

## ATTACHMENT 4

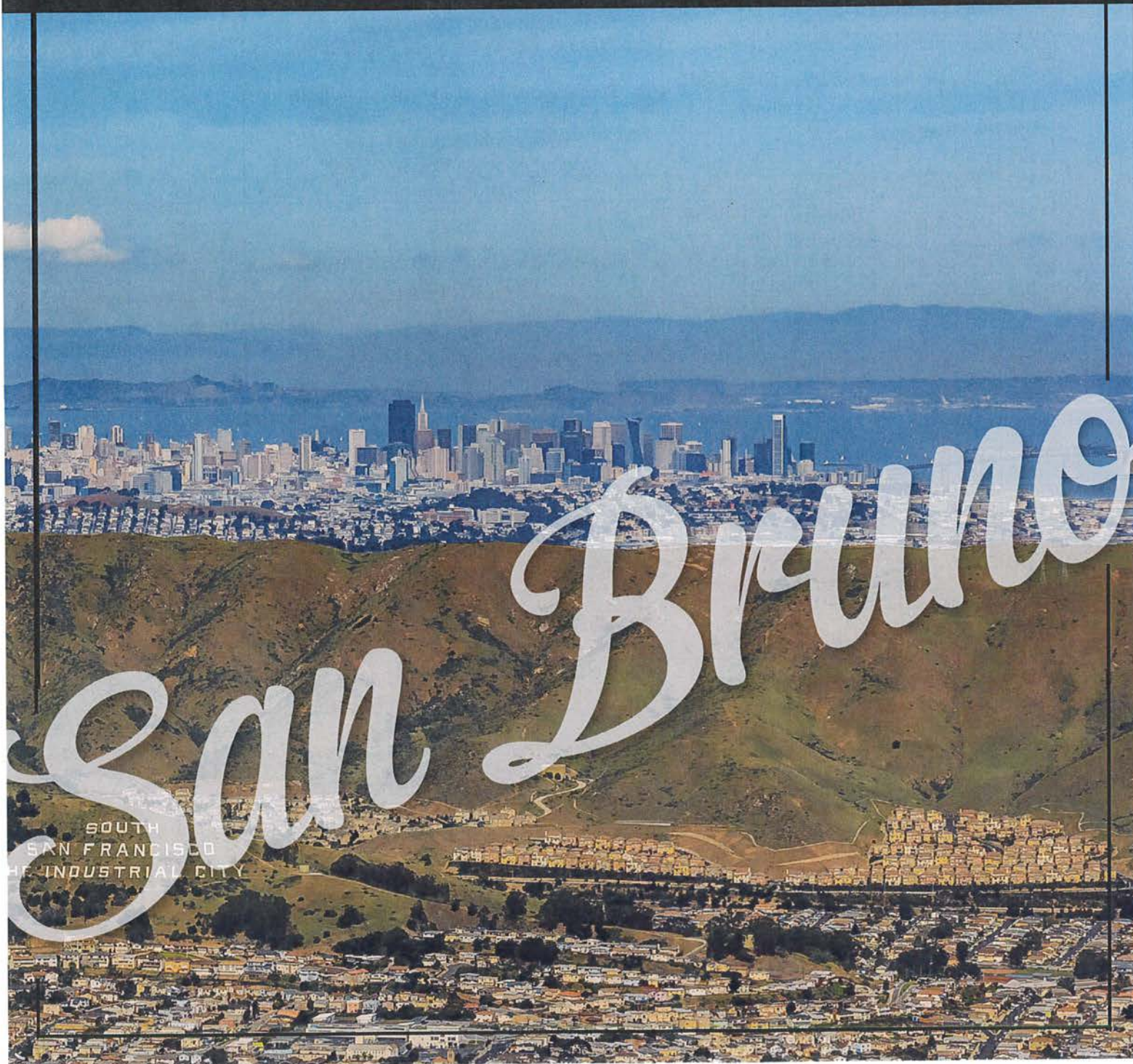
### MMD Shop – 115 El Camino Real

#### Summary Table

Criteria #	Criteria	Response	Page #
1.1	Owner Qualifications – Existing/Opening Locations	4 existing in Southern California / 2 opening (Redwood City and San Francisco)	5, 14, 17
1.7	Applicant Projected Revenue	Projected Gross Sales Year 1: \$24.0 M*; Year 3: \$27.8 M*  Projected Year 1 City Revenue from Applicant Projected Gross Sales: 6% cannabis tax: \$1.4 M* Share of sales tax: \$420,000*	32, 78
1.8	Hours of Operation	8am to 10pm	38
1.9.1.d	Projected Customers per Day	1,026	50
1.9.1.e	Proposed Products (% of sales)	Flower (50%), Vape (20-25%), Edibles (15%), Pre-rolls (7%)	51
1.9.1.f	Delivery Service	Yes	53
2.5	Projected Employees	Year 1: 34; Year 3: 42	72
2.6	Annual Voluntary Community Benefit	2% gross sales to the City; Year 1: \$480,000*; Year 3: \$555,000*  1% of gross sales for community organizations; Year 1: \$240,000*; Year 3: \$277,000*  40 hours paid community service per employee	78
5.1.2	Video Surveillance	59 cameras	175**
5.4	On-Site Security	At least one on-site security guard 24 hrs a day	183**
6.1	Building Size	5,094 s.f. two-story commercial building (1,865 s.f. ground level garage space)	191

\* Figures are rounded

\*\* Financial and security sections were redacted from the agenda materials. The material is available to City Council for review at City Hall.







SECTION 1  
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**BUSINESS  
PLAN**





## SECTION 1 BUSINESS PLAN

### 1.1. OWNER QUALIFICATIONS

C4TP Retail A, Inc. (doing business as "MMD" or "MMD San Bruno") is owned by Steve and Michael Ashbel and Steve Adkins, with leadership support provided by Esther Garcia, Ilana Dreicer, and Sarah Dale. With more than 58 collective years of cannabis industry experience, including 53 collective years of experience owning and compliantly operating licensed cannabis businesses throughout the State of California, MMD's ownership and leadership team is highly qualified with a proven track record of success opening and operating cannabis retail stores throughout California.

Founded by brothers Steve and Michael Ashbel in 2006, MMD began as a single medical marijuana collective in North Hollywood. Steve Adkins joined the team in 2019, followed by Ilana Dreicer in 2019, and Sarah Dale and Esther Garcia in 2022. Even now with four operational retail locations (and two Bay Area locations scheduled to open later this year), MMD stays true to its roots, emphasizing cannabis education, care to medicinal patients, community service, and furthering social justice. Beyond compliance, MMD is an operator which truly seeks to support and better each community in which we operate.

MMD's dedication to community stems from founders Steve and Michael Ashbel's experiences immigrating to the United States to escape persecution, as explained in their own words:

*In 1989, in Soviet Union Russia, the Anti-Semitism was widespread, overt, and flourishing. Our teachers would beat us and insult us for being Jewish on a daily basis, our uncle had just returned from the army with massive PTSD from being humiliated every day because he was Jewish, and at 16, our oldest brother was about to be forced to enter into the military to suffer the same degradation.*

*It was at this point that our mother threatened to divorce our father unless we went to America for a better and safer life. So, our Family of 6 packed everything in about 15 suitcases and headed from Gomel, Belarus to Moscow, Russia (10 hr. drive) to board an overnight train to Czechoslovakia, and that same day boarded a plane to Vienna, Austria. After 2 weeks we flew to Italy, where the government provided 2 weeks of housing and meals before we were left to fend for ourselves. All six of us spent every day, every minute, doing anything possible to find work and food.*

*After 5 months the government finally approved our entrance to the US. Our family arrived in Cleveland, Ohio with only 150 dollars in our pocket and the clothes on our back. In Ohio, we got all our furniture on Thursdays - trash day.*

*A year later we made our way to LA, because my father was offered a construction job. During this time, my brother and I gathered all the local immigrant kids in the neighborhood and built a flier hand-out collective for a local pizza shop. We made \$12.75 and kept .75 cents for ourselves and gave the rest to our family. Eventually my father turned that construction job into his own contracting company.*



*The title song of Hamilton (yes, the musical), "Immigrants (We Get The Job Done)," immediately resonated with us and made us smile... Because, yes, we do.*

*In 1995 our Grandmother (the rock of our family) was diagnosed with cancer. The doctor advised her to smoke cannabis for medical purposes. At the time, cannabis wasn't legal medically, but he was a forward-thinking medical professional with the insight that it would help. My brother and I remember begging her to smoke weed. Begging her to do anything that would help her, but she refused. She passed away a year later in 1996, the same year that cannabis became legal in the state of California for medical use.*

*We opened our first medical collective 10 years later in 2006 in her honor. We wanted the environment to be comfortable for our mothers and especially our grandmothers to come in, shop, and not feel judged. We can confidently say that we have done this. Our stores are warm, friendly and inviting. The cannabis wouldn't have healed her, but it certainly would have helped her quality of life.*

*We got into this business because we believe in cannabis and safe communal spaces created to improve one's quality of life. That is why we were and continue to be at the forefront of advocating for safe and legal cannabis.*

*Whether it's grandmothers or folks like Ed Stanza, a veteran, a senior, and what's called a long-term survivor, which means he has been living with HIV for more than 10 years. Ed lives with his life partner David at Triangle Square which is LGBT Senior living complex. Ed was once asked to speak on our behalf in front of the city of Los Angeles. On his own accord, he brought six other Triangle Square residents to speak on our behalf. Ever since then we have been a family. We regularly sponsor the Triangle Square events, call and visit Ed and David all the time, and often supply him with cannabis that we personally pay for since it's illegal for us to give product away. He is also on the permanent discount program with us.*

*We build relationships within our communities in a couple of ways, first being the diversity of staff. In Long Beach, we have a social equity hiring initiative to hire those who live in an area that has been disproportionately disadvantaged by the "war on drugs." We put "war on drugs" in quotes, because, as Michelle Alexander points out in her brilliant book *The New Jim Crow: Mass Incarceration in the Age of**

*Colorblindness, if there were a true War on Drugs, then "people of all colors, who use and sell illegal drugs at remarkably similar rates," would be incarcerated at very nearly the same rate. But that's not the case.*

*Byron, an army veteran and one of our first employees, came in one day and asked for a job. Not needing to hire anyone new, but wanting to help, he became our sign spinner. He then quickly became our security guard, before being quickly promoted to a budtender. Byron left our company a few years later to pursue his own career in cannabis with our mentorship and guidance; he now owns and operates a small chain of dispensaries in the Santa Barbara area.*

*Our approach has brought many blessings to our family and our communities. It has led us from a single dispensary in North Hollywood to additional locations in Hollywood, Marina Del Rey, and Long Beach. We have worked hard to do it ourselves. We aren't backed with private equity money. We are a hard-working family business getting the job done.*

*We are excited to open our Redwood City store later this year, and our San Francisco store is also in the works. Why are we moving up north? It's the heart of this movement; it's where it all started. San Bruno's City motto is "City With a Heart" - a perfect fit for MMD as a responsible operator focused on community service, education, and empowerment.*

## **SUMMARY OF QUALIFICATIONS OF OWNERSHIP AND LEADERSHIP TEAM**

- 53 collective years of cannabis business ownership and operations experience
- 4 operational cannabis retail stores, with two additional stores projected to open in 2023
- Building a strong Bay Area-presence, with future MMD locations undergoing buildout in Redwood City and San Francisco
- Focus on philanthropy and community service, contributing monetary donations and volunteer hours as well as conducting in-store drives and awareness campaigns across all stores



**Steve Ashbel** (Chief Financial Officer)

- 17+ years of cannabis business ownership and operations experience
- 19+ years of non-cannabis and cannabis accounting experience
- 21+ years of non-cannabis highly-regulated industry experience

**Ilana Dreicer** (Director of Marketing)

- 4+ years of cannabis retail operations experience
- 6+ years of retail experience
- Scientific background

**Mishka Ashbel** (Chief Strategic Officer)

- 17+ years of cannabis business ownership and operations experience
- 20+ years of experience in highly-regulated real estate industry

**Esther Garcia** (Director of Operations)

- 8+ years of cannabis operations experience
- 16+ years of retail experience
- 5+ years of non-cannabis highly-regulated industry experience

**Steve Adkins** (Chief Executive Officer)

- 6+ years of cannabis business ownership and operations experience
- 30+ years of senior executive experience in food and beverage and cannabis industries

**Sarah Dale** (Director of Public Affairs)

- 6+ years of cannabis industry experience
- 10+ years of nonprofit and political advocacy and government relations experience

Resumés can be found on following pages.



# STEVE ASHBEL

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## EXPERIENCE

### **MMD Long Beach** — *Co-Owner & Operational Manager*

2018 - Present | Long Beach, CA

- Implement robust staff training curriculum, audits, compliance reviews, and seed-to-sale tracking system.

### **MMD Marina Del Rey** — *Co-Owner & Operational Manager*

2012 - Present | Marina Del Rey, CA

- Implement audits, compliance reviews, and initiatives to ensure proper payment of taxes.

### **MMD Hollywood** — *Co-Owner & Operational Manager*

2009 - Present | Hollywood, CA

- Implement robust staff training curriculum, audits, compliance reviews, and seed-to-sale tracking system.

### **The Artist Tree** — *Co-Owner*

2018 - 2022 | West Hollywood, CA

- Shareholder, not involved in operations.

### **The Green Easy** — *Co-Owner & Operational Manager*

2009 - 2022 | Los Angeles, CA

- Manage daily operation processes including staff training, compliance, performance, and financials.

### **California Compassionate Care Network** — *Managing Consultant*

2006 - Present | North Hollywood, CA

- Advise ownership team regarding facility operations.

### **Absolute Rehabilitation Center** — *Partner*

2008 - 2013 | Van Nuys, CA

- Compliantly operate highly-regulated substance abuse rehabilitation facility.

### **Healthy Solutions Adult Day Care Center** — *Partner & Administrator*

2002 - Present | Van Nuys, CA

- Compliantly operate highly-regulated adult day care facility.

### **Walt Disney Corporation** — *Accounting Analyst*

1997 - 1999 | Burbank, CA

- Prepare and assess financial reports for accuracy, compliance, and company performance.

## EDUCATION

### **Santa Monica College**

1997 - 1998 | Santa Monica, CA

# MICHAEL ASHBEL

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## EXPERIENCE

### **MMD Long Beach** — *Co-Owner & Operational Manager*

2018 - Present | Long Beach, CA

- Source products, establish and maintain vendor relations, develop products with cultivators and manufacturers, and inventory management.

### **MMD Marina Del Rey** — *Co-Owner & Operational Manager*

2012 - Present | Marina Del Rey, CA

- Source products, establish and maintain vendor relations, develop products with cultivators and manufacturers, and inventory management.

### **MMD Hollywood** — *Managing Consultant*

2009 - Present | Hollywood, CA

- Advise ownership team regarding facility operations.

### **The Artist Tree** — *Co-Owner*

2018 - 2022 | West Hollywood, CA

- Shareholder, not involved in operations.

### **The Green Easy** — *Co-Owner & Operational Manager*

2009 - 2022 | Los Angeles, CA

- Manage day-to-day operations including operating processes, staff education and training, product inventory intake and organization, marketing, compliance, and performance and financials.

### **California Compassionate Care Network** — *Owner & Director of Cultivation*

2006 - Present | North Hollywood, CA

- Manage day-to-day operations including cultivation processes, sales, staff education and training, product inventory intake and organization, marketing, compliance, and performance and financials.

## EDUCATION

### **Moorpark City College**

2002 - 2004 | Moorpark, CA



# STEVE ADKINS

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## EXPERIENCE

### **MMD Management Inc.** — *Chief Executive Officer*

2019 - Present | Various locations, CA

- Implement hiring, training, and internal promotion initiatives.
- Create MMD University Program.
- Execute budgets and establish menus throughout stores.

### **Touch of Green Holdings** — *Chief Executive Officer*

2019 | Oakland, CA

- Lead \$11M cannabis company with 4 cultivation facilities, 2 distribution centers, and 3 retail locations in operation and under development.
- Achieve 250% sales increase within first 6 months of operation, ascending to 8th most high selling flower brand in California.
- Implement SOPs regarding packaging design, marketing, and employee and customer education.

### **PT Kor** — *Chief Executive Officer*

2017 - 2019 | CA

- Oversee \$14M cannabis manufacturing and distribution company within over 25 SKUs.
- Lead expansion of edible offerings.
- Draft and implement standard operating procedures regarding dosing guidelines and packaging design.

### **Jamba Juice Inc.** — *Senior Vice President / Chief Operations Officer*

2014 - 2017 | CA

- Direct team of 3 Senior Directors 2 Department Heads, and 20 indirect reports with 100 franchisees, 6 company stores, 700+ franchise stores across the US delivering \$550+ million in sales & serving over 90 million smoothies.
- Structured organization via operating calendar incorporating planning, business reviews, market level consumer competitive research.

### **Jamba Juice Inc.** — *Senior Vice President of Operations Support/Supply Chain*

2002-2014 | CA

- Direct team of 3 Senior Directors, 2 Department Heads, and 20 indirect reports with 100 franchisees, 6 company stores, 700+ franchise stores across the US delivering \$550+ million in sales & serving over 90 million smoothies.
- Utilize customer satisfaction data to design/implement new service program, resulting in number 1 OSAT rank.
- Build out the Midwest market with 20 new stores and increase quality and satisfaction in numerous markets.

## EDUCATION

### **California State University Northridge** — *Bachelor of Arts*

1985 - 1990 | Northridge, CA

# ILANA DREICER

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## EXPERIENCE

### **MMD Management Inc.** — *Director of Marketing*

2023 - Present | Los Angeles, CA

- Develop promotional campaigns for all MMD stores.
- Instruct store-level General Managers on marketing and community outreach campaigns.
- Work closely with ownership and leadership team to develop and implement in-store, digital, and other marketing campaigns.

### **MMD Management Inc.** — *Marketing Manager*

2021 - 2023 | Los Angeles, CA

- Instruct store-level General Managers on marketing and community outreach campaigns.
- Work closely with ownership and leadership team to develop and implement in-store, digital, and other marketing campaigns.

### **MMD Marina Del Rey** — *General Manager*

2019 - 2021 | Marina Del Rey, CA

- Manage all operations, marketing, accounting, and staff of cannabis retail storefront.
- Assist with store move.
- Recruit, hire, and train store personnel.

### **The Higher Vibration** — *Owner*

2015 - 2017 | Los Angeles, CA

- Opened and ran own e-commerce business selling jewelry online.
- Utilize digital marketing to promote jewelry.

### **Blondy Bath & Home** — *Manager*

2015 - 2017 | Los Angeles, CA

- Work with developers to implement bath and kitchen finishes on multi-family properties.
- Assist with sales, logistics, and operations of bath and kitchen finish retail and manufacturing business.

### **Invite Up** — *Project Manager*

2012 - 2015 | Los Angeles, CA

- Manage development of dating mobile application.

## EDUCATION

### **University of Southern California** — *Bachelor of Science*

2008 - 2012 | Los Angeles, CA



# ESTHER GRACE GARCIA

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## EXPERIENCE

### **MMD Management Inc.** — *Director of Operations*

2023 - Present | Los Angeles, CA

- Streamline store operations and ensure compliance through development and implementation of standard operating procedures.
- Develop training manuals and guides for use in new manager and staff training.
- Work closely with the purchasing department to vet vendors and ensure compliance of inventory.

### **MMD North Hollywood** — *General Manager*

2022 - 2023 | North Hollywood, CA

- Manage all in-store operations, including compliance, employees, and customer service.
- Schedule store staff.

### **Pineapple Ventures, Inc.** — *Director of Operations*

2019 - 2022 | Los Angeles, CA

- Manage multiple departments and facilities including Delivery, Retail, Manufacturing, and Distribution.
- Develop and implement standard operating procedures to ensure compliance at each facility.
- Hire, train, and evaluate staff.
- Attend industry training sessions to stay updated on market and regulatory changes.

### **Los Angeles Kush** — *General Manager*

2015 - 2019 | Los Angeles, CA

- Promoted from Budtender to various management positions spanning retail, manufacturing, and distribution operations.
- Develop and implement standard operating procedures to ensure compliance and guide operational transition under new regulatory systems.
- Track product sales, store inventory needs, staff performance, and other operational metrics.

### **Virgin America** — *Inflight Team Leader*

2010 - 2015 | Burlingame, CA

- Ensure safety, security, and comfort of passengers and provide assistance in-flight.
- Adhere to all FAA and airline rules and regulations.

## EDUCATION

### **California Institute of the Arts**

2001 | Santa Clarita, CA



# SARAH DALE

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## EXPERIENCE

### **MMD Management Inc.** — *Director of Public Affairs*

2022 - Present | Los Angeles, CA

- Develop and implement giving and awareness campaigns across all stores.
- Lead nonprofit and community organizational partnerships.
- Serve as liaison between company and local and State governments.

### **Riverbell Consulting LLC** — *Founder*

2019 - 2022 | Los Angeles, CA

- Develop and implement community benefits plans for cannabis retail business clients.
- Draft local and state cannabis retail licensing applications in California, Illinois, Missouri, and New Jersey.
- Coordinate community outreach and philanthropic activities.

### **Renee Nahum and Associates** — *Consultant*

2013 - 2019 | Los Angeles, CA

- Manage local and state political campaigns including messaging and volunteer coordination.
- Negotiate development agreements between governments and developers of residential and commercial projects.
- Create cannabis practice and handle all cannabis consulting clients.

## COMMITTEE MEMBERSHIPS

### **Proposition K Oversight Committee**

2012 - 2022 | Los Angeles, CA

- Serve on City of Los Angeles committee overseeing \$25,000,000+ in Proposition K special tax funding for parks and recreations expenditures.
- Served as Co-Chair from 2016-2022.

## GRANT AWARDS

### **Annenberg Foundation**

2014 | Los Angeles, CA

- Draft and secure \$50,000 Annenberg Foundation on behalf of People Assisting The Homeless to implement community building measures including a community garden in a transitional housing project.





### STEVE AND MICHAEL ASHBEL

With 17+ years of cannabis retail experience, Steve and Michael Ashbel are true cannabis industry experts. Today, the brothers own and operate four MMD store locations, with two additional Bay Area MMD locations scheduled to open in 2023. The brothers also operate several in-house brands sold at MMD Stores, and held ownership in The Green Easy in Los Angeles and The Artist Tree in West Hollywood until 2022. Overseeing many store moves due to redevelopment and changes in regulatory and zoning laws over their many years of operation, Steve and Michael Ashbel have successfully overseen cannabis retail store licensing and buildout over 20 times.

Before opening their first cannabis business in 2006, both brothers worked in professional fields developing skills highly transferable to their future cannabis careers. Steve developed strong financial and compliance skills as an Accounting Analyst at Walt Disney Corporation. Steve has highly-regulated industry experience outside of cannabis, serving as Partner & Administrator of Healthy Solutions Adult Day Care Center since 2002, and owning a substance abuse rehabilitation center from 2008-

2013. Michael spent several years as a licensed realtor, quickly becoming a top producing real estate broker after earning his license in 2003, and amassing strong sales, real estate, marketing, and other skills useful in his subsequent cannabis endeavors. Today, Michael still oversees MMD's real estate, from finding new locations, to executing leases, and beyond.

Since founding the first MMD store in 2006, Steve and Michael have overseen the company's expansion to four operational stores (with two more undergoing buildout). While Steve and Michael initially ran their first store without any other staff members, MMD now has over 150 employees across the four stores and corporate office. Steve and Michael have built MMD from the ground up through his expertise and continued hands-on involvement in all aspects of daily cannabis retail operations. In particular, Steve focuses on operational compliance, implementing regular audits, compliance reviews, and initiatives to ensure proper payment of taxes, with the remarkable achievement of 100% compliance across all stores since the first MMD location opened in 2006. Those businesses owned and operated by Steve and Michael Ashbel have compliantly served over 1.3



million customers and paid over \$14 million in local and State sales taxes over the last 17 years, and paid over \$11 million in cannabis-specific local and State taxes since adult use legalization in 2018. Steve developed the robust employee training curriculum, which ensures that all staff are well versed on the responsibilities of their role and execute job duties compliantly. While Steve led implementation of MMD's seed-to-sale tracking system, Michael is also intimately involved with all aspects of store inventory, leveraging his experience in MMD's earlier stages serving as MMD's buyer, a role responsible for sourcing, assessing, selecting, purchasing, and ultimately pricing all of the hundreds of products carried in each MMD store. Through his role as MMD's buyer, Michael has developed great proficiency in regulatory compliance, industry best practices, and product quality considerations for all products, leading him to implement stringent procedures for inspection of all shipments of inventory, inventory reconciliations and audits, and beyond. Michael has also built strong relationships with vendors and brands, with a particular focus on both selecting optimal quality and brands with a purpose.

Beyond relationships with outside vendors, the brothers have founded three, in-house white-labeled cannabis brands, sold exclusively at MMD stores. Combining their focus on product quality and giving back to the community, one of the in-house brands, Little Matron, is a dedicated "gift back" brand, a portion of the sales of which are donated to non-profit organizations working towards finding cures and treatments for debilitating conditions. Since its launch in 2020, Little Matron has raised thousands of dollars in funds for organizations such as Ignite the Fight and ALS Association Golden West Chapter.

Beyond their commitment to the community in the context of his charitable work, Steve and Michael also believe that community education is essential, especially in such a new industry. In developing the employee training curriculum, Steve emphasizes cannabis education, ensuring that all staff are able to answer customer questions, point customers to products meeting their needs and preferences, and advise customers on safe use. In 2018, when legal adult use sales first began in California, many residents and tourists were confused what was allowed under the new law, many of whom were unknowingly violating the law by consuming cannabis publicly, purchasing untested cannabis from street dealers, or shopping at illegal dispensaries. In response to public confusion, which was

especially apparent near MMD Hollywood (a high tourist area), Michael spearheaded the successful and ongoing "Be Safe Be Legal" campaign, which sought to educate the public about safe cannabis consumption, as well as the restrictions of the new cannabis laws. Working with local tourist-serving businesses such as hotels and bars to distribute informational cards, Be Safe Be Legal was hugely impactful.

Steve will serve as Chief Financial Officer, and Michael as Chief Strategic Officer for MMD San Bruno.

### MMD North Hollywood



Motivated by their beloved grandmother's battle with cancer, the Ashbel brothers opened MMD North Hollywood as a medical marijuana collective in 2006, seeking to destigmatize access to medicine so all patients, many whom were suffering from cancer, HIV, and other debilitating conditions, would feel comfortable shopping for and using medical marijuana. Unlike the majority of medical collectives at that time, MMD North Hollywood was brightly lit, open, and designed to be welcoming, a location anyone would feel comfortable walking into or out from.

MMD North Hollywood was a true project of passion and love for the community; without significant capital onhand, buildout was made possible through donation of time, labor, and materials from the brothers' friends and family. The store design was fairly minimal - consisting of only two six-foot counters. Beyond running all operations, the brothers initially ran the store without the help of any

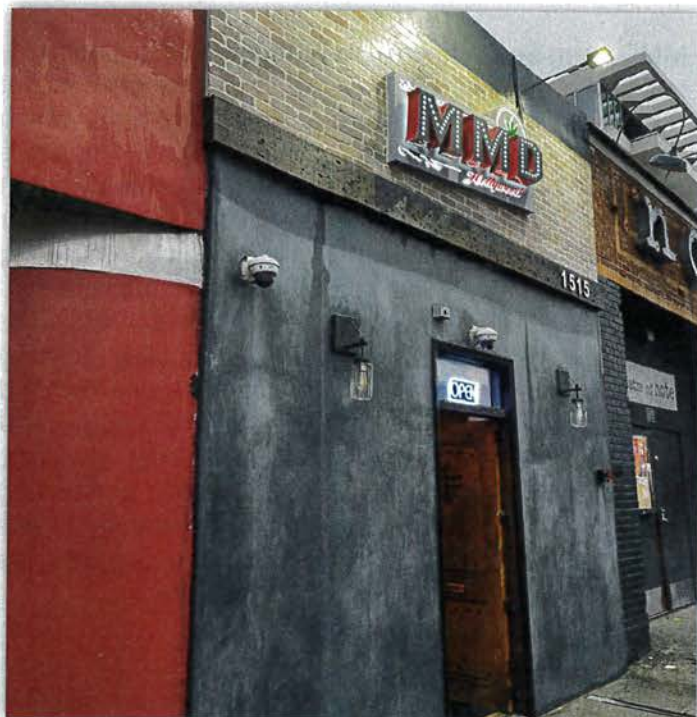


additional staff, Steve in the front handling all customers, and Michael in the back managing inventory.

In 2007, MMD North Hollywood moved to a new location, where it still operates today. Again focusing on providing a welcoming shopping experience that makes customers of all ages and backgrounds feel safe, the majority of the store's customers are middle-aged, many of which are film industry professionals. In the 16 years at the current location, MMD North Hollywood has forged ties throughout the community, especially its commercial neighbors. Beyond using local companies and contractors as needed at the MMD North Hollywood facility, MMD uses many of these commercial neighbors' services across our Los Angeles stores.

The MMD North Hollywood facility houses both the retail store, as well as a cultivation and distribution license, at which MMD produces its in-house brands, including the charitable Little Matron brand, as well as the MMD and Mishka brands.

### MMD Hollywood



The Ashbel brothers opened their second MMD location, MMD Hollywood, as a medical dispensary in 2009. Located in the heart of Hollywood near the Walk of Fame, MMD Hollywood's customer base includes many domestic and international tourists, serving anywhere up

to 1,000 customers per day.

In order to ensure MMD Hollywood accommodates such a large and diverse customer base, including shoppers from all around the world, MMD provides cultural competency training to the store's employees. The U.S. Department of Health & Human Services defines cultural competency as "the ability to provide services to clients that honor different cultural beliefs, interpersonal styles, attitudes and behaviors." As part of our commitment to cultural competency and serving the community, beyond ensuring that staff are equipped to serve customers of different cultures, MMD has also implemented extensive educational initiatives to ensure that tourists or other customers unfamiliar with cannabis are aware how to consume it legally and safely. One such educational initiative is our ongoing "Be Safe Be Legal campaign," first implemented in 2018 at the advent of adult use sales. The Be Safe Be Legal campaign is designed to explain what is safe and what is legal in terms of cannabis retail, providing an overview of regulatory restrictions (such as the distinction between licensed and illegal shops, and the prohibition of public consumption), how to spot and report illegal shops, sales, and activity. The campaign is primarily disseminated through informational cards in partnership with the local business community, which includes many hotels and restaurants with large tourist customer bases. MMD has built strong relationships with our neighbors through this campaign. Meeting with local businesses has helped open lines of communication, and has been mutually beneficial. Many of MMD Hollywood's neighbors have thanked MMD for informing people that public consumption, both on the street, in their restaurants and hotels, and beyond, is not legal, and for our efforts to combat illegal dispensaries and street sales.

With a location in an area so heavily-frequented by tourists, MMD has become a hotspot for cannabis tourism. MMD's Hollywood and North Hollywood stores are exclusive retail partners of Green Tours, a cannabis tour company. Green Tours brings busloads of tourists to these two MMD stores, for whom MMD conducts an educational tour of the store, and provides information regarding do's and don'ts of the localized cannabis market.



### MMD Marina Del Rey



Initially opened as a medical dispensary in East Hollywood in 2012, MMD's Marina Del Rey store moved to its current location in 2019 due to real estate redevelopment. While the store itself sits in a strip mall near the coast, MMD Marina Del Rey, like our North Hollywood store, has a disproportionately large senior citizen customer base, and like our Hollywood store, serves many domestic and international tourists visiting the Los Angeles area beaches. As part of our efforts to cater to this diverse customer base, MMD Marina Del Rey implements many health, wellness, and other community initiatives, including a "High Yoga" partnership with a local yoga studio, which offers yoga classes as well as education regarding incorporation of cannabis into yoga practice. MMD Marina Del Rey also regularly gives back to the community, conducting regular beach cleanups and other service projects. Located a mere six miles away from Los Angeles International Airport, MMD Marina Del Rey utilizes geo-targeted advertising to promote our store to travelers arriving at the airport.

### MMD Long Beach



MMD Long Beach opened in 2018, situated in a primarily residential part of the city. MMD participates in the City of Long Beach Cannabis Equity Program, which strives to support equitable opportunities in the City's cannabis industry, and reinvestment in communities it has identified as disproportionately impacted by the War on Drugs, which includes the area in which MMD Long Beach is located. MMD Long Beach has implemented robust social equity and local hiring initiatives; 90% of the store staff are local residents, and 40% qualify as social equity employees through the City program. Beyond providing high paying jobs to community members, MMD Long Beach supports the community through outreach, engagement, and philanthropy, regularly conducting beach & street cleanups, sponsoring community events including Long Beach Pride, and building relationships with residential and commercial neighbors.

### STEVE ADKINS

Up to 2019, MMD was run solely by Steve and Michael Ashbel, with no corporate or leadership assistance. This changed in 2019 when Steve Adkins joined the MMD team, bringing extensive cannabis industry and senior executive experience to our team.

Beginning his career in restaurant management, Steve has over 30 years of experience in management,



leadership, and senior executive roles in the food and beverage sector. Among his many achievements, Steve spent 15 years in senior executive roles at Jamba Juice, first as Senior Vice President Operations Support/Supply Chain, then as Senior Vice President/COO, amid the company's major expansion from a niche health food brand to the household name it is today. As Senior Vice President Operations Support/Supply Chain, Steve focused on the Midwest market, opening over 20 new stores and implementing initiatives to collect and analyze customer satisfaction data to promote quality across locations. While under Steve's leadership, Jamba Juice grew to over 767 store locations in the United States alone, emerging as one of the largest food and beverage companies.

After leaving Jamba Juice in 2017, Steven entered the cannabis industry, spending three years in senior executive roles prior to joining MMD. Steve served as CEO for both PT Kor, a California cannabis manufacturing and distribution company, and Touch of Green Holdings, a vertically integrated California company with cultivation, distribution, and retail facilities. Leveraging his experience in the food and beverage industry, Steve oversaw facility improvements and implemented standard operating procedures focused on regulatory compliance, customer safety, quality and inventory control, and beyond. Through Steve's leadership, in 2018, Touch of Green Holdings became the 8th highest selling brand of flower in California, and the manufacturing businesses generated over \$14 million in annual revenue. Guiding PT Kor and Touch of Green Holdings through the transition from medical to adult use markets, Steve is an expert in implementing standard operating procedures to ensure regulatory compliance and customer safety, and instituting operational changes in the face of regulatory changes and industry innovation.

Throughout his career in both sectors, Steve has ensured success through his management style, remaining highly involved in day-to-day company operations, focusing on quality assurance, customer service, local store marketing, and investing in local communities through charitable donations, volunteering, organizational partnerships, community event sponsorships, and beyond.

Since joining MMD, Steve has been integral to company operations and expansion. Beyond building MMD's current leadership team, implementing our Internal Promotion Policy which has led to many staff members

joining management and leadership, Steve has spearheaded hiring and training initiatives, operational improvements, and store-specific and company-wide community benefits initiatives. Steve also created our MMD University. Steve will serve as CEO for MMD San Bruno.

### FUTURE AND OTHER PROJECTS

Please find below a description of MMD's stores coming soon, as well as our out-of-state projects. With two stores scheduled to open in the Bay Area this year, MMD San Bruno will have the advantage of opening and operating with the support of other nearby MMD locations.

#### MMD Redwood City



MMD is incredibly excited to open our first Bay Area store, MMD Redwood City, later this year. Located on a vibrant commercial corridor surrounded by restaurants and retail walking distance from the Redwood City Caltrain station, our future Redwood City store design is pedestrian-oriented, with a street-level facade featuring concrete plaster, large windows, and decorative planters. MMD has conducted extensive outreach in Redwood City in preparation for our store opening. Notably, many of MMD Redwood City's non-profit organizational partners are active in the San Bruno community and/or grant recipients of the San Bruno Community Foundation, including but not limited to CORA (Community Overcoming Relationship Abuse), LifeMoves, and Boys & Girls Clubs of the Peninsula.



## MMD San Francisco



MMD's future San Francisco location is a State-licensed social equity business currently undergoing buildout in the Excelsior District in the Outer Mission neighborhood, scheduled to open in late 2023. In San Francisco, in order to obtain a social equity license, an applicant must be qualified through the City's ownership-based social equity program, restricted to individuals meeting certain narrow qualifications related to City residency, conviction of cannabis-related crimes, and poverty. MMD is an operational partner of Perry Jones, a qualified San Francisco social equity applicant who was arrested for possession of 3 ounces of cannabis while attending San Francisco State University on scholarship. MMD is excited to further equitable opportunities in the industry through this partnership, and looks forward to opening our San Francisco store.

## Missouri

In 2020, Steve and Michael Ashbel were approached by a group of prospective applicants interested in obtaining a Missouri microbusiness cannabis license, which is restricted to marginalized or otherwise under-represented applicants similar to social equity licenses in states like California. The Missouri partners include founders of the Michael Brown Foundation, and were seeking mentorship from cannabis experts committed to social justice, a description which suits the brothers perfectly. Serving in an advisory capacity, the brothers helped develop and still serve as operational consultants

for the licensed business, which sits in a disinvested part of St. Louis, Missouri.

## LEADERSHIP QUALIFICATIONS

In addition to oversight by the ownership team, MMD San Bruno will receive guidance and advisory assistance from the leadership team, which includes Ilana Dreicer, Esther Garcia, and Sarah Dale. Please find a brief biography of each member of MMD's leadership team below.

### ILANA DREICER

Ilana Dreicer is an experienced cannabis industry professional with a scientific background and 4 years of cannabis retail experience.

Ilana graduated from University of Southern California ("USC") in 2012 with a Bachelor of Science in Neuroscience and a minor in Natural Sciences. While studying at USC, Ilana worked at the Keck School of Medicine conducting research on Parkinson's Disease, also working as a certified EMT-B (Emergency Medicine Technician).

After graduation, Ilana entered the tech field, working from 2012 through 2015 as a Project Manager for Invite Up, which was creating a dating mobile application. Through her role at Invite Up, Ilana became adept at scheduling and managing project deadlines, coordinating project teams, and ensuring each component adhered to the scope and goals of the broader project.

In 2015, Ilana left Invite Up to work for Blondy Bath & Home, a Bath and Kitchen Finish business with both retail and manufacturing locations. In this role, Ilana was responsible for a broad array of duties, including sales, logistics, operations, and marketing. Ilana spearheaded working with large developers to outfit finishes on multi-family properties.

Concurrent with her role at Blondy Bath & Home, Ilana decided to start her own e-commerce jewelry business, The Higher Vibration. Responsible for all aspects of operations, Ilana became especially adept at digital marketing to promote her company's products.

Ilana first entered the cannabis industry in 2019, drawn to the field by her scientific background and beliefs in safe and legal access and justice. Recruited as General Manager for the MMD store now located in Marina Del Rey, within mere months of hire, Ilana oversaw the store's move to its current location and subsequent grand



opening. As General Manager, Ilana was responsible for all store operations, including but not limited to recruiting, training, evaluating, and promoting staff, accounting for store inventory and cash, as well as implementing company marketing campaigns in-store, an area in which she showed particular talent.

In 2021, Ilana was promoted to Marketing Manager of MMD, moving from her previous in-store role to the company's corporate office. Leveraging her background as General Manager of a MMD store, Ilana worked closely with General Managers across MMD locations to execute company-wide marketing, advertising, and giveback campaigns. After demonstrating great skill and creativity in this role, Ilana was again promoted in 2023 to her current position as MMD's Director of Marketing. Ilana works closely with MMD's ownership and leadership team to design, implement, and evaluate in-store, digital, and direct mail marketing campaigns. She also works closely with Sarah Dale, MMD's Director of Public Affairs on MMD's giveback campaigns, which raise money and awareness for non-profit organizational partners.

Ilana will serve as the Director of Marketing for MMD San Bruno.

### **ESTHER GARCIA**

Esther Garcia is a cannabis operations expert with 8 years of cannabis operations experience, a background in both traditional retail and other highly regulated industries, and ties to the Bay Area.

Beginning her career in traditional retail at the young age of 19, Esther worked in female fashion stores including Victoria's Secret, Forever 21, and Charlotte Russe, gaining early retail management experience, including roles as Brand Manager and Store Manager. Esther underwent regular training from each store's corporate office, and quickly learned how to handle a wide variety of roles, including sales, education, visuals, staff onboarding, and beyond.

After several years in traditional retail, Esther moved to the Bay Area, and entered the highly-regulated airline industry, working from 2010 through 2015 as an Inflight Team Leader for Virgin America. In this role, Esther leveraged her customer service experience to ensure customer comfort and satisfaction in-flight, while ensuring adherence to the extensive FAA and airline rules and regulations.

In 2015, Esther was recruited by a family friend to join Los Angeles Kush, beginning her career in the cannabis industry. Although new to a role at a cannabis business, Esther came equipped with extensive industry knowledge; at that time, her mother ran a medical delivery business and her brother worked as a manager in a medical cultivation facility, all legal under the medical regulatory scheme in place at that time. Initially a Budtender at Los Angeles Kush's retail store, Esther quickly received promotion after promotion, beginning her first managerial role within a month of hire. Because Los Angeles Kush was a vertically-integrated company, seeing Esther's talent, she was transferred to a management role in the company's manufacturing and packaging division. Here, Esther revolutionized operations - drafting and implementing standard operating procedures to standardize product packaging, and even developing a new department to package company-branded flower. When Los Angeles Kush started its own distribution business to distribute its branded flower, Esther was brought on board to lead her own department, designing and sourcing product packaging and streamlining ordering. The company then opened a second retail location, and brought Esther to the new store as General Manager. As General Manager, Esther wore many hats, hiring, training, and scheduling store staff, creating reports to track staff performance and inventory, maximizing efficiency, and beyond. Notably, Esther's time at Los Angeles Kush coincided with the State's regulatory overhaul upon adult use legalization, and she played an instrumental role in ensuring compliance at this time of transition.

In 2019, Esther left Los Angeles Kush and began a role as Director of Operations at Pineapple Ventures, Inc ("Pineapple"). While Pineapple was a delivery-only company at the time Esther began her role, she oversaw its expansion as it started up distribution and storefront retail licenses, and even opened a corporate call center. As the company expanded, Esther ensured operations remained streamlined and compliant, managing and developing and implementing standard operating procedures for multiple departments and facilities. Esther was involved in all facets of operations; hiring, training, evaluating, and otherwise leading staff; managing inventory purchasing, tracking, reporting, reconciliation, and audits; and leading cash management. Esther helped develop and execute the company's strategic initiatives, working across facilities to ensure each delivered results. In 2022, Esther left her role as Director of Operations for Pineapple, but spent several months working personally for one of its owners to assist in preparing social equity



applications for City of Los Angeles licenses, and finding suitable locations for future stores and facilities.

Esther first joined MMD in November 2022 as a General Manager for the North Hollywood store. After spending several weeks undergoing General Manager training, Esther showed immediate talent in her role in-store. Drawing on her extensive retail, highly-regulated industry, and cannabis experience, Esther shined in her role managing all store operations, including but not limited to employee hiring, training, scheduling, and overall management, customer service, inventory management, compliance, and beyond. Because of her outstanding performance, after a mere few months in-store, Esther was promoted to her current role as Director of Operations for MMD Shops, now responsible for overseeing operations across stores. Here, Esther leverages her extensive experience in-stores to streamline and improve store operations. For example, Esther has developed a training manual for training all General Managers, and coordinates with Human Resources to ensure that staff training is also robust. Esther also is integral to inventory-related operations across stores, working closely with MMD's purchasing department to ensure vendors and products are thoroughly vetted and stores are sufficiently stocked. Esther strives to provide each department and each store with a detailed view of compliance, in order to coordinate across and maintain compliance in all areas of operations.

Esther will serve as the Director of Operations for MMD San Bruno.

### **SARAH DALE**

Sarah Dale is a cannabis industry pioneer with 6+ years of cannabis industry experience.

A longtime community advocate and volunteer, Sarah began her government relations career when she was appointed by then Los Angeles City Councilmember Eric Garcetti to serve on a Proposition K committee, which oversaw \$25M+ annually in parks and recreation grants, an issue Sarah was particularly passionate about as a mother whose child participated in programs made possible through these grants. Sarah served on the Proposition K committee for 10 years, 6 of which she spent as co-chair.

Next, Sarah entered the nonprofit advocacy space, in 2014 writing and securing on a pro bono basis a \$50,000 grant from the Annenberg Foundation for People Assisting the

Homeless ("PATH"), a nonprofit organization which operates transitional housing projects throughout Los Angeles. The grant was awarded towards building community in transitional housing projects, and was ultimately used to build a community garden. The community garden was an extraordinary success, improving quality of life for project residents, even leading to cooking classes taught by a retired chef using ingredients grown in the garden. Not only is the community garden still thriving today, but PATH now installs community gardens in all new transitional housing projects.

Pivoting towards the consulting space, Sarah joined the firm Renee Nahum and Associates in 2013, working on political campaigns, negotiating development agreements with governments for large commercial and residential development projects. In 2017, Sarah founded the firm's cannabis practice, working with her first cannabis client - MMD.

In 2019, Sarah left the firm, starting her own consulting business, Riverbell Consulting LLC. Sarah worked with retail cannabis companies to develop and implement community benefits agreements, served as liaison between clients and local and State governments, and drafted local and State licensing applications in California, Illinois, Missouri, and New Jersey. Notably, Sarah worked with many well-known cannabis retailers such as MedMen and Sweet Flower, and worked on winning applications in competitive jurisdictions such as West Hollywood, Pasadena, Fresno, Culver City, and Redwood City. In 2022, Sarah moved in-house with MMD in the role of Director of Public Affairs.

Although she officially joined the MMD team in 2022, Sarah has worked with MMD on a consulting basis since 2017, working on impactful projects such as development of the Be Safe Be Legal campaign. MMD was one of the first medical dispensaries in Hollywood to transition to adult use sales in 2018 - Sarah handled press and communications regarding safe and legal access, and led MMD to become the first cannabis company to join the Hollywood Chamber of Commerce, a historic decision requiring change in Chamber policy. Today, Sarah handles all MMD's government and charitable relations across stores, manages organizational partnerships, and creates and implements the company's giving and awareness campaigns.

Sarah will serve as the Director of Public Affairs for MMD San Bruno.



## 1.2. BUDGETS

### STARTUP BUDGET

Please find below MMD San Bruno's projected startup and construction budget of [REDACTED] which includes projected construction, furniture, fixture, equipment, and initial inventory costs, as well as all operating costs for the first three months of operations.

Our construction/building costs of [REDACTED] will cover proposed tenant improvements, explained in greater detail in Section 6, and we have budgeted an additional [REDACTED] towards expenses associated with buildout of our Inventory Room. Our furniture and fixtures costs of [REDACTED] cover all counters, display cases, shelving, facility lighting, facility furniture, and our equipment costs of [REDACTED] cover the point-of-sale and computer equipment.

Please note that the three months of operation costs included in the below Startup Budget account for:

- Compensation of employees, including but not limited to costs associated with initial recruitment and hiring, New Hire Training, and three months of wages, benefits, and payroll taxes. For a more detailed description of MMD San Bruno's commitment to a living wage, generous benefits package, and employee training and continuing education programs, please refer to Section 2;
- Inventory, including costs associated with the purchase of our initial inventory and any additional inventory needed for three months of operations;
- Purchase of our two delivery vehicles and associated vehicle costs for three months of operations;
- Maintenance costs;
- Utility costs such as electricity, water, and trash removal;
- Licensing fees;
- Legal and professional fees associated with startup and three months of operations;
- Property lease;
- Security costs, including but not limited to expenses associated with our contracted Security Guards, and installation and operation of all security devices and equipment; and
- Any miscellaneous or other operating expenses.

### Contribution Schedule

Year 1

#### Contributions

Cash Reserve  
 Compensation of Employees  
 Construction - Building  
 Construction - Furniture & Fixtures  
 Construction - Inventory Room  
 Delivery Vehicles  
 Equipment - Computers  
 Inventory  
 Maintenance  
 Other Operating Expenses  
 Property Lease  
 Security Staff  
 Security System  
 State Fees  
 Start Up - Legal & Professional Fees  
 Utilities Cost

#### Total Contributions



### 1.3. PROOF OF CAPITALIZATION

MMD San Bruno has included the following proof of capitalization documentation, which can be found in PDF #4, demonstrating over [REDACTED] in available funds, far exceeding the costs of startup and three months of operation in our Startup Budget in Section 1.2:

- Dama Financial statement for our Hollywood store, MMD Inc., demonstrating a balance of [REDACTED]
- Dama Financial statement for our North Hollywood store, California Compassionate Care Network Inc., demonstrating a balance of [REDACTED]
- Dama Financial statement for our Marina Del Rey store, Cantodiem Dispensing Collective, Inc., demonstrating a balance of [REDACTED]
- Citi Bank statement for an account held by owners Michael and Steve Ashbel demonstrating a balance of [REDACTED]
- Citi Bank statement for Michael Ashbel demonstrating a balance of [REDACTED]
- Citi Bank statement for PFC QA, Inc., which is 100% owned by Michael Ashbel, demonstrating a balance of [REDACTED]

### 1.4. PROOF OF CORPORATION STATUS

Please find on the following pages, proof of corporation status for C4TP Retail A, Inc. (dba MMD San Bruno) documentation of our Articles of Incorporation and Statement of Information.





5759544



**STATE OF CALIFORNIA**  
*Office of the Secretary of State*  
**ARTICLES OF INCORPORATION**  
**CA GENERAL STOCK CORPORATION**

California Secretary of State  
 1500 11th Street  
 Sacramento, California 95814  
 (916) 653-3516

For Office Use Only

**-FILED-**

File No.: 5759544

Date Filed: 6/7/2023

B1838-6446 06/07/2023 12:41 PM Received by California Secretary of State

Corporation Name	C4TP Retail A, Inc.
Initial Street Address of Principal Office of Corporation Principal Address	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423
Initial Mailing Address of Corporation Mailing Address	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423
Attention	Steve Ashbel
Agent for Service of Process Agent Name Agent Address	Steve Ashbel 13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423
Shares The total number of shares the corporation is authorized to issue is: 1,000 Does the corporation have more than one class or series of shares? No	
Purpose Statement The purpose of the corporation is to engage in any lawful act or activity for which a corporation may be organized under the General Corporation Law of California other than the banking business, the trust company business or the practice of a profession permitted to be incorporated by the California Corporations Code.	
Additional information and signatures set forth on attached pages, if any, are incorporated herein by reference and made part of this filing.	
Electronic Signature <input checked="" type="checkbox"/> By checking this box, I acknowledge that I am electronically signing this document as the incorporator of the Corporation and that all information is true and correct.	
Steve Ashbel Incorporator Signature	06/07/2023 Date

Certificate Verification No.: 118906528 Date: 06/12/2023





BA20230958479



**STATE OF CALIFORNIA**  
*Office of the Secretary of State*  
**STATEMENT OF INFORMATION**  
**CORPORATION**

California Secretary of State  
 1500 11th Street  
 Sacramento, California 95814  
 (916) 653-3516

For Office Use Only

**-FILED-**

File No.: BA20230958479

Date Filed: 6/14/2023

B1863-0979 06/14/2023 12:57 PM Received by California Secretary of State

Entity Details			
Corporation Name	C4TP Retail A, Inc.		
Entity No.	5759544		
Formed In	CALIFORNIA		
Street Address of Principal Office of Corporation			
Principal Address	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423		
Mailing Address of Corporation			
Mailing Address	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423		
Attention	Steve Ashbel		
Street Address of California Office of Corporation			
Street Address of California Office	None		
Officers			
Officer Name	Officer Address	Position(s)	
+ Michael Ashbel	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423	Chief Executive Officer	
+ Steve Ashbel	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423	Chief Financial Officer, Secretary	
Additional Officers			
Officer Name	Officer Address	Position	Stated Position
None Entered			
Directors			
Director Name	Director Address		
+ Steve Ashbel	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423		
The number of vacancies on Board of Directors is: 0			
Agent for Service of Process			
Agent Name	Steve Ashbel		
Agent Address	13425 VENTURA BLVD 300 SHERMAN OAKS, CA 91423		
Type of Business			
Type of Business	Retail Sales		
Email Notifications			

Page 1 of 2



B1863-0980 06/14/2023 12:57 PM Received by California Secretary of State

Opt-in Email Notifications

Yes, I opt-in to receive entity notifications via email.

