

HANDOUT

PACKET

August 9

2021

The following list of documents have been added as Handouts of the Board of Selectmen Meeting for 8.09.2021

PowerPoint presentation prepared by Town Administrator dated August 9, 2021 re: Process for Licensing Medical Marijuana Treatment Facility

PowerPoint presentation prepared by Earth well Farms, LLC dated August 9, 2021 re: Proposed Medical Marijuana Treatment Center Located at 536 Boston Post Road, Wayland, MA

Earth Well Farms, LLC Business Plan for Review by the Town of Wayland Board of Selectmen

Memorandum from Town Clerk to Board of Selectmen dated June 24, 2021 re: Registrar Appointment and Vacancy

Draft Town of Wayland Principles and Policy dated 8.9.2021

Wayland Department of Health COVID-19 Case Update as of 8.6.2021

Wayland Department of Health COVID-19 Vaccine Update as of 8.3.2021

Memorandum from Town Administrator's Office to Town Staff dated August 9, 2021 re: New COVID-19 Safety Guidance and Protocols for Town Buildings and Staff

Memorandum from Town Administrator and Public Buildings Director to Board of Selectmen and School Committee dated August 9, 2021 re: Status Update of School Capital Projects

Memorandum from Town Administrator's Office to Board of Selectmen dated August 9, 2021 re: Community Preservation Funded Projects Update.

Memorandum from Town Administrator to Board of Selectmen dated August 9, 2021 re: PFAS Response Update

PowerPoint presentation prepared by Town Administrator dated August 9, 2021 re: A Framework for Capital Planning

Re-envision Route 20 Corridor Survey Final dated August 9, 2021



Earthwell Farms Application for Medical Marijuana Treatment Center

AUGUST 9, 2021

LOUISE MILLER, TOWN ADMINISTRATOR



Process for Licensing Medical Marijuana Treatment Facility

- The Cannabis Control Commission requires:
 - Community Outreach Meeting
 - Host Community Agreement
 - Description of the Medical Marijuana Treatment Center's (MCT's) business plan to ensure compliance with all local by-laws



Host Community Agreement

- Board of Selectmen (BoS) are local licensing authority
- The applicant submits a draft Host Community Agreement (HCA) to the BoS, including
 - Community Impact Fee (CIF) not to exceed 3% of gross sales
 - A description of activities that will occur on site
- A provisional license from the Cannabis Control Commission must be obtained prior to signing HCA
- The applicant must demonstrate proof of site control of a parcel located in Wayland's zoned Medical Marijuana District (deed, lease, purchase and sale agreement, notarized statement of property owner, etc.)
- Background information must be provided to the BoS, including
 - Business name and registration
 - Names and contact information for applicant, owner(s), operator(s), other executives, investors who have a capital interest
 - Certificate of good standing
 - Sworn statement regarding outstanding/unresolved criminal proceedings
 - Business plan
 - Compliance with local zoning and required buffers



Business Plan

- The business plan must include at a minimum:
 - Market analysis
 - Financial projections
 - Evidence of financial backing
 - Timeline of milestones
 - Staffing plan and prioritization of hiring local employees
 - Management and operations plan
 - Traffic and parking plan
 - Parking
 - Building plan



Community Outreach Meeting

- Notice in a local newspaper at least 14 days prior to the meeting
- Filed with the Town Clerk, Planning Board, and Board of Selectmen at least 14 days prior to the meeting
- Mailed to abutters at least 7 days prior to the meeting
- Information presented at the Community Outreach Meeting must include at least:
 - The proposed address with a declaration that the proposed MCT is a “Medical Marijuana Treatment Center”
 - Information adequate to demonstrate that the location will be maintained securely
 - Steps to be taken by the MCT to demonstrate the location will be maintained securely
 - A plan for reduced cost or free marijuana for patients with document “Verified Financial Hardship”, with goals, programs, and measurements that the MCT will pursue once licensed
 - Information that the location will not constitute a nuisance (legal definition)
 - Attestation that community members were permitted to ask questions and receive answers by representatives of the MTC



Planning Board – Special Permit

- Article 26 of zoning By-Laws
 - Filing requirements for special permit
 - Site Plan
 - Names of key figures
 - Address
 - Security plan
 - Traffic study
 - Photometric plan
 - Proof of site control
 - Energy resource plan

- Note – overlap of items in the HCA and special permit – will require Town Counsel advice throughout process



**EARTH WELL
FARMS**

Massachusetts Medical Operator

EARTH WELL FARMS, LLC

Presentation to the Town of Wayland Board of
Selectmen Regarding our Proposed

Medical Marijuana Treatment Center located at
526 Boston Post Road, Wayland, MA

WHO WE ARE

- Earth Well Farms, LLC (“Earth Well Farms”) is a locally-owned company that seeks to enter into a Host Community Agreement with the Town of Wayland to operate a proposed Medical Marijuana Treatment Center (“MMTC”) at 526 Boston Post Road in Wayland, Massachusetts
- Our Company is comprised of skilled professionals who are committed to increasing patient access to high quality medical marijuana through their proposed MMTC, while simultaneously conferring significant economic benefits on the Town of Wayland.

MANAGEMENT TEAM

Tammy Carson (Founder)

- Founded Earth Well Farms, where she is responsible for cultivation and dispensary operations, researching and designing the seed-to-sale pipeline, on-site security, and regulation compliant point-of-sale.
- Launched her career as a Community Training Specialist where she assisted people with disabilities and administering psychotropic medications
- For the last six years she has worked for the Cambridge Health Alliance where she assisted with crisis emergency mental health and substance addiction levels of care needed for all individuals and populations.
- Graduated from Simmons School of Social Work with a Master's Degree in 2004 after completing a Bachelor's Degree in social work from Nazarene College in 2002.

Jonathan R. Watkins (Master Grower)

- Dedicated to mastering cannabis cultivation for the past three years.
- Specific focus on utilizing deep water culture processes, which are hydroponic methods of plant production which involves suspending plant roots in a solution of nutrient rich oxygenated water, and prevents changes in temperature, pH, and nutrient solution composition to ensure consistent and high-quality products.
- Specialized skill set will allow him to successfully steer Earth Well Farms' proposed cultivation operations and ensure that all patients have access to high-quality, locally grown medicine.

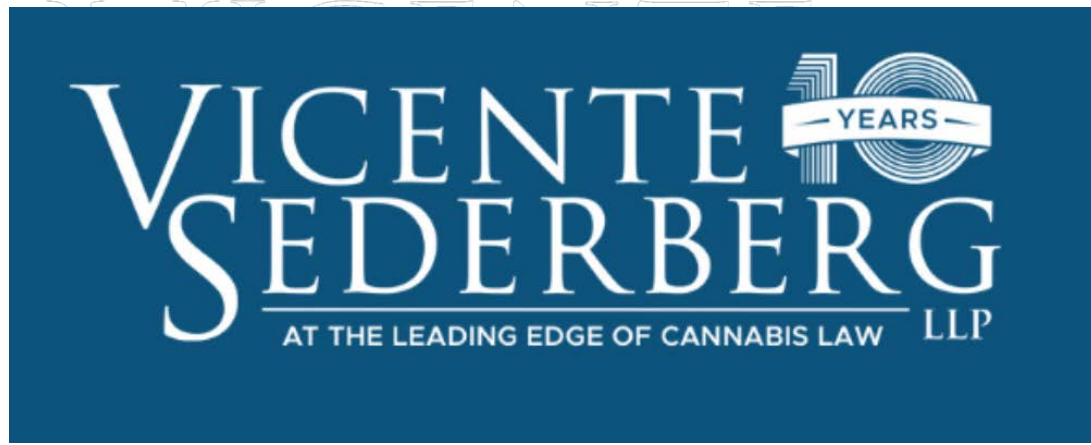
EXPERIENCED CONSULTANTS

Brad Baker (Security Consultant)

- Over 21 years of experience in security design, implementation, and monitoring, and over seven years of experience specific to the cannabis industry.
- President and Chief Executive Officer of Astronaut Security Technologies, a boutique provider of managed security solutions that provides cannabis security solutions to numerous licensed companies across the Commonwealth.
- Formerly the president of FTG Security and FTG Technologies; Deputy Director of Security and Emergency Management for the MassDOT and MBTA; and held security roles with Siemens, TRC Companies, and various private security firms.

Jamie Sipe (Cultivation Specialist)

- Over 16 years of cannabis experience, specializing in the design and operation of large-scale cultivation facilities that produce consistent high-grade products.
- He has prior experience with and knowledge of regulatory bodies in Massachusetts, including Cannabis Control Commission and Massachusetts Water Resources Agency.
- Mr. Sipe currently serves as the Director of Cultivation for a 60,000 SF cultivation facility, where he was responsible for overseeing all aspects of design and construction.



- Earth Well Farms has retained Vicente Sederberg LLP (“Vicente Sederberg”) as regulatory counsel to ensure full compliance with all regulations set forth by the Cannabis Control Commission and Town of Wayland.
- Vicente Sederberg is a national cannabis law firm that has been on the leading edge of marijuana and hemp law and policy for over a decade.
- Chambers and Partners USA ranked Vicente Sederberg a Band 1 law firm in its inaugural "Cannabis Law" practice category
- Recognized by Rolling Stone magazine as “the country’s first powerhouse marijuana law firm.”



Phil Silverman, Esq.

- Phil Silverman serves as counsel at Vicente Sederberg in the Boston office.
- Assists clients in developing strategies to create working relationships with municipalities to implement a practical and business-friendly approach to operations.
- Guides clients through real estate development issues affecting the business and the local permitting and licensing processes.
- Developed community outreach programs, impact plans and negotiated host community agreements with over 60 Massachusetts cities and towns.
- Graduate of Dartmouth College and the University of San Diego School of Law.



Adam Fine, Esq.

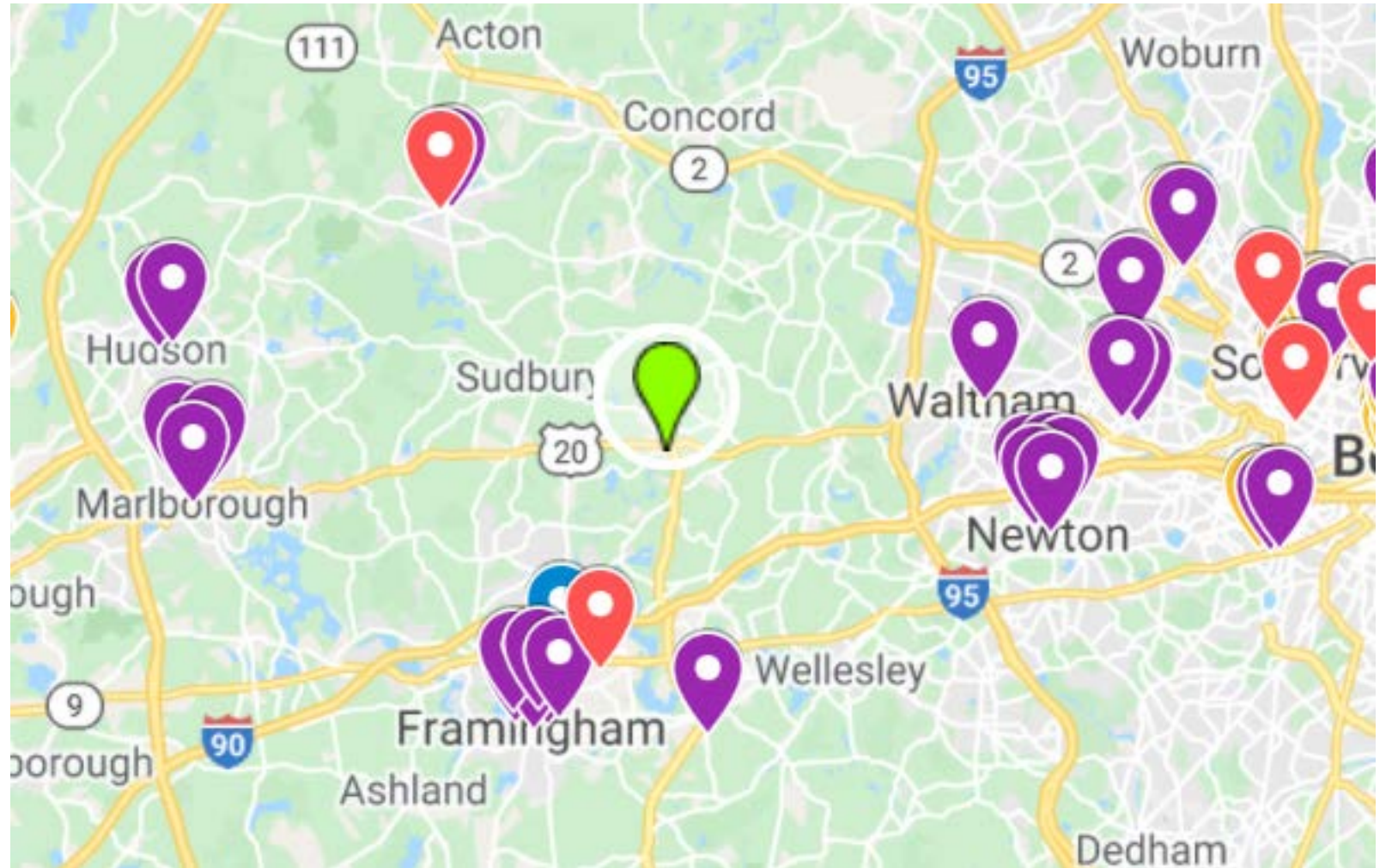
- Adam Fine is the Managing Partner of Vicente Sederberg's Boston Office.
- He represents several successful Massachusetts cannabis businesses and prospective business licensees on corporate, licensing, and regulatory matters.
- He served as a consultant to the Massachusetts Special Senate Committee on Marijuana and as a member of the drafting committee for Question 4, the 2016 ballot initiative that legalized marijuana in Massachusetts.
- He has testified before numerous municipal and regulatory bodies regarding marijuana policy and compliance, and he has chaired multiple cannabis-related CLE events.

