722**
Website:
Federal ID No.: **[REDACTED]**

ORIGINAL

**ECWC STAFF
(Exhibit 6.4)**

This exhibit must be completed or marked N/A and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

N/A



ECWC START-UP TIMELINE
(Exhibit 7.1)

This exhibit must be completed and submitted as part of the application. Include benchmarks for ALL ECWC sites.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Key Benchmarks ⁱ	Due Dates	Person Responsible	Risk Level If Not Completed on Time	Date ECWC Opens
Submit permit applications for construction of facility.	2/3/14	Kevin Andrade	High	7/24/14: Grand opening that includes full product availability
Initial build-out phase of cultivation area begins (demolition, electrical, security, plumbing, HVAC, etc.).	2/10/14	Kevin Andrade, Morgan Carr	High	
Completion of cultivation area build-out. Schedule appropriate inspections and approvals by local town building inspector and DPH. Install and integrate MJ Freeway Point-of-Sale and Inventory Management System.	3/1/14	Kevin Andrade, Morgan Carr, Jesse Mayo	High	
Seeds of initial crop planted. ¹ See Cultivation Plan for in-depth cultivation timeline.	3/11/14	Morgan Carr, Jesse Mayo	Medium	
Build-out of dispensary and MIPs production units begins. Build-out will include receptionist area, security windows, security system, floors, and painting.	3/17/14	Kevin Andrade, Jesse Mayo, Morgan Carr	High	
Complete build-out of dispensary and MIPs production units. Schedule appropriate inspections and approvals by local town building inspector and DPH.	3/31/14	Kevin Andrade, Jesse Mayo, Morgan Carr	Low	
Begin installation of commercial kitchen for MIPs production.	4/7/14	Kevin Andrade, Morgan Carr, Jesse Mayo	Low	

Complete inspection by board of health and DPH of MIPs production facility.	4/21/14	Kevin Andrade	Medium
Begin recruitment and review of applications/résumés of ECWC staff.	6/1/14	Kevin Andrade, Jesse Mayo	Low
Begin interviews of ECWC staff candidates.	6/11/14	Kevin Andrade, Jesse Mayo	Medium
Send final employee/job offers to selected candidates.	6/18/14	Kevin Andrade, Jesse Mayo	High
Provide training and orientation to ECWC staff.	6/23/14	Jesse Mayo, Rebecca Menard	High
Schedule final inspection of ECWC with DPH.	6/23/14	Kevin Andrade	High
Begin stocking office supplies, education materials, and consumption accessories.	6/30/14	Jesse Mayo, Rebecca Menard	Medium
Send initial product to laboratory for product analysis.	7/11/14	Jesse Mayo	High
Soft open of East Coast Wellness Center to public that include limited product availability.	7/16/14	All Executive Management Team members	Medium
Final extracted product returned to ECWC. Begin MIPs production.	7/21/14	Morgan Carr, Jesse Mayo	Low
Send initial MIPs to laboratory for product analysis.	7/22/14	Morgan Carr, Jesse Mayo	Low
Grand opening of ECWC that includes full product availability.	7/24/14	All Executive Management Team members	High

¹*Seeds will not be planted until all appropriate permitting is in place. Four months is the estimated time of production for finished, usable products. Any delay in the permitting process could push back all other deadlines.*



ORIGINAL

PROPOSED SLIDING PRICE SCALE
(Exhibit 7.12)

This exhibit must be completed and attached to a required document and submitted as part of the application.

Corporation Name: **East Coast Wellness Center, Inc.** Application # (if more than one): **N/A**

Attach sliding price scale.



The following sliding scale is recommended for pricing with respect to individual patients who qualify for financial hardship. If medicine for non-hardship patients is priced to cover a 25% margin, the discount plan below results in a 14.83% gross margin on all sales.

	Control	Group 1	Group 2	Group 3	Group 4
% of patients	54.9%	15%	12.8%	12.7%	4.6%
Discount	0%	10%	20%	30%	50%
Margin	25%	15%	5%	-5%	-25%

Patient will fill out questionnaire form so that ECWC can figure out which group they fall into.

- Groups
 - Group 4 consists of:
 - HH 4+, income<\$15,000
 - HH 5+, \$15,000<income<\$25,000
 - HH 6+, \$25,000<income<\$35,000
 - HH 7+, \$35,000<income<\$42,500
 - Group 3 consists of
 - Individuals, income <\$10,000
 - HH 2, income<\$15,000
 - HH 3, income<\$25,000
 - HH 4, \$15,00<income<\$35,000
 - HH 5, \$25,000<income<\$50,000
 - HH 6, \$35,000<income<\$62,500
 - HH 7, \$42,500<income<\$62,500
 - Group 2 consists of:
 - Individuals, \$10,000<income<\$20,000
 - HH 2, \$20,000<income<\$30,000
 - HH 3, \$25,000<income<\$35,000
 - HH 4, \$35,000<income<\$50,000
 - HH 5, \$50,000<income<\$58,590
 - HH 6, \$62,500<income<\$75,000
 - HH 7, \$62,500<income<\$87,500
 - Group 1 Consists of:
 - Individuals, \$20,000<income<\$35,000
 - HH 2, \$30,000<income<\$46,530
 - HH 3, \$35,000<income<\$58,590
 - HH 4, \$50,000<income<\$70,650
 - HH 5, \$58,590<income<\$82,710
 - HH 6, \$75,000<income<\$94,000