Labor Judgment

No Officer or Director of this Corporation has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal therefrom is pending, for the violation of any wage order or provision of the Labor Code.

Electronic Signature

☒ By signing, I affirm that the information herein is true and correct and that I am authorized by California law to sign.

*Steve Ashbel*

Signature

*06/14/2023*

Date



**1.5. TAX COMPLIANCE**

Please find below as proof of tax compliance documentation of C4TP Retail A, Inc. (dba MMD San Bruno)'s Federal Tax ID Number (Employer Identification Number), registration for a seller's permit and Cannabis Excise Tax form through the California Department of Tax and Fee Administration.



DEPARTMENT OF THE TREASURY  
INTERNAL REVENUE SERVICE  
CINCINNATI OH 45999-0023

C4TP RETAIL A  
13425 VENTURA BLVD STE 300  
SHERMAN OAKS, CA 91423

Date of this notice: 06-14-2023

Employer Identification Number:  
[REDACTED]

Form: SS-4

Number of this notice: CP 575 A

For assistance you may call us at:  
1-800-829-4933

IF YOU WRITE, ATTACH THE  
STUB AT THE END OF THIS NOTICE.

**WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER**

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 93-1879657. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

Taxpayers request an EIN for their business. Some taxpayers receive CP575 notices when another person has stolen their identity and are opening a business using their information. If you did **not** apply for this EIN, please contact us at the phone number or address listed on the top of this notice.

When filing tax documents, making payments, or replying to any related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear-off stub and return it to us.

Based on the information received from you or your representative, you must file the following forms by the dates shown.

Form 1120

04/15/2024

If you have questions about the forms or the due dates shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, *Accounting Periods and Methods*.

We assigned you a tax classification (corporation, partnership, etc.) based on information obtained from you or your representative. It is not a legal determination of your tax classification, and is not binding on the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2020-1, 2020-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, *Entity Classification Election*. See Form 8832 and its instructions for additional information.

**IMPORTANT INFORMATION FOR S CORPORATION ELECTION:**

If you intend to elect to file your return as a small business corporation, an election to file a Form 1120-S, U.S. Income Tax Return for an S Corporation, must be made within certain timeframes and the corporation must meet certain tests. All of this information is included in the instructions for Form 2553, *Election by a Small Business Corporation*.



(IRS USE ONLY) 575A

06-14-2023 C4TP B 9999999999 SS-4

If you are required to deposit for employment taxes (Forms 941, 943, 940, 944, 945, CT-1, or 1042), excise taxes (Form 720), or income taxes (Form 1120), you will receive a Welcome Package shortly, which includes instructions for making your deposits electronically through the Electronic Federal Tax Payment System (EFTPS). A Personal Identification Number (PIN) for EFTPS will also be sent to you under separate cover. Please activate the PIN once you receive it, even if you have requested the services of a tax professional or representative. For more information about EFTPS, refer to Publication 966, *Electronic Choices to Pay All Your Federal Taxes*. If you need to make a deposit immediately, you will need to make arrangements with your Financial Institution to complete a wire transfer.

The IRS is committed to helping all taxpayers comply with their tax filing obligations. If you need help completing your returns or meeting your tax obligations, Authorized e-file Providers, such as Reporting Agents or other payroll service providers, are available to assist you. Visit [www.irs.gov/mefbusproviders](http://www.irs.gov/mefbusproviders) for a list of companies that offer IRS e-file for business products and services.

#### IMPORTANT REMINDERS:

- \* Keep a copy of this notice in your permanent records. This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you. You may give a copy of this document to anyone asking for proof of your EIN.
- \* Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- \* Refer to this EIN on your tax-related correspondence and documents.
- \* Provide future officers of your organization with a copy of this notice.

Your name control associated with this EIN is C4TP. You will need to provide this information along with your EIN, if you file your returns electronically.

Safeguard your EIN by referring to Publication 4557, *Safeguarding Taxpayer Data: A Guide for Your Business*.

You can get any of the forms or publications mentioned in this letter by visiting our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions about your EIN, you can contact us at the phone number or address listed at the top of this notice. If you write, please tear off the stub at the bottom of this notice and include it with your letter.

Thank you for your cooperation.



CP 575 A (Rev. 7-2007)

CP 575 A

999999999999

DATE OF THIS NOTICE: 06-14-2023  
EMPLOYER IDENTIFICATION NUMBER:  
FORM: SS-4 NOBOD

C4TP RETAIL A  
13425 VENTURA BLVD STE 300  
SHERMAN OAKS, CA 91423



DISPLAY THIS PERMIT CONSPICUOUSLY AT THE PLACE OF BUSINESS FOR WHICH IT IS ISSUED

CALIFORNIA DEPARTMENT OF TAX AND FEE ADMINISTRATION  
SELLER'S PERMIT



PERMIT NUMBER

259487520 - 00001

C4TP RETAIL A, INC  
115 EL CAMINO REAL  
SAN BRUNO CA 94066-5426

START DATE:  
June 19, 2023

IS HEREBY AUTHORIZED PURSUANT TO SALES AND USE TAX  
LAW TO ENGAGE IN THE BUSINESS OF SELLING TANGIBLE  
PERSONAL PROPERTY AT THE ABOVE LOCATION.

THIS PERMIT IS NOT VALID AT ANY OTHER ADDRESS.

YOU ARE REQUIRED TO OBEY ALL FEDERAL AND  
STATE LAWS THAT REGULATE OR CONTROL  
YOUR BUSINESS. THIS PERMIT DOES NOT ALLOW  
YOU TO DO OTHERWISE.

PLEASE RETAIN THIS DOCUMENT FOR YOUR  
RECORDS.

THIS PERMIT IS VALID UNTIL REVOKED OR CANCELED AND IS NOT TRANSFERABLE.  
FOR GENERAL TAX QUESTIONS, PLEASE CALL OUR CUSTOMER SERVICE CENTER AT 1-800-400-7115 (CRS:711).  
FOR INFORMATION ON YOUR RIGHTS, CONTACT THE TAXPAYERS' RIGHTS ADVOCATE OFFICE AT 1-888-324-2798.

CDTFA-442-R REV. 20 (2-22)

A MESSAGE TO OUR PERMIT HOLDER

As a permittee, you have certain rights and responsibilities under the Sales and Use Tax Law. For assistance, we offer the following resources:

- Our website at [www.cdtfa.ca.gov](http://www.cdtfa.ca.gov).
- Our toll-free Customer Service Center at 1-800-400-7115 (CRS:711). Customer service representatives are available Monday through Friday from 7:30 a.m. to 5:00 p.m. (Pacific time), except state holidays.

As a permittee, you are expected to maintain the normal books and records of a prudent businessperson. You are required to maintain these books and records for no less than four years, and make them available for inspection by a California Department of Tax and Fee Administration (CDTFA) representative when requested. You are also required to know and charge the correct sales or use tax rate, including any local and district taxes.

You must notify us if you are buying, selling, adding a location, or discontinuing your business; adding or dropping a partner, officer, or member; or when you are moving any or all of your business locations. This permit is valid only for the owner specified on the permit. A person who obtains a permit and ceases to do business, or never commenced business, shall surrender their permit by immediately notifying CDTFA in writing at this address: California Department of Tax and Fee Administration, Field Operations Division, P.O. Box 942879, Sacramento, CA 94279-0047. You may also surrender the permit to a CDTFA representative.

If you would like to know more about your rights as a taxpayer, or if you are unable to resolve an issue with CDTFA, please contact the Taxpayers' Rights Advocate Office for help by calling 1-888-324-2798 or by faxing 1-916-323-3319.

As authorized by law, information provided by an applicant for a permit may be disclosed to other government agencies.





# California Department of Tax and Fee Administration

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## Menu

Welcome, STEVE ASHBEL [Settings](#) [Log Off](#)
[Home](#) > [Cannabis Retailer Excise Tax](#)

The balance displayed may not reflect recent payments or adjustments to the account.



### Account

C4TP RETAIL A, INC  
112-337424

> Cannabis Retailer Excise Tax  
204-961568

Balance: \$0.00



### Account Alerts

✓ There are no alerts



### I Want To

[File and/or View a Return](#)

[Make a Payment](#)

[View Prior Payments](#)

[Request a Filing Extension](#)

[More](#)

[Periods](#)
[Names and Addresses](#)
[Correspondence](#)
[Logons](#)
[Submissions](#)


### Business

112-337424

C4TP RETAIL A, INC  
13425 VENTURA BLVD STE 300  
SHERMAN OAKS CA 91423-3998



### Customer Names & Addresses

Legal Name C4TP RETAIL A, INC

Primary Address 13425 VENTURA BLVD STE 300  
SHERMAN OAKS CA 91423-3998



### Cannabis Retailer Excise Tax

204-961568

C4TP RETAIL A, INC  
13425 VENTURA BLVD STE 300  
SHERMAN OAKS CA 91423-3998



### Account Names & Addresses

DBA Name Add

Books and Record: 13425 VENTURA BLVD STE 300  
SHERMAN OAKS CA 91423-3998

Mailing Address 13425 VENTURA BLVD STE 300  
SHERMAN OAKS CA 91423-3998

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[Forms and Publications](#)
[Register to Vote](#)
[Tutorials](#)
[Contact Us](#)
[Email CDTFA](#)

Contact Number: 1-800-400-7115



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State of California



**1.6. PROOF OF INSURANCE**

Please find below as proof of insurance a letter from IMA, a full-service insurance broker.

DocuSign Envelope ID: 38376484-11E9-42B5-A728-B03108F032F4



PROTECTING ASSETS.  
MAKING A DIFFERENCE.

June 22, 2023

San Bruno, CA  
115 El Camino Real  
San Bruno, CA 94066

To Whom It May Concern,

It is our understanding that a San Bruno Company C4TP Retail A, Inc. intends to apply for a license to operate a cannabis retail storefront business in San Bruno, CA. IMA is a full-services broker that handles the property and casualty and risk management needs for thousands of clients across the globe for over a century. Moreover, we have a cannabis practice specializing in insurance placement for cannabis operators. In the event C4TP Retail A, Inc. is awarded a license by the City of San Bruno and State of CA, IMA can and will provide coverage for general liability, product liability and workers compensation insurance policies in accordance with the state requirements.

Please do not hesitate to contact me with any questions.

Thanks,

DocuSigned by:

*Corey Tobin*

B2B6D93A00534B7...

Corey Tobin, Executive Vice President



### 1.7. THREE YEAR PRO FORMA

MMD San Bruno has developed the following pro forma forecasting our projected revenues and expenses for the first three years of operation of our San Bruno store. Our projections are based on in-depth analysis of both the overall San Bruno market and the specific attributes of our proposed location at 115 El Camino Real; our experience operating four successful cannabis retail stores throughout the Los Angeles metropolitan area; and the differences and similarities between the San Bruno property and market and the properties and markets of the areas in which we currently operate.

While San Bruno has a population of 44,466 and the City will be granting up to one cannabis retail storefront license, the jurisdictions surrounding the City, including Millbrae, Burlingame, and South San Francisco, broadly prohibit cannabis retail storefronts. The City is adjacent to the San Francisco International Airport ("SFO"), and receives substantial cross-Peninsula and cross-Bay Area traffic including commuters, tourists, and area residents traveling between municipalities for shopping, entertainment, errands, and more. For the aforementioned reasons, we account for a total adjusted population of 52,194 and a total trade area population of 134,063 to account for regional demand.

Our proposed location at 115 El Camino Real is conveniently located on El Camino Real, a major thoroughfare, with convenient access from Interstate 380 and U.S. Route 101, as well as by public transportation. The convenience of our location will facilitate access by San Bruno residents as well as customers throughout the Peninsula and broader Bay Area. As explained in greater detail later in this Section, MMD will also leverage our proximity to San Francisco International Airport by offering a free roundtrip shuttle service between the airport and our store, promoted through geo-targeted marketing

The market conditions for our future San Bruno store are more favorable than those of the areas in which we currently operate. While San Bruno will be granting one cannabis storefront retail license for a regional (total adjusted trade area) market population of 153,987, our Los Angeles-area stores face far more competition. For example, our Marina Del Rey store operates successfully with 3 legal cannabis retail stores in Marina Del Rey, as well as 6 cannabis retail stores in nearby Venice. Beyond mere competition, San Bruno's demographics indicate a higher median income and higher percentage of adults at or above the legal age to purchase cannabis within

the population. While median household income in San Bruno is \$113,103 and median age is 38.8, with a median household income of \$115,142 and median age of 40 in the greater trade area, in Los Angeles County, the median household income is \$76,367 and median age is 36.7, indicating far more favorable market conditions in San Bruno.

MMD San Bruno's projections also account for operating expenses, including the extensive investment in our employees including competitive pay, generous benefits, and extensive training and continuing education opportunities, as explained in greater detail in Section 2: Labor and Community Benefits Plan. While personnel is our greatest operating expense, MMD also accounts for property rent, advertising and marketing, fees related to licensing and renewal, security, insurance, utilities, repair and maintenance, our 3% of gross revenue dedicated to Community Benefits expenditures (as explained in greater detail in Section 2.6), and beyond.



Summary Statements

	Year 1	Year 2	Year 3
Revenue	\$ 24,022,000	\$ 25,223,100	\$ 27,745,410
COGS			
<b>Gross Profit</b>			
<i>% Gross Profit</i>			
Operating Expenses			
<b>EBITDA</b>			
Less: Depreciation			
Less: Amortization			
<b>EBIT</b>			
Less: Interest Expense			
Less: Tax Expense			
<b>Net Income</b>			



Balance Sheet**Assets****Current Assets**

Cash

Inventory

Prepaid Expense

**Total Current Assets****Fixed Assets**

Tenant Improvements

Equipment

Furniture &amp; Fixtures

Vehicles

Accumulated Depreciation

**Net Real Assets**

Intangibles

Accumulated Amortization

**Net Intangible Assets****Total Assets****Liabilities & Capital****Liabilities****Current Liabilities**

Accounts Payable

Sales Taxes Payable

Excise Taxes Payable

Local Taxes Payable

**Total Current Liabilities****Long-Term Liabilities**

Notes Payable

**Total Long-Term Liabilities****Total Liabilities****Owner's Equity**

Beginning Capital

Contributions

Distributions

Net Income

**Total Owner's Equity****Total Liabilities & Owner's Equity**



**Statement of Cash Flows****Operating Activities**

Net Income  
Accounts Receivable  
Inventory  
Prepaid Expense  
Amortization  
Depreciation  
Accounts Payable  
Sales Taxes Payable  
Excise Taxes Payable  
Local Taxes Payable

**Net Cash Flow from Operations****Investing Activities**

Real Assets  
Intangibles

**Net Cash Flow from Investing****Financing Activities**

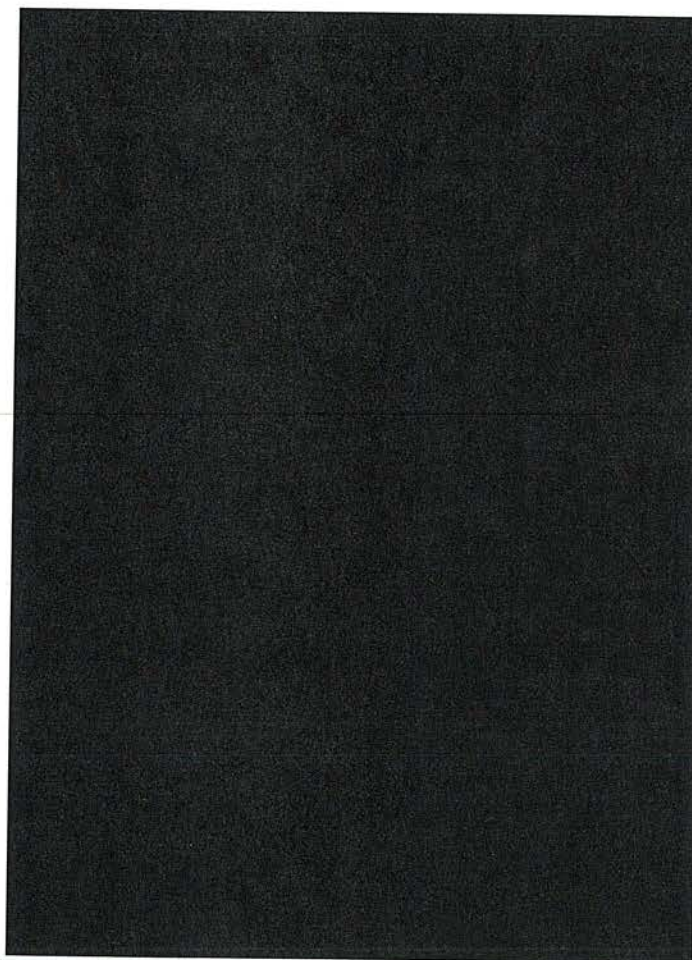
Equity Issued  
Debt Issuance

**Net Cash Flow from Financing**

Beginning Cash

Net Change in Cash

Ending Cash





Income Statements**Revenues**

Flower  
 Concentrates  
 Edibles  
 Topicals  
 Pre-Rolls  
 Accessories & Others Units

**Total Gross Revenues****COGS**

Flower  
 Concentrates  
 Edibles  
 Topicals  
 Pre-Rolls  
 Accessories & Others Units  
 Packaging Costs

**Total COGS****Gross Profit**

*% Gross Profit*

**Operating Expenses**

Advertising & Promotion Expense  
 Auto Expense  
 Bank Service Charges  
 Community Benefits Plan Funds  
 Dues & Subscriptions Expense  
 Insurance Expense  
 Legal & Professional Expense  
 Licensing Expense  
 Office Supplies Expense  
 Parking and Shuttle Expense  
 Payroll Expense  
 Rent Expense  
 Repairs & Maintenance Expense  
 Security Expense  
 Telephone & Internet Expense  
 Utilities Expense

**Total Operating Expenses****EBITDA**

Less: Depreciation  
 Less: Amortization

**Total Depreciation & Amortization****EBIT**

Less: Interest Expense  
 Less: Federal Tax Expense  
 Less: State Tax Expense

**Total Interest & Tax Expenses****Net Income**



## SFO SHUTTLE AGREEMENT

MMD San Bruno will leverage our proximity to San Francisco International Airport ("SFO") by offering a free shuttle service from SFO directly to our store, utilizing geo-targeted advertising (as explained in greater detail below) in order to inform passengers landing at SFO of our shuttle service. This free shuttle service will also leave from MMD and make a stop downtown on San Mateo Ave. Our shuttle will conveniently allow for travelers to shop at our store, and for passengers to arrange for ground transportation such as Uber or Lyft pickup outside of the airport's "surge" zone. Beyond merely driving sales towards MMD San Bruno, our shuttle service will drive business to other local San Bruno businesses thereby generating tax revenue for the City, as many travelers

will stay in the area near our store after shopping, and visit local restaurants and other businesses or explore Downtown San Bruno before proceeding to their next destination. Appearing as Parking and Shuttle Expense in the above Pro Forma, MMD San Bruno has entered into the below Letter of Intent with Umbrella Global Inc, a private ground transportation service, to operate our shuttle service. Please note that MMD has ample experience with cannabis tourism - two of our locations are the exclusive retail partner of Green Tours, a cannabis tour company operating in the Los Angeles Area. Please note that the Parking and Shuttle Expense line item accounts for both the cost of this shuttle service as well as our lease of a parking lot, described in greater detail in Section 6.



[www.umbrellabus.com](http://www.umbrellabus.com)

We are Umbrella Global Inc, a privately held Charter Bus, Limousine and full service ground transportation business serving the San Francisco Bay Area, and the rest of California. We have been in business since 2010 and have provided services to many industries and events throughout the Bay Area. We would like to offer this Letter of Intent (LOI), which is a framework of MMD Shops and Umbrella Global Inc.'s intention to enter into a business transaction where the former will supply the latter with it's services at your retail location listed below. We have the capability of accommodating all of your full/part time shuttle and ground transportation needs.

Retail Location : 115 El Camino Real, San Bruno CA 94066

Company Name : MMD Shops

Service : Daily shuttle service, with pick-us every 15-30 minutes

This LOI sets forth the material terms and conditions attached below that will be used to draw the final contract between both companies. This LOI has no binding effect between the parties and can be fully negotiated during the drafting of the final contract. A Final contract is required to be executed by both parties in order for the terms and conditions set forth hereon duly incorporated in the contract to have any legal and binding effect. Any prior agreement or communications between both parties are hereby superseded by this LOI.

Thank you for your time & consideration. I look forward to your prompt reply.

Regards,

Raphael DeSousa

President

415-203-0835

Umbrella Global, Inc.

57 S Linden Ave

South San Francisco CA 94080

[www.umbrellabus.com](http://www.umbrellabus.com)



**GEO-TARGETED MARKETING**

In order to promote our free SFO shuttle service, MMD will utilize geo-targeted marketing, a location-based marketing technique which serves targeted ads to mobile devices of particular user audiences within virtual geographic boundaries. MMD will implement geo-targeted advertising to reach interested adults within certain parameters of SFO, who may be interested in utilizing our shuttle service for free transport to our store or downtown San Bruno. Please note that geo-targeting tools will allow us to implement age barriers which ensure advertisements are only targeted to individuals ages 21 years and older. MMD has experience similarly utilizing geo-targeted advertising for our Marina Del Rey store, which is located a mere six miles away from Los Angeles International Airport.





## 1.8. HOURS OF OPERATION AND OPENING AND CLOSING PROCEDURES

### HOURS OF OPERATION

In accordance with SBMC §12.300.050 & 4 CCR §15403, MMD will operate from 8:00 AM to 10:00 PM, seven days a week.

### OPENING AND CLOSING PROCEDURES

MMD will assign the following opening and closing procedures to our San Bruno store personnel, designed to ensure compliance as well as safety and security of staff and customers.

#### Opening Procedures

[REDACTED]

#### Arrival

All staff scheduled to open the facility will arrive one hour prior to the store opening to the public.

#### Exterior Inspection

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

#### Initial Entry

[REDACTED]

#### Interior Inspection

[REDACTED]

[REDACTED]

[REDACTED]

- If the Manager and staff member notice any equipment failure, structural problem, or hazard, the Manager will contact the appropriate contractor.
- If no hazards or unusual circumstances are present, the Manager will direct all staff to enter through the non-public Employee entrance and begin their assigned opening procedures.

#### Role-Specific Opening Procedures

[REDACTED]



[REDACTED]

Once inside the facility interior, all Managers and staff will:

- Clock in;
- Secure all personal items in the designated areas within the Employee Break Room; and
- Each individual will perform the opening procedures specific to his or her role:

#### Managers and Leads

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Ensure all restrooms are locked per SBMC §12.300.090(G).

#### Receptionist

- Turn on Lobby computer and television;
- Ensure Lobby computer, telephone, and electronic ID

scanner are operational;

- Turn on low-volume Lobby music;
- Perform light cleaning duties to ensure the Lobby is tidy and ready for opening; and
- Ensure all entrance and Lobby signage is clearly visible and not obstructing any entrance or exit to the building or any windows per SBMC §12.300.110(F) (2). In accordance with SBMC §§12.300.090(H) & 12.300.110(F), entrance and Lobby signage will include:
  - A clear and legible notice posted at our entrance indicating that smoking, ingesting, or otherwise consuming cannabis on the premises or in the areas adjacent to the commercial cannabis operation is prohibited;
  - Notification to customers through posting a sign in a conspicuous location within our Lobby stating:
    - » Secondary sale, barter or distribution of cannabis is a crime and can lead to arrest.
    - » Loitering on and around the cannabis retailer is prohibited by California Penal Code § 647(e) and patrons must immediately leave the site after purchasing cannabis or cannabis goods and not consume cannabis in the vicinity of the cannabis retail site or on the property or in the parking lot.
    - » A warning that patrons may be subject to prosecution under federal cannabis laws.
    - » That the use of cannabis may impair a person's ability to drive a motor vehicle or operate machinery.
- Per SBMC §§12.300.090(A) & 12.300.100(A)(12), ensure the main entrance is locked.

#### Budtender

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Perform light cleaning duties to ensure the Show Room is sanitary and ready for customers; and



- Turn on low-volume Show Room music.

### Stocker

- Assist Managers and Leads in stocking inventory and product displays in the Show Room;
- Stock Show Room with opaque exit packaging; and
- Perform light cleaning duties to ensure the Show Room is sanitary and ready for customers.

### Delivery Driver

- Drive the Delivery Vehicle into the Secure Garage in preparation for loading with customer orders for the daily deliveries;
- Ensure mobile phone is charged and functional;
- Ensure debit processing machine is charged, functional, and stocked with receipt paper;
- Ensure GPS, dashboard cameras, and Delivery Vehicle is operational;
- Ensure Delivery Vehicle has sufficient fuel; and
- Ensure vehicle and Delivery Driver are carrying all required items, as explained in detail in Section 1.9.1.f: Delivery Service Procedures:
  - Driver's License. 4 CCR §15415(f);
  - Company-issued badge 4 CCR §15415(f);
  - MMD's State and local cannabis business permits and DCC-issued QR Code Certificate in accordance with SBMC §12.300.040(F) & 4 CCR §15415(f);
  - Delivery Inventory Ledger per 4 CCR §§15049.3(a) & 15418(d);
  - Delivery Request Receipt for each order per 4 CCR §15418(f); and
  - Mobile telephone, which he or she will test prior to departure.

### Dispatcher

- Turn on and log into Dispatch area POS terminal;
- Stock dispatch area with opaque exit packaging;
- Perform light cleaning duties in the Dispatch area; and
- Assist remainder of the team with opening duties, as needed.

### Closing Procedures

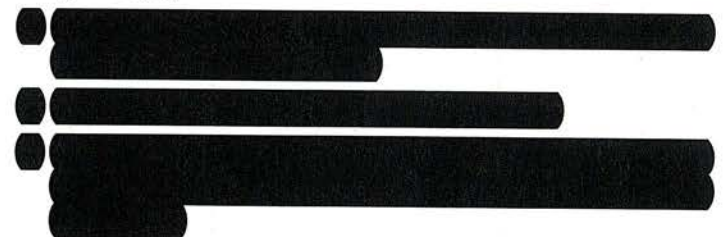
MMD will implement the following closing procedures, ensuring that all employees have completed the procedures and exited 30 minutes after closing in accordance with SBMC §12.300.100(C)(5).

### Role-Specific Closing Procedures

After all customers have exited the store at the end of our operating hours, each staff member will perform the closing procedures specific to his or her role:

### Managers and Leads

- Collect any remaining inventory from the secure counters and cabinets in the Show Room and place each item in the appropriate area in the Inventory Room in compliance with SBMC §§12.300.090(F) & 12.300.100(A)(4);
- Collect any unsold inventory from the Delivery Driver, review daily sales records to ensure all unsold inventory has been retrieved and all required records have been entered, and place each item in the appropriate area in the Inventory Room;
- Ensure all daily sales information has been properly entered into Blaze;
- Ensure that the daily information recorded in Blaze has been uploaded to METRC;
- Collect Delivery Stop Log from Delivery Driver and maintain as record in accordance with 4 CCR §15418(f);



### Receptionist

- Visually inspect Lobby to ensure no customers have left behind any personal items;
- Ensure all customer check-in and profile information has been entered into Blaze;
- Log out of and power down Lobby computer;
- Turn off Lobby television;
- Plug in any rechargeable devices to charge; and
- Perform light cleaning duties in the Lobby.



**Budtender**

- Visually inspect Show Room to ensure no customers have left behind any personal items;

[REDACTED]

[REDACTED]

- Ensure all transactions are recorded in Blaze;
- Log out of and power down POS terminals; and
- Perform light cleaning duties in the Show Room.

**Stocker**

- As needed, assist Managers and Leads in removing any unsold inventory from secured counters and cabinets in the Show Room; and
- Perform light cleaning duties in the Show Room.

**Delivery Driver**

- While Delivery Vehicle is safely inside the closed and locked Secure Garage in accordance with SBMC §12.300.090(B), remove all unsold inventory and cash from the Delivery Vehicle and provide to Manager;
- Ensure all Delivery Inventory Ledgers and associated information are recorded in METRC in accordance with 4 CCR §15049.3;
- Return Delivery Stop Log in accordance with 4 CCR §15418(f).

**Dispatcher**

- Record all unsold delivery items returned to inventory in METRC per 4 CCR §§15049.3(e)(2)(A) & 15418(i);
- Turn off and log out of Dispatch area POS terminal;
- Perform light cleaning duties in Dispatch area; and
- Assist other staff members with light cleaning duties and removal of any trash from the store.

**Exit**

After completion of role-specific closing duties, all staff will:

- Clock out;
- Remove any personal belongings from the Employee Break Room, ensuring no personal items are left

behind in the store; and

- Exit through the non-public Employee/Vendor Entrance.

[REDACTED]

**1.9. DAY-TO-DAY OPERATIONS****1.9.1. STOREFRONT RETAIL DAY-TO-DAY OPERATIONS**

MMD drafts and implements Standard Operating Procedures ("SOPs") for all areas of operations, ensuring that we always comply with State and local law, and adhere to industry best practices. Notably, MMD has a 100% compliance record across all stores, made possible in part by implementation of SOPs and other operational measures.

Because our SOPs are included both throughout this section and this application, please find below a chart providing the page on which each SOP included in this application can be found. Please note that due to page limitations, the SOPs provided throughout this application are merely a summary of MMD's extensive policies, procedures, and protocols. MMD is happy to provide more information upon request.

SOP	PAGE NUMBER
Opening and Closing Procedures	38
Customer Check-in Procedures	42
Procedures for Receiving Deliveries	43
Inventory Tracking and Recording Procedures	46
Point-of-Sale and Track-and-Trace	46
Inventory Reconciliation	48
Recordkeeping	49
Delivery Service Procedures	53
Odor Mitigation Practices	108
Waste Management Plan	112



### 1.9.1.a. CUSTOMER CHECK-IN PROCEDURES

#### Applicable Law

California Code of Regulations ("CCR"): Title 4, §§15400, 15402, 15404.

San Bruno Municipal Code ("SBMC"): §§4.70.060(A)(7), 12.300.050, 12.300.090(A), (D)-(E), (G)-(H), 12.300.100(A)(12).

#### Policy

MMD only allows customers ages 21 and older on our premises. Per SBMC §12.300.090(E), all individuals wishing to gain access to our store must show their government-issued identification. In accordance with SBMC §§12.300.090(A), (D)-(E), both outside of our main entrance before granting access in our Lobby, and in inside our Lobby before granting access to our Show Room, MMD verifies the age and all necessary documentation of each individual to ensure the customer is not a juvenile.

#### Procedure

All customers will be required to enter through the main entrance, located off of our parking lot off El Camino Real. In accordance with SBMC §12.300.090(A), MMC's main entrance is clearly visible from the public street, El Camino Real, the public sidewalk, and our parking lot. Per SBMC §§12.300.090(A) & 12.300.100(A)(12), all entrances to MMD will be locked at all times and under the control of a designated responsible party that is either; (a) an employee of the commercial cannabis operation; or (b) a licensed security professional.

Our Security Guard or a staff member will be positioned outside of our main entrance at all times during business hours. Upon approaching the main entrance, customers will be required to present their government-issued identification pursuant to SBMC §12.300.090(E). Our Security Guard or staff member will verify that each customer is at least 21 years of age and grant access to the store through the main entrance in accordance with SBMC §12.300.090(D).

MMD's main entrance leads to our Lobby. Upon entering the Lobby, each customer will be greeted by MMD's Receptionist, who will politely explain our age verification policy, and request each customer's government-issued identification.

Per SBMC §12.300.090(D), each customer will be required

to present their government-issued identification.

#### Acceptable Forms of Government-Issued Identification

In accordance with 4 CCR §15404(c), acceptable forms of identification include:

- A document issued by a federal, state, county, or municipal government, or a political subdivision or agency thereof, including, but not limited to, a valid motor vehicle operator's license, that contains the name, date of birth, height, gender, and photo of the person;
- A valid identification card issued to a member of the Armed Forces that includes the person's name, date of birth, and photo; or
- A valid passport issued by the United States or by a foreign government.

In compliance with the spirit of SBMC §4.70.060(A)(7), MMD will never allow for a physician to be on the premises for the purpose of making patient recommendations for cannabis.

#### Identification Verification Procedure

MMD trains all staff on identity verification procedures, including but not limited to those in the United States, Canada, and International I.D. Checking Guides ("I.D. Checking Guides"), which is widely utilized by public agencies and private organizations to verify a wide range of government-issued identification. The I.D. Checking Guides will be made available in the Reception area for use by the Receptionist during customer check-in.

In compliance with SBMC §12.300.090(D), to ensure the customer is not a juvenile, the Receptionist will verify the age and identity of each individual by:

- Inspecting each customer's government-issued identification;
- Comparing each customer's government-issued identification to the corresponding example in the I.D. Checking Guides;
- Confirming the customer is at least 21 years of age by reviewing the date of birth on the government-issued identification;
- Reviewing the photograph on the government-issued identification;
- Ensuring that the customer's appearance matches



the appropriate details on the government-issued identification, including but not limited to height, hair color, and eye color;

- Confirming that the government-issued identification is not expired; and
- After completing all the steps above, utilizing an electronic identification scanner to authenticate the customer's government-issued identification by:
  - Scanning the identification; and
  - Utilizing the black-light feature to check for all required UV imagery.

In the event that the Receptionist suspects that the government-issued identification is false:

- The Receptionist will call a Manager to review the government-issued identification;
- The Manager will review the government-issued identification pursuant to the steps above;
- If the Manager determines that the government-issued identification is false, the Manager will deny the customer entry to our store; and
- Our Security Guard will escort the customer out of the store.

### Customer Profile

After verification of the customer's government-issued identification, the Receptionist will:

- For new customers, create a profile for the customer in Blaze, our point-of-sale system; or
- For returning customers, retrieve the customer's profile in Blaze.

The profile in Blaze saves limited customer contact information, and allows MMD to add each customer to the queue after check-in.

### Admittance to Show Room

Only after the Receptionist has verified each customer's government-identification will the customer be granted entry to the Show Room in accordance with SBMC §12.300.090(A), (D)-(E). Customers will utilize the Lobby stairs or elevator to access the second floor, and will arrive in an open hallway leading to the Show Room. MMD's proposed layout allows for crowd control and an individualized shopping experience. Upon arrival in the

hallway, each customer will be greeted by an individual Budtender, who will invite the customer into the Show Room. Customers may ask the Budtender questions, ask for recommendations of products meeting their needs and preferences, or choose to browse independently. When ready to make a purchase, each customer will be individually served by a Budtender.

In accordance with SBMC §§12.300.090(D)-(E), customers will also be required to present government-identification and medical documentation, if applicable, for verification at the point-of-sale station prior to completing a purchase. All restrooms will be for staff use only and will remain locked and under the control of management at all times pursuant to SBMC §12.300.090(G).

### Lobby Signage

In compliance with SBMC §12.300.090(H), MMD will notify patrons of the following through posting of a sign in a conspicuous location in our Lobby:

- Secondary sale, barter or distribution of cannabis is a crime and can lead to arrest.
- Loitering on and around the cannabis retailer is prohibited by California Penal Code § 647(e) and patrons must immediately leave the site after purchasing cannabis or cannabis goods and not consume cannabis in the vicinity of the cannabis retail site or on the property or in the parking lot.
- A warning that patrons may be subject to prosecution under federal cannabis laws.
- That the use of cannabis may impair a person's ability to drive a motor vehicle or operate machinery.

### 1.9.1.b. LOCATION AND PROCEDURES FOR RECEIVING DELIVERIES

#### Applicable Law

CCR: Title 4, §§15049, 15049.2, 15052.1;  
SBMC: §§4.70.040, 4.70.190(C), 12.300.050, 12.300.090(A)-(C), (F), (I)(4), 12.300.100(A)(2), (4), (12), (B), 12.300.110(C)-(D).

#### Purchase Order Placement

In accordance with SBMC §§4.70.040 & 12.300.050, MMD only places orders for shipments of cannabis from licensed distributors.



## Receiving Deliveries Policies

MMD's Receiving Deliveries policies and procedures are designed to deter and prevent the unauthorized entrance into areas containing cannabis or cannabis products and to deter and prevent the theft of cannabis or cannabis products at the commercial cannabis operation in accordance with SBMC §12.300.100(A):

- [illegible]

### Receiving Deliveries Procedures



- All products are packaged and labeled in accordance with State law in compliance with SBMC §§4.70.040 & 12.300.050, including that each product is contained in child-resistant packaging per SBMC §12.300.090(1)(4);
- The cannabis product is not expired;
- The cannabis product was not damaged during shipment; and
- No other defects are present.

If there are any discrepancies between type or quantity of cannabis or cannabis products specified in the shipping manifest and the type or quantity received, MMD will reject the shipment. 4 CCR §15049.2(d).

In accordance with 4 CCR §15052.1(b), MMD will reject any cannabis or cannabis products which are:

- Different from the items ordered or listed on the shipping manifest. 4 CCR §15052.1(b)(1);
- Improperly labeled or packaged, including those not contained in child-resistant packaging as required by SBMC §12.300.090(1)(4);
- Expired. 4 CCR §15052.1(b)(3);
- Damaged during transportation. 4 CCR §15052.1(b)(2); or
- Otherwise defective.

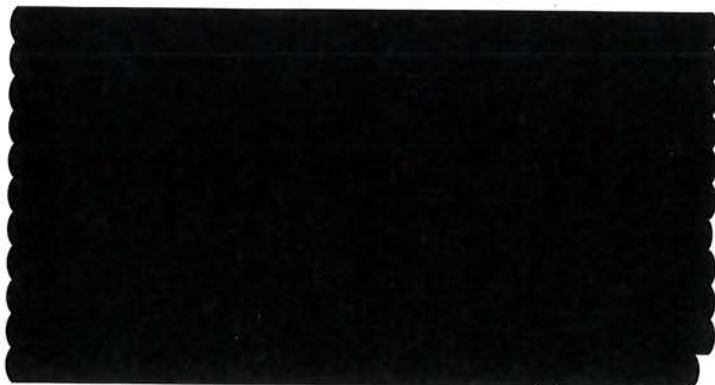
### Product Inspection Procedure

Once the shipment has been unloaded into the Vendor Receiving and Inspection Area, the Inventory Lead will meet the distributor personnel in the Vendor Receiving and Inspection Area. Inside the Vendor Receiving and Inspection Area, the Inventory Lead and Stocker will inspect all products prior to acceptance in accordance with 4 CCR §15052.1. The Inventory Lead will inspect the shipment by:

- Comparing the purchase order, shipping manifest, and all cannabis products to ensure MMD has received the items we ordered;
- Inspecting each item to ensure:
  - The cannabis goods received are as described in the shipping manifest, description in Blaze, and on the physical product label. 4 CCR §15049.2(c);

### Product Storage Procedures





both product and cash, where applicable. MMD will utilize Blaze and METRC to accurately document the present location, amounts, and descriptions of all cannabis and cannabis products for all stages of the growing and production or manufacturing, laboratory testing processes until purchase as set forth in the MAUCRSA in compliance with SBMC §4.70.190(C).



### 1.9.1.c. POINT-OF-SALE

#### Name of Point-Of-Sale

MMD will utilize Blaze as our point-of-sale ("POS") and accounting software system, in accordance with the procedures described below in our Inventory Tracking and Recording Procedures.

#### Number Of Point-Of-Sale Locations

MMD's facility will contain 12 total POS locations. 10 of the total POS locations will be located in the Show Room, along the horseshoe-shaped counter, for use by Budtenders when conducting customer transactions. The additional two POS locations will be located within our Dispatch area, to be utilized by Dispatchers when fulfilling customer delivery orders.

### INVENTORY TRACKING AND RECORDING PROCEDURES

Our procedures to track and record inventory include the following SOPs:

- Point-of-Sale and Track-and-Trace SOP;
- Inventory Reconciliation SOP; and
- Recordkeeping SOP.

### POINT-OF-SALE AND TRACK-AND-TRACE

#### Applicable Law

CCR: Title 4, §§15047.2, 15048, 15048.1, 15049, 15049.2, 15050.

SBMC: §§4.70.190(C), 12.300.100(A)(13)-(14)

#### Point-Of-Sale

MMD will utilize Blaze as our POS and accounting software system. Blaze automatically integrates with METRC. In accordance with SBMC §12.300.100(A)(13), Blaze provides point of sale data as well as audit trails of

#### Track-And-Trace

Per 4 CCR §15047.2(a), MMD will create and maintain an active and functional account within the track-and-trace system ("METRC") prior to engaging in any commercial cannabis activity, including the purchase, sale, test, packaging, transfer, transport, return, destruction, or disposal, of any cannabis goods. In accordance with SBMC §12.300.100(A)(14), MMD will demonstrate to the Police Chief, City Manager or their designees, compliance with METRC for cannabis and cannabis products. MMD is responsible for the accuracy and completeness of all data and information entered into METRC and for all actions its owners or employees take while logged into or using METRC or conducting METRC activities. 4 CCR §15047.2(c).

#### Account Manager and Duties

MMD will identify an owner of the commercial cannabis business as the track and trace system account manager in compliance with 4 CCR §15048(a). The Account Manager will authorize additional owners or employees as METRC users, and will ensure each user receives METRC training prior to access or use.

The Account Manager will, no later than 10 calendar days after license issuance:



- Complete new user system training provided by the Department of Cannabis Control ("DCC"). 4 CCR §15048(b)(1);
- Email support@metrc.com from the designated account manager's email address to request access to METRC. 4 CCR §15048(b)(2); and
- Complete the credentialing process to establish a login. 4 CCR §15048(b)(3).

The Account Manager will have the following responsibilities:

- Designate METRC users, as needed, and require the system users to be trained in the proper and lawful use of METRC before the users are permitted to access METRC. 4 CCR §15048.1(a)(1);
- Maintain a complete, accurate, and up-to-date list of all full names and usernames of all METRC users. 4 CCR §15048.1(a)(2);
- Remove a user from the licensee's METRC account when that individual is no longer authorized to represent the licensee. 4 CCR §15048.1(a)(3);
- Correct any data entry errors within three calendar days of discovery of the error. 4 CCR §15048.1(a)(4);
- Tag and enter all inventory in METRC as required by 4 CCR §15049. 4 CCR §15048.1(a)(5);
- Monitor all system notifications and resolve all issues identified. The notification may not be dismissed by an account manager before resolution of the issue(s) identified in the notification. 4 CCR §15048.1(a)(6);
- Notify the DCC of any loss of access to METRC that exceeds 72 hours. 4 CCR §15048.1(a)(7); and
- Reconcile the inventory of cannabis and cannabis products on the licensed premises with the METRC database at least once every thirty calendar days. 4 CCR §15048.1(a)(8)

### Log On

The Account Manager and all other users will utilize a unique log-in, consisting of a username and password. The Account Manager and all other METRC users may only access METRC under his or her assigned log-in. No account manager or user may share or transfer his or her log-in, username, or password, with any other individual for any reason. 4 CCR §15048(c).

### Track and Trace Reporting

In accordance with 4 CCR §15049(b), MMD will report all commercial cannabis activity into METRC within 24 hours of occurrence, including:

- Receipt of cannabis or cannabis products;
- Rejection of transferred cannabis or cannabis products;
- Use of cannabis or cannabis products for internal quality control testing or product research and development;
- Destruction or disposal of cannabis or cannabis products; or
- Sale or donation of cannabis or cannabis products.

Per 4 CCR §15049(c), for each activity entered pursuant to 4 CCR §15049(b), MMD will record the following information:

- Type of cannabis or cannabis products;
- The weight, volume, or count of the cannabis or cannabis products;
- The date of activity; and
- The Unique identifier ("UID") assigned to the cannabis or cannabis product.

In accordance with 4 CCR §15049(c)(6), if cannabis goods are being destroyed or disposed of, MMD will record the following additional information in METRC:

- The name of the employee performing the destruction or disposal;
- The reason for destruction or disposal; and
- The method of disposal.

Per 4 CCR §15049(d), if a package adjustment is used to adjust the quantity of cannabis or cannabis products in METRC, MMD will include a description explaining the reason for adjustment.

As outlined in Section 1.9.1.b: Location and Procedures for Receiving Deliveries, if MMD rejects a partial shipment of cannabis goods pursuant to 4 CCR §15052.1, we will record the partial rejection in METRC per 4 CCR §15049(e). When receiving deliveries, MMD will record acceptance or receipt, and acknowledgement of the cannabis or cannabis products in METRC in compliance with 4 CCR §15049.2(c).



### Delivery Track and Trace Recording

For MMD's policies and procedures regarding METRC reporting for our delivery operations, please see Section 1.9.1.f: Delivery Service Procedures below.

### Loss of Connectivity

If at any point, MMD loses access to METRC for any reason, MMD will:

- Immediately halt all transportation, receiving, or delivery of cannabis goods until access is restored. 4 CCR §15050(b);
- Prepare and maintain comprehensive records detailing all commercial cannabis activities that were conducted during the loss of access. 4 CCR §15050(a);
- As explained in Point-of-Sale, Blaze will allow MMD to maintain these required records.
- Once connectivity is restored:
  - » Within three calendar days, enter all commercial cannabis activity that occurred during the loss of access into METRC. 4 CCR §15050(c)(1); and
  - » Document the cause for loss of access, and the dates and times for when access to METRC was lost and when it was restored. 4 CCR §15050(c)(2).

## INVENTORY RECONCILIATION

### Applicable Law

CCR: Title 4, §§15036, 15051, 15423-15424.

SBMC: §§12.300.100(A)(13), (B), (E).

MMD will maintain an accurate record of our inventory, including the following information (4 CCR §15423):

- A description of each item such that the cannabis goods can easily be identified;
- METRC UID number and batch number for each item;
- An accurate measurement of the quantity of the item;
- The date and time that MMD received the cannabis goods;
- The sell-by or expiration date provided on the package of cannabis goods, if any;
- The name and license number of the licensed distributor or licensed microbusiness that transported the cannabis goods to MMD; and

- The price MMD paid for the cannabis goods, including taxes, delivery costs, and any other costs.

In accordance with 4 CCR §15051(a), MMD will review the information recorded in METRC and Blaze at least once every 30 calendar days to ensure its accuracy, including, at minimum:

- Reconciling all on-hand inventory of cannabis and cannabis products with the records in METRC twice per week, in excess of the requirements under 4 CCR §15424(a)(1);
- Arranging for a third-party to reconcile all on-hand inventory of cannabis and cannabis products with the records in METRC once per month; and
- Reviewing the licensee's authorized users and removing any users who are no longer authorized to enter information into METRC.

MMD will conduct our twice-weekly reconciliations pursuant to the following steps. Please note, all steps of MMD's inventory reconciliation will occur under video surveillance pursuant to SBMC §12.300.100(B):

- The Inventory Lead will assign an employee to conduct a physical count;
- The Inventory Lead will assign an employee to scan each product into Blaze; and
- After each product is scanned, Blaze will exhibit the number of units of the product currently in MMD's inventory, including where each item is located within the store.

If MMD discovers a discrepancy between our physical inventory and the inventory recorded in Blaze and METRC, our General Manager will conduct an audit per 4 CCR §15051(b), which will include review of video surveillance and the audit trails provided by Blaze pursuant to SBMC §12.300.100(A)(13). Only the General Manager will be permitted to adjust the digital count recorded in Blaze, when appropriate. If the General Manager discovers a significant discrepancy between our physical inventory and the inventory recorded in Blaze and METRC, the General Manager will:

- Notify the City Manager within 24 hours per SBMC §12.300.100(E)(1); and
- Notify the DCC within 24 hours pursuant to 4 CCR



§§15036(a)(1) & 15424(c).

In addition to the steps above for discovery of significant discrepancies, if, by conducting an audit, the General Manager discovers any of the following, he or she will notify the City Manager within 24 hours:

- Diversion, theft, loss, or any criminal activity involving the commercial cannabis operation or any agent or employee of the commercial cannabis operation. SBMC §12.300.100(E)(2);
- The loss or unauthorized alteration of records related to cannabis, customers or employees or agents of the commercial cannabis operation. SBMC §12.300.100(E)(3); or
- Any other breach of security. SBMC §12.300.100(E)(4).

## RECORDKEEPING

### Applicable Law

CCR: Title 4, §15037; Title 18, §§1698 & 4901.

SBMC: §§4.70.190 & 12.300.100(D).

In accordance with SBMC §4.70.190 and 4 CCR §15037(a), MMD will keep and maintain the following records for at least seven years from the date of creation, available to the City and DCC upon request:

- Financial records including, but not limited to, bank statements, sales invoices, receipts, tax records, all records required by the California Department of Tax and Fee Administration under 18 CCR §§1698 & 4901, and accurate books and records in an electronic format, detailing all of the revenues and expenses of the business, and all of its assets and liabilities. SBMC §4.70.190(A) & 4 CCR §15037(a)(1);
- A current register of the names and the contact information (including the name, address, and telephone number) of anyone owning or holding an interest in the commercial cannabis operation, and separately of all the officers, managers, employees, agents, and volunteers currently employed or otherwise engaged by the commercial cannabis operation. SBMC §4.70.190(B);
- Personnel records, including each employee's full name, Social Security number or individual taxpayer identification number, date employment begins, and date of termination of employment if applicable. 4 CCR §15037(a)(2);

- Training records including, but not limited to, the content of the training provided and the names of the employees who received the training. 4 CCR §15037(a)(3);
- Contracts regarding commercial cannabis activity. 4 CCR §15037(a)(4);
- Permits, licenses, and other local authorizations to conduct MMD's commercial cannabis activity. 4 CCR §15037(a)(5);
- All other documents prepared or executed by an owner, employees, or assignees in connection with MMD. 4 CCR §15037(a)(6).

In compliance with 4 CCR §15037(b), all records will be kept in a manner that allows the records to be produced for the City and DCC in either hard-copy or electronic form. Records will be legible, accurate, and stored in a secured area where the records are protected from debris, moisture, contamination, hazardous waste, fire, and theft. 4 CCR §15037(c)-(d).

### Sworn Statement

In accordance with SMC §4.70.190(A), on no less than an annual basis, or at any time upon reasonable request of the City, MMD will file a sworn statement detailing the number and amount of our sales during the previous twelve-month period (or shorter period based upon the timing of the request), provided on a per-month basis. The statement will also include gross sales for each month, and all applicable taxes and fees paid or due to be paid.

### Audit

In accordance with SMC §4.70.190(A), on an annual basis, MMD will submit to the City a financial audit of the business's operations conducted by an independent certified public accountant. MMD will be subject to a regulatory compliance review and a gross receipts financial audit, where applicable, as determined by the City. In compliance with SBMC §12.300.100(D), MMD will cooperate with the City whenever the City Manager makes a request to inspect or audit our compliance with any City requirement.



**1.9.1.d. NUMBER OF CUSTOMERS TO BE SERVED PER HOUR/ DAY**

On average, MMD San Bruno expects to serve 73 customers per hour and 1026 customers per day. MMD San Bruno's projection is based on:

- Population and demographics of San Bruno;
- 1 available cannabis retail store license in San Bruno;
- Population of and number of cannabis retail stores in surrounding jurisdictions; and
- Other market analysis considerations, as shown in the table below.