OVERVIEW OF MASSACHUSETTS MEDICAL MARIJUANA MARKET

- On November 6, 2012, 63% of Massachusetts voters approved Question 3, the Massachusetts Medical Marijuana Initiative, which took effect on January 1, 2013.
- Municipalities in Massachusetts are prohibited from banning medical marijuana.
- There are currently more than 96 Massachusetts cities and towns that host (or have been named as host communities on medical applications) Medical Marijuana Treatment Centers, including Newton, Needham, Framingham, Natick and Southborough.
- Based on public meeting data as of June 17, 2021, there are currently 100,498 certified patients in Massachusetts and 94,453 certified active patients.
- The anticipated growth rate based on recent data suggests that there will be 108,000 certified active patients by the end of 2024.

MASSACHUSETTS MARIJUANA MARKET

- The red icons designate medical-only retailers.
- The purple icons designate retailers which are either hybrid or adult-use only.
- The green icon designates the proposed Medical Marijuana Treatment Center location.

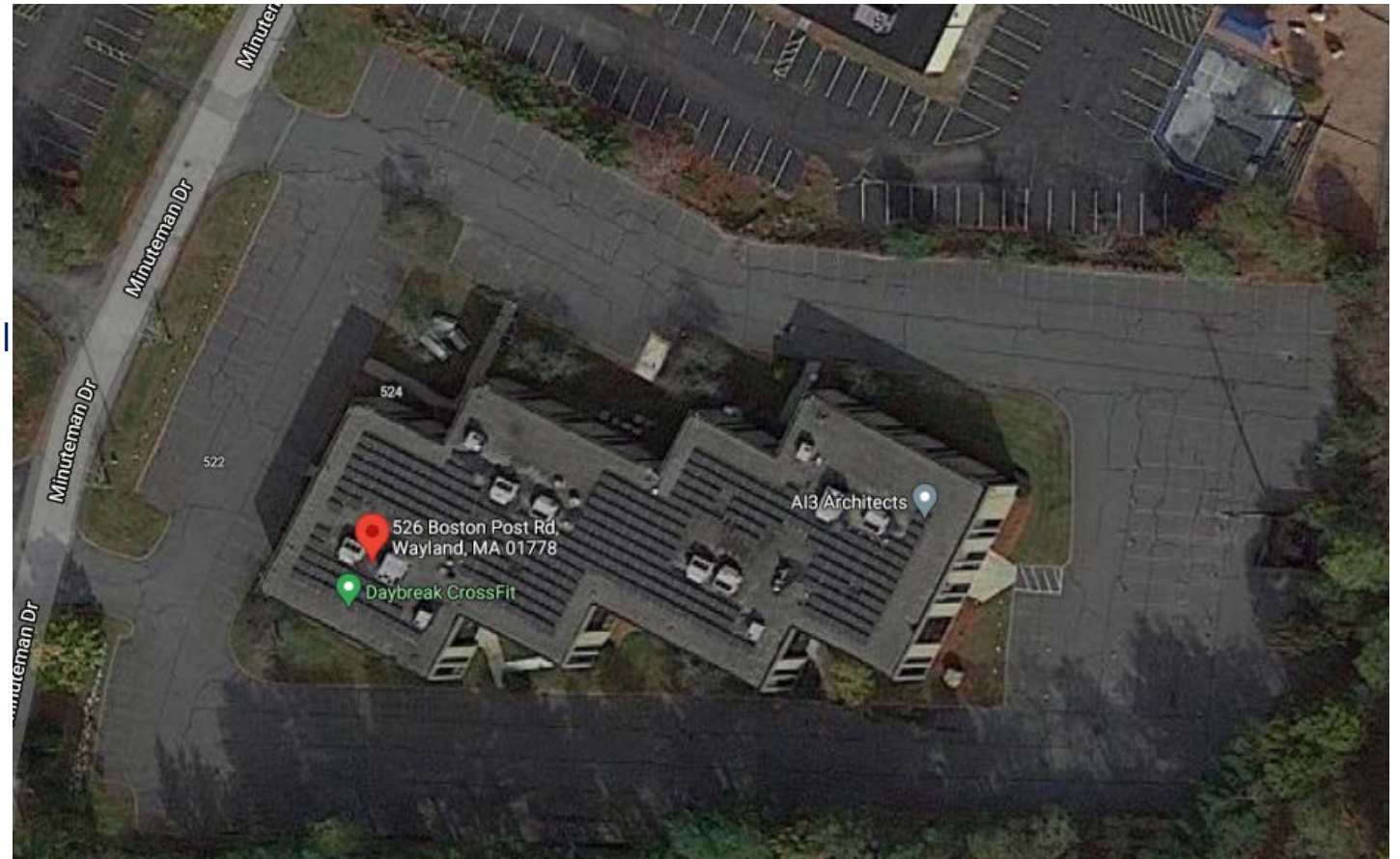


REQUIRED APPROVALS FOR OPERATION

- Earth Well Farms will apply for and receive a Special Permit and Site Plan Review from the Wayland Planning Board
- Earth Well Farms will apply for and receive all required municipal permits and license.
- Prior to commencing operations, Earth Well Farms will apply for Provisional Approval from the Massachusetts Cannabis Control Commission.
- A Host Community Agreement with significant community impact fee payments would provide the Town with additional financial benefits beyond local taxes.

ANTICIPATED PARKING DEMANDS BASED ON REGIONAL PATIENT DEMAND

- Modeling based on available data projects a high estimate of 2,950 patients in Wayland and the surrounding municipalities (addressable market) by the end of 2021, with a low estimate of 1,002 patients.
- Data available through the Cannabis Control Commission website indicates that patients visit retail establishments on a monthly basis.
- Assuming the high-end patient count, the MMTC will host roughly 98 patients per day, or 12 patients per hour over an eight-hour business day.
- With access to significant parking surrounding the Property, Earth Well Farms will be able to accommodate anticipated patient demand without causing negative traffic impacts.
- Earth Well Farms will also implement an “appointment only” requirement for patients during its first thirty days in order to optimize local safety and mitigate negative traffic impacts.



PROJECTED REVENUE BASED ON ANTICIPATED PATIENT DEMAND

Year	2021	2022	2023	2024
Patient Population in Addressable Market	2,950	3,063	3,180	3,302
Annual Value of Addressable Market (using mid-year patient population)	\$11,371,296	\$11,840,460	\$12,291,926	\$12,761,451
Patients in Addressable Market Going to Dispensary in Wayland*	1,002	1,041	1,080	1,122
Annual Market Size for a Dispensary in Wayland	\$3,862,960	\$4,022,340	\$4,175,708	\$4,335,211
Host Community Agreement Revenue**	\$115,889	\$120,670	\$125,271	\$130,056
Total Payments to Town of Wayland	\$115,889	\$120,670	\$125,271	\$130,056

**Assumes that all patients in Framingham go to dispensaries in Framingham, all patients in Natick and Wellesley go to the dispensary in Natick, and the remaining patients go to a store in Wayland.*

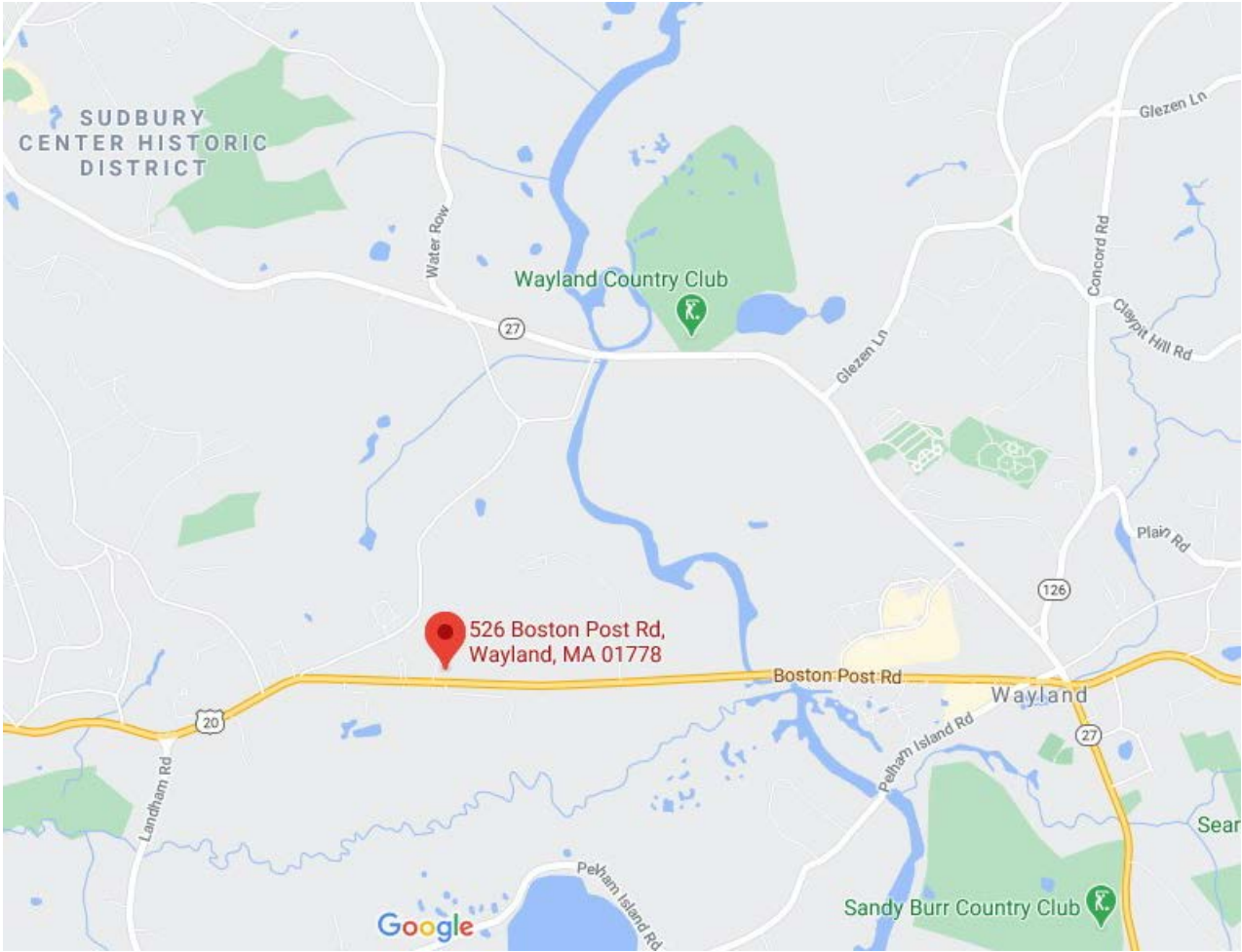
*** Only considers 3% of gross revenue for retail and does not include 1% gross revenue for wholesale*

THE PROPOSED MMTC

- The property at 526 Boston Post Road is an existing 40,000 square foot building that is uniquely suited to house a state-of-the-art medical marijuana cultivation, product manufacturing, and dispensary facility
- Earth Well Farms intends to renovate the portion of the premises for use for medical cultivation and product manufacturing
- The property is surrounded by parking on all sides, resulting in ample parking access for patients, caregivers, and employees.