**1.9.1.e. PROPOSED PRODUCT LINE AND ESTIMATED PERCENTAGE OF SALES OF FLOWER AND MANUFACTURED PRODUCTS**

MMD proudly carries over 700 different high-quality products at each of our operational stores, and will offer a similarly vast selection of products and brands at our future San Bruno store. Please find an overview of product types and our estimated percentage of sales for each product type on the following pages. Estimates are based on sales at our operational stores.

Site Address 115 El Camino Real, San Bruno				
Trade Area = 4 Mile Radius	San Bruno	South San Francisco	Millbrae	Total Trade Area
Population	44,466	66,599	22,998	134,063
Daytime Population	25,759	37,735	11,966	75,460
<b>Demographics</b>				
White Collar Employment	82.0%	82.0%	86.0%	83.0%
Blue Collar Employment	18.0%	18.0%	14.0%	17.0%
Male	49.0%	50.0%	49.0%	49.0%
Female	51.0%	50.0%	51.0%	51.0%
Asian	31.1%	40.6%	45.4%	45.4%
Hispanic	30.0%	30.4%	12.6%	12.6%
White	30.2%	22.6%	35.5%	35.5%
Median Household Income	\$113,103	\$106,005	\$126,319	\$115,142
Median Age	38.8	40.9	45.0	40.0
Home Ownership	60.5%	61.6%	63.2%	63.2%
Total Households	15,229	21,388	7,959	44,576
Households without Children	10,569	14,855	5,445	30,869
<b>Estimated Cannabis Use</b>				
Traffic / Daytime Population Non Local	30%	20%	39%	
Total Adjusted Population	52,194	74,146	27,647	153,987
California Cannabis Usage	17%	17%	17%	
Local Cannabis Usage	20%	20%	20%	
Total Local Cannabis Users	10,439	14,829	5,529	30,797
<b>Forecasted Sales</b>				
Transactions per Month				1
Number of Retailers				1
Total Market Forecasted Annual Revenue				\$24,022,000
Forecasted Annual Transactions per Retailer				369,569
Average Check				\$65.00
Forecasted Sales per Retailer				\$24,022,000



# PROPOSED PRODUCT LINE



## FLOWER

Flower refers to the dried flowers of the cannabis plant.

### ADVANTAGES

Most popular product type, minimally processed, with effects felt quickly and for a short duration.

💰 Projected 50% of sales (excluding pre-rolls)

### TOP BRANDS CARRIED



## PRE-ROLLS

Pre-rolls are ready-to-consume pre-ground flower rolled into paper. MMD offers a wide array of pre-rolls, including infused pre-rolls which contain both flower and concentrates.

### ADVANTAGES

Ready to consume without the need for cannabis accessories.

💰 Projected 7% of sales

### TOP BRANDS CARRIED



## CONCENTRATES

Concentrates are concentrated compounds obtained by separating trichomes from the cannabis plant material through a variety of methods. MMD offers a wide variety of concentrates, such as shatter, wax, live resin, sauce, distillates, and rosin.

### ADVANTAGES

Allows for consumption of desired cannabinoids and terpenes without excess plant material.

💰 Projected 3-5% of sales

### TOP BRANDS CARRIED



710 LABS



## VAPES



Vaporizers or “vapes” are battery-operated devices which heat concentrates, or less commonly cannabis plant material, at a temperature lower than smoking, releasing vapor rather than smoke. Many vapes are designed to be used with cartridges pre-filled with concentrates.

### ADVANTAGES

Easy to consume with less odor than flower and no ash.

- 💰 Projected 20-25% of sales (both concentrates and vapes)

### TOP BRANDS CARRIED



## EDIBLES



Edibles are cannabis-infused food products. MMD offers many varieties of edibles, including gummies, mints, lozenges, sweet and savory snacks, beverages, and syrups for those interested in infusing their own food or beverages.

### ADVANTAGES

Discreet consumption and longer duration of effects with many flavor options.

- 💰 Projected 15% of sales

### TOP BRANDS CARRIED



## TOPICALS



Topicals are cannabis-infused lotions, balms, salves, transdermal patches, and other preparations applied to and absorbed through the skin.

### ADVANTAGES

Useful for treating localized pain without psychoactive effects.

- 💰 Projected 2% of sales

### TOP BRANDS CARRIED





As discussed in greater detail in Section 2.6, when selecting products and brands to carry in each store, MMD is mindful of our commitment to social equity, as well as furthering our ongoing community initiatives.

One such example is the Little Matron brand, which is MMD's in-house cannabis brand, only sold at MMD stores, a portion of the sales from which are donated to non-profit organizations, including the ALS Association.

MMD also seeks to further diversity, equity, and inclusion through selection of brands carried in our stores. As part of our Black History Month initiatives, MMD partners with Black-owned cannabis brands as well as brands raising funds and/or awareness for nonprofits that support the Black community. At our operational stores, we have partnered with brands including but not limited to Viola, Marley Natural, Farmer and the Felon, Ball Family Farms, Lumpy's, and Presidential. As part of our PRIDE Month initiatives, we similarly partner with LGBTQ+-owned brands and brands partnering with nonprofits serving the local LGBTQ+ community, carrying brands like Cann and Stone Road. MMD looks forward to partnering with future San Bruno brands, as well as local San Mateo County and Bay Area brands, to support the cannabis industry in our community.

### 1.9.1.f. DELIVERY SERVICE PROCEDURES

#### Applicable Law

CCR: Title 4, §§15049.3, 15403, 15409, 15415-15421.

SBMC: §§4.70.190(A)(2), 12.300.040(F), 12.300.090(B), (D), (I), (K), 12.300.110(C).

#### Delivery Service Policies

If permitted by the City to conduct sales by delivery, MMD will implement the following Delivery Service Policies at our San Bruno store.

#### Hours of Operation

In accordance with SBMC §12.300.050 & 4 CCR §15403, MMD will offer delivery from 8:00 AM to 10:00 PM, seven days a week.

#### Delivery Drivers

In accordance with 4 CCR §§15415(a)-(c) & 15418(c), all deliveries of cannabis goods will be performed in person by a delivery employee, at least 21 years of age, who is directly employed by MMD and is only performing

deliveries on behalf of MMD. MMD will never make deliveries of cannabis goods through an unstaffed vehicle. In accordance with 4 CCR §15415.1, MMD will not sell or otherwise transfer any cannabis goods to a customer through the use of an unlicensed third party, intermediary business, broker, or any other business or entity.

MMD will review all delivery employees' driving records and drivers' licenses prior to allowing any delivery employee to conduct deliveries on our behalf.

In accordance with SBMC §4.70.190(A)(2) & 4 CCR §15415(h), MMD will maintain a current register of the names and the contact information (including the name, address, and telephone number) of our delivery employees, available to the DCC and City Manager upon request.

In accordance with 4 CCR §15419, Delivery Drivers are strictly prohibited from consuming cannabis goods while conducting deliveries.

#### Delivery Vehicles

Prior to commencing delivery operations, MMD will provide the following information to the City in writing:

- Proof of ownership of the vehicle or a valid lease for any and all vehicles that will be used to deliver cannabis or cannabis products. SBMC §12.300.090(K)(1);
- The year, make, model, color, license plate number, and numerical Vehicle Identification Number (VIN) for any and all vehicles that will be used to deliver cannabis goods. SBMC §12.300.090(K)(2); and
- Proof of insurance for any and all vehicles being used to deliver cannabis goods. SBMC §12.300.090(K)(3).

In accordance with SBMC §12.300.090(K)(4), MMD will provide the information listed above in writing for any new vehicle that will be used to deliver cannabis goods prior to using the vehicle to deliver cannabis goods. MMD will provide the City with any changes to the information required by SBMC §§12.300.090(K)(1)-(3) in writing within 30 calendar days.

#### Number of Vehicles

MMD intends to utilize two zero-emission delivery vehicles upon commencing operations, and may increase the number of vehicles, if necessary.



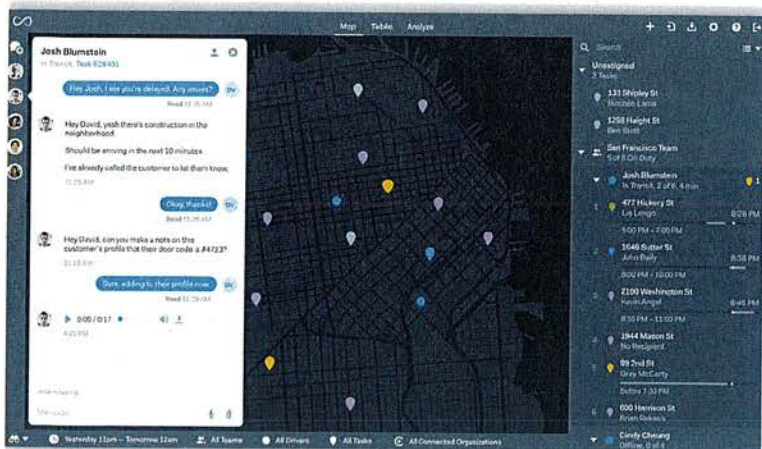
### Delivery Vehicle Security Features

MMD's delivery vehicles will include the following security features, the use of which during delivery is described in greater detail below:

- Neither markings or other indications on the exterior of the vehicle that may indicate that the delivery employee is carrying cannabis goods for delivery, nor any visible cannabis or cannabis products or graphics depicting cannabis or cannabis products. SBMC §12.300.110(C) & 4 CCR §15417(a);
- Fully enclosed. 4 CCR §15417(a);
- A secure, fully enclosed trunk that cannot be accessed from inside the vehicle or a secured area or compartment within the interior of the vehicle, meaning an area where solid or locking metal partitions, cages, or high-strength shatterproof acrylic can be used to create a secure compartment in the fully enclosed vehicle. The secured area may be comprised on three sides by any part of the body of the vehicle, provided the parts of the vehicle are shatterproof and are not made of glass. 4 CCR §15417(b);
- Operational vehicle alarm. 4 CCR §15417(c);
- Operational vehicle locks. 4 CCR §15417(c);
- Dedicated Global Positioning System ("GPS") device affixed to the vehicle interior. 4 CCR §15417(d), which will allow MMD to identify the Delivery Vehicle's location at any time. The GPS device software will be integrated with OnFleet, which will track and record real-time and historic location data; and
- Dashboard cameras.

### Delivery Service Procedures

If permitted by the City to conduct sales by delivery, MMD San Bruno will implement the following Delivery Service Policies.



### Order Placement

MMD will allow customers to place an order for delivery through the following methods:

- Through our website; or
- By telephone.

MMD will require any customer placing an order for delivery to provide the following information:

- Customer name;
- Customer telephone number;
- Customer address;
- A photograph of the customer's government-issued identification; and
- A copy of the customer's medical documentation, if applicable.

When placing an order for delivery, each customer will be:

- Informed that his or her government-issued identification, and medical documentation, if applicable, must be shown to MMD's delivery employee at the time of delivery; and
- Asked for consent to record delivery order information in his or her profile in Blaze, for our tracking purposes.

### Order Fulfillment

Upon receipt, MMD will fulfill delivery orders pursuant to the following steps.

- In compliance with SBMC §12.300.090(D), the Dispatcher will utilize the uploaded photographs to verify that the customer is at least 21 years of age;
- The Dispatcher will verify that the customer has not exceeded any daily limits under 4 CCR §15409;
- The Dispatcher will verify that the customer's address is:
  - A physical address within the State of California. 4 CCR §15416(a);
  - Not an address located on publicly owned land or any address on land or in a building leased by a public agency. 4 CCR §15416(c); and
  - Not a school providing instruction in kindergarten or any grades 1 through 12, day care center, or



youth center. 4 CCR §15416(e).

- The Dispatcher will prepare a Delivery Request Receipt, which will contain the following in accordance with 4 CCR §15420(a):
  - MMD's legal business name and license number;
  - The first name and employee number of MMD's delivery employee who delivered the order;
  - The first name and employee number of MMD's employee who prepared the order for delivery;
  - The first name of the customer and a licensed retailer-assigned customer number for the person who requested the delivery;
  - The date and time the delivery request was made;
  - The delivery address;
  - A detailed description of all cannabis goods requested for delivery, including the weight, volume, or any other accurate measure of the amount of all cannabis goods requested;
  - The total amount paid for the delivery, including any taxes or fees, the cost of the cannabis goods, and any other charges related to the delivery; and
  - Upon delivery, the date and time the delivery was made, and the handwritten or electronic signature of the customer who received the delivery.
- Per 4 CCR §15415(g), the Dispatcher will verify that each ordered product complies with 4 CCR §15413, including that each product is properly packaged and labeled, including that each product is contained in child-resistant packaging per SBMC §12.300.090(1)(4);
- The Dispatcher will scan each ordered product into Blaze, which automatically will transmit all required information into METRC;
- In accordance with 4 CCR §15049.3(a), the Dispatcher will create a Delivery Inventory Ledger in METRC. The Dispatcher will add the following information about each cannabis good contained in the customer's order to the Delivery Inventory Ledger pursuant to 4 CCR §§15049.3(b) & 15418(d):
  - The delivery inventory ledger number generated by METRC and assigned to the specific delivery trip;
  - MMD's name and license number;
  - The Delivery Driver's name, employee ID, and driver's license number;
  - The Delivery Vehicle's make, model, and license plate number;
  - The item name and category of each cannabis good to be carried on the delivery trip, the UID(s) assigned to those cannabis goods, and the number of units associated with each UID on the delivery inventory ledger;
  - The UID(s) of any cannabis goods ordered by customers and processed by MMD prior to the Delivery Driver leaving MMD's premises; and
  - The date and time the Delivery Driver begins the delivery trip.
- The Dispatcher will review the Delivery Inventory Ledger to ensure that the value of goods to be carried in the Delivery Vehicle will not exceed \$10,000 per 4 CCR §15418(a);
- The Dispatcher will:
  - Place the items ordered by the customer into opaque exit packaging;
  - Provide the Delivery Driver with the packaged orders, corresponding Delivery Request Receipts, and the Delivery Inventory Ledger.
- [REDACTED]
- [REDACTED]
- Prior to loading the Delivery Vehicle, the Delivery Driver will inspect the Delivery Vehicle, to ensure that:
  - The GPS, alarm system, vehicle locks, and dashboard camera are functional;
  - The Delivery Vehicle contains:
    - » Sufficient fuel;
    - » Spare tire and corresponding jack; and
    - » Vehicle Manual.
- Prior to departing from the premises, the Delivery Driver will ensure that he or she is carrying the following items, including:
  - The following items which will be available upon



[REDACTED]

- The Delivery Vehicle will be equipped with an operational dashboard camera;
- The Delivery Driver will utilize the vehicle's dedicated GPS to route to each customer address per 4 CCR §15417(d);
- The GPS and OnFleet will track and record real-time and historic location data, as well as allow MMD to identify the location of the Delivery Vehicle at any time;
- The Delivery Driver will never leave cannabis goods in an unattended motor vehicle unless the motor vehicle is locked with the vehicle alarm activated, and the goods are securely stored as required by 4 CCR §15417(b). 4 CCR §15417(c);
- Should the Delivery Driver need to contact a Manager, or vice versa, while the Delivery Driver is offsite conducting deliveries, the Delivery Driver will utilize voice commands to operate the mobile phone, so as to not utilize a handheld device while driving;
- While conducting deliveries, the Delivery Driver may not engage in any activities except for cannabis goods delivery and necessary rest, fuel, or vehicle repair stops in accordance with 4 CCR §15415(e). In compliance with 4 CCR §15418(e), the Delivery Driver will maintain a log that includes all stops from the time the Delivery Driver leaves MMD to the time that the Delivery Driver returns to MMD, and the reason for each stop ("Delivery Stop Log").

In accordance with SBMC §12.300.110(C), MMD will implement the following security protocols to ensure that product is secure during loading of the delivery vehicle:

[REDACTED]

[REDACTED]  
 [REDACTED]  
 [REDACTED]  
 [REDACTED]  
 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Upon arrival at the customer's address, the Delivery Driver will:

- Call the customer:
  - If the customer does not answer within 10 minutes, the Delivery Driver will leave the premises;
  - If the customer does answer, the Delivery Driver will instruct the customer to step outside of the address.
- Per 4 CCR §15415(g), confirm identity and age by asking the customer to show his or her government-issued identification, and medical documentation, if applicable;



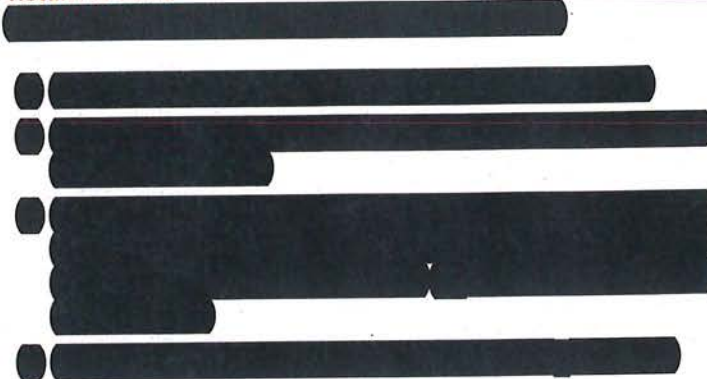
- The Delivery Driver will verify that the customer is 21 years of age or older in accordance with SBMC §12.300.090(D); and
- The Delivery Driver will verify that the customer matches the Delivery Request Receipt.
- Upon customer request, provide a copy of the retail license, a copy of the QR Code Certificate, and their employee identification badge per 4 CCR §15415(f);
- Obtain the customer's signature on the Delivery Request Receipt and retain a copy for MMD's records per 4 CCR §15420(b);
- Collect customer payment;
- Hand the customer his or her order in the opaque exit packaging, with a copy of the Delivery Request Receipt per 4 CCR §15420(b);
- Update the Delivery Inventory Ledger to reflect the remaining inventory carried by the Delivery Driver's possession per 4 CCR §15418(d); and
- Utilize the GPS to route to the next customer address, or, if there are no more deliveries, back to MMD's premises. Per 4 CCR §15418(h), if the Delivery Driver does not have any delivery requests to be performed for a 30-minute period, he or she will not make any additional deliveries, and instead will return to MMD's premises.

### Cooperation with City and DCC

In accordance with 4 CCR §§15415(f) & 15418(g), immediately upon request by the DCC, City, or any law enforcement officer, the Delivery Driver will provide:

- Government-issued identification;
- MMD's State and local cannabis business permits and DCC-issued QR Code certificate in accordance with SBMC §12.300.040(F);
- Company-issued identification badge;
- All Delivery Inventory Ledgers from the time the Delivery Driver left the licensed premises up to the time of the request;
- All Delivery Request Receipts for cannabis goods carried by the Delivery Driver, in the delivery vehicle, or any deliveries that have already been made to customers; and
- The Delivery Stop Log.

### Return to MMD



### Delivery Inventory Ledger Reporting

In accordance with 4 CCR §15049.3(c), for each delivery of cannabis goods, MMD will record the following information in METRC by the end of the calendar day on which the delivery was completed:

- The date and time the delivery was completed. A delivery is completed at the time the cannabis goods are physically provided to the customer;
- Whether the customer is an adult-use customer, medicinal cannabis patient, or patient's primary caregiver;
- The UID and quantity of each cannabis good delivered;
- The purchase price of each cannabis good delivered; and
- The county in which the delivery was completed.

In accordance with 4 CCR §15049.3(e)(2)(B), no later than the end of the calendar day on which the delivery trip occurred, for each delivery trip conducted, MMD will record in METRC the end date and time of the delivery trip. As defined by 4 CCR §15049.3(e)(1), the end date and time of the delivery trip will be the date and time the Delivery Driver returned to MMD after conducting all deliveries that are part of the same delivery trip, except, if the Delivery Driver does not carry any unsold cannabis goods and does not return to MMD on the same day after delivering all cannabis goods carried in the vehicle on the delivery trip, the date and time at which the Delivery Driver completed the last delivery of cannabis goods on the delivery trip.

As explained throughout this SOP, upon making a delivery, Delivery Drivers will either route to the next customer address, or back to MMD in accordance with



the restrictions of 4 CCR §15418(h). Per 4 CCR §15049.3(d), if the Delivery Driver returns to MMD's premises to obtain additional inventory of cannabis goods for delivery to be conducted on the same day and by the same Delivery Driver, MMD may continue the existing delivery trip in METRC. If MMD chooses to continue the existing delivery trip, the additional inventory is considered part of the existing delivery trip and a new delivery inventory ledger is not required. MMD will record the following information within METRC under the existing delivery inventory ledger number for any additional cannabis goods to be carried on the same delivery trip:

- The item name and category of each additional cannabis good to be carried on the delivery trip, the UID(s) assigned to those cannabis goods, and the number of units associated with each UID on the delivery inventory ledger; and
- The date and time the Delivery Driver leaves the licensed retail premises to continue the delivery trip.







SECTION 2

**LABOR AND  
COMMUNITY  
BENEFITS PLAN**





## SECTION 2

### LABOR AND COMMUNITY BENEFITS PLAN

#### 2.1. COMMITMENT TO OFFERING EMPLOYEES A LIVING WAGE

The California Health & Human Services Agency defines a living wage as the wage needed to cover basic family expenses (basic needs budget) plus all relevant taxes, without publicly provided income or housing assistance. As part of the State's Healthy Communities Data and Indicators project, data on living wages was obtained from the MIT Living Wage Calculator, a tool which estimates the cost of living in communities throughout the nation based on typical expenses. According to the MIT Living Wage Calculator, the living wage in San Mateo County is \$26.63 per hour. MMD San Bruno will start all employee wages at \$27/hour, exceeding the Countywide living wage.

Please find a breakdown of MMD San Bruno's wages below.

Position	Starting Wage	Hourly or Salary
Budtender	\$27 per hour	Hourly
Receptionist	\$27 per hour	Hourly
Stocker	\$28.50 per hour	Hourly
Dispatcher	\$28.50 per hour	Hourly
Delivery Driver	\$28.50 per hour	Hourly
Lead	\$30.50 per hour	Hourly
Shift Lead	\$33.50 per hour	Hourly
Inventory Lead	\$33.50 per hour	Hourly
Assistant Manager	\$83,200 per year	Salary
General Manager	\$120,640 per year	Salary

MMD is committed to maintaining employees' quality of life as cost of living increases. Therefore, MMD increases pay for both existing employees and new hires by 3% per year. We also review compensation bi-annually at the store level, and annually above the store level.

In addition to our competitive pay, MMD pools tips for all non-managerial store employees for each shift, adding an additional \$7-10 per hour to staff wages on average at our operational stores.



## 2.2. EMPLOYEE BENEFITS

Beyond our competitive pay, MMD offers our employees a generous benefits package, an overview of which can be found below. MMD San Bruno is happy to provide more information about our benefits upon request.

### HEALTH INSURANCE

MMD is proud to offer health insurance benefits to all full-time employees. All MMD employees are eligible to participate in our company health, dental, and vision insurance plans, with a choice of PPO, HMO, and HSA. MMD covers 75% of premiums for employees, and provides employees the option for eligible family members to join the plan at their own cost.

### FINANCIAL BENEFITS

MMD also offers the following financial benefits to all employees:

- **401K plan.** All MMD employees are eligible to participate in our company 401K plan. MMD provides matching of 50 cents of each dollar contributed by an employee, for up to 6% of his or her salary.
- **End of year bonuses.** MMD pays our employees end of year bonuses, the amount of which will be determined by the store's annual performance. At our operating locations, past bonuses have ranged from \$10K to \$25K for General Managers, and have been approximately \$2,500 for other Manager and Lead roles, and \$1,000 for other employees.
- **Employee discount.** MMD provides all employees with a 20% discount on any purchases from our store, within the confines of applicable law.

### PAID TIME OFF & LEAVE

In addition to the benefits above, MMD provides the following variety of paid time off opportunities for all employees:

- **Paid Time Off.** Far exceeding the average time off opportunities for American workers, MMD provides all employees with 14 days of paid time off annually.
- **Volunteer Time Off.** As outlined below under Section 2.6, each MMD San Bruno employee will have the opportunity to volunteer for up to 40 hours per year, receiving paid time off for their volunteer time, to actively participate in local non-profit initiatives, community organizations, or community events. Staff at our operational stores have contributed paid volunteer hours to neighborhood beautification and

cleanup events, disbursement of in-kind donations collected through our food and toy drives, community events such as local PRIDE celebrations, and beyond.

Beyond the paid time off outlined above, MMD provides leave opportunities for all employees in full compliance with applicable law, including but not limited to:

- Sick leave;
- Personal leave of absence;
- Paid family leave;
- Disability leave;
- Maternity and paternity leave;
- Jury service leave;
- Certain victim-related leave;
- Leave to attend school activities for employees' dependents;
- Bone marrow donation leave;
- Organ donation leave; and
- Rehabilitation leave.

### EDUCATIONAL AND PROFESSIONAL DEVELOPMENT BENEFITS

As discussed in greater detail in Section 2.3 below, MMD provides the following educational benefits to employees:

- Tuition reimbursement;
- Reimbursement for attendance of industry conference;
- Employee training; and
- Many other opportunities for advancement and skill-building, including our comprehensive MMD University program and Internal Promotion Policy.

### COLLECTIVE BARGAINING RIGHTS

MMD San Bruno supports workers' right to unionize, and therefore has entered into the below Labor Peace Agreement with the United Food and Commercial Workers Union Local 5.



**CONFIDENTIAL****Labor Peace Agreement**

C4TP Retail A Inc. / MMD Shops ("the Company") and the United Food and Commercial Workers Union Local 5 ("the Union") hereby agree to the following terms:

1. Neutrality and Non-Disparagement. The Company agrees to take a neutral approach to unionization of workers, meaning that the Company, which also includes any managers, agents, and representatives, will neither help nor hinder the Union's organizing effort, including making any statement or taking any action that directly or indirectly indicates or implies any opposition to workers selecting the Union as their collective bargaining representative, or directly or indirectly supporting or assisting in any way any person or group who may oppose the Union. This includes the Company refraining from making negative comments or otherwise demean by word or action the Union, Union representatives, or unionization. The Union agrees to refrain from exercising its rights to picket, handbill, boycott, work stoppage nor engage in any other economic interference. against the Company's facilities or operations; however, if the Company recognizes another union as the bargaining representative of any workers, the union's obligation will automatically cease to apply to those workers' facilities or operations.
2. Bargaining Unit: The Union will notify the company of the facilities and/or operations for which the union seeks to invoke this agreement's unionization process and, in this notice, the Union will designate the bargaining unit. The Union is not limited in the number of times it can provide such notice and invoke this agreement's unionization process for any of the Company's employees.
3. Access. The Company grants the Union and its Union representatives access onto the Company's premises during working hours to speak with bargaining unit employees during non-working time, including meal periods and rest breaks. The Company will cooperate with the Union in making arrangements to permit these conversations to be held in areas where the employees will be able to speak to the Union representatives without monitoring by the Company.
4. Meeting. At the Union's request, the Company will conduct a meeting on a mutually agreeable date(s) and time(s) with all of the bargaining unit employees on Company time. At the meeting, the Company will tell the employees that it is neutral, does not object to their talking to and supporting the Union, and will negotiate a collective bargaining agreement (CBA) with the Union if a majority of the bargaining unit employees designate the Union as their collective bargaining representative. Union representatives will attend the meeting and, after the Company has introduced them and left the meeting, the Union representatives will talk with the employees about the Union.
5. Contact information. At the Union's request, the Company shall furnish to the Union the names, job classifications, home addresses, cell phone numbers, home phone numbers and email addresses, if known, of the bargaining unit employees (collectively, "contact information"). The Company further agrees thereafter to provide updated worker contact information, as reasonably requested by the Union.
6. Recognition. When a majority of bargaining unit employees designate the Union as their collective bargaining representative, the Company will recognize the Union as the exclusive representative of the bargaining unit, provided that the Union may assign jurisdiction and representation rights to any of its affiliates. At either party's request, a neutral third party may confirm majority



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authorization. The Company and the Union will comply with all requirements necessary to obtain certification of the Union as the exclusive bargaining representative of these employees.

7. Elections. The Company waives the right under the National Labor Relations Act to file any petition with the National Labor Relations Board for any election in any bargaining unit subject to this agreement by itself or as part of a larger unit, and agrees to refrain from directly or indirectly supporting any such petition. If any election petition is filed, the Company agrees that, at the Union's request, the Company will enter into a full consent election agreement under Section 102.62(c) of the NLRB's Rules and Regulations under the terms the union determines. The Company waives the right to file any unfair labor practice charge related to or based on this agreement, the Union's demand for recognition under this agreement, the Union's election, or any other matter related thereto, and further agrees to refrain from directly or indirectly assisting with or supporting any such unfair labor practice charge.

8. Bargaining. Within 20 days from the date of recognition, the parties will begin good faith bargaining for a CBA covering the bargaining unit. If the Union and Company are unable to agree to a collective bargaining agreement within 90 days of commencement of negotiations, the parties agree that either the Company or the Union may require that all open provisions and issues be submitted to final and binding interest arbitration per the subsection titled herein "Arbitration." The arbitrator shall be guided by the: (1) Company's size, type of business, and financial ability; and (2) the employees' ability to sustain themselves, their families and dependents on the wages, hours, and benefits they earn from the Company, and the living wage for their family size and region, as indicated in the MIT Living Wage Calculator (<http://livingwage.mit.edu/>).

9. Arbitration. The parties agree that final and binding arbitration will be the exclusive remedy for any alleged violations of this Agreement and any dispute or claim arising from or relating to the interpretation or application of any provision of this Agreement. Unless they promptly agree on an arbitrator, the parties will proceed to expedited arbitration using the American Arbitration Association's rules and procedures. The arbitrator is authorized to compel the attendance of witnesses and the production of documents at the arbitration hearing, and to award appropriate monetary, injunctive and declaratory relief. The parties agree not to challenge the arbitrator's decision in court and consent to the entry of the arbitrator's award as the order of judgment of a United States District Court, without notice. Company waives the right to challenge any aspect of this agreement before the NLRB, any other state or federal government agency, or any court.

10. Successorship, affiliated companies and subcontractors. This agreement will be binding on the parties' successors and assigns, including all purchasers of the Company's assets or business, and in the event of a merger. This agreement is also binding on any and all corporations, partnerships, organizations and sole proprietorships affiliated with or related to the Company's business activities. If the Company intends to subcontract any work performed by bargaining unit employees, the Company agrees to require the subcontractor, in writing, to comply with this agreement.

11. Severability. If any provision of this Agreement is held illegal, void or invalid under any applicable law, the parties will meet and confer to amend the provision to make it legal, valid and binding, and the remaining provisions of this Agreement will remain binding and enforceable according to their terms and the parties' intent.



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12. Term of Agreement. The term of this agreement is 3 years from the date of this agreement. The term will renew for additional 1-year terms unless and until either party gives the other written notice no sooner than 60 days and no later than 30 days prior to the expiration.

13. Confidentiality. The Company and Union agree that all terms and conditions of this agreement are confidential and proprietary between the parties and shall not be disclosed to anyone else, except as may be necessary to effectuate this agreement, as required by law or court order, or as mutually agreed upon in writing prior to disclosure.

14. Application. This agreement applies to the Company's operations within the territory of the State of California only.

Steve Ashbel

For the Company (print name)

Steve Ashbel

Signature

06.20.2023

Date

C4TP Retail A Inc. / MMD Shops

Company/Company name

115 El Camino Real, San Bruno CA 94066

Address

213 4227439

Phone

James Araby

For the Union (print name)

Signature

Date

Phone



### 2.3. COMPENSATION TO AND OPPORTUNITIES FOR CONTINUING EDUCATION AND EMPLOYEE TRAINING

MMD prides ourselves on our commitment to employee development, including our comprehensive employee training program, multitude of continuing education opportunities, and opportunities for internal growth and advancement, which includes our Internal Promotion Policy.

#### EMPLOYEE TRAINING

MMD offers many opportunities for continuing education and employee training, beginning upon hire. As experienced operators, MMD understands that well-trained employees are the foundation of compliant daily operations in each of our stores. Therefore, we devote extensive time, resources, and attention to employee training. MMD provides comprehensive compensated employee training both at hire and on a recurring basis thereafter. In order to accommodate different learning styles and keep employees engaged, MMD's various employee training opportunities incorporate lecture-style lessons, job-shadowing, hands-on practice sessions, team building exercises, games, blended learning, online education through our MMD University program (described in greater detail below), guest speakers, and beyond.

#### New Hire Training

##### General Manager New Hire Training

1-2 months prior to New Hire Training, MMD San Bruno's locally hired San Bruno store General Manager will spend 4-6 weeks undergoing intensive training in Los Angeles, spending time in-store at one of our operational locations, as well as in our corporate office. While training in an operational location, the newly hired General Manager will shadow that particular store's General Manager to learn about the role in action.

MMD has built out a Mock Dispensary in our corporate office, which contains POS stations and dummy product, but no live product. Training our General Manager in our Mock Dispensary ensures he or she is comfortable on the Sales Floor prior to the start of New Hire Training for the rest of our staff, and before his or her first day of work in the operational store. The Mock Dispensary allows the General Manager to thoroughly practice use of our POS system and terminals, familiarize him/herself with MMD's display standards, and role play various customer interactions.

Training in our corporate office is not limited to use of the Mock Dispensary. Rather, the newly hired General Manager will meet all corporate department heads, in order to both open lines of communication and learn procedures directly from the relevant personnel.

Our General Manager continues to receive support from our corporate office after completion of training, as described in greater detail under Monthly Management Meetings.

##### All-Staff New Hire Training

All MMD employees are required to complete our New Hire Training program before beginning their role in-store. New Hire Training provides in-depth coverage on MMD's policies and procedures, as well as responsibilities and requirements of each new hire's respective role. The length of New Hire Training depends on the particular new hire's previous experience and skill levels; all new hires receive at minimum one week of training, which can be extended for an additional week to 10 days depending on the new hire's level of previous experience in the cannabis industry and in the type of role. Each day of New Hire Training is dedicated to different topics, lessons, and tasks needed to prepare our staff for their first day of work, with guidance from veteran employees from operational stores, and includes several shifts shadowing employees in the new store as well as at an operational store.

New Hire Training will be led by the intensively-trained General Manager and a Lead Trainer from our corporate office. In order to ensure a smooth store opening process and that new staff members are comfortable in their respective roles, the Lead Trainer will remain in San Bruno after completion of New Hire Training, for the first three weeks of store operations. Should the Lead Trainer determine additional training is needed after completion of New Hire Training and/or during the three initial weeks of operations, MMD San Bruno will schedule further training accordingly.

Please note that our New Hire Training includes content through our MMD University program, a description of which can be found later within this subsection.



**Day One**

Day One focuses on introducing all new hires to MMD's software and systems. New hires:

- Complete required paperwork including but not limited to Form I-9, any other required government forms, a non-disclosure agreement, and other company policy agreements;
- Learn about Homebase, which MMD uses as our shift-scheduling and employee time clock system;
- Establish a profile in Gusto, which MMD uses for payroll, and receive an overview of our payroll system;
- Review the contents of and receive a take-home copy of our Employee Handbook, which contains:
  - Company mission, history, vision, values, and policies;
  - Employee benefits;
  - Basic employee conduct expectations, including but not limited to:
    - » Company policies related to attendance and tardiness;
    - » Permitted and prohibited workplace behaviors and actions;
    - » General professionalism-related standards; and
    - » Prohibition against discrimination, sexual and other unlawful harassment, and abusive conduct.
  - MMD's harassment complaint procedure and corrective action procedure; and
  - An overview of MMD's staffing model.
- Meet their new co-workers, and conduct team building activities and exercises;
- Review the contents of and receive a take-home copy of the Employee Position Manual for the particular position;
- Tour our store, including both front- and back-of-house areas;
- Introduce MMD company policies and facility safety and security protocols, to be covered in more depth on subsequent days; and
- Begin introducing cannabis information and products carried, followed by more in-depth training on subsequent days.

**Day Two**

As staff of a cannabis retail storefront, MMD employees must be cannabis experts. Because MMD carries over 500 SKUs, new hires receive extensive training on our particular product offerings and menu, and are tested on product knowledge prior to ever interacting with customers in the new role.

In order to ensure our staff are well-versed in cannabis basics prior to their first day of work, Day Two is devoted to cannabis education, and includes lecture-style lessons, blended learning, and training games covering topics including but not limited to:

- Introduction to the cannabis plant;
- History of human cannabis use;
- Modern cannabis prohibition and legalization;
- The endocannabinoid system;
- Cannabinoids, terpenes, flavonoids, and the entourage effect;
- Strain basics;
- Dosages and effects;
- Routes of administration and respective onset times, durations, and distinctions in effect;
- An overview of MMD's product and brand offerings;
- Responsible and safe cannabis usage;
- Signs and symptoms of overconsumption, impairment, abuse, Cannabis Use Disorder, and other health risks;
- Abuse and underage use prevention;
- Prevention and response to accidental ingestion and/or overconsumption;
- Other scientific, legal, medical, and industry developments;
- Cannabis education resources, including our internal MMD University program, as well as resources to which customers can be directed, such as MMD's blog;
- Our product offerings as displayed on our website and Weedmaps; and
- Basic protocols for answering customer questions and referring customers to products meeting their particular needs.



### Day Three

MMD dedicates Days Three and Four to store operations, including the regulatory requirements themselves and the policies, procedures, and protocols we implement to ensure regulatory compliance. Please note that these important operational and compliance related topics are not only covered on Days Three and Four. Rather, lecture-style, blended learning, and training game coverage of these topics occur on Days Three and Four, with greater emphasis on shadow training on subsequent days.

Day Three addresses topics including but not limited to:

- An overview of State and local cannabis regulatory frameworks;
- Inventory control:
  - Inventory tracking and recordkeeping protocols, including:
    - » An overview of METRC and Blaze and uses of these systems;
    - » Inventory reconciliations and audits; and
    - » Record retention protocols.
  - Inventory storage;
  - Procedures for receiving shipments of inventory;
  - Product handling; and
  - Diversion prevention policies.
- Safety, including but not limited to:
  - Procedures for all fire and medical emergencies, as discussed in greater detail in Section 4.1.5;
  - Electrical safety training and other site housekeeping and maintenance topics;
  - Procedures for other emergencies, including but not limited to earthquakes and other natural disasters;
  - Emergency evacuation routes and procedures;
  - Use and location of fire extinguishers and other fire suppression equipment;
  - Basic use and location of first aid equipment; and
  - Health and safety standards.
- Security, including but not limited to:
  - Access control protocols;
  - Limited-access areas;

- Security guard roles and responsibilities;
- Cash handling, management, and storage procedures; and
- Perimeter security.

### Day Four

On Day Four, MMD continues coverage of store operations and regulatory compliance, covering topics including but not limited to:

- A continuation of the overview of State and local cannabis regulatory frameworks;
- Opening and closing procedures;
- Customer check-in and verification procedures;
- Delivery service policies and procedures;
- Odor mitigation practice;
- Waste management plan;
- Complaint management and response plan; and
- Site management and nuisance prevention plans.

### Day Five

On Day Five, MMD pivots from training through lecture-style lessons, blended learning, and training games to a primary focus on shadow training. Shadow training means that the new hire “shadows” an experienced MMD employee of the same role in an operational store, to see job duties in action. MMD’s nearby Redwood City store is projected to open by late 2023; the proximity of this store to our future San Bruno store will be a great resource, including for employee training. On Days Five through Seven of Training, new hires of the San Bruno store will shadow experienced MMD Redwood City employees both in the new, unopened San Bruno store, as well as in action in the Redwood City store.

On Day Five, each new hire will first meet the veteran employee in the respective position who he or she will shadow for the remainder of the day, and observe the



veteran employee as he or she performs duties of the particular role. For example, Budtenders will shadow an experienced Budtender, who will review important tasks for the role, including but not limited to:

- Guiding customers to products;
- Discounts;
- Executing transactions, including use of POS, cash handling, receipt and bagging procedures, etc.; and
- Closing a cash drawer.

Beyond the review of job tasks for each role during operational hours, new hires will shadow the veteran employee performing opening and closing procedures, to ensure new hires are prepared to work an opening or closing shift. For example, Receptionists will shadow an experienced Receptionist, who will review role-specific opening procedures including but not limited to:

- Turning on and setting up the Lobby television,
- Setting up the Reception in the Lobby; and
- Sanitizing and cleaning the Lobby.

At the end of Day Five, new hires check in with the veteran employees who they shadowed, and discuss and assess training thus far.

### Day Six

Day Six reinforces the lessons from prior shadow training by sending new hires to an operational MMD store, where they will observe seasoned staff in their same role perform job duties in action. Leveraging the proximity of our Redwood City store, MMD San Bruno's future San Bruno hires will spend Day Six shadow training in Redwood City.

By sending our new hires to an operational store, we ensure they are familiar with the pace and challenges of the respective job duties in real time. For example, while on Day Five, newly hired Delivery Dispatchers shadow train a seasoned Dispatcher fulfill "dummy orders"

utilizing Blaze and OnFleet, on Day Six, the new hire observes the seasoned Dispatcher:

- Verify uploaded customer identification documentation, adherence to daily order limits, and qualifications of his or her address;
- Prepare a Delivery Request Receipt for each customer order;
- Pull all ordered products from inventory;
- Verify that each ordered product is compliantly packaged and labeled;
- Scan each ordered product into Blaze;
- Create a Delivery Inventory Ledger in METRC and ensure that the value of goods to be carried in the Delivery Vehicle will not exceed [REDACTED];
- Package the customer order in opaque exit packaging along with the Delivery Request Receipt; and
- Provide the packaged order to the Delivery Driver.

At the end of Day Six, new hires again check in with the veteran employees who they shadowed, and discuss and assess training thus far.

### Day Seven

After two days of shadow training, Day Seven is instead spent at the new store conducting "reverse shadow training," meaning the new hire performs duties of his or her new role under the supervision of and with feedback provided by the veteran employee who he or she previously shadowed. For example, each newly hired Budtender will open and close cash drawers, conduct dummy transactions, execute opening and closing procedures, etc., under the supervision of the experienced Budtender who he or she shadowed on previous days. All new hires must also pass an information and product test, which assesses their cannabis and product knowledge, comprehension of company policies, procedures, and protocols, and overall readiness to work.

Day Seven concludes with a final check-in with the veteran employee shadowed by the new hire, to discuss



and assess topics including but not limited to:

- Readiness to begin work, including whether the new hire needs more training, and if yes, in what areas;
- Review role expectations;
- Answer any remaining questions the new hire has about the role, MMD, etc.; and
- Briefly review the new hire's upcoming schedule.

Depending on the new hire's performance on the information and product test, as well as the evaluation of his or her performance by the veteran employee he or she shadowed, training either concludes on Day Seven, or extends for up to an additional ten days, including several more shifts shadow training.

### Ongoing General Manager Training & Evaluation

#### Monthly Management Meetings

All MMD General Managers, corporate department heads, and our CEO attend a Monthly Management Meeting in person at our corporate office. At each Monthly Management Meeting, corporate department heads give presentations and updates, roll out new marketing campaigns, train on how to conduct new training, educate

the team regarding new products, and give HR, safety, and regulatory updates. Our Monthly Management Meetings both ensure our General Managers stay up-to-date with industry- and company-wide changes, as well as inform the Monthly Store Meetings led by each General Manager for all staff of the particular store.

#### General Manager Scorecard

MMD maintains a scorecard for each General Manager, which evaluates his or her performance on 12 key performance indicator ("KPI") categories, such as growth, customer service, sales, etc. Performance is tracked daily, scored by the CEO based on numbers and data related to store performance, and averaged for the month. Monthly averages are reviewed by the ownership team, and scorecard performance is discussed at each General Manager's weekly one-on-one with our CEO. Scores are utilized to determine each General Manager's monthly bonus—the higher his or her score, the higher bonus he or she will receive that particular month. MMD also utilizes the scorecard as a tool to discuss areas of improvement, develop best practices, analyze each store's unique challenges, stay abreast of trends and changes at each location, and pinpoint areas in need of further support in that particular store.

GM SCORECARD											
		Hollywood		NoHo		Long Beach		Marina		23-May	
Categories		Results	Pts	Results	Pts	Results	Pts	Results	Pts	Results	Pts
Growth	Gross Sales 4 Week Trend %	-6.0%	0	3.4%	5	-1.1%	3	-3.5%	0	3.5%	5
	Gross Mark-Up	161.6%	7	154.0%	3	154.9%	3	157.7%	5	157.8%	5
	Gross Delivery Sales vs Budget			-1.0%	3	-1.0%	3	-0.6%	3	-0.4%	3
Profit	Monthly Loss <2% of Inventory	-1.4%	5	-1.6%	5	-0.3%	7	-1.9%	5	-1.4%	5
	Gross Check Average	53.96	3	71.26	7	45.13	0	65.03	5	58.96	3
	Cash Over Short % of Sales	-0.1%	5	0.3%	-1	1.7%	-1	0.0%	7	0.2%	-1
Ops	Annualized Turnover %	86%	7	104%	5	98%	7	127%	3	104%	5
	Overtime \$ of Total Wages %	0.6%	7	0.5%	7	0.6%	7	1.2%	5	0.7%	7
	Labor Hours vs. Target	0.3%	5	4.9%	7	3.4%	7	5.3%	7	3.5%	7
Service	Social Media Review Stars (WM, Yelp, Google)	4.0	5	5.0	7	4.0	5	4.6	7	4.5	5
	30 Day New Member Retention Ratio	11.7	3	6.5	3	7.8	0	8.0	0	8.9	-1
	New Member Phone Number %	93.6%	7	93.1%	7	92.1%	7	91.1%	7	92.7%	7
Total Points		54		58		48		54		50	
Possible Points		77		84		84		84		84	
Average Pts per Category		4.9		4.8		4.0		4.5		4.2	



### Weekly One-on-One with CEO

Each General Manager will meet weekly in a one-on-one meeting with MMD's CEO, to speak freely about issues at the particular store, including but not limited to operational challenges and successes. The General Manager and CEO also review and discuss his or her scorecard, as well as store performance, employees who show potential and desire to grow within MMD, and how MMD can best support store performance and staff. If necessary, the General Manager and CEO develop store improvement plans, and strategize which areas are in need of the most support.

### Ongoing Staff Training

#### Monthly Store Meetings

MMD staff attend paid Monthly Store Meetings, which frequently dedicate time to employee training, including but not limited to:

- Lectures or other sessions led by guest speakers, including but not limited to cannabis industry professionals, brand representatives, and other relevant experts;
- Overviews of new regulatory requirements, with a particular focus on any corresponding changes to store policies or procedures in order to maintain compliance; and
- Scientific, medical, legal, industry, or other relevant updates and developments.

### Management Skills Training

As discussed in greater detail below in Section 2.5 under Internal Promotion Policy, MMD is deeply committed to offering internal advancement and growth

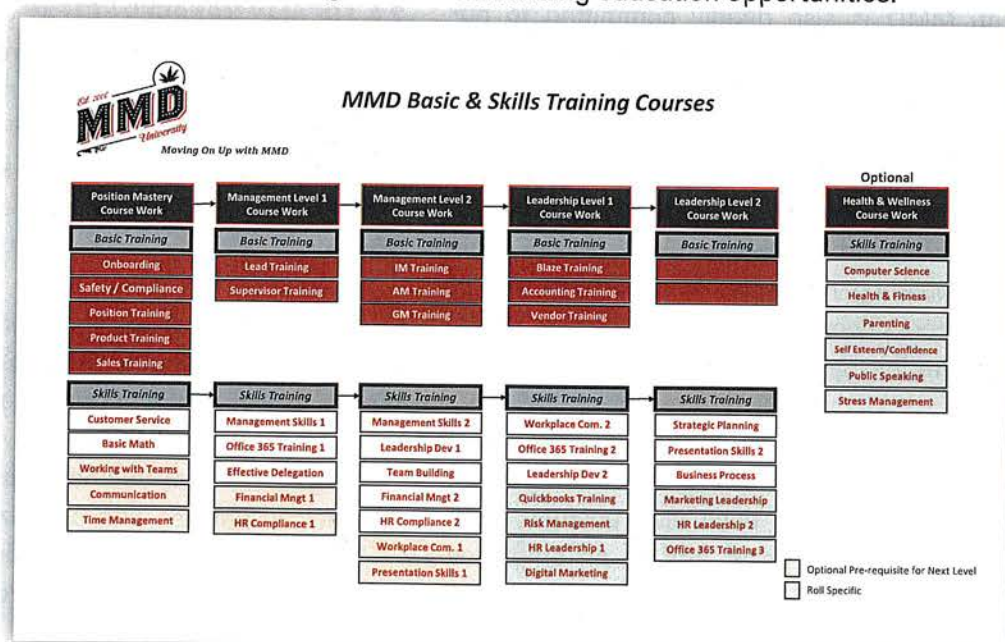
opportunities to our staff. As part of this commitment, MMD offers Management Skills Training to our managers, as well as to non-managerial staff seeking to transition to a management position. MMD does not only offer Management Skills Training in order to facilitate internal promotion, rather, we believe that well-trained management increases overall compliance and productivity, benefiting employees throughout the chain of command and leading to improved store operations. MMD's Management Skills Training covers broadly-applicable topics and skills including but not limited to:

- Customer service;
- Time management;
- Team building;
- Performance management;
- An overview of applicable labor law and compliance; and
- Human resources.

All MMD management employees take the Gallup-Clifton Strengths Assessment, an assessment tool which measures and categorizes the individual's strengths and weaknesses, the results of which reveal natural leadership styles. MMD utilizes these results in order to make the most of our employees' talents, thereby maximizing productivity and increasing morale.

### CONTINUING EDUCATION

Beyond our comprehensive training programs, MMD offers extensive compensated in-house and external continuing education opportunities.





MMD offers all employees free access to our MMD University program, which offers skills development and education through courses and thousands of videos. MMD University is hosted on the Udemy platform, an online learning and teaching platform. Employees are required to take certain courses through MMD University, and have the option to complete further recommended coursework, as well as independently pursue topics of their choosing. While MMD pays Udemy over \$18,000 for all our staff to have free, unlimited access to MMD University, the cost of each course on the platform ranges from \$14 to \$250 without a subscription.

While MMD University covers too many topics to list in this application, please find below a summary of MMD's main uses of MMD University and the corresponding course offerings. MMD will gladly provide more information on MMD University, but for the purposes of maintaining the page limitations has abbreviated the description herein.

### Basic Skills Requirement

MMD includes coursework through MMD University as part of New Hire Training. All new hires will complete skills courses on topics including but not limited to basic math, customer service, time management, workplace communication, and working with teams.

### Health, Wellness, and Personal Development Offerings

Beyond our commitment to our employees' professional development, MMD is also deeply committed to our workforce's health, wellness, and personal development. Employees have access to a wide variety of health and wellness offerings through Udemy, such as courses covering topics including but not limited to stress management, fitness, health, self esteem, confidence, parenting, and beyond. In addition, employees have access to skillbuilding resources in a wide variety of fields, such as coursework on computer science, public speaking, and graphic design.

### Position-Specific Coursework

MMD both requires and recommends specific education through MMD University for each staff position, both upon hire, on an ongoing basis, and as an employee advances internally.

### Classification-Specific Coursework

As explained in greater detail below in Section 2.5, MMD offers our staff with ample opportunity for internal advancement, and classifies each position in one of five categories, with ample opportunity for staff to internally advance into a position in a higher ranked category. In addition to required and recommended coursework for each position, MMD University also provides required and recommended coursework for each employee classification. By cultivating a thorough skillset across classifications and roles, MMD University lays the foundation for a well-rounded workforce.

### Tuition/Conference Reimbursement

In addition to our comprehensive in-house continuing education offerings and MMD University, MMD supports our employees who choose to pursue relevant external coursework and/or attend professional development opportunities such as industry conferences. Interested employees may submit for reimbursement costs associated with relevant coursework or conferences. MMD will only reimburse costs directly associated with building skills relevant to the employee's particular position for either verifiable courses taken at an accredited community college, university, or trade school, or for attendance of an approved industry conference, up to \$1,500 per employee per year.

## 2.4. LOCALLY MANAGED ENTERPRISE

MMD San Bruno will seek to hire 100% local San Bruno residents to staff our store, including for managers. Therefore, by hiring locally, MMD will be locally managed. Should we be unable to attract sufficient applicants, we will expand our efforts to the greater San Mateo County area.

In order to attract qualified local applicants to apply for available positions, MMD San Bruno will conduct community outreach utilizing the following methods:

- **Organizational Partnerships.** MMD San Bruno will seek to partner with organizations that provide job placement and workforce development services to the San Bruno community. Potential partners include



JobTrain, NOVAWorks, San Mateo County Economic Development Association (SAMCEDA), and Skyline College. Please note that although Skyline College provides career assistance to students, alumni, and community members, including those who are underage, we will ensure that only students 21 and over are offered opportunities at our cannabis business per SBMC §4.70.060(A)(5) and 4 CCR §15000.6.

- **Job Fairs.** MMD San Bruno will seek to participate in local job fairs, as well as host our own informational sessions and job fairs in partnership with the organizational partners listed above and/or similar organizations.
- **Local Media.** MMD San Bruno has identified the San Mateo Daily Journal, The Mercury News, El Reportero, and Everything South City as local newspapers and publications, and will seek to advertise open positions in these or other similar local media. Please note that MMD will include Spanish language listings in El Reportero (which is a bilingual newspaper), thereby reaching a diverse set of jobseekers.
- **Website.** MMD San Bruno will post about job opportunities on the "Careers" page of our website, and indicate that the open positions are at the San Bruno location.
- **Online Job Boards.** MMD San Bruno will advertise open positions on online job board websites such as Indeed and ZipRecruiter, specifying that the open positions are at the San Bruno location. Many online job boards allow users to search by location, therefore our posts will attract applicants interested in employment in San Bruno.
- **Permission-Based SMS & Email Campaign.** MMD customers may opt-in to receive text messages and/or emails from our store. MMD will advertise open positions for our San Bruno store to customers who have opted-in to our mailing list.
- **Social Media.** MMD San Bruno will advertise open positions on both our existing social media profiles, as well as through geo-targeted advertisements on these platforms within the confines of State law.
- **On-site Postings.** MMD posts bulletins at our

operational stores, and will utilize these postings to advertise open positions at our San Bruno store. Our future nearby Redwood City store may be frequented by San Bruno residents, who may be interested in positions at the new location.

MMD offers our staff careers rather than jobs - for entry-level positions, we do not require cannabis experience, and as discussed in greater detail in Section 2.5, we implement a company-wide Internal Promotion Policy. Although MMD proudly follows this Internal Promotion Policy, we do not transfer managers or staff from operational locations. Rather, we seek to staff our new store with local hires, provide opportunities for internal advancement to each store's staff, then hire locally to fill entry-level positions and management positions for which we are unable to fill through internal promotion.

## 2.5. EMPLOYEE NUMBERS, POSITIONS, AND RESPONSIBILITIES

### NUMBER OF EMPLOYEES

MMD San Bruno will seek to hire 34 employees in Year 1. In Year 2, MMD San Bruno will hire an additional 4 team members, increasing our total number of employees to 38. In Year 3, MMD San Bruno will again hire an additional 4 team members, increasing our total number of employees to 42.

### EMPLOYEE TITLES/POSITIONS AND RESPONSIBILITIES

As discussed in greater detail under Section 2.4, in Year 1, MMD San Bruno will seek to hire 34 local San Bruno residents to staff our store. All employees will be required to meet the following basic qualifications:

- At least 21 years of age at the time of hire in accordance with SBMC §4.70.060(A)(5);
- Never convicted of any of the crimes enumerated under SBMC §4.70.050(C) nor of a violent felony, a felony or misdemeanor involving fraud, deceit, embezzlement, or moral turpitude in accordance with SBMC §4.70.060(A)(6);
- Although MMD provides extensive employee training,



basic cannabis knowledge upon hire preferred;

- Customer service, delivery, and/or inventory management experience, as applicable for the particular role;
- Self-motivated; and
- Able to work both independently and as part of a team.

Please find a description of each position at MMD San Bruno's store below, including job responsibilities for the future team member.

### General Manager (1)

MMD San Bruno's General Manager will lead all day-to-day operations of our San Bruno store within the scope of the strategy, initiatives, and policies set by our ownership team. In accordance with SBMC §12.300.110(K), our General Manager or another Manager with operational authority will be on MMD's premises at all times during operating hours.

#### Responsibilities

- Work with lead trainer to conduct employee training and performance evaluations;
- Regularly meet with corporate team and ownership;
- Analyze store performance and drive revenue;
- Monitor employee and Security Guard behavior in accordance with SBMC §12.300.100(C)(1);
- Create schedules and assign staff duties;
- Lead cash handling and management, inventory tracking and recording, and other company procedures;
- Conduct inventory audits;
- Ensure adherence to company policies and procedures, regulatory requirements, and industry best practices;
- Notify City Manager within 24 hours of discovery of significant discrepancies in inventory, diversion, theft, loss, criminal activity, loss or unauthorized alteration of records, or any other breach of security

in compliance with SBMC §12.300.100(E);

- Implement marketing, awareness, and brand partnership initiatives;
- Serve as store Emergency Contact and Security Representative/Liaison pursuant to SBMC §§12.300.100(C) & 12.300.110(E).
- Lead Complaint Management and Response Plan; and
- Assist with community outreach and engagement efforts.

### Assistant Manager (1)

The Assistant Manager will assist the General Manager with all day-to-day operations of the San Bruno store.

#### Responsibilities

- Assist with employee training and performance evaluations;
- Drive store revenue;
- Assist General Manager with implementation of marketing, awareness, and brand partnership initiatives;
- Assist General Manager in monitoring employee and Security Guard behavior in accordance with SBMC §12.300.100(C)(1);
- Assist General Manager in creating schedules and assigning staff duties; and
- Ensure adherence to company policies and procedures, regulatory requirements, and industry best practices.

### Inventory Lead (1)

The Inventory Lead will lead MMD's inventory-related operations.

#### Responsibilities

- Monitor inventory levels;
- Place orders for product;



- Maintain vendor relationships;
- Conduct inventory reconciliations and audits;
- Manage all inventory tracking and recording;
- Place product for immediate daily sales in Show Room within secured and locked counters and cabinets;
- Perform procedures for receiving deliveries, including inspecting all cannabis goods contained in a shipment prior to acceptance or rejection and ensuring accepted cannabis goods are properly stored and recorded;
- Adhere to company inventory tracking and recording, and product handling procedures;
- Coordinate with security personnel to prevent inventory diversion, theft, and loss;
- Create and maintain secure product displays; and
- Assist with destruction and disposal, as applicable, of cannabis waste in accordance with the company waste management plan.

### Lead (2)

The Lead will work with the General Manager and Assistant Manager to lead staff and maintain the Show Room in safe and secure condition.

#### Responsibilities

- Assist General Manager and Assistant Manager with employee training and performance evaluations;
- Execute and enforce company opening and closing, inventory, cash, and other standard operating procedures;
- Greet customers, answer customer questions, and ensure optimal customer service;
- Work with General Manager and Assistant Manager to deploy staff schedules and breaks;
- Monitor and maintain inventory and cash levels in Show Room;
- Ensure Show Room is maintained in sanitary and attractive condition; and
- Count cash drawers as part of store cash handling procedures.

### Shift Lead (3)

The Shift Lead will support management with day-to-day operations of the San Bruno store.

#### Responsibilities

- Assist General Manager and Assistant Manager with employee training and performance evaluations;
- Execute and enforce company opening and closing, inventory, cash, and other standard operating procedures;
- Greet customers, answer customer questions, and ensure optimal customer service;
- Work with General Manager and Assistant Manager to deploy staff schedules and breaks;
- Assist with any customer issues;
- Assist with sales; and
- Ensure adherence to company policies and procedures, regulatory requirements, and industry best practices.

### Receptionist (4)

The Receptionist will primarily be responsible for customer check-in, as well as handling telephone inquiries.

#### Responsibilities

- Greet all customers;
- Verify all customer age, identity, and government-issued identification;
- Maintain customer profiles in Blaze;
- Control flow of customers into Show Room;
- Answer customer questions;
- Screen and answer telephone inquiries;
- Maintain visitor log;
- Assist with vendor check-in and inquiries; and
- Maintain Lobby and Reception.



**Budtender (12)**

Budtenders will be responsible for assisting customers and compliantly completing customer transactions.

**Responsibilities**

- Provide optimal customer service;
- Fulfill orders and complete customer transactions;
- Answer customer questions;
- Educate customers on products and brands fitting their needs, interests, and preferences;
- Verify customer identification at time of purchase;
- Adhere to company product handling, inventory tracking and recording procedures;
- Assist with inventory reconciliations and audits;
- Adhere to company cash handling procedures, including opening and closing cash drawers;
- Perform light cleaning duties; and
- Assist with other duties assigned by management as needed.

**Stocker (3)**

The Stocker will assist the Inventory Lead in processing and receiving inventory.

**Responsibilities**

- Assist Inventory Lead in receiving shipments of inventory from vendors by counting units received, reviewing product quality, inspecting packaging and expiration dates, and rejecting non-conforming goods;
- Process inventory including printing barcode stickers for inventory tracking purposes;
- Create display cards for various products including flower and concentrates; and
- Assist Inventory Lead with merchandising and stocking Show Room.

**Delivery Driver (5)**

The Delivery Driver will be responsible for compliantly delivering orders to customers' homes.

**Responsibilities**

- Adhere to company delivery service, inventory tracking and recording, and product handling procedures;
- Carry Driver's license, MMD-issued badge, MMD licenses, required delivery records, and mobile telephone at all times while conducting deliveries;
- Inspect delivery vehicle prior to use and report any maintenance issues or hazards to management;
- Securely load delivery orders into delivery vehicle within closed and locked Secure Garage;
- Utilize delivery vehicle security features to ensure product security in transit;
- Verify customer age, identity, and if applicable, medical documentation prior to tendering orders;
- Securely deliver orders to customers' homes;
- Collect customer payment and handle cash in accordance with company cash handling procedures;
- Return all cash and unsold inventory to MMD after completion of delivery shift; and
- Maintain required Delivery Inventory Ledgers, Delivery Request Receipts, Delivery Stop Logs, and any other delivery-related documentation in accordance with company recordkeeping procedures.

**Required Qualifications**

In addition to the required qualifications for all employees, MMD requires Delivery Drivers to have a:

- Clean driving record; and
- Valid Driver's License.

**Dispatcher (2)**

Dispatchers will be responsible for processing and packing orders for delivery to customers' homes.



### Responsibilities

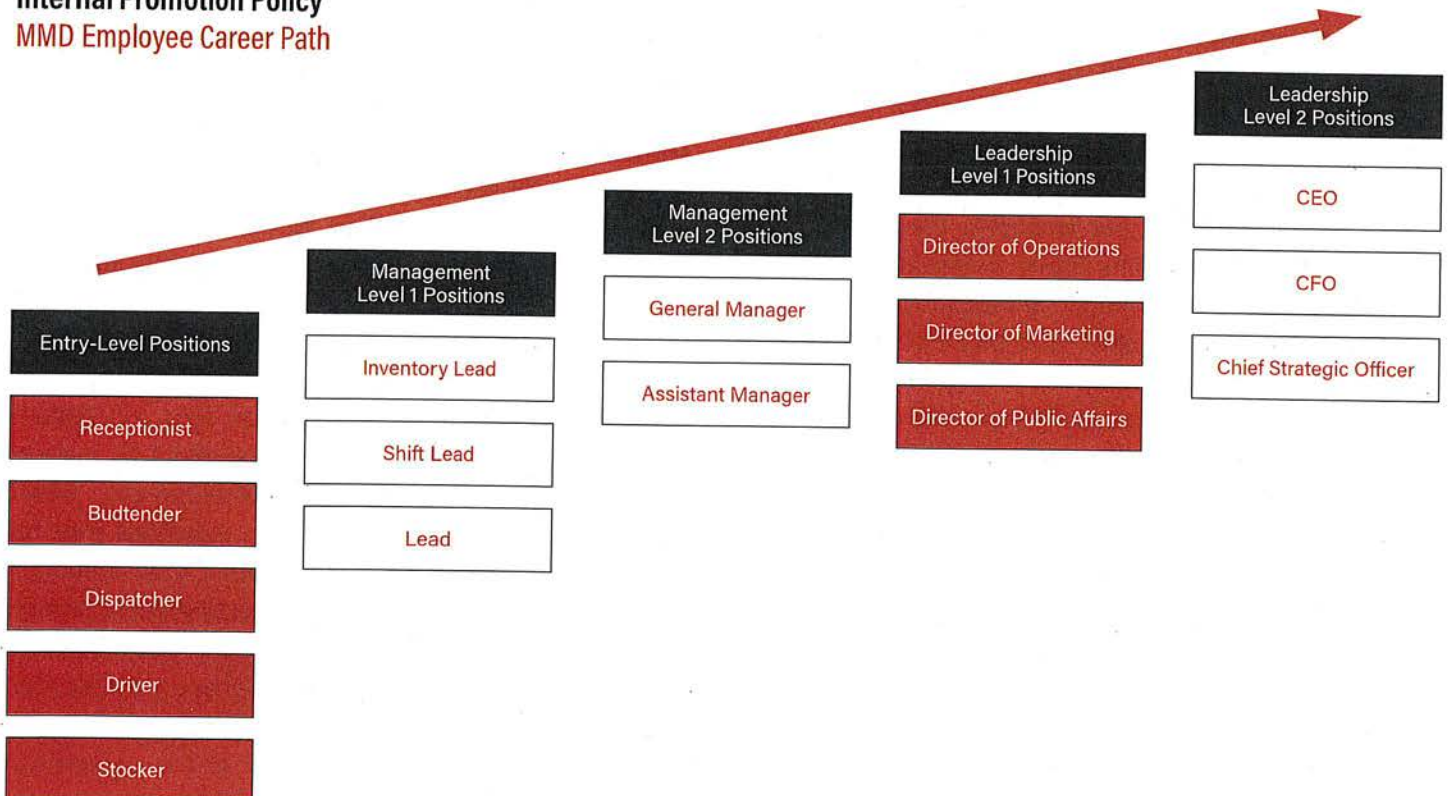
- Adhere to company delivery service, inventory tracking and recording, and product handling procedures;
- Verify age, identity, medical documentation (if applicable), adherence to purchase limits, and validity of address of customers seeking to place delivery orders;
- Prepare and maintain delivery request receipts and delivery inventory ledgers;
- Verify compliance of packaging and labeling for each product of a delivery order;
- Record all delivery orders in Blaze and METRC;
- Place all delivery orders in opaque exit packaging prior to handoff to Delivery Driver;
- Record all unsold delivery items returned to inventory; and
- Perform light cleaning duties.

### Security Guards (Contracted)

For a description of Security Guards' responsibilities and qualifications, please refer to Section 5: Security Plan.

### Internal Promotion Policy

#### MMD Employee Career Path





With a strong emphasis on employee training and professional development, MMD greatly values employee retention. MMD is committed to providing our employees with ample opportunity for internal advancement, including our policy to promote from within whenever possible.

MMD offers our staff careers rather than jobs—for entry-level positions, we do not require cannabis experience, and therefore when we hire a new employee for an entry-level role, we are providing an opportunity to begin a career in cannabis.

Many of our current managers and corporate office personnel started in entry-level positions. For example, in 2020, Rayna Graff started in an entry-level position at one of MMD's stores, with no previous cannabis experience. Rayna does not have a college degree, but does have a traditional retail background. Upon hire, Rayna showed aptitude and a strong desire to internally advance at MMD. She was quickly promoted to Shift Lead, then to Assistant Manager. Expressing an interest in inventory management and purchasing, Rayna next transitioned from Assistant Manager to Inventory Lead at the highest volume MMD store, then to her current position as Purchasing Assistant at our corporate office. Leveraging her experience in store, in her current role as Purchasing Assistant, Rayna works closely with management and Lead employees at all our locations. Please also note that Director of Operations Esther Garcia and Director of Marketing Ilana Dreicer began at MMD in the store level as General Managers. MMD finds that staff with in-store experience bring great value to our corporate office; they give amazing leadership insight from their own personal experience of operational challenges and store level issues.

As part of our Internal Promotion Policy, we classify positions under five different categories:

- **Entry-Level Positions.** Entry-Level positions are within MMD stores rather than at our corporate office, and include Receptionists, Budtenders, Dispatchers, and Delivery Drivers.
- **Management Level 1 Positions.** Management Level

1 positions are within MMD stores rather than at our corporate office, and include Inventory Leads, Shift Leads, and Leads.

- **Management Level 2 Positions.** Management Level 2 positions are within MMD stores rather than at our corporate office, and include our General Manager and Assistant Manager.
- **Leadership Level 1 Positions.** Leadership Level 1 positions are within our corporate office which support and report to Leadership Level 2 positions, including our Director of Operations, Director of Marketing, and Director of Public Affairs.
- **Leadership Level 2 Positions.** Leadership Level 2 positions are within our corporate office rather than at our stores, and include our ownership team positions.

Whenever MMD has a job opening for a Management or Leadership level position, we aim to hire from within. MMD informs our employees of internal advancement opportunities through our company-wide newsletter, and the weekly staff meetings held at each store. Should MMD be unable to find a qualified internal applicant, we then publicize the job opportunity pursuant to our Local Hiring Plan, which can be found in Section 2.4. While MMD seeks to promote internally when possible, MMD San Bruno will seek to both offer internal advancement opportunities for our staff as well as recruit additional local hires as we increase the number of store staff.

Please note that individuals in Leadership Level 1 positions are not owners pursuant to the City's definition, which was specified by the City on June 22, 2023 in the Frequently Asked Questions document as persons qualifying under SBMC §§12.300.010(a)-(b). SBMC §§12.300.010(a)-(b) designates "any individual that has an aggregate ownership interest, other than a security interest, lien, or encumbrance, of twenty percent or more in the commercial cannabis operation," and "partners, officers, directors, and stockholders of every corporation, limited liability company, or general or limited partnership that owns at least twenty percent of the commercial cannabis operation or that is one of the partners in the commercial cannabis operation."



The individuals in Leadership Level 1 positions hold no ownership interest in MMD San Bruno, nor are partners, officers, directors, nor stockholders in any entity type holding any percentage of ownership in MMD San Bruno, nor are they partners in MMD San Bruno. While Leadership Level 1 positions provide support to Leadership Level 2 positions, the Leadership Level 1 positions themselves do not set company strategy, have authority to make decisions or implement directives, or play any role in supervision or operation of MMD San Bruno.

## 2.6. PROPOSED COMMUNITY BENEFIT PROGRAMS

### COMMUNITY BENEFITS PLAN FUNDING

MMD is an operator devoted to benefitting each community in which we operate. MMD San Bruno pledges 3% of gross receipts to fund the below Community Benefits Plan, divided in the following way:

- 2% of projected gross revenue to City-sponsored activities, programs, and causes, for use by the City at its total discretion ("City Reinvestment Fund"); and
- 1% of projected gross revenue to aid and participate in the work of local non-profits, community-based organizations, civic organizations, or social services organizations, including but not limited to those referenced throughout this subsection ("Community Benefits Fund").

Beyond the above disbursement, MMD San Bruno will contribute in-kind donations and volunteer time (by compensating up to 40 hours per year for each member of our San Bruno store team of paid time of volunteering at a local non-profit, community organization, or community event). As part of our planned monetary, in-kind, and volunteer contributions, MMD will continue ongoing company-wide giving initiatives at our future San Bruno store, as explained in further detail below. MMD will also seek to hire 100% local San Bruno residents to staff our store, providing high-paying wages and ample opportunity for advancement, thereby benefiting the City's economy. Finally, as described in greater detail at the end of this Section, our proposed shuttle service

between San Francisco International Airport ("SFO") and our store will drive customers to other businesses, bringing economic benefits to the broader community.

Please find below a chart showing the total benefits MMD San Bruno will provide the community, including projected City cannabis tax payments, projected City Reinvestment Fund and Community Benefits Fund payments, as well as our projected expenditures on paid employee volunteer hours, providing the community a total value of over \$7.5M over our first three years of operation.

	Year 1	Year 2	Year 3
Projected City Tax Revenue	\$1,441,320	\$1,513,386	\$1,664,724
Projected City Reinvestment Fund (2% gross revenue)	\$480,440	\$504,462	\$554,908
Projected Community Benefits Fund (1% gross revenue)	\$240,220	\$252,231	\$277,454
Shuttle Service	\$174,000	\$174,000	\$174,000
Paid Staff Volunteer Hours	\$36,270	\$41,040	\$45,360
<b>TOTAL</b>	<b>\$2,372,250</b>	<b>\$2,485,119</b>	<b>\$2,716,446</b>

### COMMUNITY BENEFITS PLAN FOCUSES

In order to tailor our Community Benefits Plan to fit community needs, MMD conducted extensive community outreach (as outlined in greater detail in Section 3), and examined City strategic planning documents.

In order to evaluate City needs and set goals, the San Bruno City Council annually reviews its Priority Focus Areas and adopts related Strategic Initiatives. In May 2023, City Council adopted the Fiscal Year 2023-24 Priority Focus Areas and Strategic Initiatives (hereinafter referred to as "Strategic Plan"). When reviewing the City's Strategic Plan, MMD San Bruno has identified the following Priority Focus Areas and Strategic Initiatives which we believe we can best support through our Community Benefits Plan:



- Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality;
- Continue to Strengthen Community Connections, Engagement, and Communication; and
- Protect and Improve Community Aesthetics and Safety.

### CITY REINVESTMENT FUND

City Council has set as a priority focus area to "Grow City Revenues to Assure On-Going Fiscal Stability and Economic Vitality." MMD San Bruno looks forward to supporting the City through our tax payments, as well as our City Reinvestment Fund, which will provide 2% of our gross revenue to the City for the City's use at its total discretion. We are also open to City input on the allocation of our Community Benefits Fund; in fact, our planned non-profit organizational partners discussed in the below Community Benefits Fund section were selected based on our outreach and research with community stakeholders.

The City's Fiscal Year 2023-24 Budget allocates money in accordance with the Priority Focus Areas and Strategic Initiatives outlined in the City's Strategic Plan. While the City will have use of the City Reinvestment Fund at its total discretion, the following areas are potential City programs, projects, and other needs which the City could potentially fund through our City Reinvestment Fund:

- **Safe Routes to School Plan.** The City of San Bruno is a family-oriented community, with high quality public education provided to its youth through the San Bruno Park School District. Unfortunately, while research overwhelmingly shows that active transportation to school is incredibly beneficial to children, San Bruno's youth face significant challenges when doing so. According to the City's Safe Routes to School Plan, between 2014 and 2020, 79% of traffic collisions involving children occurred within half a mile from City schools, and 21% of victims of severe collisions involving pedestrians across the City were children. In order to create a safer walking and biking environment around City schools, as well as decrease children's exposure to pollution from vehicle traffic on routes

to school, the City adopted its Safe Routes to School Plan in February 2023, and has designated several high priority improvements under the Safe Routes to School Plan as Capital Improvement Projects for this fiscal year. Furthering the Strategic Plan priority focus of protecting and improving community safety, MMD San Bruno is committed to promoting active transportation for people of all ages. Funds provided through our City Reinvestment Funds could be used by the City for additional pedestrian and bicycle safety improvements near City schools and other high-pedestrian areas.

- **Downtown Revitalization and Improvements.** The City has designated implementation of its transit corridor vision plan to revitalize downtown and commercial corridor areas as a priority focus area. While MMD San Bruno will do our part to revitalize the El Camino Real commercial corridor by occupying and improving our proposed site, money received from our City Reinvestment Fund could further support City efforts to implement its Transit Corridors Plan, promoting economic development and improving quality of life for residents.
- **Recreational Programming and Facility Improvements.** According to the City's Fiscal Year 2023-24 Budget, 17% of General Fund expenditures are dedicated to the City's Community Service Department, which is responsible for all recreational activities, community events, senior services, library services, and maintenance of City parks, medians, and trees. A major City project nearing completion is the Recreation and Aquatic Center, which is under construction and projected to open in early 2024. The new Recreation and Aquatic Center will include extensive recreational amenities for residents of all ages, and will house programming including aquatics and other sport classes, camps, and even potentially library programs and events. While the City hopes to partially fund its recreational programming through fees brought in by the new Recreation and Aquatic Center, funds provided by MMD San Bruno could also be used to fund recreational programming, as well as potential future improvements to other City recreational facilities and parks. The City could even allocate a portion of money received from our City



Reinvestment Fund to a fund dedicated to parks and recreation.

### COMMUNITY BENEFITS FUND

Please find below a description of some of MMD San Bruno's proposed organizational partners, which we hope to support through our 1% gross receipts dedicated to our Community Benefits Fund. Please note that although we hope to partner with the organizations and other beneficiaries listed below, MMD San Bruno is always open to and looking for additional partnerships and new ways to serve and support the community.

### Cost-Recovery Agreement

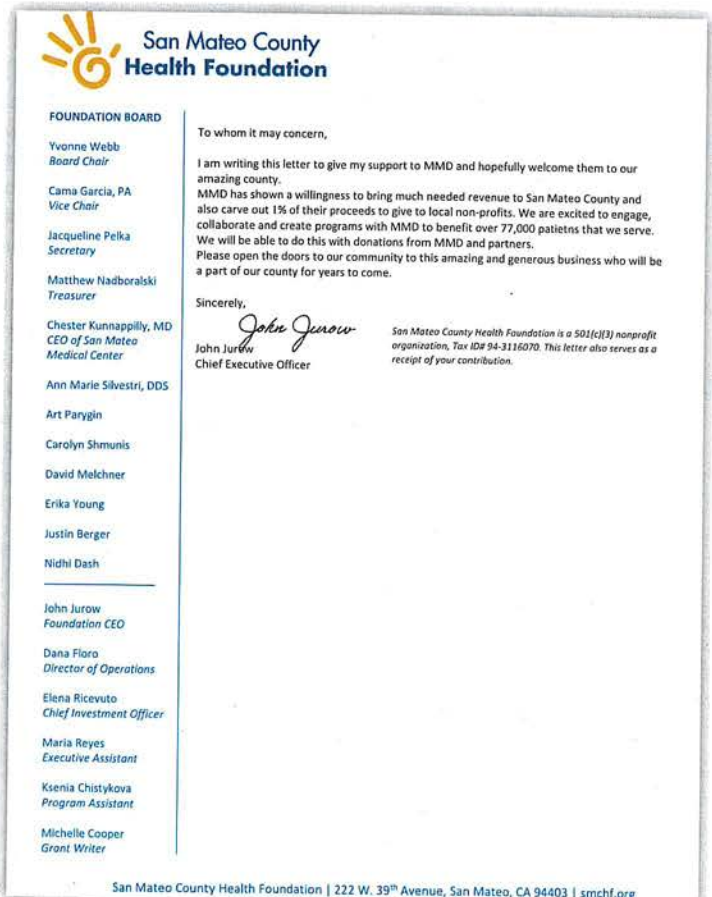
According to the City's Fiscal Year 2023-24 Budget, salaries for all City staff is the largest category of expenditures, budgeted at approximately 45% of total General Fund expenditures, and pressures of future personnel compensation is a major factor to consider in any long-term budgetary forecast. The San Bruno Police Department is also a major category of General Fund expenditures, and police personnel salaries and benefits account for the majority (78.7%) of General Fund expenditures allocated to the police. In order to ensure that the San Bruno Police Department is sufficiently staffed and able to provide critical services, the City's Fiscal Year 2023-24 Budget sets the goal and objective of pursuing appropriate cost-recovery agreements, meaning an agreement by which a private business or other party pays costs of City services or resources, to fund positions. Utilizing funds from our Community Benefits Fund, MMD hopes to enter into a cost-recovery agreement with the City, through which MMD would provide funds to pay for the salary of a full-time police officer that serves the whole community.

### San Mateo County Health Foundation / RIDOF Program

The City's Strategic Plan sets a priority focus area of protecting and improving community aesthetics and safety. Unfortunately, synthetic opioids like fentanyl pose a major safety risk to communities across the globe. San Mateo County is no exception to this risk—according to data from the California Department of Public Health, although still lower than in most counties, opioid related overdose deaths in San Mateo County have increased

over the last several years, including in the 15-19 year old age group. MMD learned about the City's RIDOF (reducing the impact of drugs on families) program through our conversations with Chief of Police Ryan Johansen. We discussed funding RIDOF with a minimum of \$25,000 from our 1% gross revenues devoted to our Community Benefits funds. These funds would be utilized to help develop the program, including messaging and curriculum, in coordination with the San Mateo County Health Foundation, a 501(c)(3) nonprofit association providing healthcare access throughout San Mateo County, thereby increasing community "Connections, Engagement, and Communication" in support of the Strategic Plan Priority Focus Area. MMD also hopes to support the San Mateo County Health Foundation's driving under the influence of cannabis prevention campaign, and launch a version of our successful Be Safe Be Legal campaign in San Bruno, about which more detail can be found in Section 3.

Please find below a letter of support from the San Mateo County Health Foundation.





### San Bruno Police Association

MMD San Bruno understands that the San Bruno Police Department is integral to the City's priority focus area of community safety. The San Bruno Police Association ("SBPA") is a community organization of San Bruno Police Department personnel striving to support both San Bruno Police Department officers and local community-based charities. MMD San Bruno met with Tony Perkins, President of SBPA and a San Bruno Police Department Officer, at which time we learned about SBPA's work in the community, including issuance of community grants to other organizations serving the community, as well as SBPA's community events.

MMD will contribute funds from our Community Benefits Fund to SBPA. Because SBPA funds a wide variety of community groups and projects, including those that may be uncomfortable accepting a donation directly from a cannabis business, MMD's contributions to SBPA will both support the City's law enforcement personnel, as well as support the broader community. In addition, MMD's annual in-store toy drive will collect in-kind donations for contribution to SBPA's annual Santa Cops event, which donates toys to San Bruno families in need.

Please find below a letter of support from SBPA.

From the Desk of Anthony Perkins

President, San Bruno Police Association



June 2023

To whom it may concern,

As President of the San Bruno Police Association and current San Bruno Police Officer I had the opportunity to meet with MMD to discuss their proposed retail cannabis business and community benefits program. MMD expressed a desire to partner with The San Bruno Police Association. If granted a license the SBPA will be one of the beneficiaries of MMD's community fund that allocates 1% of sales directly to nonprofits, community organizations and city sponsored events. We discussed shared priorities for funding the SBPA would receive including the SBPA's ongoing work supporting San Bruno Schools and youth sports. This funding would also help to launch and expand the SBPD's RIDOF (reducing the impact of drugs on families) program a new drug education program to be taught by officers in elementary schools. I was impressed with MMD's history of giving back to and investing in communities where they currently operate. Above monetary donations MMD also hosts annual food and toy drives the SBPA will be a recipient of their annual Toy Drive helping to support SBPA's joyful and successful Santa-Cops toy give away for families in need in San Bruno.

We look forward to a long and productive relationship with MMD if they are awarded a license in San Bruno.

Sincerely,

Tony Perkins

President San Bruno Police Association



### Law Enforcement Torch Run (Special Olympics Northern California)

In addition to our operational support and cooperation with law enforcement, discussed in greater detail in Section 3, MMD San Bruno hopes to support the initiatives of the San Bruno Police Department by sponsoring of the annual Law Enforcement Torch Run for Special Olympics Northern California, which is coordinated by San Bruno Police Department Officer Garrison Sexson, who serves as a Support Services Officer and conducts much of the department's community outreach activities. By seeking to sponsor this event, MMD San Bruno both supports the efforts of local law enforcement, as well as the Special Olympics Northern California, which provides enrichment for over 17,000 children and adults with intellectual disabilities in the greater Northern California region.

### In Support of Judo Inc.

Cahill's Judo Academy is a San Bruno institution that has produced dozens of state, national and world champions since it first opened in San Bruno in 1963. Willy Cahill, the founder of Cahill's Judo Academy, remains involved in daily operations at the age of 87, and has inspired generations of former students to volunteer through coaching and teaching the new generation of athletes. As part of this culture of giving back, Cahill's Judo Academy has a long tradition of never turning a student away for lack of funds. Willy Cahill has made this tradition possible by founding In Support of Judo Inc., a nonprofit organization which funds training and tournament travel costs for students who would otherwise not be able to afford it.

MMD San Bruno met with Carin Lockwood, Board Chair of In Support of Judo Inc. to discuss a potential partnership. MMD San Bruno is excited to support In Support of Judo Inc. through monetary contributions from our Community Benefits Fund. MMD San Bruno's donations will be utilized to cover tournament travel and training expenses for students in need, as well as fund scholarships for Cahill's Judo Academy's summer camps.





### ONGOING GIVING INITIATIVES

Any applicant can make attractive promises in an application. MMD distinguishes ourselves by following through. MMD conducts companywide ongoing giving initiatives, leveraging the collective power of our stores to have a larger impact, including supporting non-profit organizations that serve hyperlocal community needs.

Please find a summary of some of our ongoing community benefits activities and initiatives, and a description of how we plan to continue these initiatives at our San Bruno storefront. Please note that these continued, ongoing initiatives are above and beyond the commitment of 3% of gross receipts towards our City Reinvestment Fund and Community Benefits fund described above. MMD is happy to provide more information about any ongoing, past, and planned future giving upon request.

### ALS Association Golden West Chapter / Little Matron Brand Partnership



MMD has entered into a historic partnership with the ALS Association Golden West Chapter, becoming the first cannabis brand to partner with this prestigious non-profit organization. ALS Association Golden West Chapter, provides care services and other support to those with ALS and their loved ones in the majority of California counties (including San Mateo County) and Hawaii, in addition to striving to discover treatments and a cure for the disease and increase awareness.


ALS Association Golden West Chapter had not previously accepted donations from any commercial

cannabis businesses, and now has selected MMD as their exclusive cannabis partner for 2023. MMD has donated \$15,000 thus far to ALS Association Golden West Chapter, through Little Matron.

Little Matron is a cannabis brand created by and sold exclusively at MMD Shops, dedicated to helping our community. Inspired by MMD's founders' Steve and Michael Ashbels' close relationship with their grandmother who passed away from cancer, a portion of all sales from Little Matron go to non-profit organizations fighting for cures, treatment, and better health outcomes for all.

This upcoming November, MMD will be community sponsors for Walk to Defeat ALS, ALS Association's largest annual public fundraising event, at the event occurring at UCLA, near our Los Angeles stores. Our Los Angeles stores' staff will volunteer in our community booth and at the event in support of ALS Golden West Chapter. We will also be walking as Team MMD and raising additional funds for the organization.

Please find below a letter of support from the ALS Association Golden West Chapter.



June 2023


To whom it may concern,

It is my pleasure to provide this letter of support for MMD Shops on behalf of The ALS Association Golden West Chapter - a nonprofit organization dedicated to fighting for effective treatments and cures, and helping people with ALS to live their lives to the fullest through care services, advocacy, research and public education and awareness.

The Golden West Chapter of the ALS Association and MMD medical marijuana dispensaries have partnered to raise awareness and funds for ALS. Just some examples of our partnership include:

- MMD Shops serve as a sponsor of the 2023 Los Angeles Walk to Defeat ALS
- MMD Shops included the Golden West Chapter in the 2023 DTIA 420 Experience to share ALS information and build awareness with event participants
- MMD Shops share information about ALS via in-store promotions, email outreach, online and through social media
- MMD allocates a portion of all sales from its Little Matron brand to non-profits, including the Golden West Chapter, to fight for cures, treatments, and better health outcomes in the communities MMD serves

The Golden West Chapter supports MMD Shops as they proactively invest in and give back to the communities they serve.

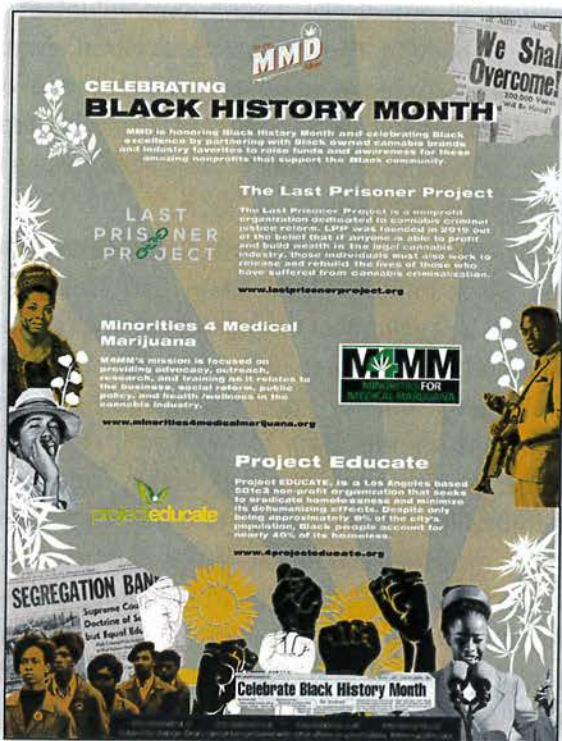
  
 Sheri Strahl, MPH, MBA - Chief Operating Officer  
 The ALS Association Golden West Chapter



### Annual Black History Month Campaigns

MMD embraces diversity and aims to celebrate and uplift each community where we operate, our staff, and customers. Cannabis history is Black History; racist stereotypes about cannabis consumers were used throughout the 20th Century to fuel public panic about cannabis, ultimately resulting in cannabis prohibition. Even today, this targeted racism continues, with devastating consequences for the Black community caused by the failed and unjust "War on Drugs." For example, despite similar cannabis usage rates, data analysis by the ACLU shows that Black people are 3.6 times more likely than white people to be arrested for marijuana possession. MMD believes that it is important for our industry to acknowledge the sacrifices and unjust treatment of the Black community historically related to cannabis, and that the cannabis industry still has a long way to go in addressing systemic racism and providing equitable opportunities.

February is Black History Month in the United States. Black History Month is a time to celebrate Black beauty, pride, excellence, and the significant contributions of the Black community. It is also a time to reflect on how we can collectively commit to fighting for justice and equality, not only in February, but all 365 days of the year.



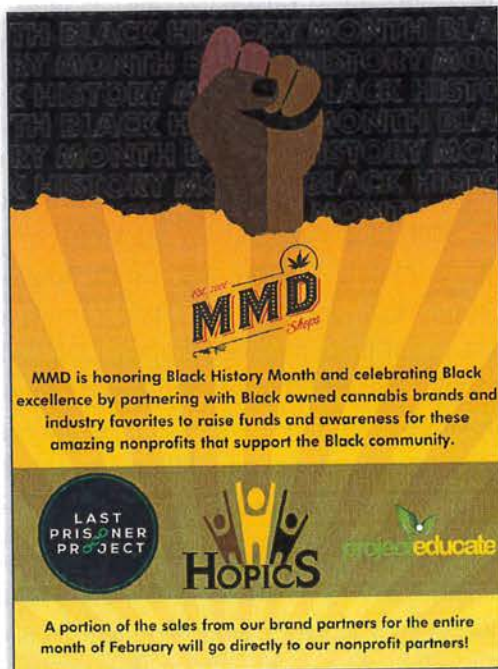
### Black History Month Fundraising and Awareness Campaigns

MMD conducts a companywide annual Black History Month Campaign to raise funds for non-profit organizational partners serving the communities in which we operate. Our 2023 and 2022 Black History Month Campaigns raised \$21,490.25 and \$22,253.65, respectively, to benefit the following partners which serve the Black community in Los Angeles and beyond:

- **Project EDUCATE.** Nearly 40% of the City of Los Angeles's homeless population is Black, despite the fact that Black Los Angelenos only make up approximately 9% of the City's total population. Therefore, addressing the City's homelessness crisis is a racial justice issue. Project EDUCATE is a Los Angeles-based 501(c)(3) non-profit organization that provides essential services and resources to the Los Angeles homeless population, and advocates on behalf of the broader community.
- **Last Prisoner Project.** Although cannabis is legal for adult use in 23 states and the US legal cannabis market was worth a whopping \$13.2 billion in 2022, 15.7 million people have been arrested for marijuana offenses in the last two decades alone, and conservative estimates suggest that throughout the United States, at least 40,000 people are currently imprisoned for cannabis-related offenses. Last Prisoner Project is a national, non-partisan nonprofit organization dedicated to cannabis criminal justice reform through legal intervention, constituent support, advocacy campaigns, and policy change.
- **Homeless Outreach Program Integrated Care System.** Homeless Outreach Program Integrated Care System ("HOPICS") is the leading homeless service agency in the Los Angeles Service Planning Area 6, which encompasses South Los Angeles and adjacent cities. HOPICS provides social services through its access centers, interim housing, housing placement and stability assistance programs, behavioral health treatment, re-entry services, a wide variety of support services, and street-based engagement, among other services and programs.
- **Minorities 4 Medical Marijuana.** Minorities 4 Medical Marijuana is the largest community-based



nonprofit in the cannabis and hemp industries, working to promote social justice and equality through education, advocacy, policy reform, legislation, outreach, health and wellness, and beyond.



MMD intends to continue our Black History Month Campaign at our future San Bruno store. We have identified the following local organizations as potential partners:

- **Bay Area Community Health Advisory Council.** Formerly known as the African American Community Health Advisory Committee (AACHAC), the Bay Area Community Health Advisory Council ("BACHAC") seeks to eliminate health disparities throughout the Bay Area through healthcare services, community events, outreach, educational and awareness campaigns, and more. Notably, BACHAC has leveraged the networks of local church congregations through its church liaison program, which brings health information to their respective congregations and encourages participation in screenings and events. BACHAC offers exercise classes, First Aid, CPR, and Emergency Preparedness training, a broad array of free screenings ranging from mammograms, blood pressure, vision, and beyond, and operates free vaccination clinics. BACHAC's annual Soul Stroll event is a gathering featuring a family-friendly walk/run and health resource and partner booths offering free community services. MMD hopes to support BACHAC through monetary contributions, as well as potentially contributing volunteer hours and sponsoring the annual Soul Stroll event. We also are extremely interested in promoting one of BACHAC's many awareness campaigns, like we have done with other community-based campaigns in our operational stores.
- **Black Parents Association San Mateo County.** The Black Parents Association San Mateo County ("BPA") is a volunteer association of diverse parents, guardians, students, faculty, staff, and friends seeking to remedy educational, racial, and social inequities in the San Mateo Union High School District. BPA provides leadership opportunities, mentorship, scholarships, and other support to local low to moderate income students, and helps connect students and their families to resources to navigate the road to college. If BPA is willing to accept contributions from a cannabis company, MMD will seek to contribute monetarily.





### Black-Owned Brand Partnerships

As part of our annual Black History Month activities, MMD partners with Black-owned cannabis brands as well as brands raising funds and/or awareness for nonprofits that support the Black community. At our operational stores, we have partnered with brands including but not limited to Viola, Marley Natural, Farmer and the Felon, Ball Family Farms, Lumpy's, and Presidential.

MMD will include similar brand partnerships as part of our Black History Month initiatives at our future San Bruno store, and will seek to partner with local San Mateo County or greater Bay Area Black-owned brands and brands partnering with nonprofits serving the local Black community.

### Black History Month Spotlights

Beyond our efforts to raise funds and awareness for nonprofits doing critical work in the Black community, and support of Black-owned brands, MMD also celebrates diversity of personnel and perspectives throughout our company. As part of Black History Months 2022 and 2023, we posted on our social media, website, and in-store various employee spotlights, as well as spotlights of brand and nonprofit partners. Our spotlights included each person's own words as to why diversity in the workplace is important, what Black History Month means to them, and more.

### Annual PRIDE Campaigns



The LGBTQ+ community played an integral role in the legalization of cannabis in California. As the AIDS epidemic devastated the LGBTQ+ community in the 1980s and 1990s with no cure, many sufferers turned to cannabis to alleviate symptoms. Seeing the benefits of medicinal cannabis for AIDS patients, activists urged the government to legalize cannabis for medicinal use. The hard work of these activists, many of whom were members of the LGBTQ+ community ultimately resulted in legalization of medicinal cannabis in California in 1996 pursuant to the Compassionate Use Act.

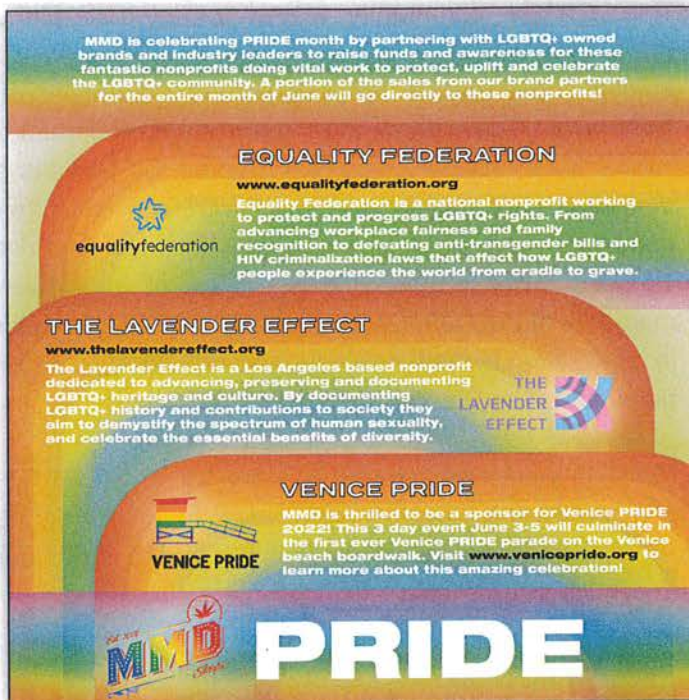
MMD honors the shared history of the LGBTQ+ community and cannabis advocacy through our annual PRIDE campaigns, which we look forward to continuing at our San Bruno store.

### PRIDE Month Fundraising and Awareness Campaigns

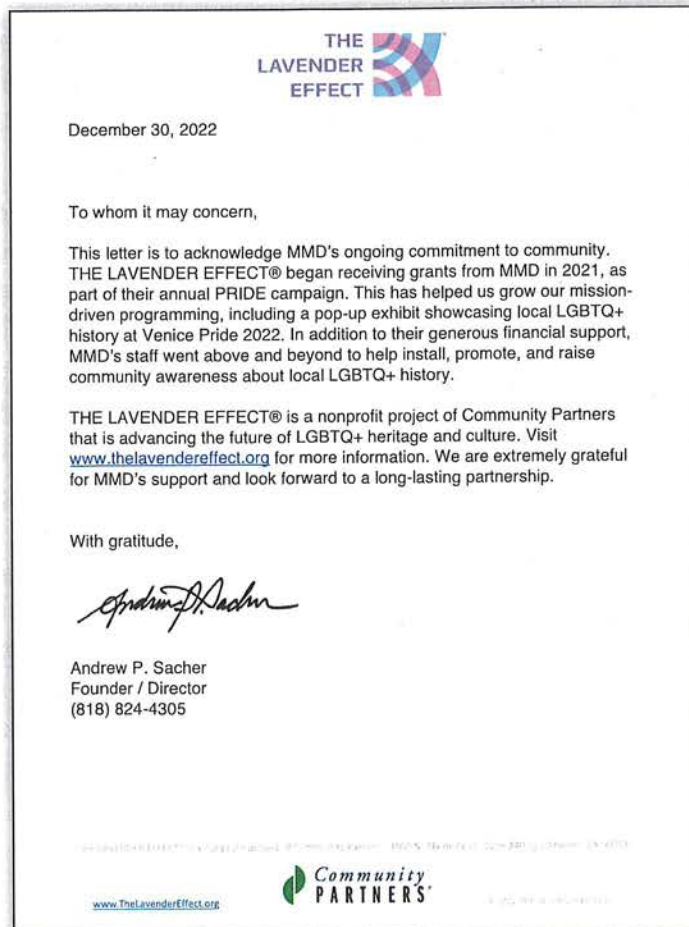
In 2022, we raised over \$20,000 across all stores for non-profit organizations serving the LGBTQ+ community, including:

- **Equality Federation.** The Equality Federation is a nationwide advocacy organization promoting pro-LGBTQ+ policies and legislation, and tracking bills affecting the LGBTQ+ community.
- **The Lavender Effect.** Working to preserve and document history, promote education about, and advance the future of LGBTQ+ culture and heritage, The Lavender Effect is a 501(c)(3) non-profit organization serving the Los Angeles community.
- **Venice PRIDE.** Venice PRIDE is a 501(c)(3) non-profit organization dedicated to education, commemorating LGBTQ+ heritage, and celebrating LGBTQ+ culture and liberation. In addition to its year-round programming, Venice PRIDE puts on several major Westside events each June for Pride month, including parades and block parties on or near Venice boardwalk. Excited to support the LGBTQ+ community near our Marina Del Rey store, MMD is thrilled to have sponsored Venice PRIDE in 2022 and 2023.





Please find below letters of support from The Lavender Effect and Equality Federation.



equalityfederation

To whom it may concern,

I am writing today to express my deep appreciation for MMD and their friendship and partnership over the years. They originally reached out to us wanting to support Equality Federation Institute, a non profit organization supporting the LGBTQ+ community in all the communities we call home across the country.

For multiple years MMD has made a financial contribution to Equality Federation but their support goes way beyond just monetary support and extends well beyond June. We are often approached by companies once a year looking to make a donation during pride month and change their logo to a rainbow (before quietly changing it back in July). MMD wants to do the exact opposite of rainbow washing. Rather than looking for us to promote them, they actively promote Equality Federation. They are partners with us year round and are dedicated to the causes they support. I was recently at their booth with them during LA pride and it was so refreshing to see all their employees running through the crowd and handing out postcards, not promoting MMD but talking about Equality Federation, why what we do is so vital and how folks can take action.

In the current climate where in 2023 alone we have seen 559 anti-LGBTQ+ bills in state legislatures with 413 being anti-trans, supporters like MMD are so necessary and such a gift to the LGBTQ+ community.

My job is hard, partners like MMD make it worthwhile and help me to know I am surrounded by community who want to make a difference and are actively working for a more just and equitable society. Not because of what it will do for them but because of what it will mean to us.

With Gratitude,

Joellyn Wilken Weingourt  
Director of Donor and Corporate Relations  
Equality Federation

Equality Federation | 818 Sw 3rd Ave. #141 Portland, OR 97204-2405 | [equalityfederation.org](http://equalityfederation.org)

MMD intends to continue our PRIDE Month Campaign at our future San Bruno store. We have identified San Mateo County PRIDE Center as a potential partner. San Mateo County PRIDE Center is the first LGBTQ+ community center in San Mateo County, and provides services including but not limited to free legal workshops, resource and service referrals, educational programming and workshops, a free computer lab, clothing assistance, library, and connection to crisis intervention resources. MMD could support San Mateo County PRIDE through monetary contributions, volunteer hours, as well as conducting a drive to collect in-kind donations for contribution to the organization's "Free Store," which provides free clothing, hygiene products, and other necessities to community members in need.

### LGBTQ+-Owned Brand Partnerships

MMD partners with LGBTQ+-owned brands and brands dedicated to raising funds and awareness as part of our PRIDE Month initiatives. At our operational stores, we



have partnered with brands including but not limited to Cann and Stone Road.



MMD will include similar brand partnerships as part of our PRIDE Month initiatives at our future San Bruno store, and will seek to partner with local San Mateo County or greater Bay Area LGBTQ+-owned brands and brands partnering with nonprofits serving the local LGBTQ+ community.

### PRIDE Month Spotlights

As part of our celebration of LGBTQ+ stories and perspectives, throughout PRIDE Month, MMD spotlights employees on social media, our website, and in-store.