COMPLIANCE WITH LOCAL ZONING



- The proposed MMTC at 526 Boston Post Road is located within the Medical Marijuana District, which is specifically delineated for the siting of MMTCs in the Town.
- The proposed MMTC is not located within 500 feet of a preexisting public or private school providing education in kindergarten or any of grades 1 through 12.
- Prior to operating in Wayland, Earth Well Farms will apply for and receive a Special Permit and Site Plan Review from the Wayland Planning Board (as well as any other required municipal permits and licenses).

SCOPE OF FACILITY RENOVATIONS



Earth Well Farms intends to partner with local vendors in creating an innovative design scheme for the retail portion of its operations to create a welcoming, pharmacy like environment for all patients and caregivers.



The Property will be utilized for its highest and best use, with minimal exterior modifications so as to preserve the current look and feel of the surrounding area.



Earth Well Farms will upgrade the facility as necessary to satisfy all Massachusetts Security requirements, including but not limited to surveillance, alarms systems and generators, and incorporate HVAC controls to mitigate odor, including carbon filtration and engineering control systems.



LED lights will be used throughout the facility in cultivation, manufacturing, and administrative areas.

SALES TO PATIENTS

- Only registered qualifying patients with a valid patient registration card and proof of identification will be allowed to enter the retail dispensary and purchase medical marijuana.
- Odor control and waste disposal will be in accordance with industry best practices, Commission Regulations, and Wayland's requirements.
- All marijuana and marijuana products will be sold in plain, resealable, and tamper or child-resistant packaging that is labeled in compliance with the Commission's detailed labeling requirements.
- No products inside the facility will be visible from the exterior of the facility.
- Check-out procedures activate Metrc, which does not allow for transactions in excess of patient allotments, per 935 CMR 501.140(3).
- No marijuana products available for sale will contain nicotine or alcohol.
- Educational materials will be available on a range of topics, which will include side effects, strains and methods of administration, dosage, and substance abuse.

CULTIVATION AND PRODUCT MANUFACTURING OPERATIONS

- Earth Well Farms' marijuana and marijuana products will be tested by a licensed Independent Testing Laboratory for cannabinoid content and biological and chemical contaminants prior to sale.
- The environmental media (soils, solid growing media and water) used for cultivation will also be tested for contaminants by an Independent Testing Laboratory
- Earth Well Farms will also satisfy the minimum energy efficiency and equipment standards established by the Commission to reduce energy and water usage and mitigate environmental impacts.
- All edible marijuana products will be prepared, handled, and stored in accordance with the sanitation requirements in 105 CMR 500.000: Good Manufacturing Practices for Food, and with the requirements for food handlers specified in 105 CMR 300.000: Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements.
- All marijuana flower, concentrates, extracts, and edible products will be packaged and labeled in compliance with the Commission's regulations.
- Earth Well Farms will not produce edibles in the shape of a human, animal, or fruit, or sporting-equipment item, including artistic, caricature, or cartoon renderings

SECURITY

- Earth Well Farms will contract with a professional security and alarm company to design, implement, and monitor a comprehensive security plan to ensure that the facility is a safe and secure environment for employees, customers, and the local community.
- The exterior of the facility and the surrounding area will be sufficiently lit, and foliage will be minimized to ensure clear visibility of the area at all times.
- The facility is limited to registered qualifying patients, personal caregivers, registered agents and, subject to the requirements of 935 CMR 501.110(4)(e), outside vendors, contractors, and Visitors. A Visitor log will be maintained in perpetuity.
- All agents and visitors will be required to visibly display an ID badge, and Earth Well Farms will maintain a current list of individuals with access.
- Earth Well Farms will have security personnel on-site during business hours.
- Earth Well Farms' state-of-the-art security system will consist of a perimeter alarm on all exit and entry points and perimeter windows, as well as duress, panic, or hold-up alarms connected to local law enforcement for efficient notification and response in the event of a security threat.
- The system will also include a failure notification system that will immediately alert Earth Well Farms' Executive Management Team if a system failure occurs.
- A redundant alarm system will be installed to ensure that active alarms remain operational if the primary system is compromised.
- Interior and exterior HD video surveillance of all areas that contain marijuana, entrances, exits, and parking lots will be operational 24/7 and available to the Police Department. These surveillance cameras will remain operational even in the event of a power outage.

PREVENTING DIVERSION

- In the event that Earth Well Farms discovers any of its agents diverted marijuana or marijuana products, the agent will be immediately terminated, and the Cannabis Control Commission and Wayland Police Department will be promptly notified.
- Earth Well Farms will not engage in any marketing, advertising, or branding practices that are targeted to, deemed to appeal to, or portray minors under 21 years of age.
- Earth Well Farms will not hire any individuals who are under the age of 21 or who have been convicted of distribution of controlled substances to minors.
- Earth Well Farms will not manufacture or sell any edible products that resemble a realistic or fictional human, animal, or fruit, including artistic, caricature, or cartoon renderings.
- Our advertising, marketing, or branding will not include any statement, design, representation, picture, or illustration that encourages or represents the use of marijuana for any purpose other than to treat a Debilitating Medical Condition or related symptoms
- Earth Well Farms' website will require all online visitors to verify they are a registered qualifying patient, personal caregiver, or 21 years of age or older prior to accessing the website.

PREVENTING NUISANCE

Our success as a cannabis operator is predicated upon our commitment to work with the surrounding community in such a way that we are viewed and operate as good business neighbors. Video and live surveillance will be available to ensure that the establishment does not create nuisance conditions in the parking area, sidewalk, street, and area surrounding the premises and adjacent properties. No marijuana or marijuana products will be visible from the exterior of the site.

The following behaviors will not be permitted on site:

- Any disturbance of the peace
- Public consumption of cannabis
- Illegal drug activity under state or local law
- Littering
- Loitering or pedestrian / vehicular traffic
- Illegal parking or violations of state and local traffic laws
- Queuing of patrons or other obstructions of the public or private way

Earth Well Farms will work diligently and in good faith with Wayland to address any nuisance concerns brought to its attention by members of the community. Earth Well Farms will implement an odor mitigation plan that minimizes any potential nuisance to the Town and that is based upon years of industry experience and best practices.

SUSTAINABILITY MEASURES TO REDUCE MUNICIPAL DEMANDS

Water

- Earth Well Farms will utilize drip irrigation which virtually eliminates excess water waste or runoff from the plants. This practice has been identified as a cultivation best practice by the Cannabis Control Commission in its “Guidance on Best Practices for Water Use”.
- Earth Well Farms will utilize water recapture methods through drain pipes and lines, dehumidifiers, and condensation recapture modules. Occasionally, the system will be flushed and new water will be introduced

Electricity

- Earth Well Farms intends to utilize numerous vegetative and flower rooms to allow for fluctuating lighting schedules, reducing high demand periods.
- Earth Well Farms will satisfy minimum energy efficiency and equipment standards established by the Commission.
- Earth Well Farms will institute ongoing energy audits to ensure it is obtaining its sustainability goals.
- Solar panels have been installed on the roof.



SOLID WASTE DISPOSAL:

Organic material and recyclable material will be redirected from disposal in accordance with the waste disposal bans described at 310 CMR 19.017: Waste Bans.

Marijuana waste will be ground and mixed with other organic material to render it unusable.



WASTEWATER DISPOSAL:

Wastewater will be disposed of in accordance with 314 CMR 18, which governs Industrial Wastewater



TRACKING AND MONITORING ENERGY USE:

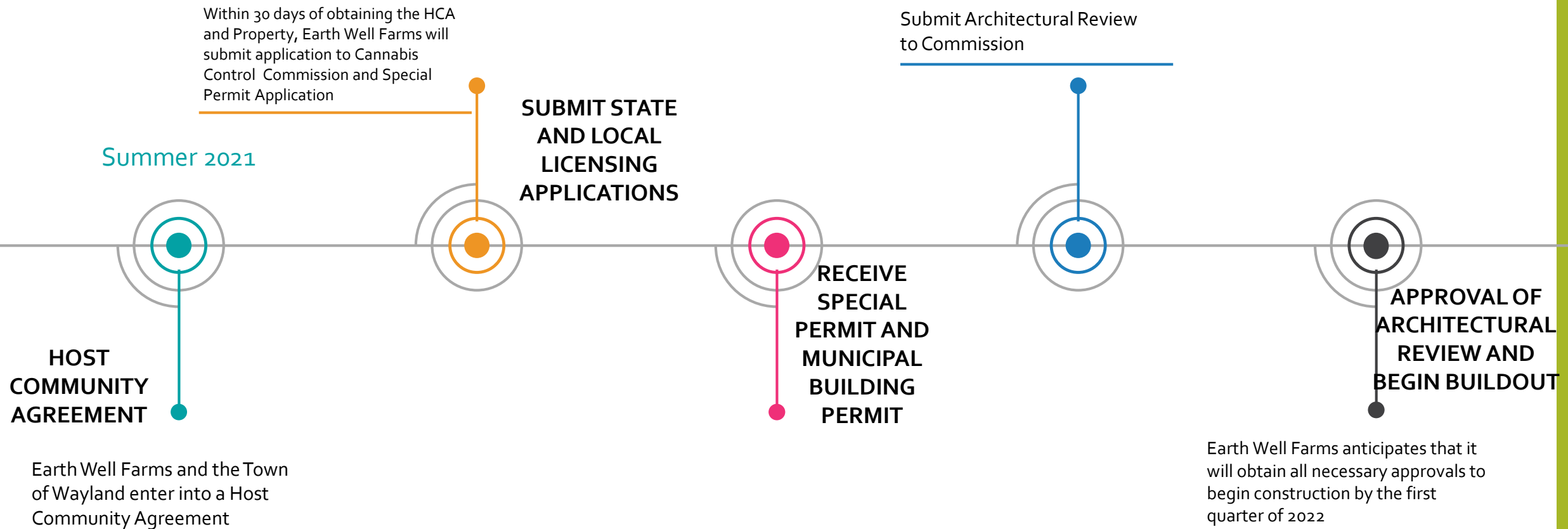
Earth Well intends to install meters to monitor energy usage and water usage to consistently improve operations.

BENEFITS TO WAYLAND

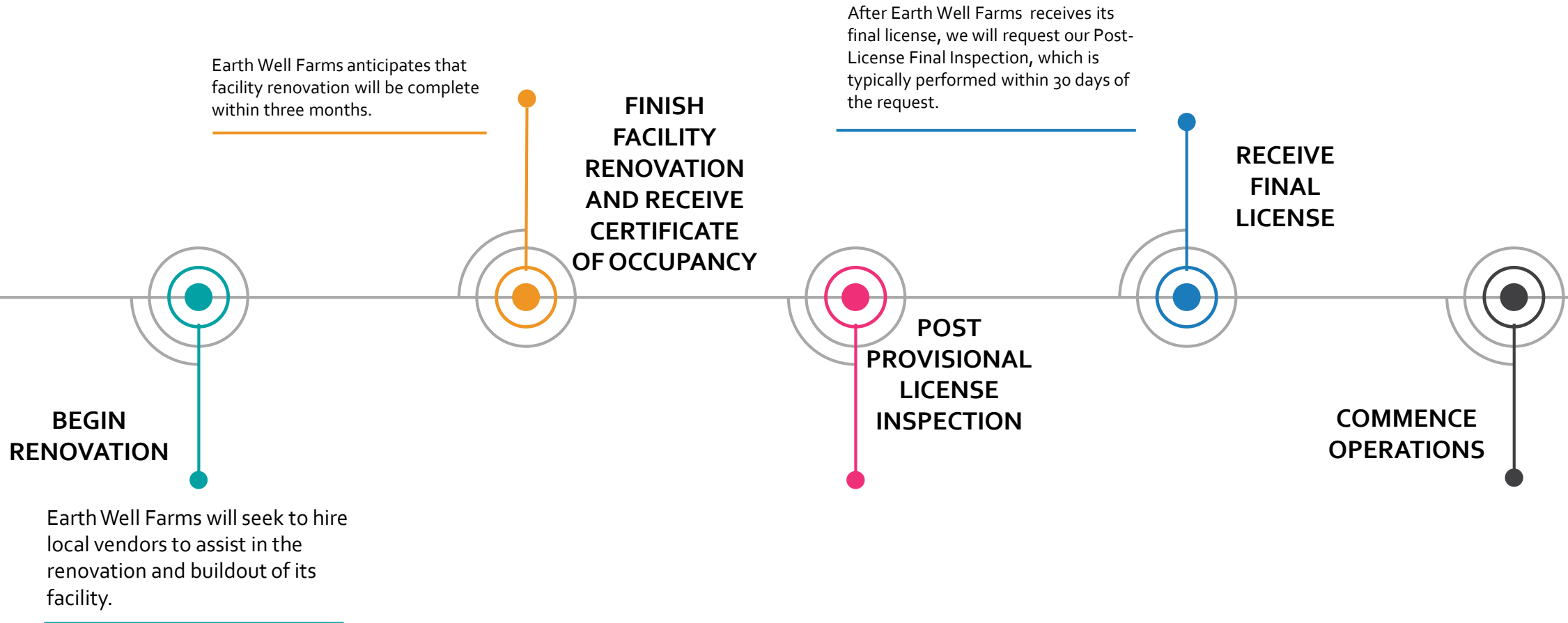
Earth Well Farms looks forward to working cooperatively with Town of Wayland to ensure that Earth Well Farms operates as a responsible, contributing member of the local community. The Town stands to benefit in various ways from Earth Well Farms siting a MMTC, including but not limited to the following:

- **JOBS** A MMTC is estimated to add 15-25 full-time and part-time jobs with a preference to hire local residents.
- **MONETARY BENEFITS** A Host Community Agreement with significant community impact fee payments would provide the Town with additional financial benefits beyond local taxes.
- **ACCESS** Earth Well Farms will provide registered qualifying patients with access to consistent, high-quality marijuana and marijuana products that are regulated and tested for cannabinoid content and contaminants.
- **CONTROL** In addition to the Commission, the Wayland Police Department and other municipal departments will have oversight over Earth Well Farms' security systems and processes.
- **RESPONSIBILITY** Earth Well Farms is comprised of experienced professionals who will be thoroughly background checked and scrutinized by the Commission.