### Annual Food and Toy Drives



MMD places great importance on giving initiatives with hyperlocal impact in the communities where we operate. At all of our locations, we conduct an annual food and toy drive, through which we collect customer donations of non-perishable food items for donation to food pantries serving the community, and customer donations of new, unwrapped toys for distribution to children in need. In 2022, our toy donations were given to Project EDUCATE, which distributed toy donations to underserved and disadvantaged Los Angeles youth, and Sparks of Love, which is an annual toy drive put on by the Los Angeles County Fire Department, ABC7, Toys for Tots, and Southern California firefighters for underserved children and teens in Los Angeles County.

Like at our operational stores, MMD plans to conduct annual food and toy drives at our future San Bruno store. Non-perishable food items will be collected for donation to Second Harvest of Silicon Valley, and toys will be collected for donation to the San Bruno Police Association Santa Cops event, which distributes toys to local families in need.

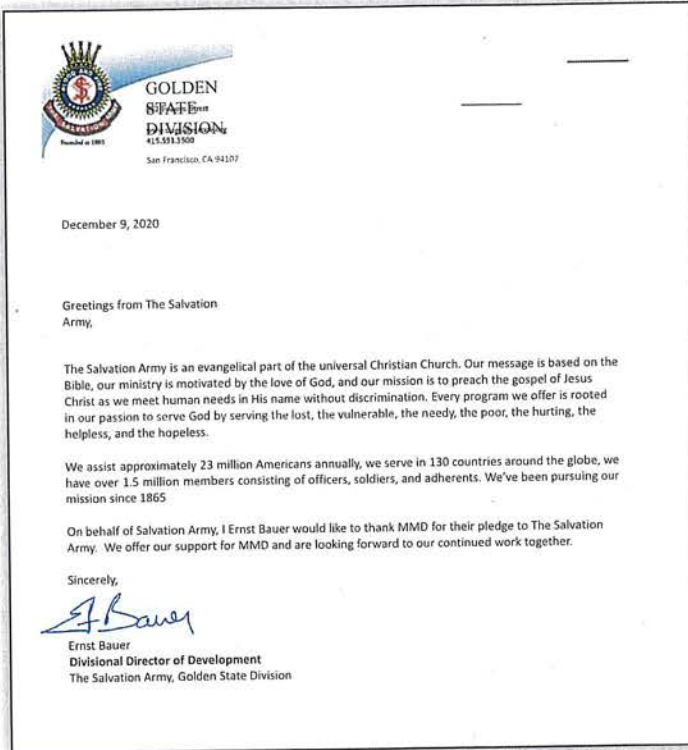
### History of Philanthropy in the Peninsula

MMD has been and will continue to be committed to providing much needed monetary donations to the cities where we hope to operate and have the opportunity to open a store. For example, in the nearby City of Redwood City (where MMD won a license and plans to open a store later this year), we have already made donations to the broader peninsula community including organizations that serve San Bruno:

- Salvation Army (Redwood City location) – \$1,000
- Mental Health Association of San Mateo County – \$500
- Community Overcoming Relationship Abuse (CORA) – \$250
- Boys & Girls Club of the Peninsula – \$250
- Casa Círculo Cultural – \$500, and agreement for beneficiary sharing in 2% of gross sales in Redwood City store with 2 other primary non-profit partners
- LifeMoves – \$500



Please find below a letter of support from the Salvation Army, demonstrating our commitment to this organization since 2020.



## SHUTTLE SERVICE

As part of our efforts to support the economic vitality of the City and its business community, as well as contribute towards revitalization of the City's commercial corridors, MMD San Bruno will offer a free shuttle service directly from SFO to our store with an additional stop in downtown on San Mateo Ave., driving customers to both shop at MMD San Bruno and patronize other area businesses, revitalizing the local economy and generating tax revenue for the City.

As explained in greater detail in Section 1, MMD San Bruno will utilize geo-targeted advertising in order to inform passengers landing at SFO of our shuttle service. Our shuttle will conveniently allow for travelers to shop at our store, and for passengers to arrange for ground transportation such as Uber or Lyft pickup outside of the airport's "surge" zone. Beyond merely driving sales towards MMD San Bruno, our shuttle service will drive business to other local San Bruno businesses, as many travelers will stay in the area near our

store after shopping, and explore downtown San Bruno, visit local restaurants and other businesses before proceeding to their next destination. As discussed in greater detail in Section 3, MMD San Bruno met with downtown business owners including Max Wain, owner of Atlas Pizza Parlor and Noori Indian and Pakistani Cuisine, Hari Sharma, owner of Sharma & Associates, and Daven Kumar, CEO of South Pacific Relief Fund Inc., who had previously attempted to arrange for a SFO shuttle service. The downtown business owners we spoke with expressed support for our shuttle service program, and excitement to grow the program in the future. MMD San Bruno has entered into the below Letter of Intent with Umbrella Global Inc, a private ground transportation service, to operate our shuttle service.

Please note that MMD has ample experience with cannabis tourism - two of our locations are the exclusive retail partner of Green Tours, a cannabis tour company operating in the Los Angeles Area. Signage in our store will gently remind customers planning on traveling to adhere to all restrictions of the airline or other travel method and their final destination.



[www.umbrellabus.com](http://www.umbrellabus.com)

We are Umbrella Global Inc, a privately held Charter Bus, Limousine and full service ground transportation business serving the San Francisco Bay Area, and the rest of California. We have been in business since 2010 and have provided services to many industries and events throughout the Bay Area. We would like to offer this Letter of Intent (LOI), which is a framework of MMD Shops and Umbrella Global Inc's intention to enter into a business transaction where the former will supply the latter with it's services at your retail location listed below. We have the capability of accommodating all of your full/part time shuttle and ground transportation needs.

Retail Location : 115 El Camino Real, San Bruno CA 94066  
 Company Name : MMD Shops  
 Service : Daily shuttle service, with pick-ups every 15-30 minutes

This LOI sets forth the material terms and conditions attached below that will be used to draw the final contract between both companies. This LOI has no binding effect between the parties and can be fully negotiated during the drafting of the final contract. A Final contract is required to be executed by both parties in order for the terms and conditions set forth herein to be incorporated in the contract to have any legal and binding effect. Any prior agreement or communications between both parties are hereby superseded by this LOI.

Thank you for your time & consideration. I look forward to your prompt reply.

Regards,

Raphael DeSouza  
 President  
 415-203-0835

Umbrella Global, Inc.  
 57 S Linden Ave  
 South San Francisco CA 94080  
[www.umbrellabus.com](http://www.umbrellabus.com)





SECTION 3

**NEIGHBORHOOD  
COMPATIBILITY  
PLAN  
(AND ODOR  
CONTROL PLAN)**





## SECTION 3 NEIGHBORHOOD COMPATIBILITY PLAN (AND ODOR CONTROL PLAN)

### 3.1. COMPLAINT MANAGEMENT AND RESPONSE PLAN

As experienced cannabis business operators, MMD understands that complaint management is essential when integrating into a community. MMD's proactive Complaint Management and Response Plan includes:

- Proactive outreach to build relationships with the community and better understand community needs;
- Appointment of designated contact personnel to manage community relations, as well as receive community feedback and complaints;
- Proactively identifying common sources of complaints, including noise, light, odor, litter, vehicle and pedestrian traffic, and parking, and implementing complaint prevention measures; and
- Implementing procedures to receive, investigate, and respond to any complaints received, and adjust our operations accordingly to prevent recurrence.

### PROACTIVE COMMUNITY OUTREACH

MMD performs extensive community outreach in every location where we operate, both prior to and after opening a store. Getting to know our neighbors and our broader surroundings helps us integrate seamlessly into the area, identify ways in which we can support our

neighbors and contribute to the community needs, and proactively identify concerns about cannabis retail in the community as well as potential sources of complaints. By knowing the community's concerns about cannabis before we begin operations, we can assuage any fears, and ensure our operations are tailored to meet the area's unique needs. Further, by identifying existing issues in the area, we can ensure our business does not exacerbate these problems, and even do our best to ameliorate the underlying situation.

MMD has experienced firsthand the successes of community outreach in the context of complaint management and nuisance prevention. One notable example occurred recently at our Long Beach store, which is located immediately adjacent to a residential area, and sits next to an intersection widely considered in the community as dangerous for both pedestrians and vehicles, at which many crashes have occurred over the years. Some time ago during operational store hours, MMD staff and customers shopping at the store heard a loud crashing noise from outside; a customer joked "I sure hope that's not my car." Several MMD personnel went outside the store to investigate, and sure enough, a recklessly speeding car had hit-and-run a customer's parked car, leaving substantial damage and the perpetrator nowhere to be found. Leveraging the strong relationship MMD has built and maintained with local law enforcement, our store personnel immediately contacted the police, and offered our video surveillance



footage which had captured the incident. The police were grateful for our assistance, and used the provided footage to identify the vehicle responsible for the hit-and-run.

Unfortunately, crashes have continued to occur at this intersection since the hit-and-run incident. Earlier this year, a fatal motorcycle accident happened at the very same spot. Again, MMD store staff heard the crash from inside our store, immediately called 911, and went outside to investigate. Seeing the gravity of the situation, MMD personnel remained at the scene to assist first responders. MMD also immediately provided access to and a copy of our video surveillance footage of the accident to law enforcement, who again used the footage to identify the responsible party. Beyond assisting law enforcement and first responders, MMD joined forces with our neighbors and community to urge the City to implement safety measures at the intersection, concluding from the many accidents and close calls that a changed design was needed to protect our neighbors and customers. The City denied our request for a stop sign, but is considering our other request for alternate safety measures, such as blinking lights and/or a pedestrian call button.

Like the above anecdote, MMD is committed to engaging and building strong relationships with the San Bruno community - both before and after licensing, as explained below.

### **Pre-Licensing Community Outreach**

MMD understands the importance of proactively conducting outreach in each new community where we seek to open a store. MMD is not a serial applicant - before making the decision to apply for a license in a particular city, we thoroughly investigate any potential new location, build relationships with elected officials and key stakeholders, seek to engage a broad section of the community to elicit diverse perspectives, and analyze whether our business would be a good fit for the community.

MMD began our efforts to get to know the San Bruno community long before the City's application window initially opened in December 2022, and has conducted

the following pre-licensing outreach in San Bruno since September 2022. Please note that MMD has remained enthusiastic and committed to opening a store in San Bruno despite many obstacles; the first of which was discovering that our initial property was ineligible and quickly finding a new, compliant and suitable property; then eagerly awaiting the reopening of the application window after the City paused its cannabis program in January 2023.

### **Meetings with City Officials**

MMD has met with the following City officials to learn about the City's cannabis program, overall needs, goals, and concerns. We intended these meetings both to learn, address concerns, and answer questions, as well as to determine whether MMD's operations, values, and goals aligned with the City.

We left each meeting feeling confident that MMD is an ideal partner for the City, and we were impressed and inspired by our shared priority of commitment to the community.

### **Councilmember Marty Medina**

Our first meeting was on September 7, 2022, with Councilmember Marty Medina, who discussed the City's goals for its cannabis program, as well as concerns about bringing cannabis to the City. Councilmember Medina expressed that voter support of the cannabis tax measure indicated their support for retail cannabis in the City. Once open, retail cannabis would improve access for medical patients and bring tax and community benefits revenues to the City, rather than to neighboring areas which have operational businesses. While supportive of the City's program, Councilmember Medina stressed that the City's process would be thorough, fair, and put community safety and investment first.

MMD met a second time with Councilmember Medina on June 14, 2023, at which we discussed our proposed partnership with the San Bruno Police Association and our continued commitment to and interest in the City.

### **Former City Manager Jovan Grogran**

On September 9, 2022, MMD met with Former City Manager Jovan Grogran. Because the City's cannabis



program was still under development at this time, Former City Manager Grogan expressed pride in the many hours of hard work by City staff throughout the past year to develop the program, including but not limited to coordinating with City Planning and Economic Development, conducting comprehensive research, and soliciting input from the San Bruno Police Department. Former City Manager Grogan was confident that the application process ending in a decision by City Council would ensure thorough vetting. We also discussed that not all properties zoned for cannabis would be suitable locations for future storefronts, rather, other factors such as security were important considerations for the City in considering an applicant's property. MMD took Former City Manager Grogan's words into consideration when selecting our proposed location, which we believe matches his description of an ideal location within the permissible cannabis zones.

Like Councilmember Medina, former City Manager Grogan seemed impressed with MMD's cannabis education campaign (Be Safe Be Legal, described in greater detail under Customer and Community Education below), and our commitment to safety and the community.

#### **Chief of Police Ryan Johansen**

MMD met with San Bruno Police Department Chief of Police Ryan Johansen on June 14, 2023. We discussed the proactive security- and nuisance prevention- related measures MMD implements at all stores, and that we plan to implement at our future San Bruno store. Specifically, MMD provided Chief of Police Johansen with a copy of our Redwood City store security plan, and explained our smart safe, cash handling, and product delivery and intake procedures, with which he was impressed. We also discussed MMD's commitment to community, including our support of non-profit organizations. Chief of Police Johansen was supportive of bringing regulated cannabis and compliant operators to the City, and informed MMD about the San Bruno Police Association, as well as the City's cost-recovery and RIDOF (Reducing the Impact of Drugs on Families) programs, discussed in greater detail in Section 2.6.

#### **San Mateo County Supervisor David Canepa**

Beyond our outreach to City officials, MMD met with County Supervisor David Canepa, who represents a County district which includes parts of San Bruno, on June 14, 2023. Our conversation with Supervisor Canepa covered regulated cannabis in San Mateo County and

San Bruno, an overview of our proposed San Bruno store, and ways in which MMD plans to support and invest in the San Bruno community, including our proposed support of the San Mateo County Health Foundation and RIDOF, as discussed in greater detail in Section 2.6.

#### **Councilmember Sandy Alvarez**

MMD San Bruno met with City Councilmember Sandy Alvarez on June 21, 2023, presenting our comprehensive operational, safety, security, and philanthropic plans. During our meeting, we answered questions and concerns, and discussed our proposed business, prior and planned community outreach, the benefits we believe we would bring to the City, as well as State and local operational restrictions on cannabis companies. MMD was appreciative to engage with an elected official open to learning more about regulated cannabis, our company history, and our proposal, including our operational, safety, and security measures, youth access prevention plans, and potential benefits we could bring the City.

#### **Officer Garrison Sexson**

On June 20, 2023 MMD met with San Bruno Police Department Officer Garrison Sexson, who serves as a Support Services Officer for the San Bruno Police Department ("SBPD"). Officer Sexson is also the staff liaison for the San Bruno Crime Prevention Committee, which assists SBPD with community outreach related to crime prevention and public safety awareness, acts as a liaison between SBPD and neighborhood watch groups, provides guidance to neighborhood groups wishing to start a neighborhood watch program, among other duties. At our meeting with Officer Sexson, we discussed our proposed store in San Bruno, specifically covering our security and design proposals. Officer Sexson was impressed with our Secure Garage for delivery, receiving shipments, and cash pickup. MMD San Bruno was grateful for the opportunity to meet with Officer Sexson and appreciated his sentiments, especially because he is the officer charged with building safety and security walkthroughs and sign offs. After our meeting, we sent Officer Sexson a copy of our security plan, and discussed establishing an open line of communication for any notes or adjustments he may suggest.

#### **Meetings With Other Important Community Stakeholders**

In addition to meeting with City officials, MMD met with community stakeholders to discuss community needs. Notably, in January 2023, MMD met with Leslie Hatamiya, Executive Director of the San Bruno



Community Foundation ("SBCF"). Although SBCF will not accept funds from a cannabis company, we thought that the perspective of a major community non-profit would provide important insight into community needs, allowing us to better tailor our Community Benefits Plan. Our discussion with Leslie covered SBCF's work in the community, SBCF's relationship with the City, and other non-profits funded by SBCF grants which serve the community. Through the conversation with Leslie, MMD discovered that several recipients of SBCF grants are non-profits that MMD has donated to in the past, including several non-profit partners at our future Redwood City store, which is scheduled to open later this year.

On June 20, 2023, MMD San Bruno met with representatives from two additional community organizations. First, we met with Officer Tony Perkins, President of the San Bruno Police Association ("SBPA") as well as an officer in the San Bruno Police Department. Officer Perkins provided an overview of SBPA's work in the community, including support of law enforcement personnel, providing grants to other community and nonprofit organizations, and sponsorship of community events. MMD San Bruno left the meeting informed about community needs voiced by Officer Perkins, and impressed with SBPA's work in the community. As discussed in greater detail in Section 2.6, MMD San Bruno will support SBPA (and thereby its grant recipients) through monetary and in-kind contributions.

Our next meeting on June 20th was with Carin Lockwood, Board Chair of In Support of Judo Inc., a nonprofit organization which provides funding for training and tournament costs of students of Cahill's Judo Academy, a longstanding San Bruno business. MMD San Bruno will also support In Support of Judo Inc. through our Community Benefits Fund, explained in further detail in Section 2.6.

After our conversation with Chief of Police Ryan Johansen in which we discussed a potential partnership with the San Bruno Police Department to support the RIDOF program, on June 21, 2023, MMD met with John Jurow, CEO of the San Mateo County Health Foundation, to further discuss our intention to partner with and support both the RIDOF program and other San Mateo County Health Foundation public health programming.

MMD also conducted outreach to San Bruno's business community. On June 21, 2023, we met with Max Wain, owner of Atlas Pizza Parlor and Noori Indian and Pakistani

Cuisine, Hari Sharma, owner of Sharma & Associates, and Daven Kumar, CEO of South Pacific Relief Fund Inc. These individuals along with other business owners and stakeholders have been trying for years to organize a dedicated shuttle from SFO to downtown San Bruno, to take advantage of San Bruno's proximity to SFO to boost local commerce. As explained in greater detail in Sections 1 and 2.6, MMD has allocated funds and negotiated an LOI with a licensed shuttle company to operate a shuttle between SFO, our store, and San Bruno, thereby bringing this long standing plan to fruition. We have intentionally included a shuttle stop on San Mateo Ave. to bring more traffic and customers to the downtown area, furthering the City's goal of downtown revitalization. At our meeting on June 21, we discussed potential expansion initiatives if the shuttle is successful, including potentially in the future offering the shuttle to SFO employees who want to ride to San Bruno for their lunch/dinner breaks. We also discussed cross marketing ideas such as offering discounts at MMD or other participating businesses for people who use the shuttle.

### Canvassing

MMD canvassed neighboring residences and businesses, to introduce ourselves, explain our proposed store at 115 El Camino Real, answer any questions, and address any concerns. Please find below signatures in support of MMD's proposed store collected during these conversations with local community members.











### Ongoing Community Outreach Efforts

MMD's community outreach does not end at the submission of this application. Rather, MMD will remain active in the community while awaiting award of our license, while building out our store, and perpetually after opening our store. MMD believes deeply in civic engagement; in each location where we operate, we attend and participate in City Council meetings, join active local associations like chambers of commerce, sponsor and attend community events, and support non-profit and community organizations doing work in the particular community.

Like at our operational stores, at our future San Bruno store, post-licensing, MMD will conduct the following outreach, some of which occurs on an ongoing basis, where applicable:

- **Open House.** Before the grand opening of our San Bruno store, MMD will host an Open House. In order to spread the word, we will canvas and send mailings to our neighbors within a 1,000 foot radius of our property, post on our website and social media, and distribute flyers at popular community gathering places and community events. At our Open House, MMD will showcase our store, company history, Site Management and Nuisance Prevention plans, and ongoing community engagement efforts, answer questions, and give attendees an opportunity to voice feedback, comments, and concerns. At our Open House and all subsequent community and public events we host, MMD will make available a Spanish language interpreter, to ensure Spanish-speaking community members are included and have full opportunity to participate.
- **Follow up Community Meeting.** After conducting our Open House, MMD will conduct a Follow Up Community Meeting, advertised in the same way as our Open House. At our Followup Community Meeting, we will again present information regarding our store, company history, Site Management and Nuisance Prevention plans, and ongoing community engagement efforts, answer questions, and give attendees an opportunity to voice feedback, comments, and concerns. MMD will also utilize the Follow up Community Meeting as an opportunity to address community member feedback, commentary, and concerns presented at the Open House. Following the Open House and Follow up Community Meeting, MMD will review our planned Site Management and Nuisance Prevention plans, and if necessary, implement revisions to ensure all feedback, comments, and concerns voiced at these meetings are addressed.
- **Local Charitable Giving.** As explained in greater detail in Section 2.6: Community Benefits Plan, MMD will contribute 3% of our gross revenues to fund our Community Benefits Plan; divided into 2% of gross revenues given directly to the City for use at its total discretion, and 1% of gross revenues contributed towards organizations serving the community. MMD hopes that our funds will be used to support a wide variety of City programs and activities, community events, and local non-profit organizations. Beyond monetary contributions, MMD plans to conduct regular in-store drives, campaigns, brand partnerships, and more. On top of the 3% of gross revenues, like those conducted successfully at our operational locations, MMD plans to conduct awareness campaigns and giving initiatives for Black History Month, Pride Month, and beyond at our future San Bruno store, through which we have raised thousands of dollars for nonprofit organizations serving the communities where we operate stores.
- **Website.** MMD maintains a website which includes a Community Matters section, which provides information regarding our efforts and activity in each community where we operate, upcoming community events and celebrations hosted or sponsored by MMD, as well as our company-wide philanthropic initiatives. Once operational in San Bruno, our Community Matters page will include information specific to our San Bruno store and our involvement in the community.
- **Ongoing Security-related Meetings.** As discussed in greater detail below, per SBMC §12.300.100(C), MMD will identify a designated Security Representative/ Liaison to the City, who will be reasonably available to meet with the City Manager regarding any security related measures and/or operational issues.
- **Local Law Enforcement Outreach.** As experienced operators, MMD understands the importance of developing strong relationships with local law enforcement. In order to build relationships with the San Bruno Police Department and address any concerns about security, MMD has met with Chief of Police Ryan Johansen, Officer Garrison Sexson, and Officer and SBPA President Tony Perkins, and is in the process of developing a partnership with the San Bruno Police Association. MMD looks



forward to scheduling additional meetings with San Bruno's police department, including Chief of Police Johansen, at which we hope to present our comprehensive Security Plan, showcase our history of successful, compliant operations and strong relationships with City officials and law enforcement. Our Security Representative/Liaison will lead our efforts to communicate and partner with the San Bruno Police Department.

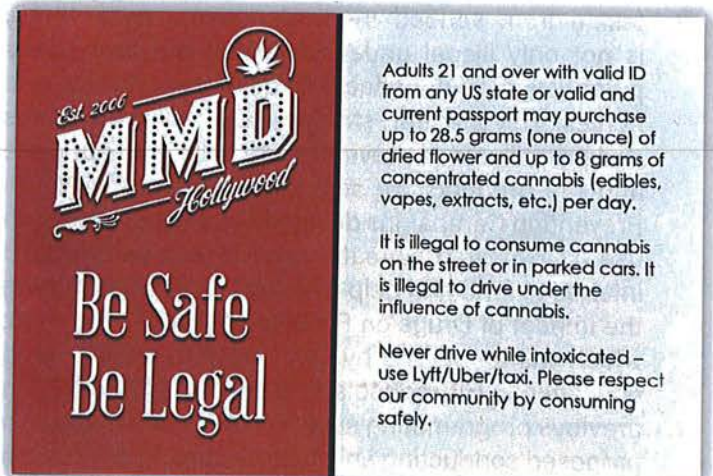
- **Substance Abuse Counseling.** As responsible and compliant operators, MMD encourages the safe use of cannabis, and encourages those struggling with substance abuse to seek help. We are proud to host free online group substance abuse counseling led by a certified substance abuse counselor, and through our website provide interested community members information on weekly group meetings, meetups, resources, and more.

### Customer and Community Education

MMD's commitment to offer cannabis education to customers and the broader community is an integral part of our post-application community outreach efforts. As cannabis business operators, we feel a responsibility to promote safe and legal use, including youth prevention, and are committed to serve as an educational resource to those with cannabis-related questions or concerns. Beyond our commitment to educational opportunities for our employees, as discussed in Section 2.3, MMD provides extensive educational opportunities for customers and interested community members, including but not limited to those listed below.

- **Be Safe Be Legal.** In 2018, upon legalization of adult use cannabis retail sales, MMD mounted our ongoing Be Safe Be Legal educational campaign, to inform our customers and the public about what is legal under the new regulations, as well as promote safety and safe use. The Be Safe Be Legal campaign aims to educate the public not only about new regulations, but also how to spot and report illegal shops, sales, and activity. While in effect at all our stores, the Be Safe Be Legal campaign was, and continues to be, especially successful, needed, and helpful at our Hollywood location, which has a large tourist customer base, many of whom are unfamiliar with legalized cannabis. In order to reach the public, MMD regularly meets with and educates concierges from local hotels as well as staff of local businesses to help us distribute informational cards. In

conjunction with our other community engagement efforts, MMD has built strong relationships with our neighbors through this campaign. Meeting with local businesses has helped open lines of communication, and has been mutually beneficial. Many of our Hollywood commercial neighbors have thanked MMD for informing people that public consumption, both on the street, in their restaurants and hotels, and beyond, is not legal, and for our efforts to combat illegal dispensaries and street sales.




Informational card from Be Safe Be Legal campaign

- **Blog.** MMD's website also includes a blog, regularly updated with cannabis information and educational content. While not a direct source of information regarding our community engagement activities, MMD believes that providing up-to-date scientific, medical, legal, and industry-related content is an important way to engage curious and interested community members.
- **Well-Trained Staff.** As explained in Section 2.3, all



MMD employees undergo extensive training upon hire and periodically thereafter, covering cannabis and our product offerings. Therefore, MMD employees will be able to answer customer questions, and help direct customers to products meeting their needs and preferences.

- **Youth Prevention/Public Health Campaign.** Preventing underage cannabis use is integral to safe and legal cannabis use; use of cannabis by or sales of cannabis to individuals under the age of 21 (aside from verified medical patients ages 18-20) is not only illegal under State law, but also poses potentially harmful effects to developing brains and bodies. Beyond our stringent operational policies and procedures to prevent youth access to our store and the products we sell, MMD engages in Youth Prevention Campaigns designed to discourage youth use. As explained in greater detail in Section 2.6, MMD intends to fund and help develop the City's Reducing the Impact of Drugs on Families ("RIDOF") program, which will be utilized by City police to provide drug education in City schools, designed to improve upon previous programming such as DARE. MMD has also proposed conducting an impaired driving prevention campaign in Redwood City, aligned with the Redwood City "Vision Zero" campaign to reach zero vehicular fatalities in the City, which we hope to develop in partnership with San Mateo County Public Health and cannabis researchers at Stanford Medicine, with substantial input by the City of Redwood City and the Redwood City Police Department. With this opportunity in San Bruno to expand our footprint in San Mateo County, we are extremely interested in expanding this public health campaign to the future San Bruno store. Should the City of San Bruno feel that our youth prevention/public health campaign is not a good fit for the community, MMD looks forward to discussing with the City and developing an alternate plan to discourage youth consumption and otherwise promote public health and safety.

### APPOINTMENT OF DESIGNATED CONTACT PERSONNEL

MMD understands the importance of having designated points-of-contact for relationship building, gathering feedback, and establishing trust in the community. Please find a description of the points-of-contact to be designated for our San Bruno store below.

- **General Manager.** As described in greater detail later

in this Section, our General Manager will lead our community relations efforts, including our Complaint Management and Response Plan.

- **Emergency Contact.** In accordance with SBMC §12.300.110(E), MMD will provide the City Manager with the name, telephone number (both land line and mobile, if available) of an on-site employee or owner to whom emergency notice can be provided at any hour of the day. Our locally-hired General Manager will serve as Emergency Contact. In the interim, while we hire and train our local staff, Director of Operations Esther Garcia will serve as our Emergency Contact.
- **Security Representative/Liaison.** Per SBMC §12.300.100(C), MMD will identify a designated Security Representative/Liaison to the City, who will be reasonably available to meet with the City Manager regarding any security related measures and/or operational issues. Our locally-hired General Manager will fill this role. In the interim, while we hire and train our local staff, Director of Operations Esther Garcia will serve as our Security Representative/Liaison.
  - The designated Security Representative/Liaison will maintain a copy of the current operations plan, that will include a security plan, on the premises of the business, to present to the City Manager upon request that meets the following requirements:
    - » Confirms that a designated manager will be on duty during business hours and will be responsible for monitoring the behavior of employees.
    - » Identifies all managers of the commercial cannabis operation and their contact phone numbers.
    - » Confirms that first aid supplies and operational fire extinguishers are located in the service areas and the Manager's office.
    - » Confirms that burglar, fire, and panic alarms are operational and monitored by a licensed security company 24 hours a day, seven days a week, and provides contact information for each licensed security company.
    - » Identifies a sufficient number of licensed, interior, and exterior security personnel who will monitor individuals inside and outside the commercial cannabis operation, the parking lot, any adjacent property under the commercial cannabis operation's control, and ensure that



the parking lot is cleared of employees and their vehicles one-half hour after closing.

- **On-site Manager.** In accordance with SBMC §§12.300.100(C)(1) & 12.300.110(K), a manager with operational authority will be on MMD's premises at all times during operating hours, and will be responsible for monitoring the behavior of employees. In accordance with SBMC §12.300.100(C)(2), MMD will identify all managers and their contact phone numbers, therefore allowing the City to easily reach our managers.

### PROACTIVE MEASURES TO PREVENT COMMON COMPLAINTS

In order to prevent any disturbances to our neighbors and the broader community, MMD implements the following measures to prevent common sources of complaints, including noise, light, odor, litter, vehicle and pedestrian traffic, and parking.

#### Noise

MMD's efforts to prevent nuisance will begin even before we open our store. While performing all tenant improvements, MMD will comply with all permitting requirements, and ensure any noise from construction complies with the decibel and time limitations of SBMC §6.16.070.

In accordance with SBMC §12.300.110(I), MMD complies with the applicable standards of SBMC Chapter 6.16, prohibits unnecessary, excessive, and annoying noises, and prevents noise-related nuisance at our facility through the following policies and measures:

- **Low Store Volume.** MMD only plays ambient music at a low volume inside of our store, and trains staff to regularly check that our music is not audible from outside the facility, even when briefly opening the entrance to allow customer entry and exit. MMD never plays music or any other audio outside of our store, nor makes any loud, unnecessary, or unusual noise which disturbs the peace or quiet of any neighborhood in compliance with SBMC §6.16.170(A). Per SBMC §6.16.100, MMD never utilizes any loudspeaker or sound-amplifying equipment in a fixed or movable position or mounted upon any sound truck for the purpose of giving instructions, directions, talks, addresses, lectures or transmitting music to any persons or assemblages of persons

in or upon any street, alley, sidewalk, park, place or public property.

- **Quiet Machinery.** As a cannabis retail storefront, MMD does not operate machinery, equipment, pumps, fans, or other mechanical devices, except for a standard commercial HVAC system, as described in our Odor Mitigation Practices in Sections 3.3-3.6. In compliance with SBMC §6.16.060, MMD ensures that we select quiet HVAC equipment which does not exceed the noise limitations of SBMC Chapter 6.16, and does not install any other noisy machinery or equipment in our store.
- **Store Noise Policy.** MMD prohibits our customers, patients, staff, and any other personnel onsite from making unnecessary, excessive, and annoying noises. MMD staff are trained on our Store Noise Policy, and to inform customers, patients, and vendors about our Store Noise Policy. MMD staff and Security Guards enforce our Store Noise Policy. Any loud customers are first asked to reduce their volume. Persons who refuse to comply are required to leave the premises, and may be prohibited from returning to our store in the future.
- **No Loitering Policy.** In accordance with SBMC §§12.300.090(H)(2) & 12.300.100(A)(2), MMD strictly prohibits loitering on and around our premises, and requires all patrons to immediately leave the site after purchasing cannabis or cannabis goods. Per SBMC §12.300.100(A)(17), MMD will install "mosquitos" (high-pitch frequency devices) as a deterrent to vandalism/loitering. Our Security Guards will also enforce our no loitering policy. In accordance with SBMC §12.300.090(H)(2), in order to notify patrons of our no loitering policy, MMD will post a sign in a conspicuous location which states "Loitering on and around the cannabis retailer is prohibited by California Penal Code § 647(e) and patrons must immediately leave the site after purchasing cannabis or cannabis goods and not consume cannabis in the vicinity of the cannabis retail site or on the property or in the parking lot." By preventing loitering, MMD prevents noisy loiterers from disturbing our neighbors, or otherwise causing security concerns or nuisance.

#### Light

MMD's proposed location currently features security lighting on the exterior walls of the building, and sits near several streetlights along El Camino Real. As shown on our diagrams in Section 5: Security Plan,



MMD will install additional security lighting, including wall-mounted exterior garage and porch lights along the building walls facing our parking area, El Camino Real, and the Southwesternmost wall. In accordance with SBMC §12.300.100(A)(1) and as described in greater detail on our diagrams in Section 5: Security Plan, as part of our security measures, MMD will install exterior lighting systems, including motion sensors, for after-hours security, as approved by the Director where applicable. In accordance with SBMC §12.300.110(H), MMD will comply with the City's lighting standards including, without limitation, fixture type, wattage, illumination levels, shielding, and secure the necessary approvals and permits as needed, and will ensure that minimum lighting levels in exterior building and parking lot areas are adequate for the safe operation of vehicles and other modes of travel. For our exterior lighting plan that includes a photometric survey of proposed light standards, heights, fixtures, light sources, spacing and shielding, please refer to Section 5: Security Plan.

Beyond ensuring our store is well-illuminated for safety and security purposes, MMD ensures that our store does not cause light-related nuisance to our neighbors and broader community. Because our proposed location is directly on El Camino Real, a major commercial corridor featuring ample streetlights and lined with other businesses equipped with exterior security lighting, and our lights will be shielded in accordance with City requirements for the zone, our proposed security lighting will not cause nuisance.

### **Odor**

Many Californians fear that a legal cannabis retail store in their neighborhood will bring obnoxious odors, largely informed by bad experiences with illegal dispensaries and pre-regulation shops. As explained in greater detail in our Odor Mitigation Practices, which can be found in Sections 3.3 through 3.6 below, in accordance with SBMC §12.300.110(J), MMD will incorporate odor control devices and techniques in all our operations to ensure that odors from cannabis are not detectable off-site. As elaborated upon below, our Odor Mitigation Practices incorporate an odor control equipment system utilized successfully at our operational locations, as well as store policies and procedures to prevent odor, including our no on-site consumption policy. In compliance with SBMC §§12.300.090(H)(2) & 12.300.110(B), MMD will strictly prohibit consumption of cannabis onsite, and will visibly post at our store entrance a clear and legible notice indicating that smoking, ingesting, or otherwise

consuming cannabis on the premises or in the areas adjacent to the commercial cannabis operation is prohibited.

### **Litter**

In accordance with SBMC §12.300.110(G), MMD maintains all exterior areas of our store, including the building, landscaping, and parking areas, in a clean and orderly manner free of trash, weeds, and debris. As explained in further detail in Section 1.8, each day before operating hours, as part of our Opening Procedures, MMD personnel inspect the premises for security-related purposes, as well as for litter, trash, weeds, debris, and other nuisances or hazards. If any of the aforementioned issues are found, the Manager assigns a staff member to clear the issue, or, if the noticed issue requires specialized equipment or skills to remedy, the Manager will contact the appropriate contractor for the issue at hand. Therefore, any litter, trash, weeds, and debris is cleared before the store opens for business each day.

We strictly prohibit littering, and our no littering policy is enforced by our Security Guards. MMD San Bruno will place trash cans throughout the store and in the Secure Garage. Staff will only be permitted to consume food during shift breaks in the Employee Break Room, in order to prevent food-related trash onsite.

MMD prohibits on-site consumption of cannabis, alcohol, and tobacco pursuant to SBMC §§12.300.110(A)-(B), thereby preventing cannabis, alcohol, tobacco, and packaging-related litter on our premises.

Further, MMD implements policy to ensure the security of any cannabis waste, thereby also preventing litter of cannabis waste. Cannabis waste will never be stored on the exterior of the facility, nor in any location which could cause litter-related nuisances or complaints from the public. Rather, all cannabis waste will be stored in secure receptacles within a limited access area of our store, accessible only to authorized personnel, in compliance with SBMC §12.300.110(L) and as outlined in Section 3.7: Waste Management Procedure.

### **Vehicle and Pedestrian Traffic**

MMD does not anticipate that our store will generate nuisance from vehicle or pedestrian traffic. MMD's proposed retail dispensary location is 115 El Camino Real. Our store is located directly on El Camino Real, a major thoroughfare, spanning from Interstate 880 in San Jose to Interstate 280 in San Francisco. The portion



of El Camino Real on which our proposed location sits features three lanes heading North, three lanes heading South, and dedicated space for street parking on both sides. Vehicles traveling South on El Camino Real will be able to turn directly into our driveway, leading directly to our parking lot. The availability of three lanes will make traffic issues unlikely as vehicles will have two lanes by which to safely bypass visitors turning into our parking lot. Because El Camino Real contains a center median strip separating its Northbound and Southbound lanes, vehicles traveling North on El Camino Real cannot turn directly into our driveway, thereby preventing any potential traffic buildup from vehicles attempting to turn left across several lanes of traffic. In addition, MMD only receives deliveries Monday through Thursday between the hours of 6:00 AM to 1:00 PM, ensuring that we do not generate additional traffic to our store or in our parking lot during popular shopping times of the weekend or weekday evening hours.

Our store sits on El Camino Real, surrounded by other businesses and commercial buildings. Our store entrance is off of our parking lot, rather than directly off of El Camino Real, which will prevent high levels of pedestrian traffic along this busy commercial corridor. In the unlikely event that a line forms outside of our store, our Security Guards will manage the line to prevent nuisance, and the customers will be directed to wait by the entrance, rather than on the public sidewalk, avoiding any pedestrian traffic nuisances.

### On-site and On-Street Parking

MMD's proposed location contains a private parking lot and Secure Garage with 10 total parking spaces, one of which is ADA accessible. MMD has also leased an additional parking lot adjacent to our store located at 125 El Camino Real providing up to 20 total parking spaces. Therefore, MMD San Bruno will have a total of 30 parking spaces available for customer and employee use. Our Secure Garage will be utilized for vendor, Delivery Driver, and armored courier unloading/loading use, while our parking lots will be for customer use. Additionally, there is street parking open to the public along both El Camino Real and Santa Lucia Avenue, which is the closest side street to our location. In addition, MMD encourages customers and staff to utilize alternative transportation when possible, and will install bicycle racks for customer and employee use. We have intentionally selected a site with a high walkability score (93), moderate bikeability score (54), and easy access to public transit, including several nearby bus stops served by SamTrans, the nearest

of which is directly across El Camino Real. The property is approximately a mile from the San Bruno Caltrain Station and just under 2 miles from the San Bruno BART Station. The easy access to bicycle racks and public transit, and high walkability of the area will encourage customers and employees to travel by means other than personal vehicles, therefore reducing the volume of traffic and parking demand.

## RECEIVING, INVESTIGATING, RESPONDING TO, AND ADDRESSING COMPLAINTS

As described throughout this section, MMD conducts extensive community outreach, proactively implements measures to prevent common sources of complaints and comprehensive management procedures to prevent nuisance as described in Section 3.2. If despite all these preventative measures complaints still arise, we receive, investigate, respond to, and address complaints in accordance with the following procedures.

### Receiving Complaints

Individuals may submit feedback or make a complaint relating to MMD through the following avenues:

- **In-person.** Individuals may submit feedback or make a complaint in person at our store. Any staff member who speaks with an individual seeking to make a complaint is trained to pass along the complaint to the General Manager. If the General Manager is in the store and available while the complaining party is present, he or she will listen to the complaint in person.
- **Email.** MMD will create a specific email address for our San Bruno store, made available both at the store and on the future San Bruno location page on our website. Emails will be regularly reviewed by both our General Manager and corporate office, in order to ensure timely receipt and response.
- **Phone.** Feedback and complaints may be submitted by calling MMD's store phone number, which will be made available at our store, as well as on the future San Bruno location page on our website. While our Receptionist is responsible for answering our store phone, he or she will immediately pass along any complaints received to our General Manager.
- **Website.** MMD's website includes a contact form, through which individuals may provide their contact information and a message to our team. Our contact



form allows the individual placing the complaint to specify which location the complaint is about.

- **Social Media.** Individuals may submit feedback or make a complaint through MMD's social media pages. Both our General Manager and corporate office regularly review our social media pages to ensure timely receipt and response to any messages received.

### Complaint Investigation

MMD's General Manager is responsible for reviewing, responding to, and recording any complaints received, and may delegate staff members for support during any step of the process. All staff members are trained to immediately report any complaints received to our General Manager. After receipt of a complaint, the General Manager will:

- Contact the individual who placed the complaint within 24 hours of receipt;
- Initiate an investigation, utilizing MMD's resources to investigate the complaint, as necessary for the particular situation. The investigation may include speaking with relevant personnel, reviewing video surveillance records, conducting a patrol of the premises and/or perimeter, etc;
- Through the investigation, determine the source of the issue or incident about which the complaint was received:
  - If the source of the issue or incident is outside of MMD's control (for example, a complaint related to an odor coming from the premises of a neighboring business), the General Manager will contact whoever is in control of this issue or incident, and if applicable, the relevant authorities.
  - If the source of the issue or incident is under MMD's control, the General Manager will assess what policies, practices, or procedures allowed the issue or incident to occur.
- For complaints related to common nuisances, conduct the following additional investigations:
  - For complaints related to noise, investigate:
    - » If the specified noise is currently audible, and if so, where it can be heard (ie, inside the store, on the premises outside of the store, off the premises, etc);
    - » Whether the store is currently playing any audio, and if so, the volume settings;
  - » Whether there is a line of customers waiting to enter the premises;
  - » Whether there are any loiterers on the premises;
  - » Whether all facility doors and windows are closed and the functionality of door and window seals when closed; and
  - » Any other pertinent matters related to the particular incident or issue.
- For complaints related to light, investigate whether:
  - » If the specified lighting problem is currently detectable, and if so, from where can the light or lack thereof be seen; and
  - » Functionality of facility lights, including whether any lights are inoperational, malfunctioning, or otherwise in need of repair or replacement.
- For complaints related to odor, investigate:
  - » If the specified odor is currently detectable, and if so, where it can be smelled (ie, inside the store, on the premises outside of the store, off the premises, etc);
  - » Functionality of odor control devices and equipment, including whether our records indicate equipment has been recently inspected, repaired, or replaced, maintenance is required, and/or that upkeep-related duties have been performed;
  - » Whether all facility doors and windows are closed and the functionality of door and window seals when closed;
  - » Whether any product is outside of the Inventory Room or Show Room;
  - » Functionality and seal of secure product display containers;
  - » Whether any persons have recently or are currently consuming cannabis on the premises in violation of our no on-site consumption policy;
  - » Whether facility trash receptacles are full; and
  - » Any other pertinent matters related to the particular incident or issue.
- For complaints related to litter:
  - » Whether there is litter present on our premises or immediate vicinity;
  - » Whether staff assigned with premises inspection



and trash removal duties have completed their assigned duties;

- » Whether facility trash receptacles are full; and
- » Any other pertinent matters related to the particular incident or issue.
- For complaints related to pedestrian traffic, whether:
  - » If our Show Room and Lobby are at capacity, and there is currently a line of customers wishing to enter our facility;
  - » There are loiterers present on our premises or the immediate vicinity; and
  - » Any other pertinent matters related to the particular incident or issue.
- For complaints related to vehicle traffic, whether:
  - » Unusual vehicle traffic is currently present in our parking lot, driveway, and adjacent streets;
  - » Any obstructions are present in our parking lot, driveway, and adjacent streets;
  - » Local media indicates there are any incidents such as road closures affecting the surrounding area; and
  - » Any other pertinent matters related to the particular incident or issue.
- For complaints related to parking, whether:
  - » Unusual vehicle traffic is currently present in our parking lot, driveway, and adjacent streets; and
  - » Any obstructions are present in our parking lot, driveway, and adjacent streets.

### Complaint Response

After investigating the complaint, the General Manager will:

- Meet with MMD's ownership and leadership team to report the results of the investigation and determine what changes, if any, should be implemented to remedy the issue or prevent further incidents from occurring;
- Contact the complaining party again to discuss the investigation, results, and any follow up action taken or planned;
- Contact the relevant authorities, if applicable. For example, in accordance with SBMC §12.300.100(E),

MMD will notify the City Manager within 24 hours of discovering:

- Significant discrepancies identified during inventory. The level of significance will be determined by the regulations promulgated by the City Manager;
- Diversion, theft, loss, or any criminal activity involving MMD or any MMD agent or employee;
- The loss or unauthorized alteration of records related to cannabis, customers or employees or agents of MMD; or
- Any other breach of security.
- Record all applicable information, as explained below.

### Complaint Recordkeeping

MMD documents the following information for all complaints received, and maintains this documentation in accordance with our Recordkeeping Procedures:

- Information regarding complaint receipt, including but not limited to:
  - Date and time complaint was received;
  - Name and contact information of individual making complaint;
  - Name of employee who received complaint, if applicable;
  - Content of complaint;
  - Date and time of the incident to which the complaint refers, if applicable.
- Information regarding investigation of the complaint, including but not limited to:
  - Staff members participating in investigation of complaint, and their roles in the investigation;
  - Steps taken in the investigation;
  - Any evidence gathered in the course of the investigation; and
  - Any conclusions of the investigation.
- Information regarding followup action taken to address the complaint, including but not limited to:
  - Date, time, and content of response to the individual who placed the complaint;
  - Date, time, content, and recipients of any other followup communications regarding the complaint;



- Any changes to MMD policies, procedures, protocols implemented in order to resolve or prevent recurrence of the issue or incident which led to the complaint.

### 3.2. SITE MANAGEMENT AND NUISANCE PREVENTION PLANS

MMD's stores are clean, well-maintained, bright, and welcoming. Like at our operational locations, at our future San Bruno store, MMD will thoroughly manage our property, building, and operations so as to avoid becoming a nuisance or having impacts on its neighbors and the surrounding community through:

- Comprehensive site security, nuisance-prevention, and maintenance measures;
- Tasteful building design; and
- Building strong relationships with the City and community.

### SITE SECURITY, NUISANCE PREVENTION, AND MAINTENANCE MEASURES

MMD implements comprehensive site security,

nuisance-prevention, and maintenance measures at our operational stores. Our efforts prevent nuisance and negative impacts to our neighbors, and make the surrounding area safer.

#### Comprehensive Security Measures

Like those successfully implemented at our operational stores, MMD will implement security measures designed to prevent unauthorized access, prevent diversion, theft, and loss of inventory and cash, and otherwise maintain facility safety and security. Our security efforts will include installation of security equipment, including 24/7 video surveillance, intrusion alarms, locks, mosquito devices, and more, as well as the presence of 24-hour on-site Security Guards. Beyond securing our facility, our security measures will deter criminal activity on our premises and the vicinity and allow MMD to identify and respond to nuisances. For a detailed explanation of our planned security measures, please refer to Section 5: Security Plan.

#### Preventative Policies

Our 24-hour on-site security guards monitor and regularly patrol our site, enforcing the following policies aimed at preventing nuisance.

- No on-site consumption.** MMD will strictly prohibit





on-site consumption of cannabis or cannabis products per SBMC §12.300.110(B). In accordance with SBMC §12.300.110(F)(3), MMD will visibly post at our entrance a clear and legible notice indicating that smoking, ingesting, or otherwise consuming cannabis on the premises or in the areas adjacent to the commercial cannabis operation is prohibited.

- **No alcohol or tobacco.** Per SBMC §12.300.110(A), MMD will strictly prohibit the sale, dispensing, or consumption of alcoholic beverages or tobacco on our premises.
- **No loitering.** MMD will strictly prohibit loitering on our premises. In accordance with SBMC §12.300.090(H)(2), we will post signage informing patrons of our policy in-store. In compliance with SBMC §12.300.100(A)(2), our Security Guards will prevent individuals from remaining on the premises of the commercial cannabis operation if they are not engaging in an activity directly related to MMD's permitted operations, and will contact the Police Department if the individual will not voluntarily leave the premises. Beyond enforcement by our Security Guards, in compliance with SBMC §12.300.100(A)(17), MMD will install mosquito (high-pitch frequency devices), which emit an annoying sound that deters would-be loiterers from lingering on the premises.
- **No littering.** As explained in Sections 1.8 and 3.1, MMD will strictly prohibit littering, and will our staff inspect for and remove any littering daily as part of our Opening Procedures. MMD will post signage informing customers of our no littering policy.
- **No youth.** As explained in our Customer Check-in Procedure, which can be found in Section 1.9.1.a, MMD strictly prohibits individuals under the age of 21 from accessing our premises. In compliance with SBMC §§12.300.090(A), (D)-(E), MMD will verify the age and identity of each individual three times: at our entrance prior to granting access to our store, in our Lobby prior to granting access to our Show Room, and at the point-of-sale station prior to completing a customer transaction. Our comprehensive Customer Check-in Procedures prevent youth access to our store.
- **No overnight parking.** MMD will strictly prohibit overnight parking in our lot. In accordance with SBMC §12.300.100(C)(5), our Security Guards will ensure that the parking lot is cleared of employees and their vehicles one-half hour after closing. MMD will also post signage informing customers of our no

overnight parking policy, and requesting that they keep street parking spaces clear for our neighbors.

- **No graffiti or vandalism.** In accordance with SBMC §§5.16.020-5.16.030, the City strictly prohibits graffiti, and considers graffiti a public nuisance. Our Security Guards will monitor our site for any or individuals attempting any graffiti or vandalism, and respond to the situation as appropriate. Beyond enforcement by our Security Guards, in compliance with SBMC §12.300.100(A)(17), MMD will install mosquito (high-pitch frequency devices), which emit an annoying sound that deters would-be vandals or loiterers from lingering on the premises.

Beyond those policies enforced by our Security Guards, MMD will also ensure that a manager with operational authority is on the premises during all hours of operation per SBMC §12.300.110(K), thereby supplementing the monitoring efforts of our Security Guards, and ensuring a quick response to any issues that may arise.

### Regular Store Maintenance

In order to prevent nuisance from arising, MMD regularly maintains our site. Our maintenance for our site exterior includes but is not limited to the following.

- MMD will retain the existing shrubbery and install small planters, which are small and preclude persons from hiding onsite. Per SBMC §12.300.100(A)(15), all exterior vegetation will be planted, altered, and maintained in a fashion that precludes its use as a hiding place for persons on the premises.
- In accordance with SBMC §12.300.110(G), MMD maintains all exterior areas of our store, including the building, landscaping, and parking areas, in a clean and orderly manner free of trash, weeds, and debris. As explained in further detail in Section 1.8, each day before operating hours, as part of our Opening Procedures, MMD personnel inspect the premises for security-related purposes, as well as for litter, trash, weeds, debris, and other nuisances or hazards. If any of the aforementioned issues are found, the Manager assigns a staff member to clear the issue, or, if the noticed issue requires specialized equipment or skills to remedy, the Manager will contact the appropriate contractor for the issue at hand.

Our maintenance for our site interior includes but is not limited to the following:



- As explained in further detail in Section 1.8, each day before operating hours, as part of our Opening Procedures, MMD personnel briefly patrol the facility interior, inspecting for any evidence of criminal activity, unauthorized entry, nuisance, trash, debris, structural problem, interior equipment failure, hazards, or any other unusual circumstances. If any of the aforementioned issues are found, the Manager assigns a staff member to clear the issue, or, if the noticed issue requires specialized equipment or skills to remedy, the Manager will contact the appropriate contractor for the issue at hand.
- As described in greater detail in Section 3.6, MMD regularly inspects, maintains, repairs, and replaces, as appropriate, all odor control devices and equipment, ensuring that proper functionality is maintained and thereby preventing odor-related nuisances.

featuring concrete plaster with brick and wood accents, tasteful identification signage, and welcoming, glass windows. In compliance with SBMC §12.300.090(B), MMD will convert the existing garage into a Secure Garage for vendor, Delivery Driver, and armored courier unloading/loading use, promoting site security and preventing any product or cash, as well as the unloading and loading processes, from being visible from the facility exterior. We will retain existing shrubs and install small planters, both of which are designed to preclude their use as a hiding place for persons on the premises in compliance with SBMC §12.300.100(A)(15). Per SBMC §12.300.110(C), no cannabis, cannabis products, or graphics depicting cannabis or cannabis products will be visible from the exterior of MMD's facility, nor on any of our Delivery Vehicles. MMD's signage will be tasteful, featuring our name for identification purposes, without use of the word cannabis or imagery of cannabis nor green crosses. Per SBMC §12.300.070(A), MMD's signage will comply with all applicable zone standards.

### TASTEFUL BUILDING DESIGN

MMD's proposed facility design is tasteful, professional, and welcoming, including a contemporary facade





## BUILDING STRONG RELATIONSHIPS WITH THE CITY AND COMMUNITY

As explained in greater detail in Section 3.1, MMD conducts extensive community outreach both pre- and post-licensing, engaging a broad cross-section of the community, including but not limited to:

- City and County officials;
- Law enforcement;
- Operators of non-profit organizations serving the community;
- Business owners;
- Residential and commercial neighbors of our store;
- Community members enthusiastic about cannabis businesses coming to their community; and
- Community members concerned about cannabis businesses coming to their community.

MMD has learned firsthand how building strong relationships with the community can prevent nuisance and keep the communities where we operate safe. We build strong relationships with law enforcement in each area where we operate. While our Hollywood store has not had any security issues on the property itself, the building is located in a high tourist area, in which many car break-ins occur, some of which have been captured by MMD's video surveillance system. Local police have used MMD's video surveillance footage to identify and prosecute the perpetrators.

Also at our Hollywood store, for the past several months, MMD and our neighbors became aware of a man illegally selling cannabis and painkillers on the street near our store. Because our security measures, including our video surveillance system, ensured we were aware of all suspicious activity occurring near our store, MMD assisted local police by contacting them every time we spotted this individual. Finally, in early June, the police had enough evidence to arrest him, some of which was obtained via our video surveillance footage.

MMD is committed to similarly building strong relationships with and fully cooperating with the San Bruno Police Department, and has already met with Chief of Police Ryan Johansen, Officer Garrison Sexson, and Officer and SBPA President Tony Perkins - we are committed to making the surrounding area safer, not only through our security measures but also by supporting law enforcement

whenever possible, including through providing our video surveillance footage, and maintaining the video security system in a format compatible with the City's software and hardware per SBMC §12.300.100(B)(5).

### Proximity to Fire and Law Enforcement

Located on El Camino Real, MMD's proposed location is directly accessible to the San Bruno Fire Department, located less than a mile away, also on El Camino Real. Situated on Huntington Ave, the San Bruno Police Department is less than two miles away from our storefront. MMD's proximity to fire and law enforcement complement our comprehensive security measures, and allow for rapid response in the unlikely event of an emergency at our store. The easily accessible parking lot adjacent to the building will ensure the storefront business will in no way impede crime prevention measures.

## 3.3. ODOR MITIGATION PRACTICES

### APPLICABLE LAW

CCR: Title 4, §§15405-15406, 15412-15413, 17223.

SBMC: §§12.300.090(B)-(C), (F), (H)(2), (I)(4), 12.300.100(A)(4), 12.300.110(A)-(D), (F)(3), (G), (J), (L).

MMD will implement the following Odor Mitigation Practices at our San Bruno store. Because MMD will be operating a storefront retail cannabis business, we will not generate significant odor. However, our Odor Mitigation Practices ensure that even the minimal amount of odor generated through retail operations will never be detectable off-site in accordance with SBMC §12.300.110(J).

## 3.4. POTENTIAL SOURCES OF ODOR AND ODOR MITIGATION PRACTICES

Sealed packaging greatly reduces the emission of odor from cannabis and cannabis products. In accordance with SBMC §12.300.090(I)(4) & 4 CCR §15412(a), as outlined in our Procedures for Receiving Deliveries in Section 1.9.1.b, MMD will only accept shipments of cannabis goods packaged as they will be sold at final sale, in sealed, child-resistant packaging. Therefore, all cannabis goods contained in our store will be contained in sealed packaging, aside from small amounts of product removed from packaging for display purposes in compliance with 4 CCR §15405(b), and cannabis waste within our secure waste receptacle in accordance with SBMC §12.300.110(L) & 4 CCR §17223.





While the odor emitted from compliantly packaged cannabis and cannabis products is minimal, the following locations in MMD's store will contain cannabis and cannabis products, either temporarily or for longer term storage, and therefore are potential sources of odor:

- **Inventory Room.** In accordance with SBMC §12.300.100(A)(4), MMD will store all cannabis goods in our secure, burglary-resistant and fire-resistant Inventory Room during non-operational hours, and the vast majority of cannabis goods in our Inventory Room during operational hours pursuant to SBMC §12.300.090(F). In addition, as described in greater detail in Section 3.7: Waste Management Plan, our cannabis waste receptacle will be securely stored in the Inventory Room, accessible only to authorized staff in compliance with SBMC §12.300.110(L) & 4 CCR §17223. Therefore, the Inventory Room may be a source of cannabis odor due to the product and cannabis waste stored therein. Because all product stored in the Inventory Room will be in compliant, sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §§15413(a)-(b), and any cannabis waste will be within a secured, sealed receptacle, the Inventory Room will generate very little, if any odor, mitigated by the devices and techniques described below in Section 3.5.
- **Secure Garage & Vendor Receiving and Inspection Area.** The Secure Garage will be utilized for receiving and delivery vehicle loading and unloading:
  - As explained in our Procedures for Receiving Deliveries in Section 1.9.1.b, all shipments of product will be received through our Secure Garage and inspected in our Vendor Receiving and Inspection Area, prior to transfer to the Inventory Room for secure storage. Therefore, the Secure Garage and Vendor Receiving and Inspection Area may be a source of cannabis odor due to the shipments received therein. Because all shipments will contain product in compliant, sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15412(a), the Vendor Receiving and Inspection Area will generate very little, if any odor, mitigated by the devices and techniques described below in Section 3.5.
  - As explained in Section 1.9.1.f: Delivery Service Procedures, our Delivery Vehicle will be loaded and unloaded within the closed, locked Secure Garage in accordance with SBMC §12.300.090(B). All product sold by delivery will be both contained



in sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15406(f), as well as placed in an opaque exit package per 4 CCR §15413(c). Therefore, the product loaded and unloaded into our Delivery Vehicles will generate very little, if any odor, mitigated by the devices and techniques described below in Section 3.5.

- **Show Room.** The Show Room will contain three potential sources of odor: displays, product readily available for sale, and product purchased by customers:
- **Displays.** Pursuant to 4 CCR §§15405(a)-(b), MMD will display cannabis goods removed from packaging in secured containers within the Show Room. The secured containers will prevent emission of odor from product displays, further mitigated by the devices and techniques described below in Section 3.5.
- **Product Readily Available for Sale.** In accordance with SBMC §12.300.090(F), MMD will have only that quantity of cannabis and cannabis products to meet the daily demand readily available for sale on-site in the Show Room, secured within locked counters and cabinets. All product readily available for sale will be in sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15406(f), further reduced by the location within closed, secure counters and cabinets. Therefore, the product readily available for sale will generate very little, if any odor, mitigated by the devices and techniques described below in Section 3.5.
- **Customer Purchases.** Customers will purchase products in the Show Room, and carry their purchases out of the store after completing the transaction. All product purchased by a customer will be both contained in sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15406(f), as well as placed in an opaque exit package per 4 CCR §15413(c). Therefore, customer purchases will generate very little, if any odor, mitigated by the devices and techniques described below in Section 3.5.



### 3.5. ODOR CONTROL DEVICES AND TECHNIQUES

MMD will install the following odor control devices and implement the following odor control techniques, to ensure odor is never detectable off-site in accordance with SBMC §12.300.110(J).

#### Odor Control Devices

In accordance with SBMC §12.300.110(J), MMD will provide a sufficient odor absorbing ventilation and exhaust system so that odor generated inside MMD that is distinctive to our operation is not detected outside of MMD, anywhere on adjacent property or public rights-of-way, on or about the exterior or interior common area walkways, hallways, breezeways, foyers, lobby areas, or any other areas available for use by common tenants or the visiting public, or within any other unit located inside the same building as MMD. MMD will install the following odor control devices at our San Bruno store:

- An exhaust air filtration system with odor control that prevents internal odors from being emitted externally, consisting of carbon filters attached to our HVAC ducting both in areas through which air enters and exits. Air flowing through the carbon filters will be scrubbed, removing odor and other potentially harmful particles or contaminants. Carbon filters will include pre-filters to further filter air and remove particulate matter; and
- An air system that creates negative air pressure between MMD's interior and exterior, so that the odors generated inside MMD are not detectable on the outside of the commercial cannabis operation. MMD's HVAC system will deploy negative pressurization to ensure all air flows through the carbon filters prior to exiting the building, removing any odors before release.



Please note, that MMD successfully utilizes the same odor control system at our operational stores, and has not received any odor-related complaints from neighbors.

### Odor Control Techniques

In addition to installation of the odor control devices outlined above, MMD will implement the following techniques to ensure odor is never detectable off-site in accordance with SBMC §12.300.110(J):

- **No Consumption.** Per SBMC §§12.300.090(H) (2) & 12.300.110(A)-(B), MMD will strictly prohibit consumption of cannabis, alcohol, or tobacco on or around our premises. By prohibiting on-site consumption, MMD will prevent emission of odor caused by cannabis consumption. Per SBMC §12.300.110(F)(3), MMD will visibly post at our entrance a clear and legible notice indicating that smoking, ingesting, or otherwise consuming cannabis on the premises or in the areas adjacent to the commercial cannabis operation is prohibited.
- **Sealed Packaging.** As described in great detail throughout this application, MMD will redundantly ensure that cannabis is contained in sealed packaging. As explained in our Procedures for Receiving Deliveries in Section 1.9.1.b, MMD will inspect all shipments prior to acceptance to ensure that cannabis goods are compliantly contained in sealed packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15412(a). MMD will only sell cannabis goods compliantly packaged in sealed, child-proof packaging per SBMC §12.300.090(I)(4) & 4 CCR §15406(f). Customers will purchase products contained in sealed, child-resistant packaging in accordance with SBMC §12.300.090(I)(4) & 4 CCR §15406(f), as well as placed in an opaque exit package per 4 CCR §15413(c), and will be strictly prohibited from opening the packaging or consuming the product on the premises per SBMC §§12.300.090(H) (2) & SBMC §12.300.110(B). Sealed packaging greatly reduces the emission of odor.
- **Storage Location.** MMD will never store cannabis or cannabis products outside in accordance with SBMC §12.300.110(D). In accordance with SBMC §12.300.100(A)(4), all cannabis goods will be stored in our Inventory Room during non-operational hours, and the vast majority of cannabis goods will be stored in our Inventory Room during operational hours. Per SBMC §12.300.090(C), our Inventory Room will be securely located in our back-of-house, on a different

floor from and separated from our entrance and Lobby by several rooms. Location of our Inventory Room far away from any doors will prevent emission of odor to the facility exterior from the cannabis products stored therein.

- **Receiving Protocols.** As explained in our Procedures for Receiving Deliveries in Section 1.9.1.b, distributor personnel will be required to drive the distributor vehicle into our Secure Garage, and MMD personnel will close and lock the door behind the distributor vehicle before any unloading begins. By conducting all receiving operations inside of our facility, MMD both will prevent the emission of any odor outdoors, as well as ensure no cannabis or cannabis products will be visible from the exterior of our facility per SBMC §12.300.110(C).
- **Delivery Protocols.** As explained in Section 1.9.1.f: Delivery Service Procedures, our Delivery Vehicle will be loaded and unloaded within the closed, locked Secure Garage in accordance with SBMC §12.300.090(B). By conducting all Delivery Vehicle loading and unloading operations inside of our facility, MMD both will prevent the emission of any odor outdoors, as well as ensure no cannabis or cannabis products will be visible from the exterior of our facility per SBMC §12.300.110(C).
- **Cleanliness.** Per SBMC §12.300.110(G), MMD will maintain all exterior and interior areas of our store, including the building, landscaping, and parking areas, in a clean and orderly manner free of trash, weeds, and debris. Maintaining clean and orderly conditions presents the possibility of odor from trash or other unhygienic sources.





### 3.6. PROPOSED SYSTEM MAINTENANCE

In order to ensure proper use and appropriate maintenance of the proposed odor control system, MMD will implement the following practices:

#### Employee Training

MMD will train all employees on odor control techniques, proper use and functioning of the odor control system, and complaint management. Applicable employees will be trained on their assigned maintenance duties. Comprehensive training will ensure that employees in all roles comply with company policy, utilize the equipment properly, respond appropriately to any complaints received, and that those with responsibilities related to maintenance are fully apprised of those duties.

- **Odor Control Technique Training.** As outlined above in Section 3.5, MMD will implement policies and procedures throughout all operations which prevent odor from being emitted from our store. As discussed in greater detail in Section 2.3, our employee training, both upon hire and on a recurring basis thereafter, focuses heavily on our SOPs, including proper handling, storage, and disposal of inventory. Employees will also be well educated on policies such as our no on-site consumption policy, store cleanliness policy, and beyond. While much of our training focuses on product security, containing product to designated areas, among other practices, also is integral to odor control at our store.
- **Proper Use and Function Training.** While not all employees will have responsibilities related to our odor control devices and equipment, all employees will receive training on the proper use of odor control devices and equipment, signs of malfunctioning, and protocols in the event of equipment malfunction or failure. All staff members will at minimum be familiar with who to contact in the event of signs of equipment malfunction or failure, and the importance of swiftly notifying the appropriate personnel.
- **Odor-Related Complaint Training.** While MMD has utilized the same odor control system effectively at our operational stores without any odor-related complaints from the community, MMD will include extensive training, for all employees, on the proper protocols in the event any odor-related complaints are received.
- **Maintenance Training.** For those staff members with responsibilities related to maintenance of the odor control devices and equipment, training upon

hire and on a recurring basis thereafter will cover topics such as:

- How often carbon filters and pre-filters will need to be replaced;
- Storage location of replacement filters;
- How to replace filters;
- In the event of suspected malfunction or failure, proper inspection of odor control devices and equipment;
- HVAC vendor's contact; and
- Proper recordkeeping of odor control device and equipment inspection, maintenance, repair, replacement, and suspected issues.

#### System Maintenance

MMD will assign minor odor control system maintenance duties to designated staff members, and contract with a local HVAC vendor to maintain the HVAC system or service the system in the event of more complex issues. Our General Manager will:

- Conduct monthly inspections of the odor control system;
- Review manufacturer's guidelines for maintenance of the various system components and schedule staff or HVAC vendor maintenance accordingly; and
- Assign, as part of regular staff responsibilities, cleaning duties, including removal of debris which could block system air flow.

#### Maintenance Recordkeeping

MMD will keep records of odor control device and equipment inspection, maintenance, repair, replacement, and suspected issues. Our records will be provided to our HVAC vendor in order to inform system upkeep and maintenance, and to the City upon request.

### 3.7. WASTE MANAGEMENT PLAN

#### APPLICABLE LAW

CCR: Title 4, §§15049(b)(5) & (c)(5), 15052.1(b)(2)-(3), 15405, 15410, 17223, 17226(a)(4), 17227.

Public Resources Code: §§40141 & 42649.8(d).

SBMC: §12.300.110(L).

MMD will implement the following Waste Management Plan at our San Bruno store, which includes procedures



for handling and disposal of any unused or unsold cannabis products.

## POLICY

Pursuant to 4 CCR §15000(l), the DCC defines cannabis waste as "any material intended for disposal that contains cannabis but is not otherwise considered a hazardous waste. Cannabis waste consisting solely of plant material shall be considered an organic waste as defined in Public Resources Code section 42649.8(d)."

As a retail facility, MMD will not generate substantial cannabis waste. However, MMD will generate limited amounts of cannabis waste in the following circumstances:

- **Product Displays.** Pursuant to 4 CCR §§15405(a)-(b), MMD will display cannabis goods removed from packaging in secured containers within the Show Room. In accordance with 4 CCR §15405(c), MMD will never sell cannabis or cannabis products removed from their packaging for display. Instead, all cannabis or cannabis products removed from their packaging for display will be disposed of as cannabis waste pursuant to the procedures below.
- **Expired Products.** As explained in greater detail in Section 1.9.1.b: Location and Procedures for Receiving Deliveries, MMD will inspect all shipments of cannabis products prior to acceptance, and will reject any expired products in accordance with 4 CCR §15052.1(b)(3). Our Quality Control Procedures will prioritize sale of product prior to expiration or staleness, therefore reducing the likelihood of product expiration prior to sale. In the unlikely event that cannabis or cannabis product expires prior to sale, MMD will dispose of the expired products as cannabis waste pursuant to the procedures below.
- **Defective or Damaged Products.** Like expired products, MMD's Procedures for Receiving Deliveries, which can be found in Section 1.9.1.b, greatly reduce the likelihood of having defective or damaged products in our inventory stock. MMD will inspect all shipments of cannabis products prior to acceptance, and will reject any damaged products in accordance with 4 CCR §15052.1(b)(2). In the unlikely event that products become damaged after inspection and acceptance, or MMD later learns of a product defect, the defective or damaged products will be disposed of as cannabis waste pursuant to the procedures below.

- **Recalled Products.** MMD will dispose of any voluntarily or mandatorily recalled products in accordance with the requirements of 4 CCR §§17226(a)(4) & 17227.
- **Product Returns.** In accordance with 4 CCR §15410(c), MMD will never resell cannabis goods that have been returned. In accordance with 4 CCR §15410(e), Defective manufactured cannabis products returned by customers to MMD will either be destroyed pursuant to the procedures below, or returned to the licensed distributor from whom the cannabis goods were obtained.

## PROCEDURE

In accordance with 4 CCR §17223(b), MMD will establish and implement a written cannabis waste management plan that describes the method or methods by which MMD will dispose of cannabis waste. Should a circumstance arise necessitating disposal of cannabis waste, as enumerated above, MMD will dispose of the affected products pursuant to our written cannabis waste management plan, which will include the following procedures.

### Evaluation of Waste

In accordance with 4 CCR §17223(a), MMD will dispose of all waste in accordance with the Public Resources Code and any other applicable state and local laws. MMD's General Manager will be trained on proper evaluation of waste and all waste management procedures, and will properly evaluate waste to determine if it should be designated and handled as a hazardous waste, as defined in Public Resources Code section 40141.

### Waste Management Agency

In accordance with 4 CCR §17223(b)(2), MMD will contract with GAIACA, a private waste hauler. Per 4 CCR §17223(d), MMD will:

- Maintain and make available to the City and DCC upon request the business name, address, contact person, and contact phone number of GAIACA; and
- Obtain documentation from GAIACA that evidences MMD's subscription to a waste collection service.

### Secure Storage

In accordance with SBMC §12.300.110(L) & 4 CCR §17223, until pickup and disposal by GAIACA, MMD will store all cannabis waste in a secured receptacle within



our Inventory Room, under the control of and accessible only to authorized MMD staff and GAIACA personnel.

### Disposal Due to Defect

In compliance with 4 CCR §17223(f), when disposing of a batch of cannabis or cannabis products that is being disposed of because the batch has failed internal quality testing, quality assurance review by a distributor, or regulatory compliance testing, MMD will comply with the following additional requirements:

- All cannabis or cannabis products in the batch will be rendered unusable prior to disposal;
- Rendering of the cannabis or cannabis products will be done under video surveillance; and
- The reason for disposal and the disposition of the batch will be noted in METRC.

### Recordkeeping

In accordance with 4 CCR §15049(b)(5), MMD will record any destruction or disposal of cannabis or cannabis products in METRC within 24 hours of occurrence, and will record the following information in the METRC notes section per 4 CCR §15049(c)(6):

- The name of the employee performing the destruction or disposal;
- The reason for destruction or disposal; and
- The method of disposal.







SECTION 4

**SAFETY AND  
HAZARDOUS  
MATERIALS PLAN**





## SECTION 4

### SAFETY AND HAZARDOUS MATERIALS PLAN

MMD San Bruno is committed to protecting our team members, by providing a safe and healthy work environment. We developed a comprehensive fire and life safety plan. Safety training to include the proper use of fire extinguishers, emergency evacuation procedures, First Aid, CPR, Earthquake, and Active Shooter training. Both fire prevention and fire suppression mechanisms are in place, for the protection of all team members, the facility, and the surrounding neighborhood.

#### Safety Plan prepared by:

Mary Urbina

Date: 6/19/2023

VP of Fire Alarm Operations & Sales

Desert Fire Extinguisher Co., Inc.

ACE# 537930

#### INTRODUCTION

MMD San Bruno is planning to develop a commercial cannabis dispensary at 115 El Camino Real in San Bruno, California. (See Attachment: F – Floorplan) Mary Urbina – VP of Fire Alarm Operations & Sales of Desert Fire Extinguisher Co., Inc. is serving as Safety Consultant on this project. An evaluation of the facility location has been completed to develop a safety plan for fire protection as well as policies and procedures for medical emergencies and hazards. The Safety Plan will identify applicable fire

protection requirements pertaining to the facility and will serve as the basis of discussion between MMD San Bruno design team, the City of San Bruno's Executive Offices, the Authorities Having Jurisdiction (AHJ), City of San Bruno Planning & Building Departments, and City of San Bruno's Fire Departments.

The Safety Plan objective is to protect the facility, employees, customers, and inventory from potential fire. The Safety Plan also protects the surrounding businesses. To ensure that all applicable planning, building, and fire code requirements are being followed and maintained. The Safety Plan does not include MMD Shop's insurer requirements but will incorporate them when they are provided to us by the operator.

#### 4.1. THE SAFETY PLAN SHALL BE PREPARED AND/OR ASSESSED BY A PROFESSIONAL FIRE PREVENTION AND SUPPRESSION CONSULTANT.

#### Safety Plan Consultant Introduction

Mary Urbina VP of Fire Alarm Operations & Sales at Desert Fire Extinguisher Co., Inc. is serving as the Safety Plan Consultant for MMD San Bruno. She has been in the Security & Fire Protection Industry for over 15 years. Experience includes sales, design, and installation of fire alarm protection systems. Coordinating with the Fire Departments and/or AHJ (Authorities Having Jurisdiction) to ensure applicable fire codes & requirements are being



followed and implemented. Serving as a liaison between the business owner/manager and local and state fire protection agencies to assist them to be in compliance with all applicable code requirements.

Desert Fire Extinguisher Co., Inc is a full-service fire protection company. The following fire protection services are offered: Fire Alarm design, installation, fire alarm inspections, service repairs, and monitoring. Fire Sprinkler design, installation, service repairs, and inspections. Kitchen Fire Suppression design, installation, servicing, and inspections. Fire Extinguisher installations, service, and inspections. Desert Fire Extinguisher Co., Inc. has been in business for over 52 years and is Licensed, Bonded, and Insured. California State License CSLB #563921, C16, and C10.

### Applicable Codes

The building project will be subject to the requirements of the 2022 California Building Standard Code (CBC), California Fire Code (CFC), NFPA 72, NFPA 13, NFPA 25, NFPA 10, and include City of San Bruno Amendments, City of San Bruno Code for Commercial Cannabis Business Ordinances.

### Safety Plan

The City of San Bruno requires a Safety Plan for Commercial Cannabis Businesses. The plan provided is to address city & county requirements for a Safety Plan for MMD San Bruno's business located at: 115 El Camino Real, San Bruno, California.

### 4.1.1. TYPES, AMOUNTS, USE AND STORAGE/TRANSPORT DETAILS FOR ANY HAZARDOUS MATERIAL TO BE USED AS PART OF PROJECT OPERATIONS

#### Hazardous Waste

MMD San Bruno will not be producing hazardous waste. The only anticipated hazardous waste that may arise is E-Waste (computers, tablets, security cameras, etc.). In the event MMD San Bruno needs to dispose of E-Waste, we will contact Recology San Bruno Transfer Station located at 101 Tanforan Avenue, San Bruno, CA. 94066 (650)583-8536

#### Waste Generally

MMD San Bruno's approach to waste is set forth below. In total, MMD San Bruno anticipates that it will generate less than 4 cubic yards of waste per week.

#### Solid Waste

MMD San Bruno will contract with the City of San Bruno Solid Waste & Recycling Division (Recology) for management of solid waste. Recology will be responsible for collecting organics, recyclable, and garbage.

#### Recyclables

MMD San Bruno will collect and recycle items including but not limited to glass bottles, cardboard, cans, plastic bottles, tubs, containers, paper, and cardboard. MMD San Bruno's recyclable waste is predominantly generated from packaging and office paper. A recycling brochure will be given to each MMD San Bruno team member and posted in the Employee Break Room for reference (See attached Recology Recycling Brochure). Plastic is typically generated from containers. A small recycling trash can will be in each room. A larger recycling bin will be in the Inventory Room due to the volume of packaging in which shipments of cannabis products are received. Once collected in the facility they will be deposited in a recycling dumpster outside in a secure portion of the property. Per guidance from City of San Bruno Solid Waste & Recycling Division (Recology), no plastic bags, cling or bubble wrap, or packaging fillers such as styrofoam peanuts will be included in the recyclables.

#### Organics

MMD San Bruno will collect organics for composting. Food waste and soiled paper products from employee use will be the primary organics collected. We will not include cannabis waste in with the organic waste. Organic waste will be collected in the Employee Break Room. It will be placed in a secure color-coded bin outside for collection. (See attached Recology Compost & Landfill Brochures)

#### Landfill Waste

MMD San Bruno will collect all other waste for the landfill. Landfill waste typically includes plastics (bags and package wrapping), broken glass, and other miscellaneous solid waste. Landfill waste bins will



be located throughout the facility in the Lobby, Show Room, Office, Inventory Room, Restroom, and Employee Restroom. Every room will have a small trash can for landfill waste. A small, color-coded dumpster will be located in the Secure Garage for collection by Recology Waste & Recycling Authority. Containers will always remain locked.

### Cannabis Waste

MMD San Bruno's Cannabis Waste Management Plan is explained in greater detail in Section 3.7, and summarized below.

For cannabis waste, MMD San Bruno will contract with its third-party waste hauler GAIACA Cannabis Waste Management.

MMD San Bruno understands that proper destruction and disposal of cannabis waste prevents defective or unsafe products from entering the market and ultimately being consumed by individuals. Therefore, we prioritize safe and compliant cannabis waste disposal. From waste collection to storage and recordkeeping, MMD San Bruno focuses on the safe and efficient destruction and disposal of cannabis waste.

MMD will dispose of all unsaleable product as cannabis waste, which includes but is not limited to defective, damaged, expired, recalled, or returned products, as well as products formerly utilized as product displays. As outlined in greater detail in Section 1.9.1.b: Location and Procedures for Receiving Deliveries during business

hours, when receiving a shipment of inventory, the Inventory Lead and Stocker will perform an initial inspection of cannabis goods upon receipt to check for damaged, misbranded, or expired goods, and will reject all such goods, reducing the amount of cannabis waste accumulated onsite. Dispensary employees will perform subsequent inspections during daily inventory counts and prior to sale to a customer.

In accordance with SBMC §12.300.110(L) & 4 CCR §17223, until pickup and disposal by GAIACA, MMD will store all cannabis waste in a secured receptacle within our Inventory Room, under the control of and accessible only to authorized MMD staff and GAIACA personnel.

In accordance with 4 CCR §17223(f), when disposing of a batch of cannabis or cannabis products that is being disposed of because the batch has failed internal quality testing, quality assurance review by a distributor, or regulatory compliance testing, MMD will comply with the following additional requirements:

- All cannabis or cannabis products in the batch will be rendered unusable prior to disposal;
- Rendering of the cannabis or cannabis products will be done under video surveillance; and
- The reason for disposal and the disposition of the batch will be noted in METRC.

All cannabis waste will be hauled by GAIACA Cannabis Waste Management, a licensed waste hauler, to a licensed waste facility. Waste hauler transportation will be scheduled by our General Manager.

### Location

In accordance with SBMC §12.300.110(L) & 4 CCR §17223, until pickup and disposal by GAIACA, MMD will store all cannabis waste in lockable containers in a separate designated area of the limited-access Inventory Room.

### Security

The cannabis waste area will have multiple main layers of security. Cannabis waste containers will be in a limited-access area. This area will always remain locked









## 4.1.2. ACCIDENT AND INCIDENT REPORTING PROCEDURES

### Accident / Incident Reporting Policy

The Accident / Incidenting Report Policy affects all employees, customers, vendors and independent contractors.

It is important that all workplace injuries and incidents be reported to management as soon as reasonably possible after an occurrence. Prompt reporting of an accident/incident allows for prompt identification and correction of hazards and prompt medical attention for injuries. In some instances, an employee may not immediately realize that he/she has been injured. In such circumstances, the employee must report the injury or incident as soon as reasonably possible after becoming aware of the injury or incident, no matter how minor it may be.

The following policy applies to all work-related accident and incident reporting:

An employee who is at work when he/she becomes aware of an accident or incident must report it as soon as reasonably possible, but in no event later than leaving the workplace or 8 hours after becoming aware of the injury or illness, whichever is earlier. The employee must report the accident/incident by calling his/her supervisor and explaining that he/she is reporting a work-related accident/incident. The report must be made to the employee's supervisor or manager on duty. A written report must be documented and completed by the employee, supervisor/manager on duty, and any employees who were witnesses to the accident/incident. See below **Accident/Incident Reporting Policy Example form**.

### Reporting Procedures

Employees are required to report to work during each scheduled workday and be able to perform their job duties safely and competently. If an employee is not able to perform their job duties safely or competently for any reason, they are required to inform their supervisors/manager on duty. An employee who observes or experiences an unsafe working condition is required to immediately report the unsafe working condition to their supervisors/manager on duty.

All accidents, incidents, and work injuries involving employees, even those that are not serious, must be reported immediately to their supervisors/managers on duty. Employees who experience a work-related accident or injury will be required to complete the appropriate forms and cooperate with the company in complying with its recording, reporting and investigation obligations. See attached Accident/Incident Report form.

All accidents, incidents, and injuries involving the company's customers, vendors, contractors or any other person who is on company premises, even accidents and injuries that are not serious, must be immediately reported to a supervisor/manager on duty.

It is only through full knowledge of every accident or injury that the company can become a safer, healthier place to work for everyone. Employees' notification to the company of unsafe working conditions or of workplace accidents, injuries or illnesses is essential to enforcing this policy. Employees may be assured that they will not be penalized in any way for reporting unsafe working conditions or workplace accidents, work incidents, or work injuries.

Employees with questions regarding this policy should contact their supervisor or the General Manager.

Click To Print Form		Click To Clear Form		Accident/Incident Report	
Full Name:		Workstation:			
Age: or Adult Staff Member (circle)		Gender: Male/Female (circle)			
Person Reporting Personal details		Your Name:		Section/Dept.:	
Supervisor:		Date of report:			
Accident/incident details		Time of injury:		AM/PM (circle)	
Date of injury:		Staff Person on Duty:			
Witness Name:		Time Reported at Office:		Reported to whom:	
Full accident/incident details - what happened, or in the case of a near miss, what could have happened. Were there contributing factors (if any)? What can be put in place to prevent this from happening again?					
Injury - Nature of injury					
<input type="checkbox"/> Amputation	<input type="checkbox"/> Cut	<input type="checkbox"/> Internal injury	<input type="checkbox"/> Sprain/strain		
<input type="checkbox"/> Burn	<input type="checkbox"/> Dermatitis	<input type="checkbox"/> Laceration/tear wound	<input type="checkbox"/> Superficial injury		
<input type="checkbox"/> Concussion	<input type="checkbox"/> Dislocation	<input type="checkbox"/> Eye	<input type="checkbox"/> Swelling		
<input type="checkbox"/> Bruise	<input type="checkbox"/> Foreign body	<input type="checkbox"/> Possible fracture	<input type="checkbox"/> Splinter		
<input type="checkbox"/> Fracture/bruise	<input type="checkbox"/> Prosthesis	<input type="checkbox"/> Scar			
Head of Accident					
<input type="checkbox"/> Head	<input type="checkbox"/> Neck	<input type="checkbox"/> Hand	<input type="checkbox"/> Other:		
Location of injury left right (if applicable)					
<input type="checkbox"/> Head/Face	<input type="checkbox"/> Neck	<input type="checkbox"/> Trunk	<input type="checkbox"/> Arm	<input type="checkbox"/> Leg	
<input type="checkbox"/> Ear	<input type="checkbox"/> Mouth	<input type="checkbox"/> Internal organs	<input type="checkbox"/> Shoulder	<input type="checkbox"/> Hip	
<input type="checkbox"/> Eye	<input type="checkbox"/> Nose	<input type="checkbox"/> Skin	<input type="checkbox"/> Wrist	<input type="checkbox"/> Knee	
<input type="checkbox"/> Scalp	<input type="checkbox"/> Throat	<input type="checkbox"/> Chest	<input type="checkbox"/> Elbow	<input type="checkbox"/> Ankle	
<input type="checkbox"/> Jaw	<input type="checkbox"/> Tongue	<input type="checkbox"/> Abdomen	<input type="checkbox"/> Hand	<input type="checkbox"/> Foot	
<input type="checkbox"/> Forehead	<input type="checkbox"/> Cheek	<input type="checkbox"/> Side	<input type="checkbox"/> Finger	<input type="checkbox"/> Toe	
<input type="checkbox"/> Other					
Place Injury Occurred (Please indicate Room location in notes)					
Disposition					
<input type="checkbox"/> Telephone call					
<input type="checkbox"/> Note to:					
<input type="checkbox"/> Notify:					
<input type="checkbox"/> Transfer Home By:					
Treatment received:					
<input type="checkbox"/> Cleaned wound	<input type="checkbox"/> First Aid	<input type="checkbox"/> Applied Cold Compress	<input type="checkbox"/> Emergency Response called		
<input type="checkbox"/> Applied Ointment/Lotion	<input type="checkbox"/> Rechecked injured part	<input type="checkbox"/> Other:			
<input type="checkbox"/> Applied Bandage	<input type="checkbox"/> Applied Splint				
<input type="checkbox"/> Applied Cold Compress	<input type="checkbox"/> Removed Splinter				
Comments: Describe what happened and any details here (you may use additional pages)					
Staff Signature (reported incident):					
Date:					
Injured Person Signature:					
Date:					



### 4.1.3. EVACUATION ROUTES

In accordance with SBMC §12.300.100(A)(16), MMD's security measures shall include emergency access and emergency evacuation plans that are in compliance with state and local fire safety standards.

#### Emergency Exit/Emergency Evacuation Route

A detailed Emergency Evacuation Route Map (See Attachment: B), will be placed at all locations. The map will outline the exits and path to safety. The retail business has two emergency evacuation pathways leading to the two designated emergency exits in the facility. Emergency contact numbers for local police, fire, and paramedics are also included in the Emergency Evacuation Route Map.

#### Emergency Evacuation Procedures

In case of fire or other emergency requiring the prompt evacuation of personnel, a warning system has been implemented. The warning system is in the form of a fire alarm system with horn/strobes to warn all personnel to evacuate. The fire alarm system will also be monitored 24/7 by a monitoring central station. The fire alarm system is to be tested on a regular basis to ensure it can be heard by all personnel. Sounding the evacuation signal during a planned evacuation drill, will help personnel become familiar with the sound.

All doors are considered emergency exits & are to remain unlocked during business hours, in case of an emergency. Exterior doors to the premises shall remain locked from the inside to prevent unauthorized ingress to the premises, ingress shall be allowed by means of a remote release operated from within the premises of the cannabis business. In all cases, doors shall remain openable from the inside to allow egress without the use of a key or special knowledge. All emergency exits are to be clearly marked and emergency lighting provided, in case of a power outage (Battery back-up power is provided).

Emergency Evacuation Route Maps with emergency exits & emergency contact information are to be placed at various locations. Emergency Contact information to be provided for Fire/Police/Medical. Management

emergency contact information to be posted in the Employee Break Room.

#### Emergency Contact

In accordance with SBMC §§12.300.100(C)(1) & 12.300.110(E), (K), MMD San Bruno shall designate an on-site representative who shall be present during all hours of the cannabis business' operations, responsible for monitoring the behavior of employees, and provide the City Manager with his or her name, telephone number (both land line and mobile, if available). The on-site representative will serve as Community Relations contact and its emergency contact to whom emergency notice can be provided at any hour of the day. A phone number for the emergency contact will be provided to the City upon license being granted.

The designated person engaged in the management of the cannabis business, shall be responsible for receiving, logging, and responding to complaints and other inquiries on a daily basis. The log shall be maintained in the records of the cannabis business and accordance with the City of San Bruno's requirements.

#### Safety Purpose / Objective

Maintaining a safe and healthy workplace environment is essential to MMD San Bruno's operations, and it is the company's policy to promote safety on the job and comply with applicable laws regarding safety within the workplace. The health and well-being of all personnel and customers is foremost among the company's concerns. For this reason, employees are expected to assist the company in maintaining safe working conditions. Employees are required to follow common sense safety practices and correct or report any unsafe conditions to their supervisors or manager on duty. Employees are required to report any workplace accidents, injuries, and incidents to their supervisors/manager on duty.

#### Emergency Evacuation Plan

Emergency Evacuation plan will include an assignment of duties for personnel during an active evacuation. Supervisor on duty will be the person responsible to lead and coordinate the emergency evacuation plan and assign duties to personnel during an evacuation.



The supervisor is responsible for assessing the situation to determine whether an emergency exists, requiring activation of the emergency procedures. Assignment of duties to include the following:

- An employee to help the supervisor with evacuating the premises & calling 911.
- An employee who will remain on the premises to shutdown critical equipment, operate fire extinguishers, or perform other essential services, under safe conditions.

The supervisor on duty will account for the employees. Employees assigned to assist in emergency evacuation procedures will be trained in the complete workplace layout of emergency escape routes and emergency equipment locations. Emergency evacuation drills will be performed during various times to ensure all personnel practice the assignment of duties and become familiar with their roles.

A designated assembly location will be pre-determined on the Emergency Evacuation Route map and during the emergency evacuation drill. Procedures to account for all employees and vendors will be implemented at the time of assembly and once everyone is out safely. Supervisor to make a headcount of employees. Supervisor on duty will be responsible for determining when it is safe to return to the facility, disperse or to take additional measures.

Employees will be trained on a regular basis on Emergency Evacuation Procedures. Evacuation Procedures to be posted in the Employee Break Room, Office, and be handed to them during orientation.

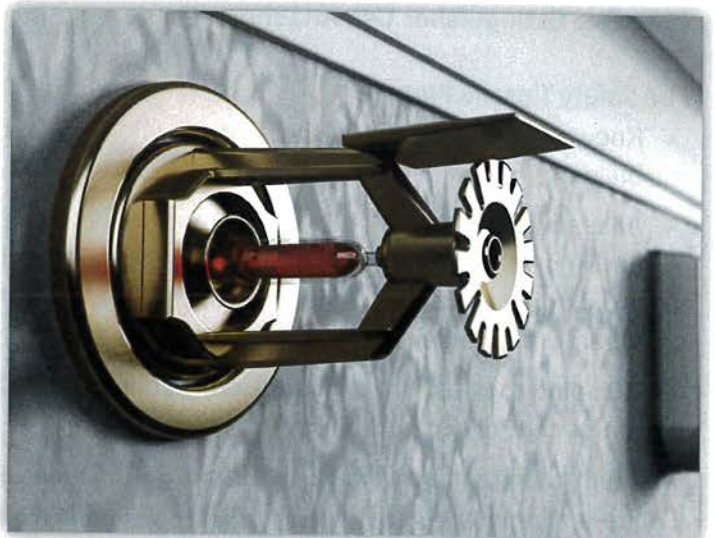
#### **4.1.4. THE LOCATION OF FIRE EXTINGUISHERS AND OTHER FIRE SUPPRESSION EQUIPMENT**

First aid supplies and operational fire extinguishers will be located in the service areas and the Manager's office in accordance with SBMC §12.300.100(C)(3).

#### **Fire Alarm & Fire Sprinkler Systems**

The Fire Alarm system design & Fire sprinkler system

designs are per NFPA 72- 2022 (National Fire Alarm & Signaling Code) & NFPA 13 code requirements (Standard for the Installation of Sprinkler Systems). Proposed Fire Alarm System (**See Attachment: C**) & Fire Sprinkler Plan (**See Attachment: D**). The proposed fire alarm system & fire sprinkler system will comply with City of San Bruno Building Department & Fire Department Code Requirements. The fire alarm system will include a fire alarm annunciator keypad, 911 outside bell, horn/strobes, pull stations at exits, smoke/heat detectors and fire sprinklers throughout the building. Both the fire alarm system and fire sprinkler system, to be monitored by a central station. Fire Alarm Company & Fire Sprinkler Company to be identified upon awarding of the project & subject to approval by the local AHJ (Authority Having Jurisdiction). The fire alarm system will provide automatic notification to emergency responders, employees, and customers. Installation of the fire alarm system is to be by a licensed C10 contractor. Installation of the fire sprinkler system to be completed by a licensed C16 contractor. The fire alarm system will be annually inspected by a licensed C10 fire alarm protection company NFPA 72. Annual and five-year inspections of the fire sprinkler system to be done by a licensed C16 fire protection company NFPA 25 (Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems). The finalized device locations will be confirmed & approved by the local AHJ (Authority Having Jurisdiction) during the TI (Tenant Improvement) application phase. All inspection reports will be properly maintained by the General Manager, who will serve as the Safety Manager.





## Fire Extinguishers

Fire rated 10 lb. ABC extinguishers are provided throughout the facility and will be properly maintained to ensure they are ready for use, in case of a fire (See Attachment: A). Installation of the fire extinguishers to be done by a licensed fire extinguisher technician to ensure proper placement per NFPA 10 code requirements (Standard for Portable Fire Extinguishers) of 75 ft travel distance, either mounted by a bracket or in fire extinguisher cabinets, and in conspicuous locations.

Required annual certification/inspection and required hydrostatic and maintenance testing, will be conducted by a licensed Fire Extinguisher technician. This service will be coordinated by the Safety Manager. Monthly inspections will be done by the Safety Manager. Monthly fire extinguisher safety inspections will be conducted by the Safety Manager to ensure there is no leakage, loss of pressure, or damage. Monthly inspection to be initiated at fire extinguisher tag provided during the annual inspection.

MMD San Bruno is anticipated to contain Class A fire hazards, which are considered ordinary combustibles such as wood & paper. Class C fire hazards, which are electrical fires. The primary anticipated hazards are Class A fires at MMD San Bruno.

Fire extinguisher locations & Emergency Evacuation Route Maps are to be posted, in case of a fire. All personnel will be trained on the proper use of a fire extinguisher (See Fire Extinguisher Use Attachment).

## Fire Safety Tips: Be Prepared

- Know where fire extinguishers are located in your building.
- All team members at MMD San Bruno should review and know the locations of fire alarm pull stations and fire extinguishers to be prepared in the event of an actual fire emergency.
- Deciding to use a fire extinguisher to attempt to put out or control a small fire is a voluntary function.
- Team members at MMD San Bruno are to receive fire extinguisher safety training. Only employees

who have been trained in the proper use of fire extinguishers, safe fire-fighting techniques, and other procedures can (voluntarily) attempt to fight a small fire, if there is a safe means of escape.

Note: Fire Extinguisher training to be provided by a licensed Fire Extinguisher Technician.

## You may use a fire extinguisher if:

1. The fire is small and generally contained.
2. You have a clear path out of the building and can fight the fire safely.

## Types of fire extinguishers:

**Class A** – Wood, paper, cloth, etc.

**Class B** – Flammable gasses, liquids, grease, gasoline. These materials must be vaporized for combustion to occur.

**Class C** – Electrical equipment or fire in an electrical equipment room.

**Class D** – Combustible metals (magnesium, potassium, sodium, etc.)



Use caution when using a fire extinguisher and discharging powder:

Many extinguishers contain a dry chemical powder that can be irritating to the eyes, nose, and throat if direct contact is made. Flush eyes with water (eyewash station),



wash face, or drink water to help clear remaining powder in the throat.

### What to do in case of a fire:

If you discover smoke and/or a fire:

1. Activate the nearest fire alarm pull station.
2. Notify another person nearby.
3. Dial 911 to report the fire.
4. Help evacuate the building's occupants.
5. If safe to do so, use a fire extinguisher to put out a small - contained fire.

outlined in the Emergency Evacuation Route Map (**See Attachment: B**) which are placed at all locations. All entry/exit doors are designated as emergency egress in case of an emergency per (CBC 1010.1.9). All egress doors must be readily to open from the egress side at all times, and requiring a single operation to open, without the use of a key or other means. Exterior doors to the premises shall remain locked from the inside to prevent unauthorized Ingress to the premises, Ingress shall be allowed by means of a remote release operated from within the premises of the cannabis business. In all cases, doors shall remain openable from the inside to allow egress without the use of a key or special knowledge.

### 4.1.5. PROCEDURES AND TRAINING FOR ALL FIRE AND MEDICAL EMERGENCIES

#### Fire Prevention and Fire Suppression

Fire Prevention mechanisms include:

- Fire Safety & Training drills
- Electrical Safety Training
- Good Housekeeping/Site Maintenance & Common Sense
- Complying with Local & State Fire Codes

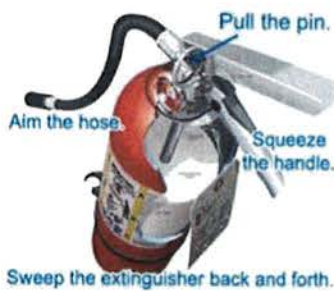
**Fire safety & training drills.** All new employees will receive Fire & Safety training during orientation. Annual Fire drills, Emergency Evacuation drills, and Earthquake drills, will be practiced. All drills will be documented and placed in a binder by the facility Safety Manager.

**Electrical safety training in the workplace.** Many workers are unaware of the potential electrical hazards that are present in their workplaces, causing them to be vulnerable to the dangers of electricity.

The following is a list of most common causes of electrical injuries:

- Contact with power lines
- Lack of ground fault protection, path to ground is missing or is discontinued.
- Electrical equipment is not used properly, and improper use of extension cords.

### Fire Extinguisher Use



To operate an extinguisher: (Pick up your extinguisher & label for detailed instructions.)

**P**ull  
**A**im  
**S**queeze  
**S**weep



### Emergency Exits & Emergency Evacuation Procedures

#### Emergency Exits:

Emergency Exits will be clearly marked & visible (**See Attachment: E**). Emergency lighting to be placed in strategic locations (**See Attachment: E**). Emergency lighting is also provided outdoors for safety & security purposes (**See Attachment: E**). Emergency Exits will be



Be alert working with electrical equipment. Report any electrical equipment, not working properly. Be aware of any cracked, broken, or damaged electrical cords. Always check the amperage load specified by the equipment manufacturer and do not exceed. Keep all heat producing appliances away from the wall and away from anything that might burn. Leave plenty of space for air to circulate around equipment that normally gives off heat. Make sure all appliances such as coffee makers, hot plates, etc. are turned off when not in use. Assign one person to make this check daily.

**Good housekeeping/Site maintenance & Common sense.** Do your part to keep storage areas, stairway landings, and other out of the way locations free of paper waste, empty cartons, dirty rags, and other materials that could catch fire. Keep weeds and dry vegetation outdoors, at a minimum. Report any potential fire hazards to the Safety Manager.

**Complying with Local & State Fire Codes.** The Safety Manager will keep up to date on current Local & State Fire safety, NFPA 72, NFPA 10, NFPA 13, and NFPA 25 codes & requirements.

#### Fire Suppression measures include

- Fire Sprinkler System – **See Attachment: D**
- Fire Alarm Monitoring System – **See Attachment: C**
- Fire Extinguishers – **See Attachment: A**

Note: The proposed fire suppression system is contingent upon the Tenant Improvement review and approval process through the City of San Bruno Building & Planning Departments and Fire Departments. A finalized plan will be provided, once approved by City of San Bruno Planning and Building & Safety, as well as the City of San Bruno Fire Department.

#### Safety Procedures and Training for Medical Emergencies

MMD San Bruno will establish an employee training program to provide training to employees to respond to common fire and medical emergencies. All new hires will be briefed on general safety procedures & protocols as part of the formal hiring process. General safety

procedures and training drills will be reviewed annually with all staff members. Documentation of safety reviews and training drills to be kept on record by the Safety Manager (**See attached Employee Training Log**). Local emergency contact numbers for Police/Fire/Paramedics to be displayed in the employee lounge in case of fire or medical emergency.

Employees will be trained to evacuate the building upon a fire emergency using the emergency evacuation procedures outlined by MMD San Bruno. Employees will be trained on the locations of emergency exits, fire extinguisher locations, and where emergency kits are located. Employees will be trained to evaluate the building upon a fire alarm signal and during scheduled drills.

Employees will be trained to assist the general public during an emergency evacuation. Management will be CPR & First Aid trained to assist if a customer requires medical assistance within the retail store.

#### First Aid Log

A first Aid Log will be maintained to report any work-related injury or illness requiring first aid or emergency medical treatment. The facility must record the occurrence in the First Aid Log (**See attached First Aid Log Sheet**) and the Accident/Incident (**See attached Accident/Incident Report**) Report Forms. The First Aid Log also includes reporting of non-occupational cases, injuries, and illnesses treated that involve vendors, suppliers, Contractors/Sub-Contractors, and customers. The First Aid Log must be properly documented and maintained in a designated binder.

#### First Aid Kits

MMD San Bruno shall have First Aid Kits with supplies readily available upon an emergency. First Aid kits are required to be maintained and fully stocked at all times First Aid kits must be kept in clean, sterile and in serviceable condition. Commercial type First Aid kits will be provided. Items such as tubes of ointments, scissors, tweezers must be sterilized after its use. Employees will be trained on the locations of each First Aid Kit in case of an emergency. A First Aid Safety Guide Reference poster



to be posted at the employee lounge (**See attached First Aid Safety Reference Guide**).

### Earthquake Training

The workplace at MMD San Bruno has been made safer by following recommendations made by the Red Cross, to eliminate hazards during an earthquake. Securing all cabinets, cabinet doors, shelving, computers, cash registers, and heavy equipment that could tip over. Ensuring all team members know the emergency evacuation routes, know where fire extinguishers and medical kits are located in the building, and where to meet during an evacuation. Employees will receive Earthquake training during orientation and participate in an annual fire drill.

### Earthquake Kit

MMD San Bruno will prepare and store emergency supplies in an accessible place in case of an earthquake strike. Supplies include: A comprehensive medical kit, flash lights, portable radio, batteries, bottled water, tool kit, blankets, non-perishable food, etc.

### What to do during an earthquake

- DROP to the ground
- Take COVER by getting under a sturdy table, desk, or other furniture
- HOLD on until the shaking stops
- Stay away from windows, glass, and falling objects
- Stay inside until the shaking has stopped and it is safe to go outside

### Active Shooter - How to Respond

Note: Content taken from US Department of Homeland Security Active Shooter – How to Respond Booklet, available upon request.

An Active Shooter is an individual actively engaged in killing or attempting to kill people in a confined and populated area; in most cases, active shooters use firearms(s) and there is no pattern or method to their selection of victims. Active shooter situations are unpredictable and evolve quickly. Typically, the immediate

deployment of law enforcement is required to stop the shooting and mitigate harm to victims. Because active shooter situations are often over within 10 to 15 minutes, before law enforcement arrives on the scene, individuals must be prepared both mentally and physically to deal with an active shooter situation.