TIMELINE



TIMELINE





EARTH WELL FARMS

Massachusetts Medical Operator

Thank you for your time and
consideration.

We look forward to answering any of
your questions.

Tammy Carson

tammyacarson@gmail.com

**EARTH WELL FARMS, LLC
BUSINESS PLAN FOR REVIEW BY THE TOWN OF WAYLAND BOARD OF SELECTMAN**

I. Introduction

Earth Well Farms, LLC (“Earth Well Farms” or the “Company”) is a locally-owned company that seeks to enter into a Host Community Agreement with the Town of Wayland in order to operate a Medical Marijuana Treatment Center (“MMTC”) at 526 Boston Post Road in Wayland, Massachusetts (“the Site”). As described below, Earth Well Farms is comprised of skilled professionals who are committed to increasing patient access to high quality medical marijuana through their proposed MMTC, while simultaneously conferring significant economic benefits on the Town of Wayland.

The following Business Plan has been prepared for the Town of Wayland Board of Selectman to provide additional information relative to:

- The Scope of Earth Well Farms’ Proposed Operations;
- Earth Well Farms’ Management Team and Consultants;
- Earth Well Farms’ Business Plan, including information on the following:
 - a. An overview of Massachusetts current patient population and trends for the future;
 - b. Market Research
 - c. Products and Services
 - d. Pricing Structure
 - e. Growth Strategy; and
 - f. Sales
- Earth Well Farms’ three-year projected income statement and projected benefits to the Town of Wayland; and an
- Overview of Massachusetts municipalities that currently host MMTCs.

After review of the following, as well as opportunity to further discuss Earth Well Farm’s proposed operations, we are hopeful that the Town of Wayland will welcome us to its community through the execution of a Host Community Agreement.

I. Proposed Operations

The Company intends to operate as a vertically integrated Medical Marijuana Treatment Center, that cultivates, processes and retails its own marijuana and marijuana products for medical use. The MMTC license would also allow Earth Wells Farms to deliver marijuana and marijuana products to Registered Qualifying Patients.

A. Facility Operations: Dispensing

In accordance with 935 CMR 501.140(3), access to the facility is limited to individuals that are 18 years of age or older that can demonstrate that they are current patients in the Commonwealth’s Medical Use of Marijuana Program via a program identification card as well as valid government-issued identification. Upon a patient’s entry into the premises, an agent will immediately inspect their proof of identification and determine the individual’s age and the validity of their program identification card. Failing this confirmation, an individual will be required to leave the facility

EARTH WELL FARMS, LLC

BUSINESS PLAN FOR REVIEW BY THE TOWN OF WAYLAND BOARD OF SELECTMAN

utilizing the same door in which they entered. Patients can indicate while checking in that they are interested in seeing a discrete consultation in Earth Well's consultation area.

Once inside the sales area, patients will enter a queue to obtain individualized service where they may select any of the products available to them with the help of an agent. Once a patient has selected a product for purchase, an agent will collect the chosen items from the designated product storage area. An agent will then scan each product barcode into the point-of-sale system. Upon checkout, patients will be required to confirm their identities and age a second time. In the event an agent determines an individual would place themselves or the public at risk, the agent will refuse to sell any marijuana products to the consumer.

Patients will promptly exit the facility utilizing the secured exit vestibule leading back to the parking lot.

B. Facility Operations: Cultivation and Product Manufacturing

Please see **Exhibit A** which outlines all proposed cultivation and product manufacturing operations at the facility.

II. Earth Well Farms' Management Team and Leading Cannabis Consultants

Earth Well Farms has put together a team to implement the operations of its MMTC and intends to create 15-25 full-time staff positions within the first three years of operation.

Founders and Executive Management Team

Tammy Carson, Founder

Earth Well Farms co-founder, Ms. Tammy Carson, has developed professional and leadership experience since graduating from Simmons School of Social Work with a Master's Degree in 2004 after completing a Bachelor's Degree in social work from Nazarene College in 2002. She initially launched her career as a Community Training Specialist in Quincy Massachusetts where she assisted people with disabilities and administering psychotropic medications. She became a Correctional Mental Health Professional at the University of Massachusetts Medical School where she provided diagnostic assessment, crisis intervention, and psychotherapeutic services to inmate populations. At a Mental Health Center in Boston, she managed a caseload and was responsible for developing treatment plans and maintaining client records. For the Cambridge Court Clinic, she worked with individuals, families, children, and adolescent on behalf of District, Probate, and Juvenile Courts, performed assessments and provided individual therapy services. She supported the implementation of Case Management software for Massachusetts State Ethics, the City of Chicago and North Carolina Homeless populations. For the last six years she has worked for the Cambridge Health Alliance where she assisted with crisis emergency mental health and substance addiction levels of care needed for all individuals and populations.

EARTH WELL FARMS, LLC

BUSINESS PLAN FOR REVIEW BY THE TOWN OF WAYLAND BOARD OF SELECTMAN

Beginning in 2021, she founded Earth Well Farms, where she is responsible for cultivation and dispensary operations, researching and designing the seed-to-sale pipeline, on-site security, and regulation compliant point-of-sale.

Jonathan R. Watkins, Master Grower

Earth Well Farms' Master Grower, Mr. Jonathan R. Watkins, has been dedicated to mastering cannabis cultivation techniques for the past three years, with a specific focus on utilizing deep water culture processes. This hydroponic method of plant production involves suspending plant roots in a solution of nutrient-rich oxygenated water, and prevents changes in temperature, pH, and nutrient solution composition to ensure consistent and high quality products. In addition, this technique results in fast growth and excellent yields, which allows for predictable and reliable harvests. Mr. Watkins specialized skill set will allow him to successfully steer Earth Well Farms' proposed cultivation operations and ensure that all patients have access to high-quality, locally grown medicine.

Leading Cannabis Industry Consultants

In furtherance of our goal of establishing a MMTC in Wayland, we have engaged leading cannabis industry consultants, Brad Baker, James Sipe, and Vicente Sederberg LLP. Brad Baker will serve as Earth Well Farms' Security Consultant. Mr. Baker will proactively engage with the Town of Wayland Police Department to ensure that all MMTC operations are designed to safeguard the Site, but more importantly, the citizens of Wayland. James Sipe will serve as our Cultivation Specialist, sharing the wisdom that he has gained during his sixteen-year tenure in the cannabis industry. Vicente Sederberg LLP is a Boston based, national law firm specializing in the cannabis industry, including licensure and compliance.

Brad Baker, Security Consultant

Brad Baker has over 21 years of experience in security design, implementation, and monitoring, and over seven years of experience specific to the cannabis industry. He is the President and Chief Executive Officer of Astronaut Security Technologies, a boutique provider of managed security solutions that provides cannabis security solutions to numerous licensed companies across the Commonwealth. Prior to this role, he was the president of FTG Security and FTG Technologies, one of the Commonwealth's leading security infrastructure companies; Deputy Director of Security and Emergency Management for the MassDOT and MBTA; and held security roles with Siemens, TRC Companies, and various private security firms. Brad originally obtained his degree from the University of Massachusetts at Lowell in 1999.

James Sipe, Cultivation Specialist

James "Jamie" Sipe has over 16 years of cannabis experience, and he specializes in the design and operation of large-scale cultivation facilities. He has extensive experience in designing and operating state-of-the-art cultivation facilities that produce consistent high-grade products. Mr. Sipe currently serves as Director of Cultivation for a 60,000 SF cultivation facility that he designed and oversaw construction of. He has prior experience with and knowledge of regulatory bodies in

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Massachusetts, including Cannabis Control Commission and Massachusetts Water Resources Agency.

Vicente Sederberg LLP

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Phil Silverman, Esq.

Phil Silverman serves as counsel at Vicente Sederberg in the Boston office. As a member of the firm’s Land Use & Zoning and Licensing practice groups, he assists clients in developing strategies to create working relationships with municipalities to implement a practical and business-friendly approach to operations. Phil guides clients through real estate development issues affecting the business and the local permitting and licensing processes. He has developed community outreach programs, impact plans and negotiated host community agreements with over 60 Massachusetts cities and towns. Phil is a graduate of Dartmouth College and the University of San Diego School of Law.

Adam Fine, Esq.

Adam D. Fine is managing partner of Vicente Sederberg's Boston office. He represents several successful Massachusetts cannabis businesses and prospective business licensees on corporate, licensing, and regulatory matters.

Adam is a leading voice on cannabis law and policy in the Commonwealth, and in 2018 he was named one of the "100 Most Influential People in Boston" by Boston magazine. He served as a consultant to the Massachusetts Special Senate Committee on Marijuana and as a member of the drafting committee for Question 4, the 2016 ballot initiative that legalized marijuana in Massachusetts. He has testified before numerous municipal and regulatory bodies regarding marijuana policy and compliance, and he has chaired multiple cannabis-related CLE events. He is frequently quoted in the Boston Globe and other local news outlets, as well as in national cannabis industry publications.

Before joining Vicente Sederberg in 2013, Adam spent a number of years as an attorney at a Boston law firm, where he focused on complex civil and criminal litigation. Prior to entering private practice, he served as a trial attorney for the Defender Association of Philadelphia, where he litigated more than 200 criminal trials.

III. BUSINESS PLAN

A. Overview of Massachusetts Current Patient Population and Trends for the Future

Earth Wells Farms has been consistently tracking trends and developments in the Massachusetts Medical Marijuana Program in order to make evidence based projections relative patient demand in the Wayland area. The following reflects our current analysis.

Based on the public meeting packet data provided as of June 17, 2021 there are **100,498 certified patients and 94,453 certified active patients**. While this is a small decline from March of 2021 when there were 102,598 certified patients and 96,649 certified active patients, in general, patient enrollment has grown over the last year and a half. At the beginning of 2020 there were just 67,228 certified patients and 61,379 certified active patients.

While this significant growth may have been in response to adult-use store closures during the early months of the COVID pandemic, Massachusetts did not see patient enrollment declines in 2018 or 2019 even as adult-use stores began to open. If we assume that the significant rate of patient growth during 2020 was an abnormality due to pandemic related restrictions, we can then look to the patient growth rate in 2019 as an example for future changes. From January 2019 to January 2020 Massachusetts' active patient enrollment grew at a rate of 3.75%. Based upon this growth rate we would estimate the following number of certified active patients by the end of each respective year.

YEAR	PROJECTED PATIENT POPULATION
End of 2021	96,500
End of 2022:	100,200
End of 2023:	104,000
End of 2024	108,000

B. Market Research

There are currently four cannabis stores in the vicinity of Wayland: one medical storefront in Natick, two medical and adult-use stores in Framingham, and an adult-use only store in Framingham. However, Earth Well Farms maintains a competitive advantage over other licensed operators in the area due to the experience of its management team, its easily accessible location off of Boston Post Road, as well as its commitment to quality. This is particularly true, as the industry is rapidly growing, and customers are scrutinizing the quality of cannabis dispensed, the services offered, the location of the dispensary, the prices offered for the products, and the branding of the business.