Good practices for coping with an active shooter situation:

- Be aware of your environment and any possible dangers
- Take note of the two nearest exits in any facility you visit
- If you are in an office, stay there and secure the door
- If you are in a hallway, get into a room and secure the door
- As a last resort, attempt to take the active shooter down. When the shooter is at close range and you cannot flee, your chance of survival is much greater if you try to incapacitate him/her. **CALL 911 WHEN IT IS SAFE TO DO SO**

How to respond when an active shooter is in your vicinity. Quickly determine the most reasonable way to protect your own life. Remember that customers and clients are likely to follow the lead of employees and managers during an active shooter situation.

1. Evacuate If there is an accessible escape path, attempt to evacuate the premises.  
Be sure to:
  - Have an escape route and plan in mind
  - Evacuate regardless of whether others agree to follow
  - Leave your belongings behind
  - Help others escape, if possible
  - Prevent individuals from entering an area where the active shooter may be
  - Keep your hands visible
  - Follow the instructions of any police officers
  - Do not attempt to move wounded people



- Call 911 when you are safe

## 2. Hide out

If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.

Your hiding place should:

- Be out of the active shooter's view
- Provide protection if shots are fired in your direction (i.e., an office with a closed and locked door)
- Not trap you or restrict your options for movement to prevent an active shooter from entering your hiding place:
- Lock the door
- Blockade the door with heavy furniture

If the active shooter is nearby:

- Lock the door
- Silence your cell phone and/or pager
- Turn off any source of noise (i.e., radios, televisions)
- Hide behind large items (i.e., cabinets, desks)
- Remain quiet If evacuation and hiding out are not possible:
- Remain calm
- Dial 911, if possible, to alert police to the active shooter's location
- If you cannot speak, leave the line open and allow the dispatcher to listen

## 3. Take action against the active shooter as a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active shooter by:

- Acting as aggressively as possible against him/her
- Throwing items and improvising weapons
- Yelling
- Committing to your action

How to react when law enforcement arrives:

- Remain calm, and follow officers' instructions
- Put down any items in your hands (i.e., bags, jackets)
- Immediately raise hands and spread fingers

- Keep hands visible at all times
- Avoid making quick movements toward officers such as holding on to them for safety
- Avoid pointing, screaming and/or yelling
- Do not stop to ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises.

Information to provide to law enforcement or 911 operator:

- Location of the active shooter
- Number of shooters, if more than one
- Physical description of shooter/s
- Number and type of weapons held by the shooter/s
- Number of potential victims at the location

The first officers to arrive at the scene will not stop to help injured persons. Expect rescue teams comprised of additional officers and emergency medical personnel to follow the initial officers. These rescue teams will treat and remove any injured persons. They may also call upon able-bodied individuals to assist in removing the wounded from the premises. Once you have reached a safe location or an assembly point, you will likely be held in that area by law enforcement until the situation is under control, and all witnesses have been identified and questioned. Do not leave until law enforcement authorities have instructed you to do so.

First Aid Log Sheet	
This form must be completed by the First Aider or designate and kept available	
Name of Injured Person	
Phone Number	
Date of Injury (D/M/Y)	
Time of Injury	
Name of Witness(es)	
Phone Number	
Nature/Location of Treatment	
Name of First Aider	
Name of Injured Person	
Phone Number	
Date of Injury (D/M/Y)	
Time of Injury	
Name of Witness(es)	
Phone Number	
Nature/Location of Treatment	
Name of First Aider	

This Health and Safety Coordinator will collect the first aid logs each month

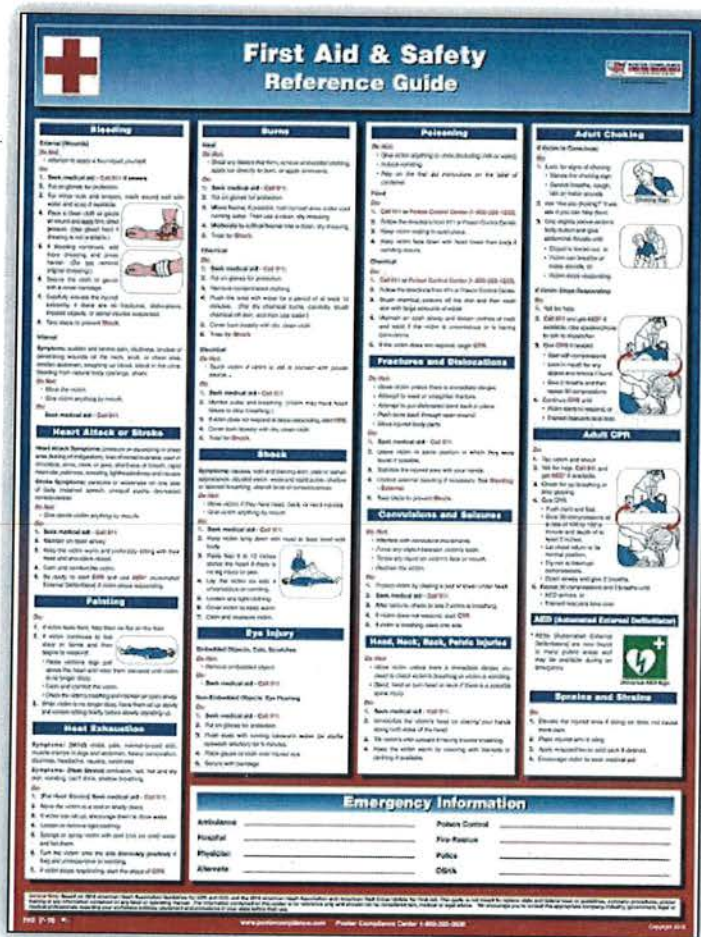


Manager.

- Good housekeeping is an essential part of avoiding accidents and mishaps. All waste and debris must be kept out of walkways and exits.
- Proper use of tools and common sense must be practiced at all times.
- All employees are to participate in safety meetings conducted by the designated Safety Manager on a regular basis to ensure they assist in providing a safe workplace as a team effort.
- Employees are not to come to the workplace under the influence of alcohol, or drugs, to include prescription drugs that may impair motor skills and judgment. An employee will not be allowed to work under those conditions.
- Rough scuffling and horseplay, is not allowed while in the workplace as this can lead to an employee getting injured.
- There is to be no consumption of alcohol or cannabis while in the workplace.
- Work must be carefully planned and supervised to avoid accidents from occurring.
- When carrying/lifting heavy equipment, use your leg muscles instead of your smaller back muscles to avoid serious injury, use a dolly, or ask for assistance
- Remember to dispose of waste properly and carefully.
- All injuries must be reported to the Supervisor, or dial so that arrangements can be made to render first aid/medical treatment.

### Safety Manager Responsibilities

The Safety Manager is responsible for all fire protection plans, policies, and procedures. In case that the Safety Manager is not in the facility, another Manager will be available to respond to the facility upon notification of a fire emergency, in order to provide assistance as described in this plan. The NFPA 72 fire code requires that site fire protection and life safety systems receive a variety of regular inspections, service, and maintenance. Inspections are generally quick checks to ensure that fire prevention and suppression systems are operational and not in need of service. Annual fire extinguisher inspections



### Employee Safety Rules

It is the policy of MMD San Bruno that everything possible be done to prevent accidents, injuries, and occupational illnesses while on the job. Safety takes the cooperation of all MMD San Bruno team members. Practice common sense when operating any machinery or lifting heavy objects. Report any dangerous conditions or faulty equipment as soon as possible. If an employee is injured, medical attention must be rendered as soon as possible and in a positive manner. All operations must be planned to prevent accidents from happening. Employee safety policies will be reviewed with each new hire and annually will all employees. Designated Safety Manager to review the safety rules and policies of all employees. To carry out this policy, the following rules will apply.

- Employees shall follow safe practices and rules as outlined.
- Employees must report any unsafe conditions to the proper authority such as a manager or Safety



are to be performed by a licensed fire extinguisher technician. Annual and quarterly inspections of fire prevention and fire suppression systems to be performed by a Fire/Life qualified professional.

Safety Manager Responsibilities include but are not limited to:

- Administering & maintaining the Fire Safety Plan.
- Updating the Fire Safety Plan when alterations are made to the building.
- Training of Managers and all team members on Fire/Life Safety Policies & Procedures
- Recording fire incidents - Resolving any fire hazards reported by team members
- Recording false alarms - Conducting & recording fire drills
- Recording discharge or operation of fire equipment - Recording & maintaining Fire Safety Plan meeting minutes.
- Monthly fire extinguisher inspections & recording them on the attached inspection tags
- Checking the Fire Safety Plan and fire code requirements to schedule inspections, when they are due
- Maintaining fire prevention and fire suppression systems inspections records
- Scheduling maintenance and needed repairs of fire safety equipment

The Safety Manager is responsible to ensure that building maintenance, alterations, or renovations do not expose the site or building occupants to undue fire hazards. All precautions are taken to ensure site and building occupant safety, by checking that Fire Safety and fire code regulations are being followed. The Safety Manager is responsible for providing information to team members on fire safety and evacuation procedures. New team members are provided with the Fire Safety Plan during the Orientation process. Safety Manager ensures that supervisory staff are available to respond to the premises, in the event of notification of an emergency.

Informing team members of Safety Manager changes. Notifying an Executive Manager when he/she will not be available. The Safety Manager will have familiarity with fire codes and regulations. Maintaining familiarity with the site's fire protection systems and the required inspections. Ensuring that established policies and procedures are adhered to. The Safety Manager will consider other emergency situations which could affect the site such as earthquakes or natural gas leaks.

**Attachments on following pages.**

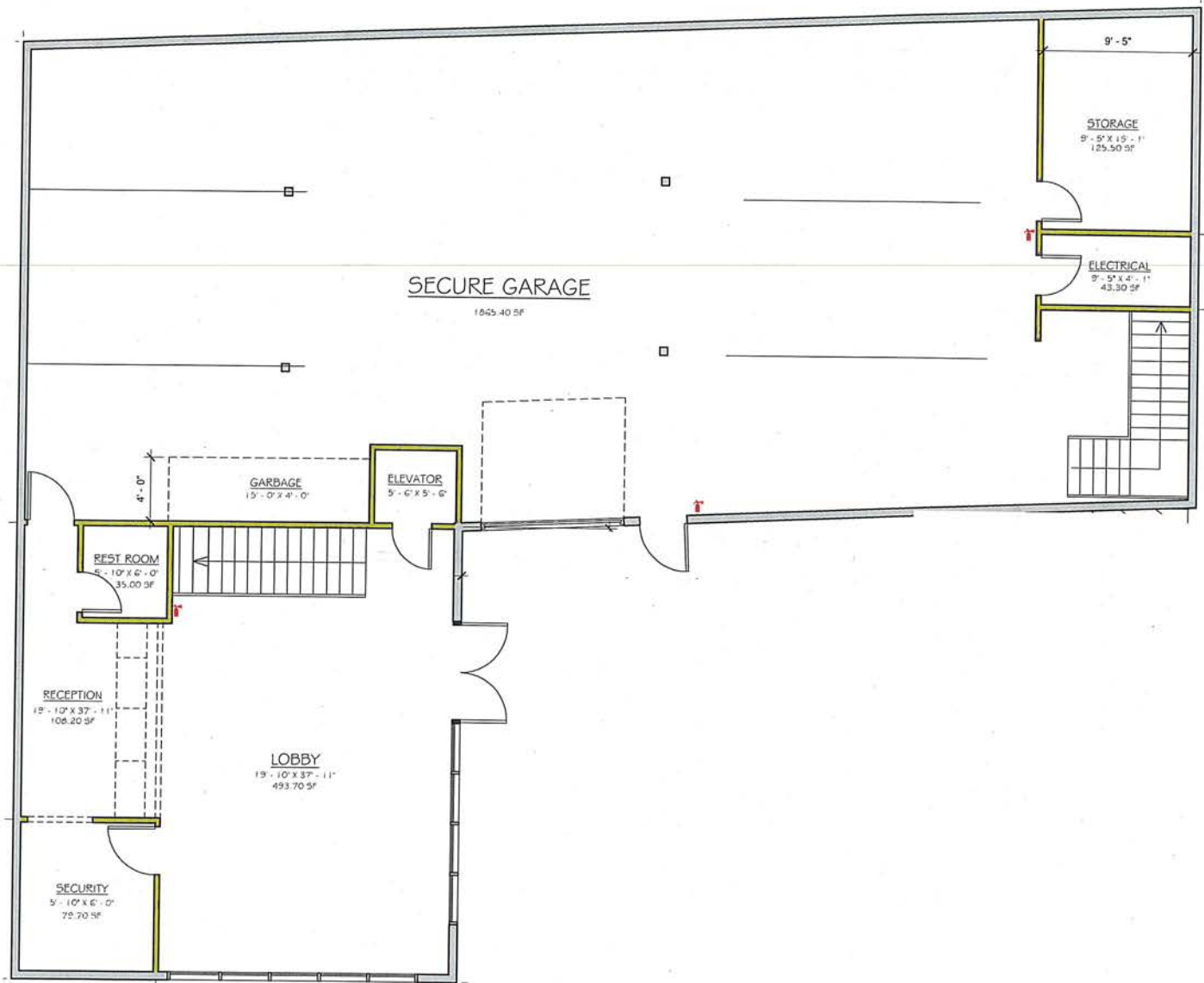


ATTACHMENT: A

FIRE EXTINGUISHER LOCATIONS

FIRE EXTINGUISHERS

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066



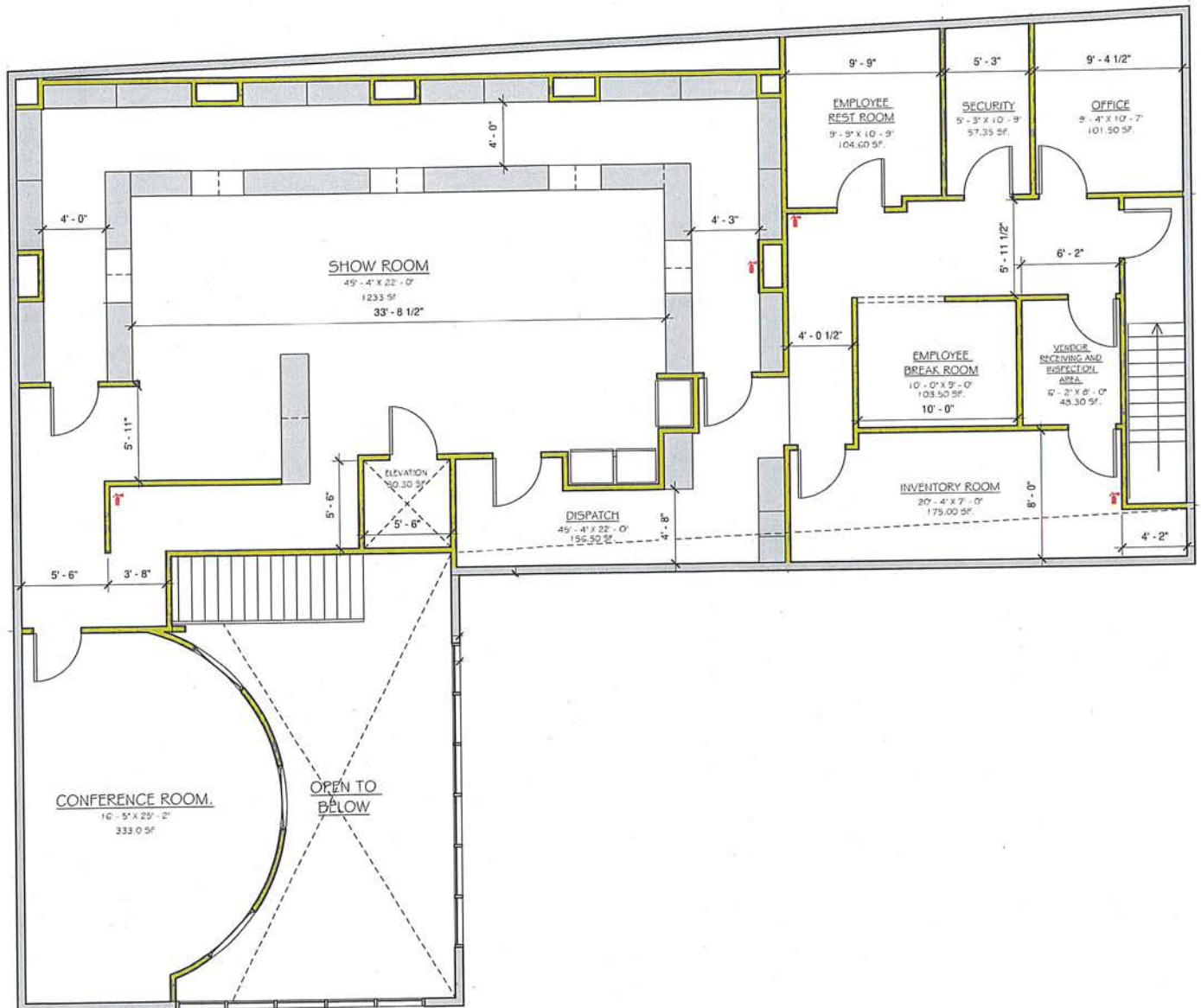
# PROPOSED FIRST FLOOR PLAN

SCALE: 3/16" = 1' - 0"



ATTACHMENT: A  
FIRE EXTINGUISHER LOCATIONS  
↑ FIRE EXTINGUISHERS

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066



# PROPOSED SECOND FLOOR PLAN

SCALE : 3/16" = 1' - 0



ATTACHMENT: B

EMERGENCY EVACUATION MAP

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066

EXIT ROUTE

D DESIGNATED ASSEMBLY LOCATION (PARKING LOT AREA)

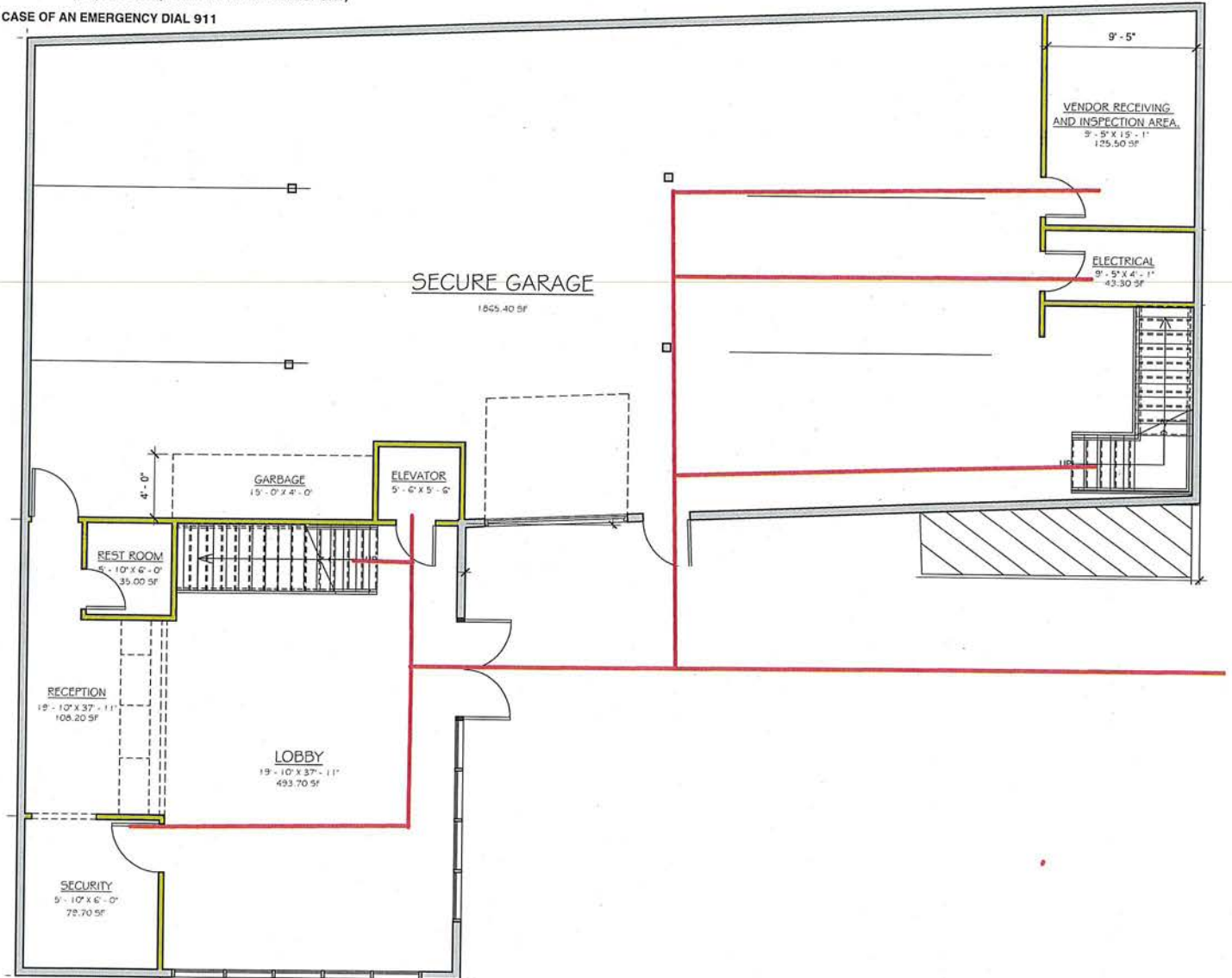
EMERGENCY CONTACT NUMBERS

FIRE DEPARTMENT: (650) 616-7096

POLICE DEPARTMENT: (650) 616-7100

AMBULANCE: (650) 878-2000 (I CARE MEDICAL TRANSPORT)

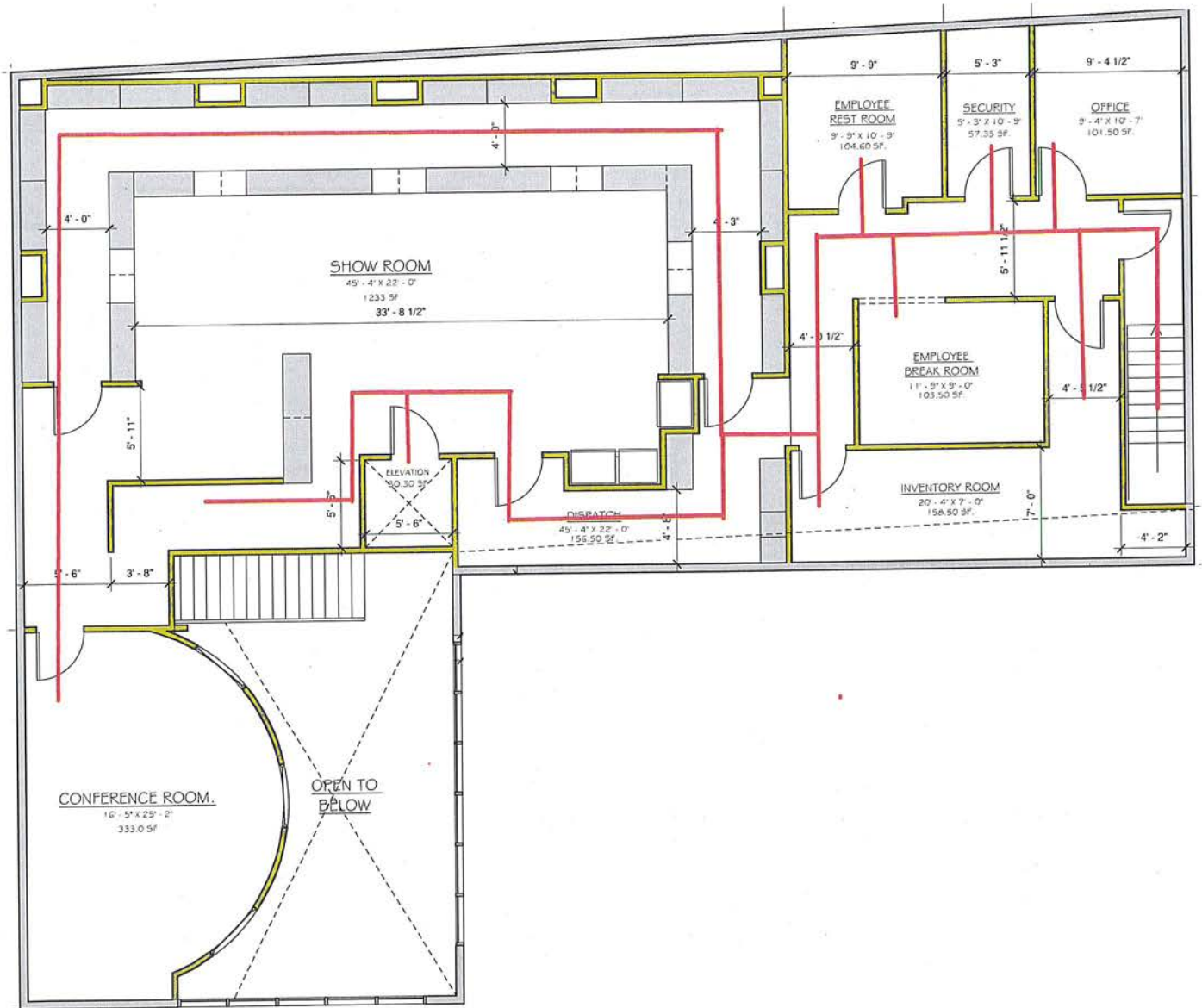
IN CASE OF AN EMERGENCY DIAL 911



## PROPOSED FIRST FLOOR PLAN

SCALE: 3/16" = 1' - 0





# PROPOSED SECOND FLOOR PLAN

SCALE: 3/16" = 1' - 0"

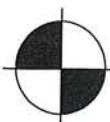
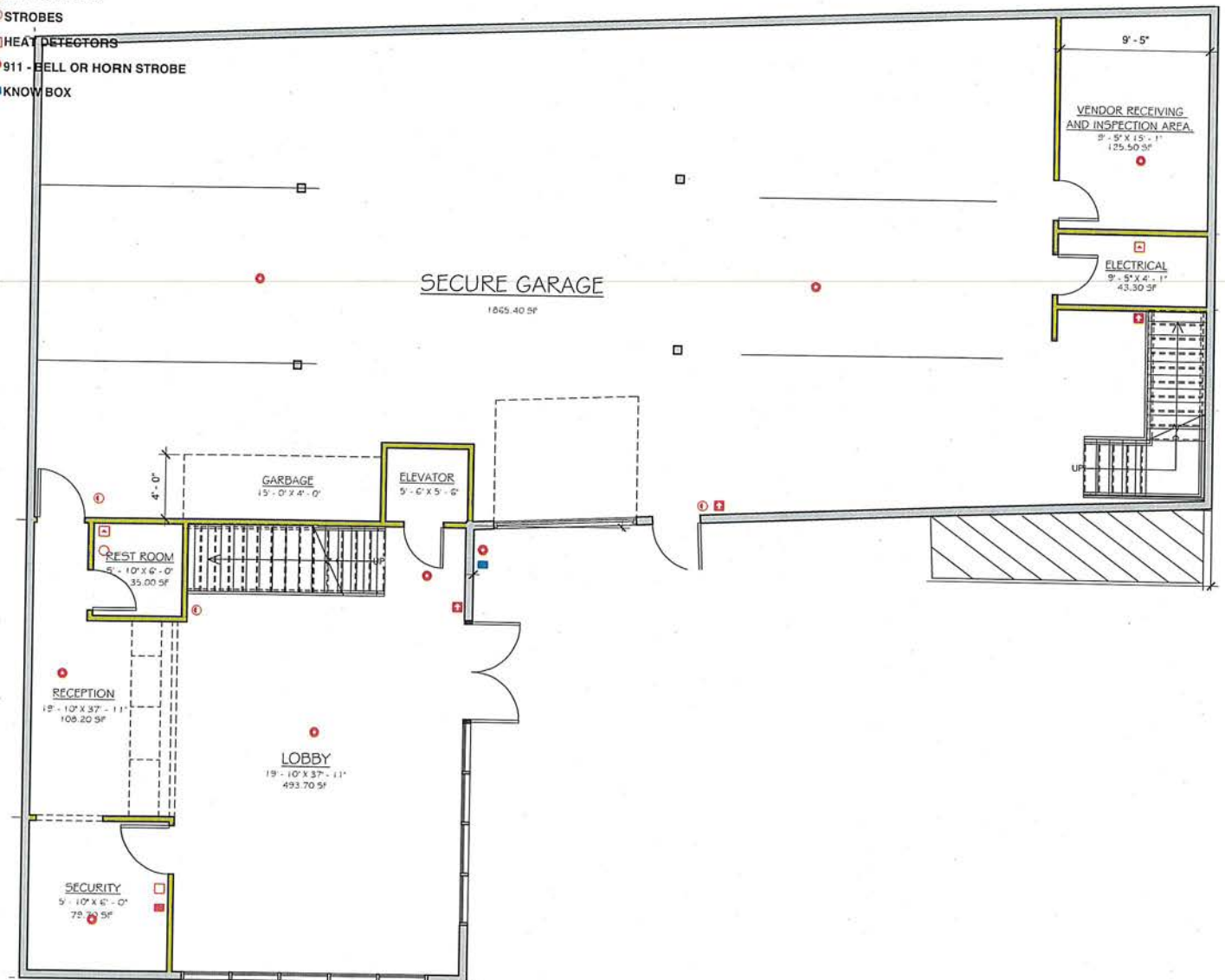


ATTACHMENT: C

FIRE ALARM SYSTEM

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066

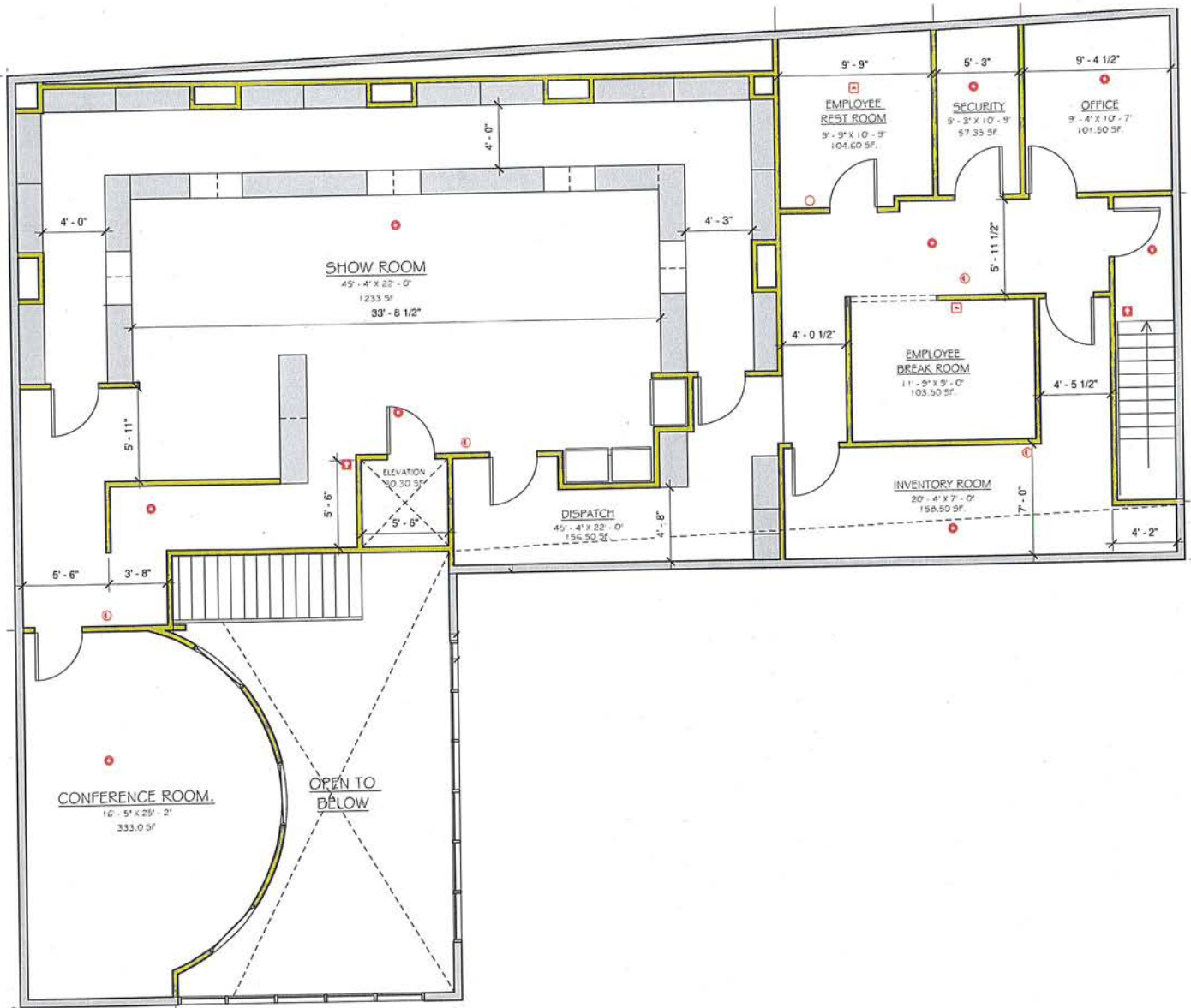
- FIRE ALARM PANEL (FACP)
- ANNUNCIATOR - KEYPAD
- SMOKE DETECTORS
- MANUAL PULL STATIONS
- ⊙ HORN STROBES
- STROBES
- HEAT DETECTORS
- 911 - BELL OR HORN STROBE
- KNOW BOX



PROPOSED FIRST FLOOR PLAN

SCALE : 3/16" = 1' - 0





## PROPOSED SECOND FLOOR PLAN

SCALE: 3/16" = 1' - 0"



ATTACHEMNT: D

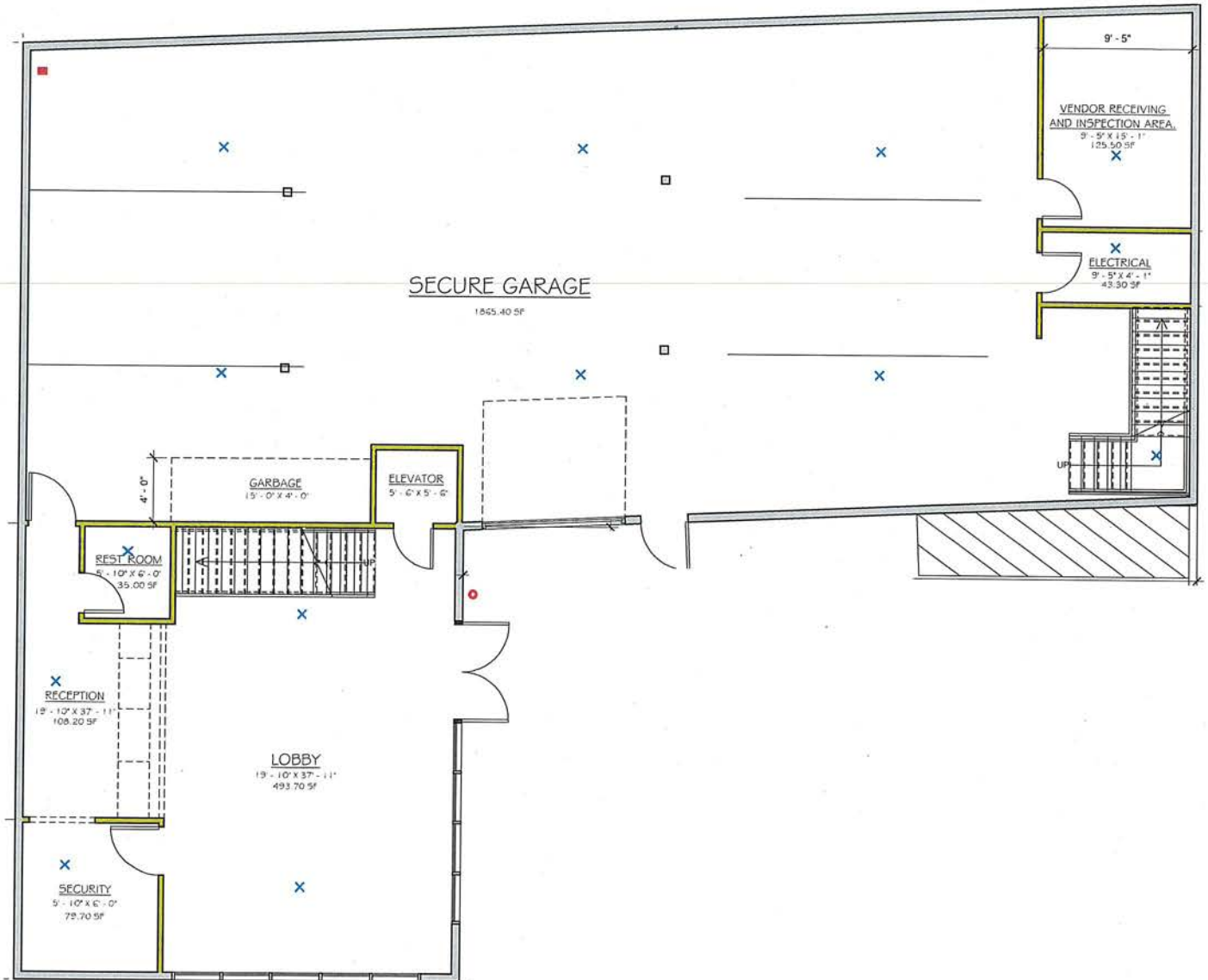
FIRE SPRINKLER SYSTEM

X FIRE SPRINKLERS

■ FIRE RISER

○ 911 BELL OR HORN STROBE (OUTSIDE)

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066



# PROPOSED FIRST FLOOR PLAN

SCALE: 3/16" = 1' - 0"





### PROPOSED SECOND FLOOR PLAN

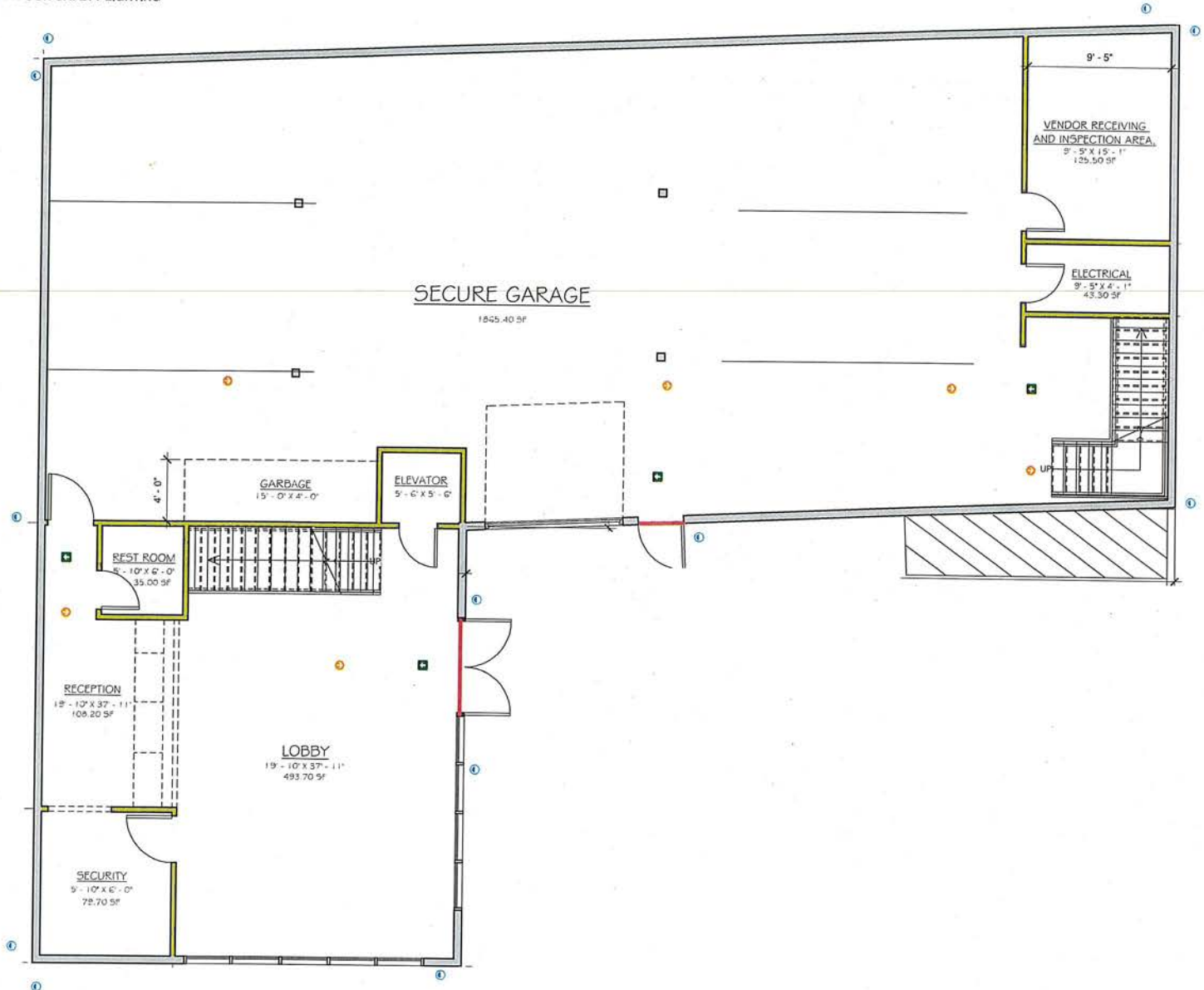
SCALE :  $3/16" = 1' - 0$



ATTACHMENT: E  
EMERGENCY EXITS &  
EMERGENCY EXIT LIGHTING

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066

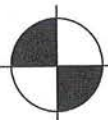
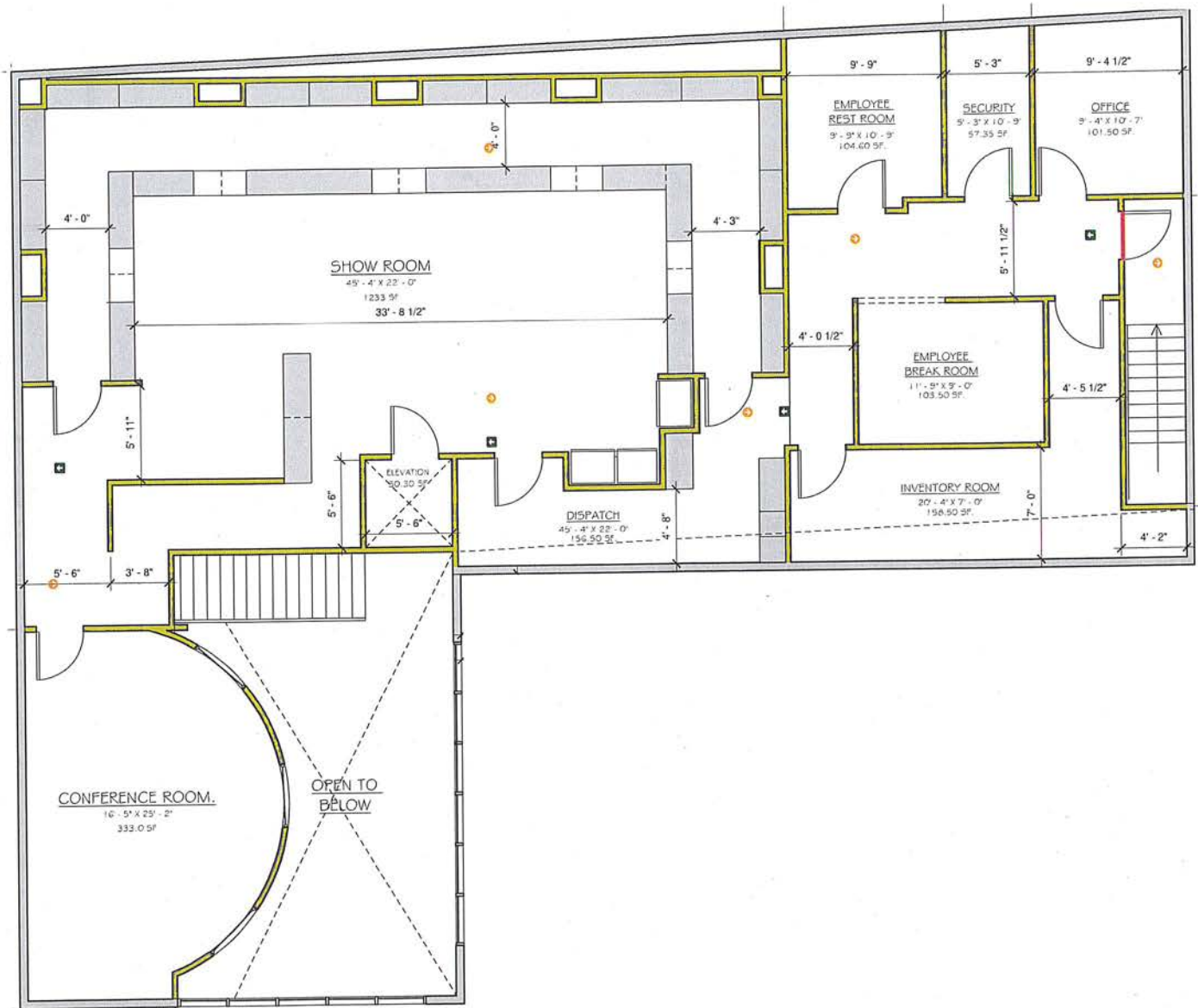
- EXIT DOORS
- EMERGENCY EXIT LIGHTS
- EMERGENCY EXIT LIGHTING
- ① OUTDOOR SAFETY LIGHTING



## PROPOSED FIRST FLOOR PLAN

SCALE : 3/16" = 1' - 0"

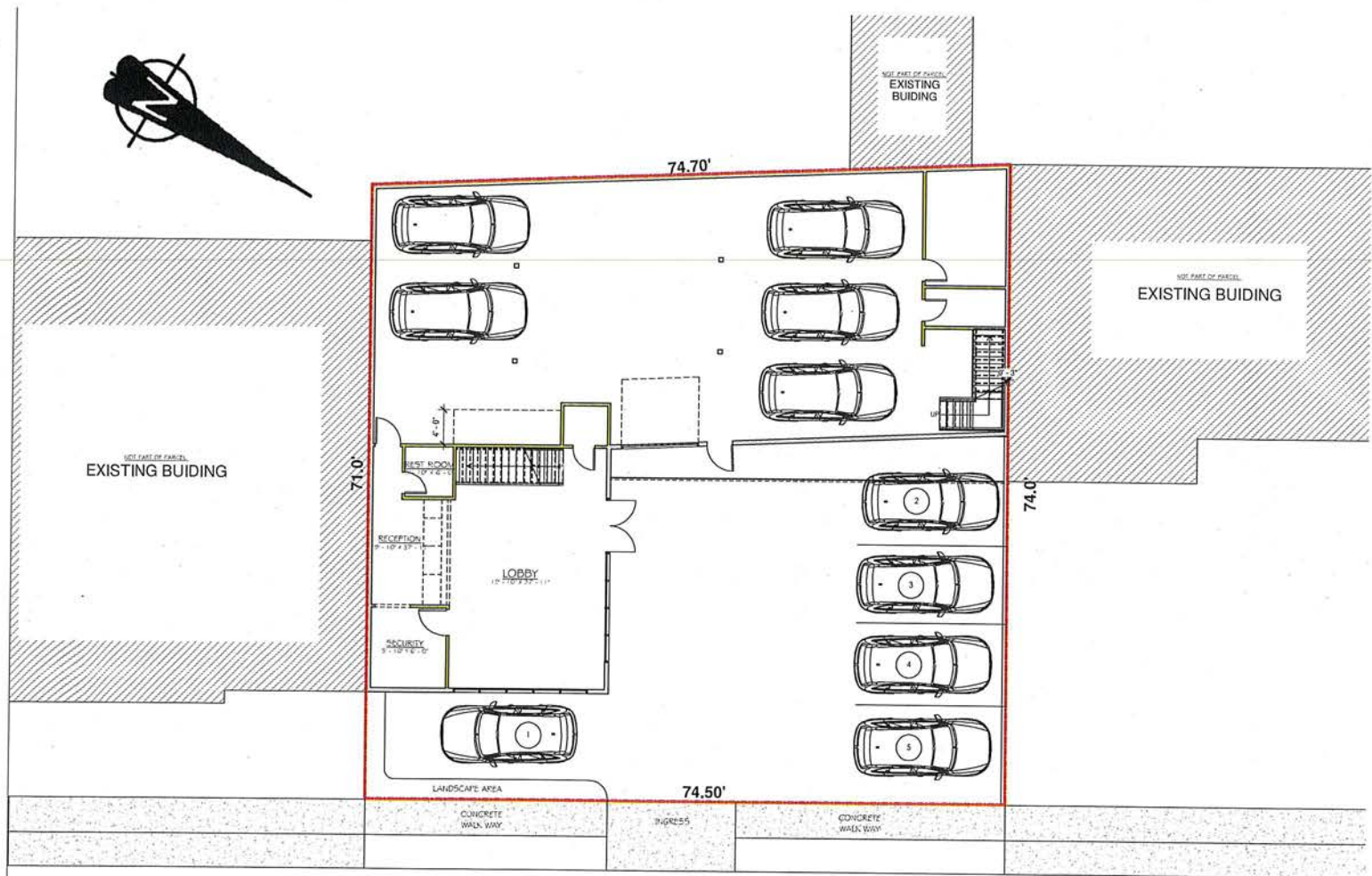




## PROPOSED SECOND FLOOR PLAN

SCALE: 3/16" = 1' - 0"





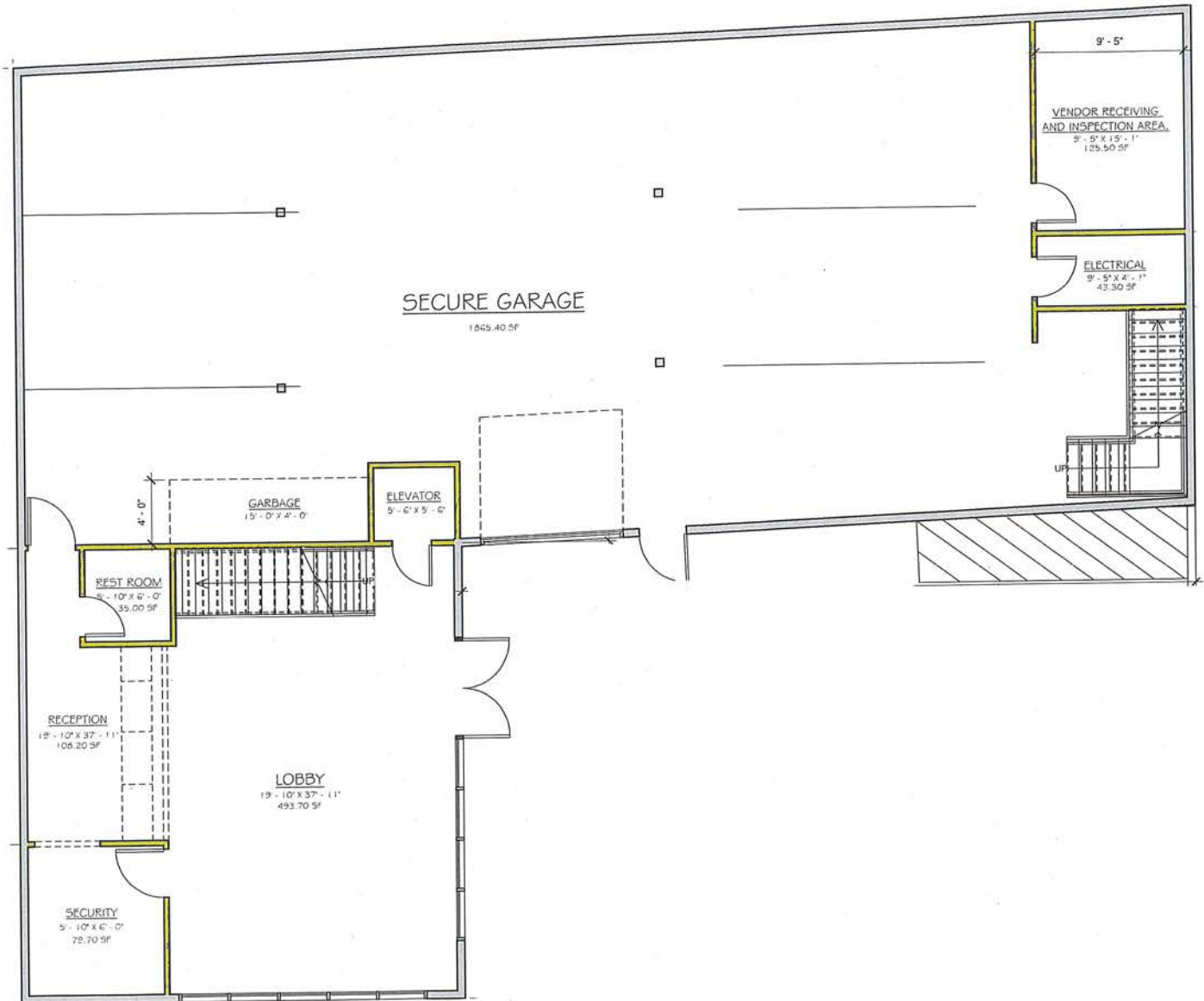
 SITE PLAN  
SCALE: 3/16" = 1' - 0"

EL CAMINO REAL



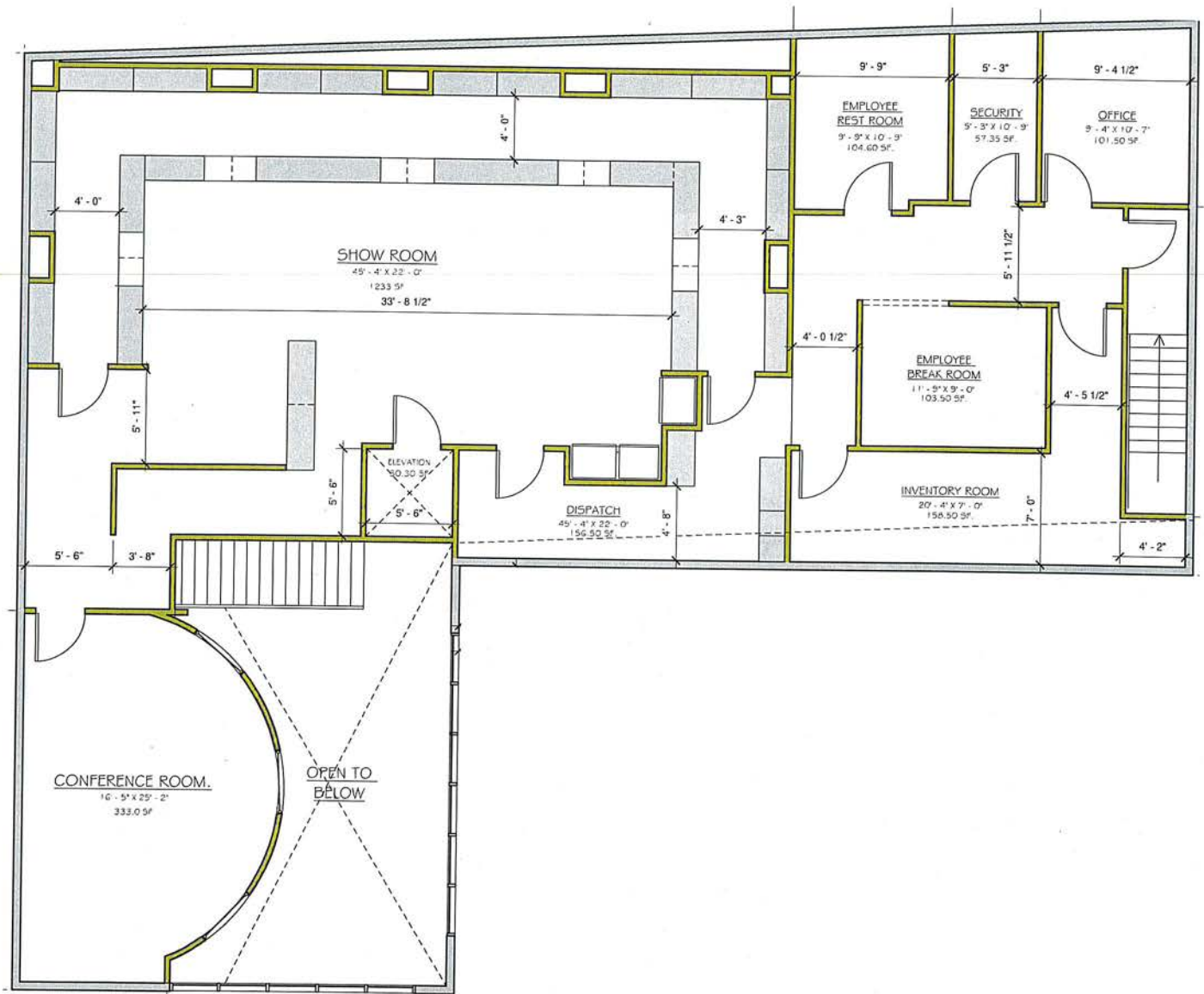
ATTACHMENT: F  
PROPOSED FLOORPLAN

MMD SHOPS DISPENSARY  
115 EL CAMINO REAL  
SAN BRUNO, CA. 94066



**PROPOSED FIRST FLOOR PLAN**  
SCALE: 3/16" = 1' - 0"





## PROPOSED SECOND FLOOR PLAN

SCALE : 3/16" = 1' - 0





SECTION 5

# SECURITY PLAN

REDACTED  
Pages 144 to 185  
is not included





## SECTION 6

# LOCATION AND SITE PLANS





## SECTION 6 LOCATION & SITE PLANS

### 6.1. DESCRIPTION OF LOCATION

#### ADDRESS

The address for the proposed location is 115 El Camino Real, San Bruno, CA 94066. The APN is 020-416-650.

#### DESCRIPTION OF OVERALL PROPERTY

MMD San Bruno's proposed location sits directly on El Camino Real, and is a 5,093.85 square foot L-shaped two story commercial building currently occupied by a motorcycle shop on a 5,443 square foot lot. The building's Southern half sits near the sidewalk, separated by a small shrub and small asphalt strip. The Southern portion of the building is painted with black and white checkers, and features long, glass windows along the side parallel to El Camino Real and the side facing the parking area, with a glass entrance door directly off of the parking area. The building's Northern half is separated from El Camino Real by a small parking area, and is currently painted magenta pink, with small windows facing El Camino Real. The entire building is covered by a flat roof. While the building is standalone, it is immediately adjacent to two multisuite commercial buildings to the North and South, respectively.

#### Exterior Landscaping

A small shrub and small tree sit between the Southern portion of the building and El Camino Real. MMD San

Bruno will remove the existing tree and retain the existing shrub, as well as add several small planters against our building along the two walls facing the parking area. In accordance with SBMC §12.300.070(A), when making any improvements to the exterior landscaping of our proposed location, MMD San Bruno will conform to the applicable City zoning development standards of the zone in which our proposed location is located. Per SBMC §12.300.110(G), MMD San Bruno will maintain our exterior landscaping and all other exterior and interior areas in a clean and orderly manner free of trash, weeds, and debris.

#### Freeway Access

The proposed location is directly accessible from Interstate 380 via El Camino Real and easily accessible from U.S. Route 101 via Interstate 380 or San Bruno Ave. No additional freeway lanes are necessary to accommodate the expected traffic coming to MMD San Bruno, as both freeways are very well developed.

#### Ingress/Egress - Driveways

The proposed location contains an ingress and egress point directly off of El Camino Real, leading directly into our parking lot.

#### Vehicle and Bicycle Parking

MMD customers and employees will have access to 30 total parking spaces. Our proposed location includes 10 parking spaces onsite, divided between our Secure Garage with 5 spaces, and our private parking lot with



5 spaces, one of which is ADA accessible. MMD has also entered into a letter of intent to lease an additional parking area a short walk from our store along El Camino Real. The parking lot located at 125 El Camino Real will provide up to 20 total parking spaces. Additionally, there is street parking open to the public along both El Camino Real and Santa Lucia Avenue, which is the closest side street to our location. Please find the letter of intent to lease the parking lot at 125 El Camino Real below.

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**Non-binding Letter of Intent to lease:**

Thank you for allowing us to work with you on **125 El Camino Real, San Bruno, CA 94066**. MMD is a chain of City and State licensed Adult-Use Cannabis retail stores. We have been proudly serving customers since October 2006.

**Address:** Parking Lot of 125 El Camino Real, San Bruno, CA 94066

**Parking for:** 115 El Camino Real, San Bruno CA 94066

**Landlord:** Park Auto Sales

**Tenant:** C4TP Retail A Inc ("MMD San Bruno")

**Commitment date:** Upon the successful awarding of a retail cannabis license by the city of San Bruno, CA

**USE:** Staff and Customer Parking from 8 am-10 pm daily

**Lease Terms:** one year lease

**Options to extend:** Two (2) one-year options to extend

**Parking spaces:** Up to 20 Parking Spaces but in no case more than 50% of the total lot.

**Base Rent:** [REDACTED] / month

This LOI sets forth the material terms and conditions attached below that will be used to draft the final contract between both companies. This LOI has NO-binding effect between the parties and can be fully negotiated during the drafting of the final contract. A final contract is required to be executed by the parties in order for the terms and conditions set forth herein duly incorporated in the contract to have any legal and binding effect. Any prior agreement or communications between both companies are hereby superseded by this LOI.

I appreciate your consideration.

Please call me with any questions  
Michael Ashbel  
(818) 620-1158  
Mishka@mmdshops.com

DocuSigned by:  
*Michael Ashbel*  
5503907F39154B9  
Tenant - Michael Ashbel

6/24/2023

Date

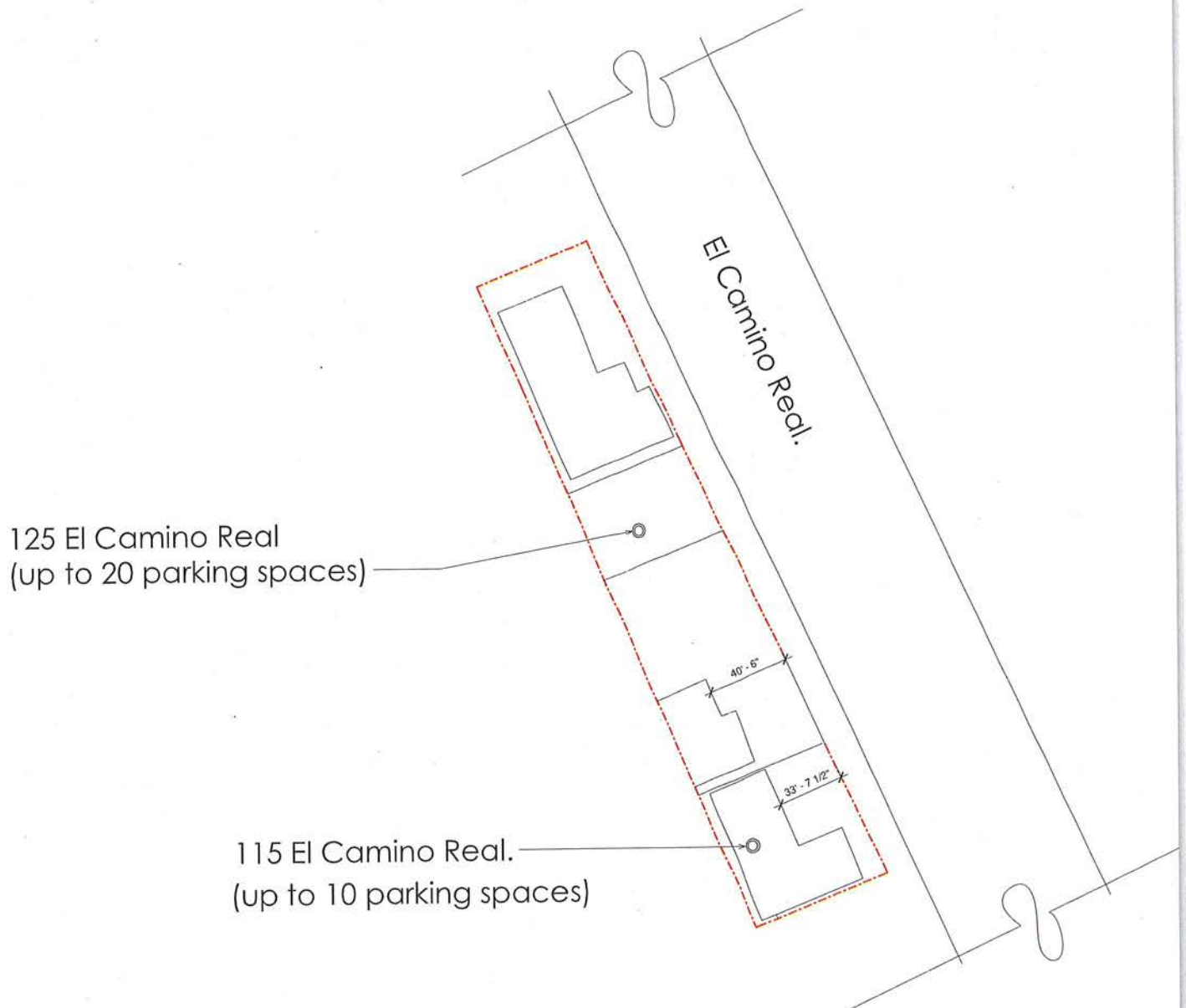
DocuSigned by:  
*KEN LI*  
2EC9F8E00FD44AA  
Landlord - Ken Li

6/24/2023

Date



Please find below a graphic showing the location of our store parking areas.





In accordance with SBMC §12.300.090(B), MMD San Bruno's Secure Garage will be created by converting the pre-existing garage at the Southeastern corner of our lot into a secure area for receipt of shipments of product from vendors, transfer of product to our Delivery Vehicles for delivery to customers, cash pickups by armored couriers, and employee parking. Vehicles will pull into the garage, which will be closed and locked prior to initiating transfer of cash or product to or from our store, increasing security and preventing visibility.

MMD San Bruno will also install bicycle racks on the store exterior, facilitating staff and customers who bicycle to our store in compliance with SBMC §12.100.050.

### Sidewalks

Public sidewalks run parallel to the building on El Camino Real. Our store entrance will be visible from the public sidewalk in accordance with SBMC §12.300.090(A). MMD San Bruno will not impede the use of the public sidewalks in any way.

### Walkability

This property possesses a high walkability score (93), moderate bikeability score (54), and is easily accessible

from public transit, as it is close to several bus stops served by SamTrans, the nearest of which is directly across El Camino Real. The property is approximately a mile from the San Bruno Caltrain Station and just under 2 miles from the San Bruno BART Station. Our proximity to transit, restaurants, and other shops will allow customers of other businesses to drop by our location while frequenting others, or vice versa.

### Lighting

MMD San Bruno's proposed location currently features security lighting on the exterior walls of the building, and sits near several streetlights along El Camino Real. As shown on our lighting plan in Section 5: Security Plan, MMD San Bruno will install additional security lighting, including wall-mounted exterior garage and porch lights along the building walls facing our parking area, El Camino Real, and the Southwesternmost wall. In compliance with SBMC §12.300.110(H), MMD San Bruno will comply with the City's lighting standards including, without limitation, fixture type, wattage, illumination levels, shielding, and secure the necessary approvals and permits as needed, and will ensure that minimum lighting levels in exterior building and parking lot areas are adequate for the safe operation of vehicles and other modes of travel.





## DESCRIPTION OF BUILDING



The building MMD San Bruno proposes to occupy is a 5,093.85 square foot L-shaped two story commercial building. The Southern portion of the building is painted with black and white checkers, and features long, glass windows along the side parallel to El Camino Real and the side facing the parking area, with a glass entrance door directly off of the parking area, clearly visible from the public street and sidewalk in accordance with SBMC §12.300.090(A). The building's Northern half is currently painted magenta pink, with small windows facing El Camino Real. The entire building is covered by a flat roof.

As part of our tenant improvements, MMD San Bruno will create a new façade. As shown on the below rendering, we will install two reclaimed wood panels with light bricks between them, running along the upper portion of the exterior façade. The lower portion of the exterior façade will be covered in concrete plaster. On the Southern portion of the building, MMD San Bruno will retain the existing windows, and replace their frames with black, modern framing. We will also replace the existing glass door off the parking area with a wooden security door, for use as our main entrance. On the Northern portion of the building, MMD San Bruno will remove the existing small windows. MMD San Bruno will remove the existing wall signage and install business identification signage on both halves of the building. MMD San Bruno will also remove the

metal and wood fences currently sitting between the building and parking area, allowing for access to the existing garage doors. MMD San Bruno will designate the vehicular access door and pedestrian access doors leading to the garage as non-public, utilizing these for employee and vendor use only.

## DESCRIPTION OF FLOOR PLAN

MMD San Bruno stores incorporate reclaimed wood paneling, decorative elements such as wallpaper, art including scenery and street art motifs, and decorative plants, illuminated by soft overhead and wall-mounted lighting. Our stores are designed to optimize shopping experience with comfortable lobbies, spacious show rooms, and ample product displays, as well as ensure security with access-controlled back-of-house area limited to authorized personnel. MMD San Bruno will remodel our San Bruno store to ensure a similar customer experience and overall security.

The MMD San Bruno store is two stories with a total of 5,093.85 square feet of space.

### First Floor

MMD San Bruno's first floor is divided into the following rooms:



### Lobby (493.70 square feet) and Reception (108.20 square feet)



The main entrance will lead into our secured Lobby, in which customers will undergo age and identity verification before being granted access to our Showroom in accordance with SBMC §12.300.090(A). The Lobby will feature attractive mural walls with several wall-mounted decorative plants, and will contain an open Reception area positioned against illuminated signage containing MMD San Bruno's logo. The Reception area will consist of a reclaimed wood cubicle at which a MMD San Bruno Receptionist will be stationed. After verifying each customer's age and identity, the Receptionist will grant the customer access to the second floor Show Room, accessible via the stairs or elevator. MMD San Bruno will place comfortable seats for customer use in the Lobby, in which customers may wait in the event that the Show Room is at capacity.

### Restroom (35 square feet)

Located directly off of the Reception area, MMD San Bruno's first floor will contain a Restroom for employee use only, which will remain locked and under the control of management at all times per SBMC §12.300.090(G). No cannabis or cash will be stored in the Restroom at any time.

### Secure Garage (1865.40 square feet)

MMD San Bruno's first floor will contain a Secure Garage, used only for receipt of shipments of product from vendors, transfer of product to our Delivery Vehicles for delivery to customers in accordance with SBMC §12.300.090(B), cash pickups by armored couriers, and employee parking. The Secure Garage will be part of MMD San Bruno's limited-access back-of-house, with access limited to authorized personnel only. The Secure Garage will be accessible via a garage door big enough for vehicular access, as well as a non-public, employee entrance door off of our parking lot. The Secure Garage will also contain MMD San Bruno's non-cannabis waste receptacles, labeled as 'Garbage' on the Floor Plan in Section 6.3. While cannabis will pass through the Secure Garage when receiving shipments from vendors, and while loading and unloading our Delivery Vehicles, no cannabis will be stored in the Secure Garage at any time. While cash will pass through the Secure Garage during armored courier pickups, no cash will be stored in the Secure Garage at any time.

### Storage (125.50 square feet)

Directly off of the Secure Garage, MMD San Bruno's

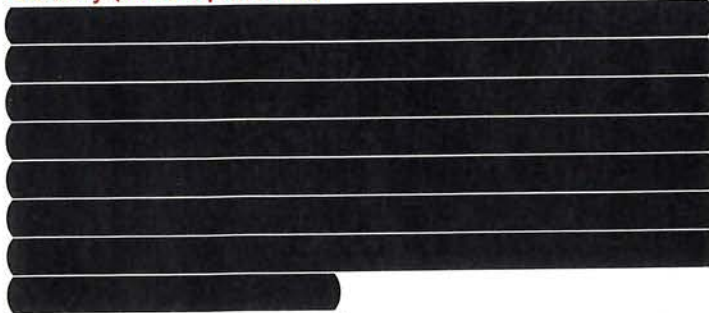


limited-access Storage area will be utilized for non-cannabis storage, such as office supplies. No cannabis or cash will be stored in the Storage area at any time.

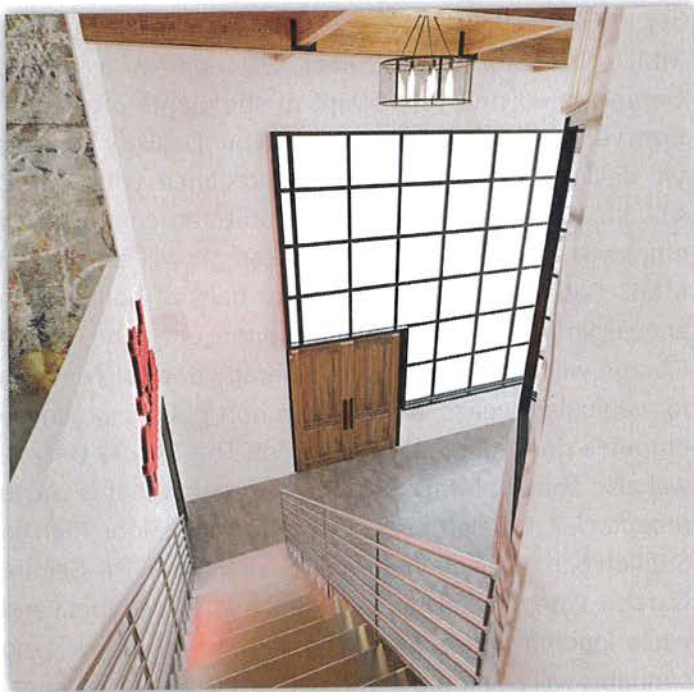
#### Electrical (43.30 square feet)

The limited-access Electrical Room will house the building's electrical equipment. No cannabis or cash will be stored in the Electrical Room at any time.

#### Security (79.70 square feet)

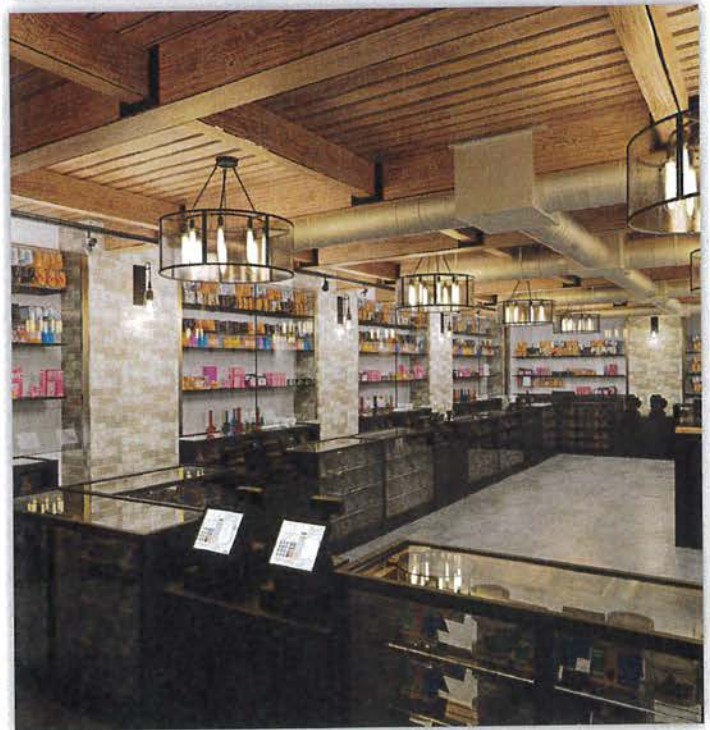


#### Second Floor



MMD San Bruno's second floor is divided into the following rooms:

#### Show Room (1233 square feet)



After undergoing age and identity verification in the Lobby, customers will proceed to the second floor via the stairs or elevator within the Lobby, leading to an open hallway. Each customer will be queued into the hallway, where he or she will be greeted by a Budtender and directed to enter the Show Room. MMD San Bruno will



utilize our two-story layout for crowd control as well as ensure an individualized shopping experience for each customer.

The Show Room will contain secure locked glass cabinets against the wall and a horseshoe shaped counter parallel to but several feet in front of the wall. The narrow area between the counter and wall will be restricted to employees only. The Show Room will contain 10 point-of-sale stations along the countertop.

The Show Room walls will vary between white, textured wall tiles, graffiti-style wallpaper, and art displays such as murals or photographs. The Show Room walls will also be lined with shelving and cabinetry containing product displays. The counter facing the customer area of the Show Room will also feature extensive glass, jewelry-style product displays highlighted by track lighting, including a vast array of flower, concentrates, and other products removed from their packaging within secured display cases, as well as displays of empty packaging. Per SBMC §12.300.090(F), during operating hours, MMD San Bruno will place a limited amount of cannabis and cannabis products within secured, locked counters and cabinets in the Show Room, to meet the daily demand readily available for sale on-site.

#### **Elevator (30.30 square feet)**

In addition to the two facility staircases, MMD San Bruno's elevator will provide access between the two floors of our facility. The elevator will be conveniently located off of the Lobby on the first floor, and off of the Show Room on the second floor, allowing for customers of all needs to shop at our store.

#### **Conference Room (333 square feet)**

The second floor will contain a limited-access Conference Room, to be utilized for employee meetings and training, accessible only to MMD San Bruno employees and any other authorized personnel participating in meeting or training sessions. No cannabis or cash will be stored in the Conference Room at any time.

#### **Dispatch (156.50 square feet)**

The second floor will contain a limited-access Dispatch

room, primarily utilized by MMD San Bruno's Dispatchers for delivery order fulfillment. The Dispatch room will contain two point-of-sale stations, utilized to generate necessary delivery order documentation and to track and record delivery orders in Blaze and METRC. While cannabis will be temporarily present in the Dispatch room while Dispatchers are fulfilling and packing delivery orders, no cannabis or cash will be stored in the Dispatch room.

#### **Inventory Room (175 square feet)**

MMD San Bruno's inventory will be primarily stored in the limited-access secure Inventory Room during operating hours, and all cannabis foods will be secured in the Inventory Room during non-operating hours. SBMC §§12.300.090(F), 12.300.100(A)(4). In accordance with SBMC §12.300.090(C), the Inventory Room will be separated from the main entrance and lobby and secured by a lock accessible only to authorized MMD San Bruno managers and staff, as this room will be located on the second floor within the limited-access back-of-house, far from all customer areas, and secured by multiple layers of locks and access control measures, as discussed in greater detail in Section 5: Security Plan. The Inventory Room will be climate-controlled to optimize product freshness and quality. MMD San Bruno will also store our cannabis waste receptacle in the Inventory Room in accordance with SBMC §12.300.110(L) and as explained in greater detail in Section 3.7: Waste Management Plan.

#### **Vendor Receiving and Inspection Area (48.30 square feet)**

The limited-access Vendor Receiving and Inspection Area will be utilized during MMD San Bruno's product receiving process. Vendor vehicles will pull into the Secure Garage. Once the Secure Garage is closed and locked, shipments will be carried into the second floor Vendor Receiving and Inspection Area, in which all products contained in the shipment will be thoroughly inspected prior to acceptance. Inventory will be moved to the adjoining Inventory Room for storage after acceptance. The door separating the Vendor Receiving and Inspection Area and Inventory Room will be access controlled, and will never be opened during the receiving process. No cash will be stored in the Vendor Receiving and Inspection Area at any time, and while temporarily

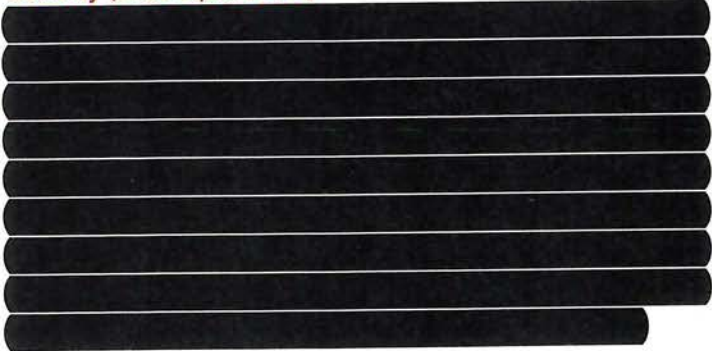


present while undergoing inspection, no cannabis will be stored in the Vendor Receiving and Inspection Area after the conclusion of the receiving process. For more detailed information regarding MMD San Bruno's Location and Procedures for Receiving Deliveries, please refer to Section 1.9.1.b.

#### Office (101.50 square feet)

The Office will be limited-access, and will contain computers, desks, and the cash safe. The Office will be used for cash reconciliation, storage, and as an administrative workspace for management-level employees. No cannabis will be stored in the Office at any time.

#### Security (57.35 square feet)



#### Employee Restroom (104.60 square feet)

MMD San Bruno's second floor will contain an Employee Restroom, located within the limited-access back-of-house and for employee use only. The Employee Restroom will remain locked and under the control of management per SBMC §12.300.090(G). No cannabis or cash will be stored in the Employee Restroom at any time.

#### Employee Break Room (103.50 square feet)

MMD San Bruno employees will have access to our

limited-access Employee Break Room, which will contain lockers for storage of personal items during shifts, as well as a refrigerator, sink, table, and chairs for employee meals during breaks. No cannabis or cash will be stored in the Employee Break Room at any time.

#### ZONING

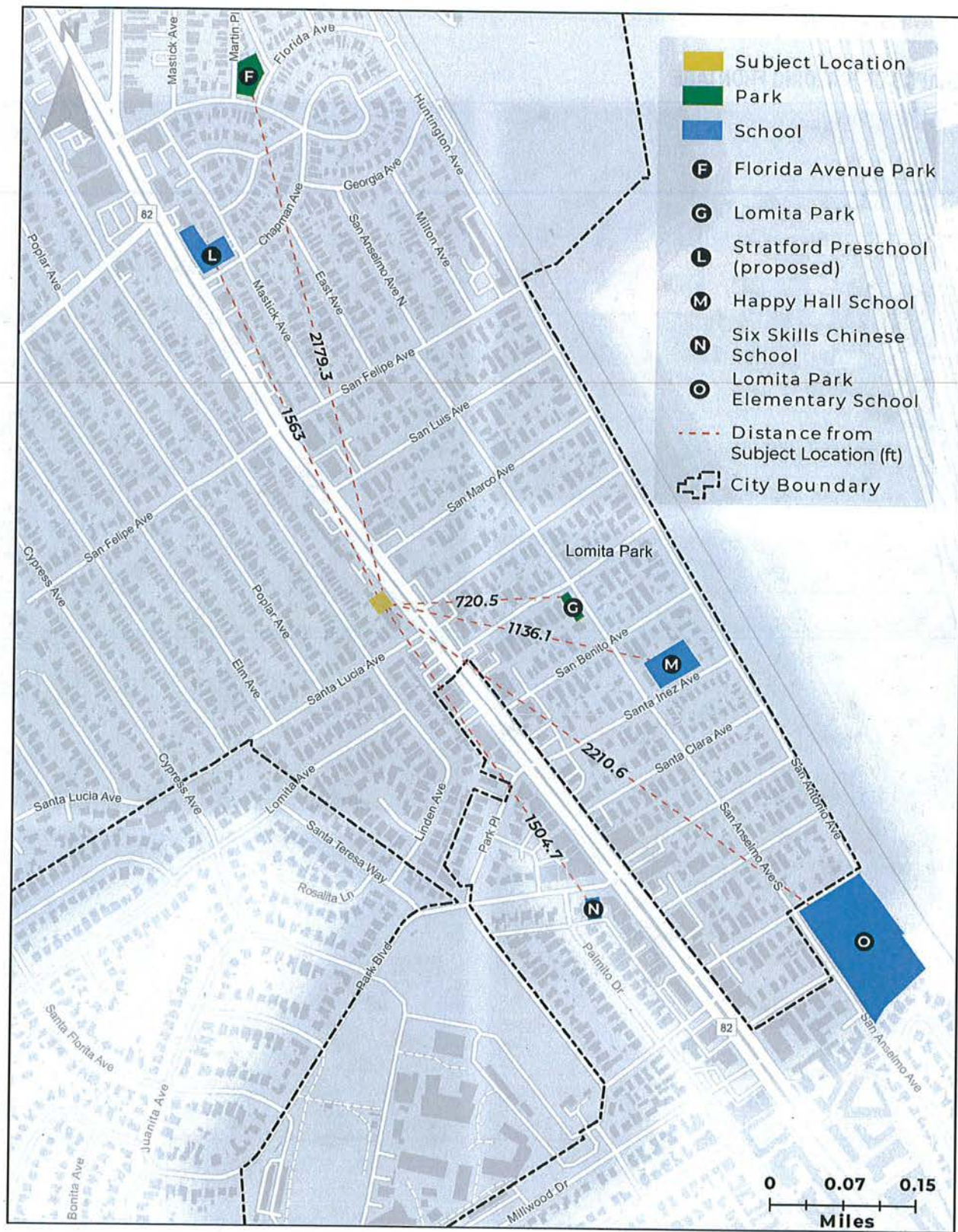
MMD San Bruno's proposed location is located in the Multi Use - Residential Focus District (MX-R), which is a permissible zone for cannabis retail storefronts pursuant to SBMC §12.300.070(B)(1)(b).

Beyond merely being located in a permissible zone, MMD San Bruno's proposed store at 115 El Camino Real furthers City goals articulated in the General Plan and 2021 Zoning Code Updates, in which the MX-R zone was created. By occupying a site formerly used as an auto business and designing a welcoming, pedestrian-scale, MMD San Bruno is doing our part to help transform El Camino Real into a vibrant boulevard, reinforcing its identity as a regional and local commercial corridor while promoting walkability. MMD has prior experience with a similar rezoning and commercial corridor transformation. When we initially opened our Hollywood store, we took over the space from an auto parts business, and were surrounded by other auto-related uses. Through rezoning and over time, the street is now a high-volume retail corridor.

In accordance with SBMC §12.300.070(D), MMD San Bruno is over 600 feet from any sensitive uses, as demonstrated by the map and chart below.

Sensitive Use Name	Address	Distance From 115 El Camino Real
Lomita Park	500 San Anselmo Ave.	720.5 feet
Happy Hall School	233 Santa Inez Ave.	1136.1 feet
Six Skills Chinese School	119 Park Blvd.	1504.7 feet
Stratford Preschool (proposed)	300 El Camino Real	1563 feet
Florida Avenue Park	324 Florida Ave.	2179.3 feet
Lomita Park Elementary School	200 Santa Helena Ave.	2210.6 feet



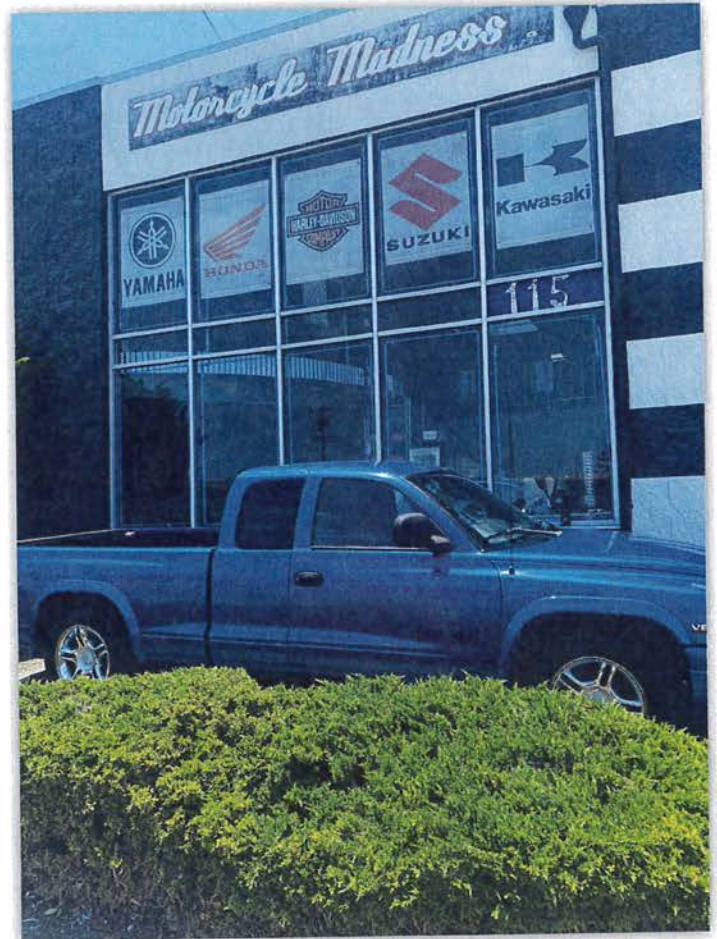


115 El Camino Real, San Bruno, CA



## 6.2. PHOTOGRAPHS OF BUILDING

### PHOTOGRAPHS OF BUILDING FRONTAGE





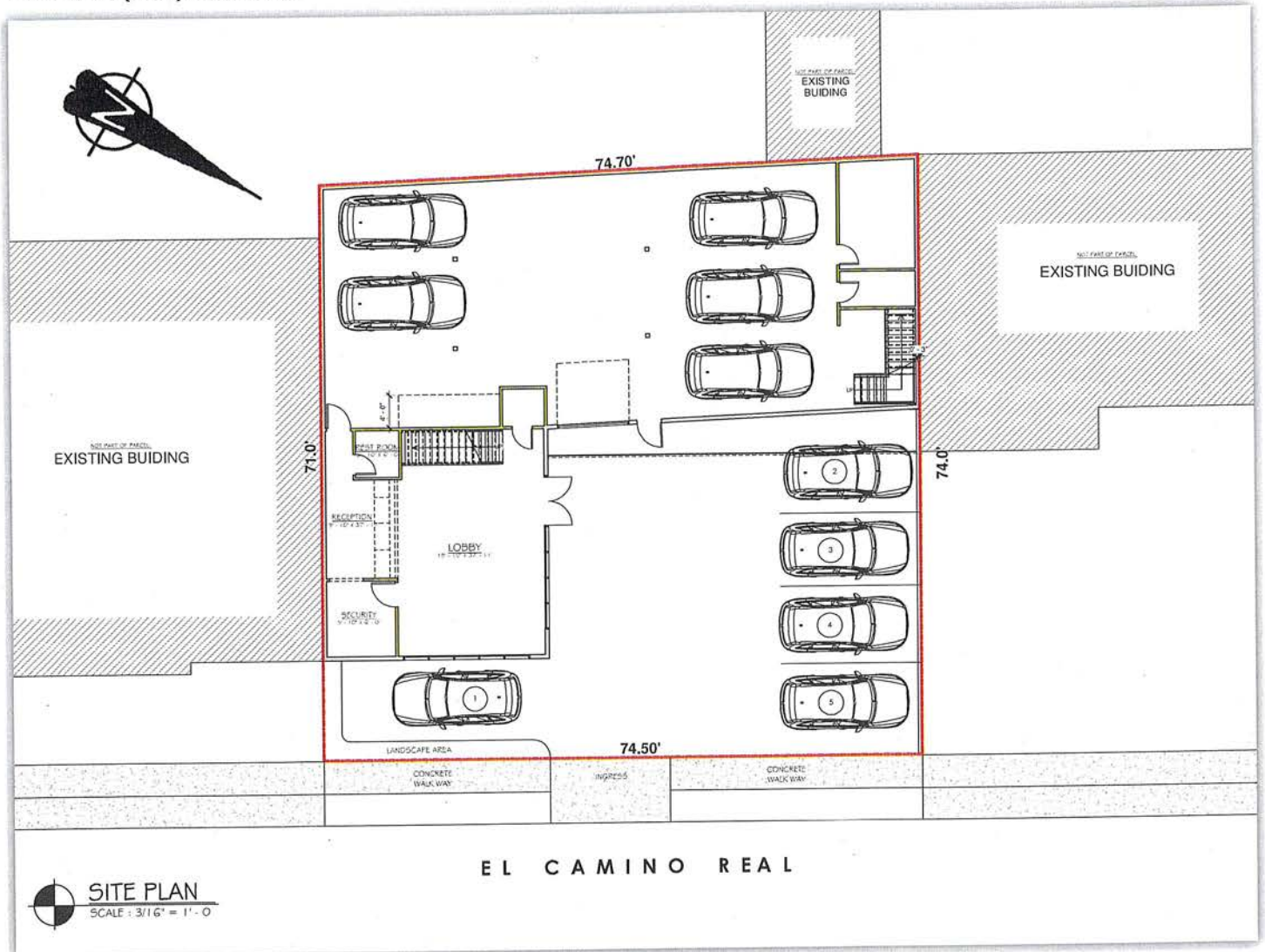
PHOTOGRAPHS OF STREET VIEW





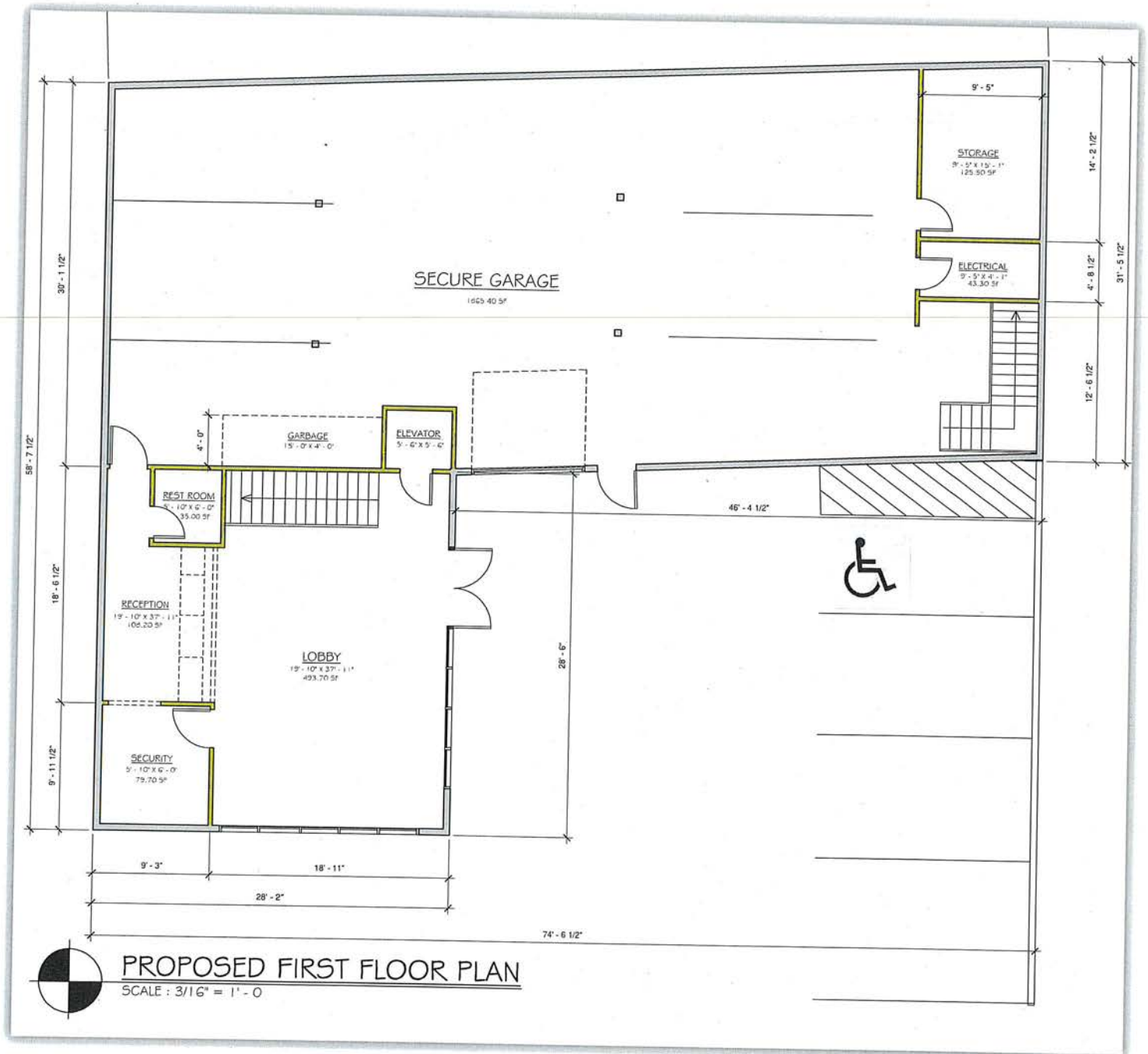
## 6.3. PREMISES (SITE) DIAGRAM

## PREMISES (SITE) DIAGRAMS



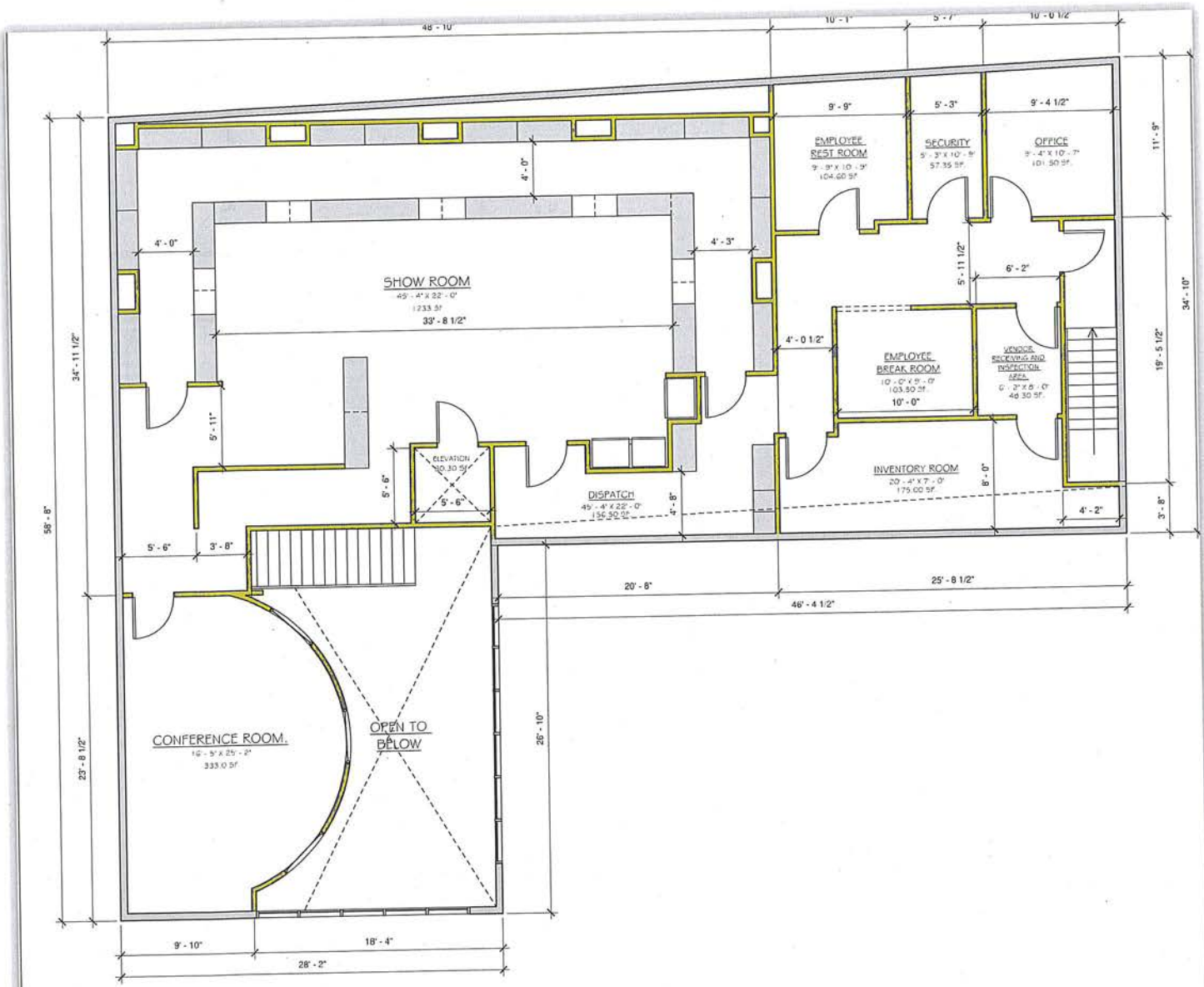


## PREMISES (SITE) DIAGRAMS CONTINUED





BUILDING FLOOR PLAN DIAGRAMS CONTINUED

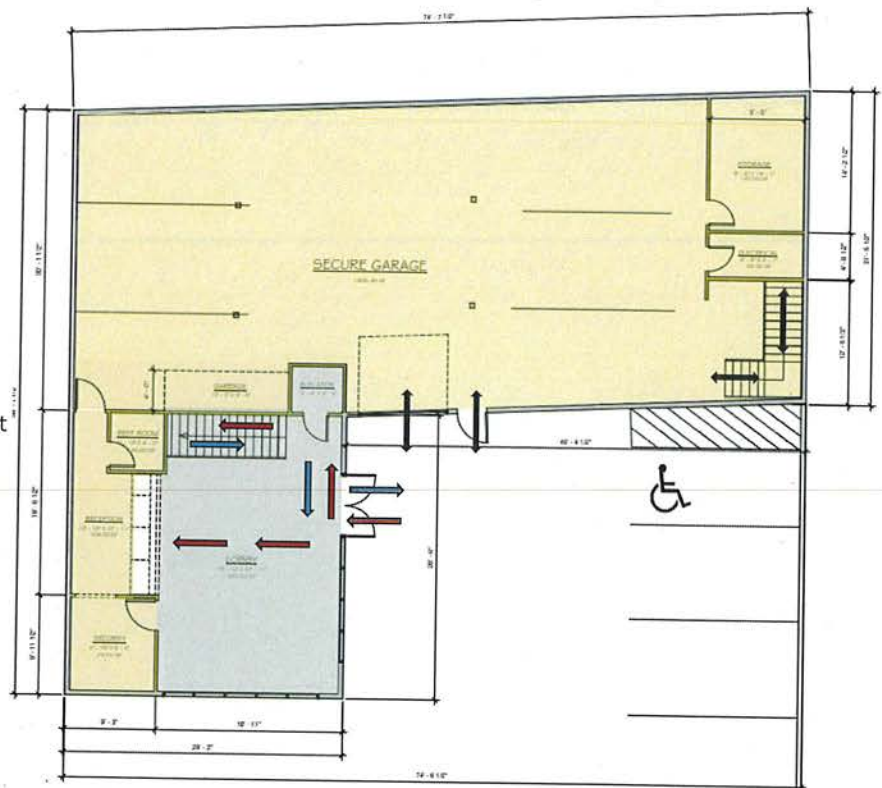


PROPOSED SECOND FLOOR PLAN  
SCALE : 3/16" = 1' - 0"



## Floor Plan First Floor

- Limited Access Area
- Customer Area
- ➔ Customer Path to Order
- ➔ Customer Path to Exit
- ↔ Vendor / Employee Entrance & Exit
- POS Point of Sale
- Counter / Display Case



## Floor Plan Second Floor

- Limited Access Area
- Customer Area
- ➔ Customer Path to Order
- ➔ Customer Path to Exit
- ↔ Vendor / Employee Entrance & Exit
- POS Point of Sale
- Counter / Display Case