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C. Products & Services

In order to maintain competitive advantage, Earth Well Farms will offer a wide variety of products to its patients. Namely, in addition to traditional sativa, indica, and hybrid cannabis flower, Earth Well Farms product menu will include:

1. Concentrates
2. Topical Salves
3. Creams and Lotions
4. Patches
5. Oral Mucosal and Sublingual Dissolving Tablets
6. Tinctures
7. Sprays
8. Inhalation Ready to Use CO₂ Extracted Hash Oils
9. Pre-Dosed Oil Vaporizers
10. Ingestion Capsules
11. Infused Food and Beverages

D. Pricing Structure

Earth Well Farms' pricing structure will vary based on market conditions. The Company plans to provide products of superior quality and will price accordingly.

E. Growth Strategy

Earth Well Farm's plan to grow the company includes:

1. Strong and consistent branding;
2. Intelligent, targeted, and compliant marketing programs;
3. An exemplary in-store experience; and
4. A caring and thoughtful staff made of consummate professionals.

Earth Well Farms will engage in reasonable marketing, advertising, and branding practices that do not jeopardize the public health, welfare, or safety of the general public, or promote the diversion of marijuana or marijuana use for patients. Any such marketing, advertising, and branding created for viewing by the public will include the statement: "Please Consume Responsibly," in a conspicuous manner on the face of the advertisement and will include a minimum of two of the warnings, located at 935 CMR 501.105(5), in their entirety in a conspicuous manner on the face of the advertisement.

All marketing, advertising, and branding produced by or on behalf of Earth Well Farms will include the following warning, including capitalization, in accordance with M.G.L. c. 94G, § 4(a½)(xxvi): "This product has not been analyzed or approved by the Food and Drug Administration (FDA). There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of

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this product. KEEP THIS PRODUCT AWAY FROM CHILDREN. There may be health risks associated with consumption of this product. Marijuana can impair concentration, coordination, and judgment. The impairment effects of edible marijuana may be delayed by two hours or more. In case of accidental ingestion, contact poison control hotline 1-800-222-1222 or 9-1-1. This product may be illegal outside of MA.”

The Company will seek events where 85% or more of the audience is reasonably expected to be either 21 years of age or older or individuals with a debilitating condition, as determined by reliable, current audience composition data. At these events, Earth Well Farms will market its products and services to reach a wide range of patients.

We will also communicate with patients through:

1. A company run website;
2. A company blog;
3. Popular cannabis discovery networks such as WeedMaps and Leafly;
4. Popular social media platforms such as Instagram, Facebook, Twitter, and SnapChat; and
5. Opt-in direct communications.

In addition, Earth Well Farms will also provide a catalogue and a printed list of the prices and strains of marijuana available to consumers and will post the same catalogue and list on its website and in the retail store.

F. Sales

Earth Well Farms will sell its products and services by engaging patients with knowledgeable personnel and providing access to patient educational materials to empower patients to actively participate in their health care and wellness regimen.

G. Logo

Earth Well Farms has developed a logo to be used in labeling, signage, and other materials such as letterhead and distributed materials. The logo is discreet, unassuming, and does not use marijuana symbols, images of marijuana, related paraphernalia, or colloquial references to cannabis or marijuana. An image of the logo can be found below:



IV. Earth Well Farms’ Four-Year Projected Income Statement and Projected Benefits to the Town of Wayland

A. Financial Analysis Extrapolated from Public Data

Based on the patient demand data set forth above, as well as the additional data points described below, Earth Well Farms has been able to extrapolate evidence-based predictions relative to its projected income during its first four years of operations, as well as projected payments to the Town of Wayland. Specifically, as outlined in our proposed HCA attached within this submittal, Earth Well Farms intends to pay an Annual Community Impact Fee in an amount equal to:

- a. Three percent (3%) of Gross Sales Revenues of Medical Marijuana Treatment Center Retail operations at the Facility (the “Retail Payment”); and
- b. One percent (1%) of Gross Sales Revenues of medical marijuana cultivated and/or manufactured at the Facility that is sold via wholesale to other licensed establishments (the “Cultivation and Product Manufacturing Payment”).

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In sum, based on the analysis below, Earth Well Farms anticipates the following payments to the Town of Wayland in the first four years of operations based on retail sales alone:

Year	FY 1	FY 2	FY 3	FY 4
Host Community Agreement Revenue**	\$115,889	\$120,670	\$125,271	\$130,056

These predications are based on our review of current population data for Wayland, as well as the surrounding area, as well as Massachusetts 2019 Census data, which reflects a total population of 6,892,503.

Based on this data, and assuming patients are evenly distributed proportionally based on population, there would be approximately 2,950 patients in Wayland and the surrounding municipalities (addressable market) by the end of 2021.

Publicly available data from the Massachusetts Cannabis Control Commission monthly presentation shows that the average active patient purchased approximately 0.784 ounces of medical cannabis each month in 2021. Based on an analysis of how five cannabis retailer menus in Massachusetts performed in May 2020, the average retail price for adult-use cannabis flower was \$14.76 per gram (\$418.57 per ounce). If we are to assume that these same adult-use pricing dynamics exist for the Massachusetts medical market, the average patient would spend approximately \$328.16 on medical cannabis each month (\$3,937.91 per year).

Towns	Population
Concord	18,918
Lincoln	7,052
Weston	12,124
Wellesley	28,670
Natick	36,050
Framingham	74,416
Sudbury	19,655
Wayland	13,835
Total	210,720

There are currently four cannabis stores within the eight-municipality addressable market area that includes Wayland and the surrounding towns. One medical storefront in Natick, two medical and adult-use stores in Framingham, and an adult-use only store in Framingham. To determine the number of patients going to medical dispensary establishments in Wayland this simple model assumes that all patients in Framingham go to dispensaries in Framingham, all patients in Natick and Wellesley go to the dispensary in Natick, and the remaining patients in the addressable market go to dispensaries in Wayland.

Year	FY 1	FY 2	FY 3	FY 4
Patient Population in Addressable Market	2,950	3,063	3,180	3,302
Annual Value of Addressable Market (using mid-year patient population)	\$11,371,296	\$11,840,460	\$12,291,926	\$12,761,451
Patients in Addressable Market Going to Dispensary in Wayland*	1,002	1,041	1,080	1,122
Annual Market Size for a Dispensary in Wayland	\$3,862,960	\$4,022,340	\$4,175,708	\$4,335,211

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Year	FY 1	FY 2	FY 3	FY 4
Host Community Agreement Revenue**	\$115,889	\$120,670	\$125,271	\$130,056

**Assumes that all patients in Framingham go to dispensaries in Framingham, all patients in Natick and Wellesley go to the dispensary in Natick, and the remaining patients go to a store in Wayland.*

*** Only considers 3% of gross revenue for retail and does not include 1% gross revenue for wholesale.*

Earth Well Farms is happy to provide additional information on request based on the projections included herein.

B. Community Benefits Plan Through

1. Increased Employment and Local Hiring

Earth Well Farms anticipates that its MMTC will create 15-25 full time and part time jobs, with a preference to hire local residents. To the extent such practice and its implementation are consistent with federal, state, and municipal laws and regulations, Earth Well Farms will make every effort in a legal and non-discriminatory manner to give priority to local businesses, suppliers, contractors, builders and vendors in the provision of goods and services called for in the construction, maintenance and continued operation of the Facility when such contractors and suppliers are properly qualified and price competitive and shall use good faith efforts to hire Town residents.

2. Ongoing Community Outreach and Engagement:

The Company will employ its best efforts to work collaboratively and cooperatively with its neighboring businesses and residents to establish written policies and procedures to address mitigation of any reasonable concerns or issues that may arise through its operation of the Facility, including, but not limited to any and all reasonable concerns or issues raised at the Company's required Community Outreach Meeting relative to the operation of the Facility.

3. Commitment to Charitable Giving

Earth Well Farms recognizes the importance of corporate leadership and responsibility and will consistently seek out opportunities to positively impact the Town of Wayland. Driven by these values, we will seek to partner with local non-profits in order to dedicate both time and financial resources. We will also prioritize the coordination of quarterly community service opportunities for our employees, so that all team members will have the opportunity to connect with our neighbors.

V. Overview of Massachusetts municipalities that currently host MMTCs

If the Town of Wayland were to enter into a Host Community Agreement with Earth Well Farms, it would join a multitude of Massachusetts municipalities that have already opened their doors to medical operators. For example, there are currently more than 96 Massachusetts cities and towns that host (or have been named as host communities on medical applications) Medical Marijuana Treatment Centers, including Newton, Needham, Framingham, Natick and Southborough. This is likely due in part the Massachusetts's Attorney General's ruling that localities are prohibited from banning medical marijuana operations under the law, but also due to the increase in patient demand year over year, as described above. A complete and current list of all Massachusetts medical marijuana applications, as well as the status of pending applications, is enclosed for reference at **Exhibit B**.

VI. Conclusion

Earth Well Farms has the experience and know-how to safely and efficiently provide high quality, consistent, laboratory-tested cannabis and derivatives. The Company hopes to bring its high-quality standards to Massachusetts qualified patients to provide them with a safe and clean community environment. In addition, Earth Well Farms looks forward to working cooperatively with all the municipalities in which it is operating to help spread the benefits that this market will yield.

Exhibit A

Facility Operations: Cultivation and Product Manufacturing

CULTIVATION PLAN

Overview

Earth Well Farms, LLC (“Earth Well Farms”) will cultivate, process and package marijuana, and transfer marijuana to other MTCs and to patients, in accordance with Earth Well Farms’ licensed cultivation tier. All phases of the cultivation, processing, and packaging of marijuana by Earth Well Farms will take place in a designated area that is not visible from a public place without the use of binoculars, aircraft, or other optical aids.

Application of pesticides by Earth Well Farms will be performed in compliance with M.G.L. c. 132B and the regulations promulgated at 333 CMR 2.00 through 333 CMR 14.00. Any testing results indicating noncompliance will be immediately reported to the Commission, who may refer any such result to the Massachusetts Department of Agricultural Resources (“MDAR”). In the event that Earth Well Farms sells or otherwise transfers marijuana to another MTC, Earth Well Farms will provide documentation of its compliance, or lack thereof, with the testing requirements of 935 CMR 501.160. Earth Well Farms will only label marijuana with the word “organic” if all cultivation is consistent with US Department of Agriculture organic requirements at 7 CFR 205 and MDAR requirements for pesticide usage. Soil for cultivation will meet federal standards identified by the Commission, including but not limited to the U.S. Agency for Toxic Substances and Disease Registry’s Environmental Media Evaluation Guidelines for residential soil levels.

Earth Well Farms’ cultivation process will use best practices to limit contamination including, but not limited to, mold, fungus, bacterial diseases, rot, pests, pesticides not in compliance with 501.120(5) for use on marijuana, mildew, and any other contaminant identified as posing potential harm. Earth Well Farms’ best practices will be compliant with state and local law, including but not limited to, the Commission’s *Guidance on Integrated Pest Management* currently in effect and as subsequently amended. Any application of plant nutrient to land used for the cultivation of marijuana will comply with St. 2012, c. 262, as amended by St. 2013, c. 118, § 26, and 330 CMR 31.00: *Plant Nutrient Application Requirements for Agricultural Land and Non-agricultural Turf and Lawns*.

Earth Well Farms, through the use of Metrc, will assign and record a unique, sequential alphanumeric identifier to each cultivation batch for the purposes of production tracking, product labeling, and product recalls.

Cultivation Rooms and Facilities

Cultivation Rooms

- Clone Room
- Mother Room
- Vegetative Room
- Flowering Rooms

Support Rooms

- Supply Storage Room
- General (non-plant) Trash Room

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Facility Operations: Cultivation and Product Manufacturing

- Plant Trash Room
- Locker Rooms
- Mechanical Room
- Electrical room
- Trim Room
- Dry Room

Technical Specifications

The Earth Well Farms facility utilizes a water-chilled system/heat to control temperature and humidity levels. Cultivation rooms are individually controlled and monitored through the use of a Direct Digital Control (“DDC”), which is an automated control of a condition or process by a digital device. Adjustable environmental parameters include heat, humidity, and light control. Cultivation rooms that house plant material will be under video surveillance—as outlined in the Earth Well Farms Security Policies and Procedures.

Overview of Cultivation Rooms

Clone Room: The Clone Room is initially dedicated to the germination of seeds during ramp up, and then will be used to house clones from mother plants, which will be chosen from initial seed stock. Cloning, the act of taking a genetically identical specimen from mother stock, takes place in the clone room. The Cultivation Technician that oversees the Mother Room and Clone Room propagates plant material and is responsible for the plants’ life cycle from cutting to vegetative phase.

Mother Room: The Mother Room houses all selected plants from initial seed stock that meet the characteristics that the Director of Cultivation is looking for in each strain of marijuana. The Mother Room consists of grow lights that offer the proper wavelengths of light to encourage rapid growth to produce clones on a weekly basis. The Mother Room light cycle is twenty-four (24) hours of light.

Vegetative Room: The Vegetative Room houses all plants that are in between the Clone Room and Flowering Rooms. Grow lights will be used to encourage vegetative growth and proper root establishment. Plant material will also be transitioned from low intensity lighting to high intensity to prevent transplant/light shock. The Vegetative Room light cycle varies between eighteen to twenty-four (18-24) hours of light.

Flowering Rooms: The Flowering Rooms consist of marijuana plants fed from the vegetative room. Marijuana plants are placed under a twelve/twelve (12/12) light cycle to initiate flowering. With the use of grow lights, the flowering marijuana plants receive the correct amount of red/orange wavelengths of light to promote proper flowering behavior. The Flowering Rooms are where the plants’ life cycles end; this period can vary from eight to twelve (8-12) weeks.

Safety

All agents will complete mandatory safety training sessions. Earth Well Farms agents and Earth Well Farms management will have specific responsibilities to ensure health and safety at the Earth Well Farms facility:

Exhibit A

Facility Operations: Cultivation and Product Manufacturing

Health and Safety Responsibilities for Earth Well Farms Management:

- Ensure the health and safety of Cultivation Technicians;
- Correct any workplace conditions that are hazardous to the health and safety of Cultivation Technicians;
- Inform Cultivation Technicians about any remaining hazards;
- Make copies of the *Workers Compensation Act* and OSHA Regulations available by posting throughout the Facility;
- Ensure agents know their rights and responsibilities under OSHA Regulations and the Act and that they comply with them;
- Provide and maintain protective devices, equipment, and clothing, and ensure that agents use them;
- Provide Cultivation Technicians with education, supervision, and training specific to the Cultivation Facility and equipment used to cultivate; and
- Perform ongoing reviews of policies and procedures and update as needed.

Health and Safety Responsibilities for Earth Well Farms Agents:

- Take care to protect individual health and safety and the health and safety of others who may be affected by individual's actions;
- Comply with all regulations and other legal requirements;
- Follow established safe work procedures;
- Use the required personal protective equipment;
- Refrain from horseplay or similar conduct that may endanger others;
- Ensure individual ability to work safely is not impaired by drugs or alcohol;
- Report accidents and other incidents (including near misses) to the Director of Cultivation; and
- Report the following to the Director of Cultivation:
 - A hazard that might endanger Earth Well Farms agents;
 - A problem with personal protective equipment or clothing; and
 - Any suggestions to improve workplace safety.

Cultivation Agent Health and Safety Program: Eight basic components have been identified to help prevent accidents and injuries from occurring within the Cultivation Facility, as well as to help deal effectively with any incidents that do occur. These components are:

- Hazard Identification & Risk Control—determine which hazards are present in the workplace and take steps to eliminate or minimize such hazard.
- Safe Work Procedures:
 - Dealing with wet surfaces;
 - Wearing proper personal protective equipment and clothing;
 - Handling solvents with use of protective gloves and proper ventilation; and
 - Using proper body mechanics when lifting heavy objects.
- Orientation, Education, Training & Supervision—properly prepare agents for job duties and ensure policies and procedures are consistently followed.
- Safety Inspections—regular safety inspections throughout Cultivation Facility, which will help identify workplace hazards so that they can be eliminated or controlled.
- Incident Investigation—determine cause of accident or injury and implement preventive measures.

Exhibit A

Facility Operations: Cultivation and Product Manufacturing

- Health and Safety Meetings—regular meetings to provide an opportunity for agents and managers to communicate any concerns about health and safety.
- First Aid—determine what level of first aid is necessary on-site.
- Records & Statistics—maintain documentation to help identify recurring problems and ensure that hazardous conditions are corrected.

An annual Health and Safety Program review will be carried out to address current concerns. Smoking is prohibited on Earth Well Farms property.

Plant Care

Cultivation Technicians will be responsible for all plant maintenance in their assigned cultivation rooms. Responsibilities will include watering/irrigation, potting/re-potting, pruning and Integrated Pest Management (IPM). The IPM Program is designed to control and limit pests and other pathogens. Cultivation Technicians will maintain appropriate levels of sanitation in all cultivation areas and keep assigned cultivation rooms clean and free from hazards. Toxic items will be labeled, identified appropriately, held, and stored in the cultivation supply room in order to protect marijuana and MIPs from being contaminated.

Irrigation: All plants will be top fed via drip irrigation. Multiple reservoirs located throughout the cultivation rooms will feed plants, and reservoirs will contain the mixture of water and a concentrated two-part fertilizer that will be adjusted to the proper ppm/EC levels that are required for the different stages of the marijuana plant cycle. The irrigation water will also be adjusted to the proper pH level to ensure proper nutrient uptake. Cultivation Technicians are responsible for their assigned reservoirs. Responsibilities include filling reservoirs with water and adding concentrated nutrients to reach the proper nutrient levels required and adjusting pH with the use of nutrient/pH meter. Cultivation Technicians will monitor the flow of irrigation through the system to ensure that all plants are receiving adequate amounts of water. Cultivation Technicians will consult with the Cultivation Manager and Director of Cultivation with regards to irrigation frequency and duration.

Potting/Re-Potting: All plants will be using a mixture of coco fiber and perlite in nursery pots. Cultivation Technicians are responsible for potting up plants in their assigned cultivation rooms. Cultivation Technicians will consult with the Cultivation Manager/Director of Cultivation regarding the timing of re-potting in order to maximize plant potential and to ensure that plants do not become root-bound. All Cultivation Technicians will be trained by the Director of Cultivation on proper potting techniques during initial training.

Pruning: Marijuana plants will be pruned regularly to encourage adequate growth traits and to maximize flowering sites on the plant. Pruning will also be used to maximize the yield potential of individual plants and also to eliminate flowering sites that do not receive adequate light due to full canopy. Cultivation Technicians will undergo training in this procedure by the Director of Cultivation during initial training to ensure proper techniques.

Pest Control Prevention

Pests and pathogens will be managed and controlled to the greatest extent possible. Pests include insects, diseases, or any unwanted organism that directly or indirectly damages plants. Earth

Exhibit A

Facility Operations: Cultivation and Product Manufacturing

Well Farms will implement an Integrated Pest Management (IPM) Program to manage and control pest problems. IPM is a systematic approach to managing pests that focuses on long-term prevention or suppression with minimal impact on human health, the environment, and non-target organisms. A successful IPM Program consists of five (5) main categories: sanitation, monitoring, identification of pest problems, control methods, and evaluation.

Sanitation: Maintaining a clean and sterile environment is the most important phase of the IPM program. Agents will be responsible for ensuring assigned cultivation rooms are properly maintained, floors remain free from debris, and that tables on which plants are being grown are clean. Between harvests, Flowering Rooms, including floors, tables and walls, will be treated with a greenhouse disinfectant. All irrigation systems and lines will be cleaned between harvests. Cultivation Technicians will be required to wear one-piece work jumpsuits during shifts to limit the introduction of unwanted pests/pathogens.

Monitoring: IPM requires a thorough assessment of plants and their overall appearance. Cultivation Technicians will perform visual assessments for their dedicated areas and report any findings to the Cultivation Manager and Director of Cultivation.

Identification of Pest Problems: Visual inspections are the primary method for determining if pest problems exist in the Cultivation Facility. Sticky traps will be used throughout cultivation rooms to allow agents to consistently monitor pests that may be present. If and when a pest/pathogen is identified, Cultivation Technicians will immediately notify the Cultivation Manager and Director of Cultivation in order to minimize the risk of the pest/pathogen from spreading. In conjunction with the Director of Cultivation, the Cultivation Manager will create a remedial plan to eliminate the pest or pathogen.

Control Methods: The goal of the IPM Program is to create and maintain a well-organized and sanitized Cultivation Facility. The use of cultural control methods places a focus on proper environmental conditions and is critical to maintaining them. Biological control methods will be used throughout the Cultivation Facility. Biological agents (plant, animal, or microbe) will be used to control pests. When necessary, Cultivation Technicians will use mechanical controls (i.e. hands-on and exclusion techniques) such as handpicking and destroying pests/or pathogens or destroying plants that are heavily infected in order to prevent other plants from becoming contaminated. Cultivation Technicians will also utilize exclusion methods, such as making sure cultivation room doors remain closed, prohibiting non-essential agents from entering cultivation rooms, and requiring agents to change into uniforms when their shift begins.

Soil for cultivation will meet the U.S. Agency for Toxic Substances and Disease Registry's Environmental Media Evaluation Guidelines for residential soil levels.

The cultivation process will use best practices to limit contamination, including but not limited to mold, fungus, bacterial diseases, rot, pests, pesticides not in compliance with 501.120(5) for use on marijuana, mildew, and any other contaminant identified as posing potential harm.

Evaluation: All aspects of the IPM Program will be thoroughly documented, including frequency, rates, methodology, and time/date when applied. Such records will be utilized to

Exhibit A

Facility Operations: Cultivation and Product Manufacturing

determine any necessary changes in the IPM Program and will be retained as part of Earth Well Farms' recordkeeping requirements.

Cultivation Agent Entrance Procedures

All Cultivation Technicians will enter the cultivation section of the MTC using the main exterior door. Upon entry, Cultivation Technicians will proceed directly to the Locker Rooms to change into Earth Well Farms issued uniforms and will then report to their assigned Cultivation Room(s).

Cultivation Flow

Clone Room: Initial ramp up begins with the germination of seeds in the Clone Room. Seeds will be germinated in rockwool cubes and housed in the clone room for up to 3-4 weeks. All viable plants will continue to be grown under fluorescent lighting in the Clone Room until determined by the Director of Cultivation that plants are ready to be transitioned into the Vegetative Room.

Vegetative Room: After plants leave the Clone Room they will be transported directly to the Vegetative Room, where they are introduced to high intensity light, which encourages rapid growth. All seeds/clones are repotted into a coco-based media upon entering the Vegetative Room. Marijuana plants will be housed in the Vegetative Room for 2-4 weeks depending on individual, strain-specific characteristics. During the initial ramp up phase, some plants will be diverted into the Mother Room for the purpose of creating mother stock from which future propagation from clone/cuttings will be taken. The Vegetative Room will house plants before they transition into Flowering Rooms.

Mother Room: All mother stock plants are housed in the Mother Room. Plant growth is encouraged through a light cycle and nutrient regimen to produce the maximum amount of cuttings/clones. Cultivation Technicians assigned to the Mother and Clone Rooms will be responsible for taking cuttings from mother stock and propagating within the Clone Room.

Flowering Rooms: After plants are grown in the Vegetative Room, they will be transported directly into Flowering Rooms. In the Flowering Rooms a 12 hour on/12 hour off light cycle flowering will be initiated. Marijuana plants finish their life cycle in the Flowering Rooms and can spend anywhere from 8-12 weeks in the flowering phase. Flowering Rooms may house multiple varieties and different stages of the marijuana flowering phase. All plants will remain properly labeled and tracked using Metrc. Earth Well Farms anticipates harvests on a weekly or bi-weekly schedule to ensure a steady flow of marijuana is available.

Production Plan

All initial plant stock will come from the germination of seeds. After initial seed germination, all subsequent plants will be propagated via cutting/clone from mother stock. Under the supervision of the Director of Cultivation, Cultivation Technicians will use a variety of techniques to encourage rapid, vigorous growth in both the Mother and Vegetative Rooms to ensure a sufficient number of plants to feed the Flowering Rooms.

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Harvest

When marijuana plants reach full maturity, as determined by the Director of Cultivation or Cultivation Manager by examining the trichomes of the plant, plants will be cut down to the soil line in the Flowering Rooms and transferred to the Trim Room. Trimming will be conducted by a machine while the flowers are wet. Cultivation Technicians engaged in the harvest process will wear gloves to prevent contamination. After marijuana flowers are processed by the mechanical trimmer, they will be moved to the Dry Room. The environmental conditions in the Dry Room will be maintained to ensure the even drying of marijuana flowers. Once dried, marijuana flowers will be packaged in sealed containers in compliance with Commission regulations. Samples of batches are sent out for third-party testing.

Testing

- a. No marijuana product, including marijuana, may be sold or otherwise marketed for medical use that is not capable of being tested by Independent Testing Laboratories, except as allowed under 935 CMR 501.000. Testing of marijuana products will be performed by an Independent Testing Laboratory in compliance with a protocol established in accordance with M.G.L. c. 94G, § 15 and in form and manner determined by the Commission, including but not limited to, the *Protocol for Sampling and Analysis of Finished Medical Marijuana Products and Marijuana-infused Products*. Testing of environmental media (e.g., soils, solid growing media, and water) will be performed in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the Commission;
- b. Marijuana will be tested for the cannabinoid profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant-growth regulators, and the presence of pesticides. Earth Well Farms acknowledges and understands that the Commission may require additional testing;
- c. Earth Well Farms will have a written policy for responding to laboratory results that indicate contaminant levels are above acceptable limits established in the DPH protocols identified in 935 CMR 501.160(1). Any such policy will include notifying the Commission (i) within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch, and (ii) of any information regarding contamination as specified by the Commission or immediately upon request by the Commission. The notification will be from both Earth Well Farms and the Independent Testing Laboratory, separately and directly. The notification from Earth Well Farms will describe a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination;
- d. Earth Well Farms will maintain the results of all testing for no less than one year, and acknowledges and understands that testing results will be valid for a period of one year, and that marijuana or marijuana products with testing dates in excess of one year will be deemed expired and may not be dispensed, sold, transferred or otherwise conveyed until retested;
- e. The sale of seeds is not subject to these testing provisions;
- f. Clones are subject to these testing provisions but are exempt from testing for metals;
- g. All transportation of marijuana to and from Independent Testing Laboratories providing marijuana testing services will comply with 935 CMR 501.105(13);

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Facility Operations: Cultivation and Product Manufacturing

- h. All storage of marijuana at a laboratory providing marijuana testing services will comply with 935 CMR 501.105(11);
- i. All excess marijuana will be disposed of in compliance with 935 CMR 501.105(12), either by the Independent Testing Laboratory returning excess marijuana to Earth Well Farms for disposal or by the Independent Testing Laboratory disposing of it directly;
- j. No marijuana product will be sold or otherwise marketed for medical use that has not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required under 935 CMR 501.160;
- k. Any marijuana or marijuana products submitted for retesting prior to remediation will be submitted to an Independent Testing Laboratory other than the laboratory which provided the initial failed result. Marijuana submitted for retesting after documented remediation may be submitted to the same Independent Testing Laboratory that produced the initial failed testing result prior to remediation.

Solid Growing Media Sampling

Cultivation media will be tested in compliance with Commission protocols. Soil for cultivation will meet the federal standards identified by the Commission, including but not limited to the U.S. Agency for Toxic Substances and Disease Registry's Environmental Media Evaluation Guidelines for residential soil levels. All soils and solid growing media will be sampled and analyzed initially prior to use for cultivation of marijuana, and at least annually, or quarterly if the soil is amended. Specifically, all source soils or solids will be sampled and analyzed prior to use in cultivation and whenever new soils or solids are received from a different source. Samples will be taken from 5% of individual plant containers. Sample collection documentation will identify the sample collection date and start time, participating personnel, a general description of the media and locations sampled, relevant environmental conditions, a description of the sampling procedures and equipment decontamination/cleaning used, and a record of plants or batches that would potentially be impacted should analysis results indicate unacceptable contamination. Agents performing sampling will use decontaminated sampling tools and equipment to ensure that samples are not contaminated. All instructions from the analyzing laboratory will be followed in the transportation of samples. Laboratory analysis will be performed by a laboratory that is:

- Accredited to International Organization for Standardization (ISO) 17025 by a third-party accrediting body that is a signatory to the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement; or
- Certified, registered, or accredited by an organization.

Source soils will be sampled and analyzed:

- Prior to use in cultivation;
- Whenever a new source material is utilized; or
- At a rate of one sample per cubic yard of source soil or, when collected prior to distribution among beds or containers, source soil or solids samples will be taken to best represent the overall source soils (e.g., collected from different areas and depths of a stockpile).

Source soils and solids passing initial testing requirements may be stockpiled for later use without requiring re-analysis unless the stockpile has been contaminated or altered while stored.

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Situations for re-analysis may include, but are not limited to, soils that have been amended, mixed with other source soils/solids, subject to pesticide application, used for other purposes, or inundated by flood waters.

Cultivation soils will be analyzed at least annually during the calendar year of use. Solids tested initially as source soils or solids prior to use in cultivation do not require retesting until the following year (or quarter if amended as described below). If amended, the solid growing media/soil used in cultivation will be sampled and analyzed during the quarter in which it was amended. Cultivation soil and solid samples will be collected to represent the broad range of cultivation units, growth stages, and soil and solid types whether from beds or containers.

Sources of solid growing media including soils must be sampled and analyzed prior to use in cultivation and upon any change in the source of solids. Once cleared for use in cultivation, cultivation soils must be sampled and analyzed at least annually and within the quarter that soils are amended. The spatial distribution of samples must be considered to ensure representativeness across the entire cultivation operation. Sampling and analysis frequency, sample locations, and quality control (QC) samples are detailed herein and will comply with all regulatory guidance and will be periodically reviewed and amended to ensure such compliance.

Minimum Sampling and Analysis Frequency for Soils and Solids

Source Soils and Solids

- All source soils and solids will be sampled and analyzed prior to use in cultivation.
- All source soils and solids will be sampled and analyzed whenever a new source material is utilized (e.g., different source soil location or different source solid manufacturer).
- All source soils and solids for initial use must be sampled at the rate of one (1) sample per cubic yard of solid media/soil.
- Source soils and solids passing initial testing requirements may be stockpiled for later use without requiring re-analysis unless the stockpile has been contaminated or altered while stored. Situations for re-analysis may include but are not limited to soils that have been amended, mixed with other source soils/solids, subject to pesticide application, used for other purposes, or inundated by flood waters.

Cultivation Soils or Solids

- All cultivation soils and solid materials will be analyzed at least annually during the calendar year of use. Solids tested initially as source soils or solids prior to use in cultivation do not require retesting until the following year (or quarter if amended as described below).
- If amended, the solid growing media/soil used in cultivation will be sampled and analyzed during the quarter in which it was amended. Note that soil amendment includes any material added to a soil, including other soils, to improve its physical properties, such as water retention, permeability, water infiltration, drainage, aeration, and structure. Note that soil amendment does not include addition of water or fertilizers added solely for nutrients. Materials such as compost or manure that are added for nutrients and to change the character of the soil and that are added in bulk are considered soil amendments for the purpose of this protocol. Application of soil amendments must be consistent with all Commission requirements.

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- For cultivation that utilizes beds or other broad area cultivation, solid growing media/soil samples will be collected at the rate of 1 sample per discrete cultivation unit or at least 1 sample per 100 square feet of soil area for larger discrete cultivation units.
- For cultivation that utilizes individual plant containers (as opposed to beds or in-ground cultivation), solid growing media/soil samples will be collected from a minimum of 5 percent of the total number of growing containers.
- Solid growing media samples will be collected to be representative of the horizontal and vertical conditions of the growing configuration.
- When collected prior to distribution among beds or containers, source soil or solids samples will be taken to best represent the overall source soils (e.g., collected from different areas and depths of a stockpile).
- Cultivation soil and solid samples will be collected to represent the broad range of cultivation units, growth stages, and soil and solid types whether from beds or containers.
- Samples will be analyzed individually as grab samples unless the analysis methods used allow analytical reporting limits to be achieved on composite sample analyses that would demonstrate that any single sample in the composite would not exceed the contaminant limits described later in this protocol. In no case may more than five (5) primary samples be composited into a single sample for analysis. When analyzed as a composite, the laboratory results of the composite must demonstrate that each composite subsample is below the relevant contaminant limits, not just the composite itself. For example, if the results of a five-sample composite are reported as 1.0 mg/kg, any one subsample (20% of the total composite) could contain up to 5 mg/kg when accounting for the effective dilution of the other four subsamples (i.e., 1 sample at 5 mg/kg + 4 samples at 0 mg/kg = average of 1 mg/kg).
- Composite samples are not recommended but are allowable to scale sampling and analysis to fit the cultivation scale and approach. However, use of composite samples to demonstrate compliance would require corrective actions on all individual samples should the composite sample fail to achieve acceptable limits on any target analyte.

A diagram of the cultivation area, the sampling design, and the horizontal and vertical location of each sample will be created for each sampling event and maintained on file for review by inspection authorities.

Quality Control (QC) Samples for Soils and Solids

Field duplicate samples will be collected at least annually and one (1) for every twenty (20) field samples of the solid samples collected to provide verification of field and laboratory procedures. Field duplicate samples will be collected and analyzed for each analytical method performed on the samples. Field duplicate samples will not be identified to the laboratory (blind QC). Blank samples are required to provide important information on potential positive bias on any positive results in field samples.

Equipment rinsate blanks are required whenever non-disposable sampling equipment is used to collect samples at multiple locations such as in source soil testing or testing of hydroponic nutrient solutions. Equipment rinsate blanks must be collected at the rate of one (1) per sampling event per sampling equipment type with at least one (1) equipment rinsate blank for every twenty (20) field samples of the same matrix. Where equipment rinsate blanks are not appropriate (i.e.,

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use of disposable sampling equipment, collection of just one sample location, or direct collection into the sampling container), field blanks may be used to evaluate potential for contamination and potential positive bias at the same frequency of one (1) per sampling event per sampling equipment type with at least one (1) for every twenty (20) field samples of the same matrix.

Recalls

Earth Well Farms' policies and procedures for handling voluntary and mandatory recalls of marijuana will be adequate to deal with recalls due to any action initiated at the request or order of the Commission, and any voluntary action by Earth Well Farms to remove defective or potentially defective marijuana from the market, as well as any action undertaken to promote public health and safety.

Product recalls may be initiated by the Commission or by Earth Well Farms. In the event of a product recall, the following will transpire to ensure that all impacted patients are promptly notified and such recalled product is destroyed:

- Knowing the product in question, determine the beginning and end dates in which product needs to be recalled (i.e. establish the recall period);
- Earth Well Farms will then publicly post the nature of the recall on its website and at its facilities; and
- The recall will clearly explain the situation and instructions on returning the recalled product.

Patients will return the recalled product to Earth Well Farms and will be given the option of a refund or credit to be used during that visit. Destruction of the recalled product will occur pursuant to waste disposal requirements.

Waste Disposal

- a. All recyclables and waste, including organic waste composed of or containing finished marijuana and marijuana products, will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations. All exterior waste receptacles located on Earth Well Farms' premises will be locked and secured as to prevent unauthorized access.
- b. Liquid waste containing marijuana or by-products of marijuana processing will be disposed of in compliance with all applicable state and federal requirements, including but not limited to, for discharge of pollutants into surface water or groundwater (Massachusetts Clean Waters Act, M.G.L. c. 21 §§ 26 through 53; 314 CMR 3.00: *Surface Water Discharge Permit Program*; 314 CMR 5.00: *Groundwater Discharge Program*; 314 CMR 12.00: *Operation Maintenance and Pretreatment Standards for Wastewater Treatment Works and Indirect Dischargers*; the Federal Clean Water Act, 33 U.S.C. 1251 *et seq.*, the National Pollutant Discharge Elimination System Permit Regulations at 40 CFR Part 122, 314 CMR 7.00: *Sewer System Extension and Connection Permit Program*), or stored pending disposal in an industrial wastewater holding tank in accordance with 314 CMR 18.00: *Industrial Wastewater Holding Tanks and Containers Construction, Operation, and Record Keeping Requirements*.
- c. Organic material, recyclable material, and solid waste generated at a Earth Well Farms facility will be redirected or disposed of as follows:

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1. Organic material and recyclable material will be redirected from disposal in accordance with the waste disposal bans described at 310 CMR 19.017: *Waste Bans*.
2. To the greatest extent feasible:
 - i. Any recyclable material as defined in 310 CMR 16.02: *Definitions* will be recycled in a manner approved by the Commission; and
 - ii. Any remaining marijuana waste will be ground and mixed with other organic material as defined in 310 CMR 16.02: *Definitions* such that the resulting mixture renders the marijuana unusable for its original purpose. Once such marijuana waste has been rendered unusable, the mixture may be composted or digested at an aerobic or anaerobic digester at an operation that is in compliance with the requirements of 310 CMR 16.00: *Site Assignment Regulations for Solid Waste Facilities*.
3. Solid waste containing marijuana generated at a Earth Well Farms facility may be ground up and mixed with other solid waste at the Earth Well Farms facility such that the resulting mixture renders any marijuana unusable for its original purpose. Once such marijuana has been rendered unusable, the resulting solid waste may be brought to a solid waste transfer facility or a solid waste disposal facility (e.g., landfill or incinerator) that holds a valid permit issued by the Department of Environmental Protection or by the appropriate state agency in the state in which the facility is located; or
- d. No fewer than two Earth Well Farms agents will witness and document how the solid waste or organic material containing marijuana is handled on-site, including, but not limited to, the grinding up, mixing, storage and removal from the Earth Well Farms facility in accordance with 935 CMR 501.105(12). When marijuana products or waste is disposed or handled, Earth Well Farms will create and maintain a written or electronic record of the date, the type and quantity disposed or handled, the manner of disposal or other handling, the location of disposal or other handling, and the names of the two Earth Well Farms agents present during the disposal or other handling, with their signatures. Earth Well Farms will keep these records for at least three years. This period will automatically be extended for the duration of any enforcement action and may be extended by an order of the Commission.

Energy Efficiency and Conservation

Earth Well Farms will demonstrate consideration of the following factors:

- a. Identification of potential energy use reduction opportunities (such as natural lighting and energy efficiency measures), and a plan for implementation of such opportunities;
- b. Consideration of opportunities for renewable energy generation, including, where applicable, submission of building plans showing where energy generators could be placed on the site, and an explanation of why the identified opportunities were not pursued, if applicable;
- c. Strategies to reduce electric demand (such as lighting schedules, active load management, and energy storage); and
- d. Engagement with energy efficiency programs offered pursuant to M.G.L. c. 25, § 21, or through municipal lighting plants.

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METHODS USED TO PRODUCE PRODUCTS

Overview

Earth Well Farms, LLC (“Earth Well Farms”) will produce concentrates for bulk sale and the creation of marijuana products using supercritical CO₂ and then refined to extremely high purity and cleanliness using a fractional distillation process. The refinement process will reduce levels of microbials (mold, yeast, gram negative bacteria, etc.) and heavy metals down to an undetectable scale. This will ensure Earth Well Farms can provide patients with clean and safe products.

Earth Well Farms is committed to producing marijuana products in a safe and sanitary manner. Earth Well Farms will process leaves and flowers of the female marijuana plant only, which will be well cured and free of seeds, stems, dirt, sand, debris, and other foreign matter and will not be contaminated by mold, rot, other fungus, and/or bacterial diseases. Marijuana products will be prepared and handled on food-grade stainless steel tables with no contact to agents’ bare hands and will be packaged in a secure area.

The Earth Well Farms facility will utilize standards based on municipal health codes, as well as FDA codes, to ensure optimal safety of all food products produced and is designed with ample cold storage and sanitization equipment to ensure food safety.

All edible marijuana products will be prepared, handled, and stored in compliance with the sanitation requirements in 105 CMR 590.000: State sanitary code chapter X: Minimum sanitation standards for food establishments, 105 CMR 500.000: *Good Manufacturing Practices for Food*, and with the requirements for food handlers specified in 105 CMR 300.000: *Reportable Diseases, Surveillance, and Isolation and Quarantine Requirements* as applicable.

Earth Well Farms agents will follow thorough hygienic practices and will maintain adequate personal cleanliness. All Earth Well Farms agents will wash their hands thoroughly before starting work, and at any other time when hands may have become soiled or contaminated. Hand-washing facilities will be placed conveniently within the Earth Well Farms facility and will be equipped with running water, effective hand-cleaning and sanitizing preparations, suitable drying devices, and sufficient storage for all cleaning and sanitation materials. All Earth Well Farms agents will also wear food grade disposable gloves when handling marijuana and in the creation of marijuana products.

Food material used in the preparation of marijuana products will be acquired from an approved source. Any and all materials used in the production of marijuana products that can support the rapid growth of undesirable microorganisms will be stored in a manner that prevents the growth of such microorganisms, such as proper refrigeration or other appropriate storage. All thermometers used in the storage and preparation of marijuana products will be tested regularly to ensure accuracy. All food products will be properly stored in their original containers and will be properly labeled. Only approved food additives will be used. Marijuana products and food products used in the production of marijuana products will be maintained in good condition and will be unadulterated.

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The Earth Well Farms facility has ample space for placement of equipment and storage of materials necessary for maintaining sanitary operations. Litter and waste will be properly removed and disposed of so as to minimize the development of odor and minimize the potential for the waste attracting and harboring pests. The operating systems for waste disposal will be maintained in an adequate manner pursuant to 935 CMR 501.105(12).

All surfaces and equipment within the Earth Well Farms facility will be cleaned frequently in order to ensure that they are kept in a clean and sanitary condition. Surfaces and equipment will be sanitized with a sanitizing agent registered by the EPA and used in accordance with the labeled instructions.

Any and all toxic materials will be properly identified and stored in a manner that protects against contamination of marijuana products. Proper safety and cleanliness procedures will be visibly posted or easily accessible in the Earth Well Farms facility. Earth Well Farms' water supply is sufficient for necessary operations. Toxic items will not be stored in an area containing products used in the cultivation of Marijuana.

Notwithstanding a stricter municipal or state regulation, Earth Well Farms will identify the method of extraction (i.e. CO₂) on a physical posting at all entrances of its facility. The posting will be a minimum of 12" x 12" and identify the method of extraction in lettering no smaller than one inch in height. Earth Well Farms will post a copy of a permit to keep, store, handle or otherwise use flammable and combustible at each place of operation within the facility.

Earth Well Farms, when selling or otherwise transferring marijuana to another MTC, will provide documentation of its compliance, or lack thereof, with the testing requirements of 935 CMR 501.160, and standards established by the Commission for the conditions, including time and temperature controls, necessary to protect marijuana products against physical, chemical, and microbial contamination as well as against deterioration of finished products during storage and transportation.

In addition to the written operating policies required under 935 CMR 501.105(1), Earth Well Farms will maintain written policies and procedures for the production or distribution of marijuana products.

Product Manufacturer Processes

The Earth Well Farms facility utilizes state of the art extraction technology by way of a supercritical fluid (SCCO₂) botanical extractor. Further refinement of this raw CO₂ concentrate will be accomplished using a fractional distillation still for removal of any trace amounts of microbial and heavy metals contamination. This highly purified concentrate will be used in precision-dosed marijuana products, as well as sold in bulk and in vaporizer cartridges.

- Drying: Any material to be processed through the supercritical fluid CO₂ extractor will be dried as much as possible. Trim is to be dried on perforated sheet pans lined with parchment and placed on speed racks. Trim material will be laid on sheet pans in a thin layer in order to dry properly and quickly. A fan will circulate air around the trim in order to expedite drying, as well as prohibit biological contamination. Trim and whole plant

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material may also be dried in the ovens at a low temperature so as to prevent decarboxylation.

- Safety: If trim or plant material is handled in the Earth Well Farms facility, the agent must wear a dust-mask as well as gloves and a lab coat.
- Cleaning: The inside of grinders and food processors will be cleaned and sterilized after each batch is processed. This is accomplished using lab wipes to wipe out any remaining resinous material and then cleaning and sterilizing in the high temperature washer/sanitizer.
- Grinding: Sufficiently dried material will be ground to the consistency of fine coffee grinds, using a (designated) large food processor or botanical chopper. Once the material is ground to proper specification, it will be stored in large 6-inch, stainless steel pans with stainless steel lids with appropriate labeling regarding batch information.
 - Safety: If trim or plant material is handled in the Earth Well Farms facility, the agent must wear a dust-mask, as well as gloves and a lab coat.
 - Cleaning: The inside of grinder or food processor, along with its blade, will be cleaned and sterilized after each batch is processed. This is accomplished using lab wipes to wipe out any remaining resinous material, prior to cleaning and sterilizing in the high temperature washer/sanitizer. The grinder/food processor body will be wiped down with lab wipes after each batch. The steel pans will be cleaned and sterilized after each batch is processed. This is accomplished using lab wipes to wipe out any remaining resinous material, and then cleaning and sterilizing in a high temperature washer/sanitizer.
- Packing Supercritical CO₂ Extractor: The retaining bolts will be taken off the extraction vessel, the lid lifted up, and the provided funnel put in its place. The agent will fit 12-15lbs into the 20L vessel. The material to be processed will be packed lightly into the vessel using the provided plunger. Once full, the lid will be closed, and the extractor vessel bolts replaced using the provided torque wrench.
 - Safety: The agent will make sure vessel pressures are all 0psi. Using the User Interface, the agent will select “Open Extractor Vessel” from the maintenance screen, prior to removing the extractor vessel bolts. Packing of the column will be done in small increments and never too hard. Any time trim or plant material is handled in the Earth Well Farms facility, the agent must wear a dust-mask, as well as gloves and a lab coat.
 - Cleaning: The agent will vacuum all of the processed material out of the extraction vessel using a (dedicated) shop vac. The outside of the SCCO₂ extractor will be cleaned using sanitizing wipes. Running the machine empty overnight will suitably clean and sterilize the inside of the machine.
- Running SCCO₂ Extractor:
 - Safety: The machine has a number of built-in safety features in the event of over-pressure runs or solvent leakage. In the event that the machine is unable to recover CO₂, slowly vent the CO₂ from valve 10 at the bottom of separator #2 and evacuate the Earth Well Farms facility until CO₂ is completely vented. The provided ventilation in the Earth Well Farms facility will remove all CO₂ and replace it with fresh air from outside the building.
 - Cleaning: All solvent lines will be cleaned out with acetone. Such cleaning will be performed under the closed lab fume hood so as not to release solvent vapors into

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the room. Once a week, the machine will be run empty, thoroughly cleaning the machine.

- Spin on Hotplate/Freeze:
 - Safety: The hotplate will continue to stay hot for some time even after it is turned off. The readout will read “HOT” until the plate is sufficiently cooled. Do not touch the hotplate when it is running or when the readout reads “HOT.”
 - Cleaning: The hotplate should be wiped down with a lab wipe after every use. If heavier cleaning is needed, wipe the plate down with denatured alcohol.
- Soak in Hot Ethanol:
 - Safety: Ethanol must be heated under the hood. When removing ethanol from the hood, a solvent respirator must be worn by the lab agent to prevent hot fumes from being inhaled. Caution must be taken when pouring, as the liquid is hot.
 - Cleaning: Cleaned with acetone and sanitized in the sanitizing dishwasher.
- Filtering:
 - Safety: The cold trap must remain full of dry ice at all times to prevent contamination of ethanol into the vacuum pump.
 - Cleaning: Replace used filters with new filters for each batch. Pass hot ethanol through the funnel to clean the filter. Sanitize in the sanitizing dishwasher.
- Removal of Ethanol in Rotary Evaporator:
 - Safety: The agent should use caution not to fill the boiling flask of the rotary evaporator more than halfway. The cold trap must remain full of dry ice at all times to prevent contamination of ethanol in the vacuum pump.
 - Cleaning: The boiling flask, receiving flask and vapor tube will be cleaned with acetone under the fume hood and sanitized in the sanitizing dishwasher.
- Decarboxylating: Decarboxylation or “decarbing” is the act of removing water from concentrate to aid in efficient distillation. To do this, the agent places a stainless-steel bain-marie or pot full of concentrate directly on to an induction burner. The concentrate should be heated quickly to a temperature of 180c then immediately removed from heat. At this point, the concentrate is fully decarboxylated.
 - Safety: The induction burner must be set up under the fume hood and the task performed with the hood closed.
 - Cleaning: Clean the bain-marie with acetone under the fume hood and sanitize in the sanitizing dishwasher. Wipe the induction burner down with a lab wipe.
- Fractional Distillation: The cold trap on the left will always be full of acetone/dry ice to prevent terpenes from contaminating the pump oil. The feeder will be filled with no more than 500ml of dewaxed/decarbed oil in order to reduce the risk of clogs.
 - Safety: Never run the still dry—there must be material flowing from the feeder before turning the motor on.
 - Cleaning: The still can be cleaned without being disassembled by running warm ethanol through under ambient pressure.

Definitions of Key Equipment

- Supercritical CO2 Extractor: A device used to extract cannabis oil from the plant matter. CO2 is used by Earth Well Farms, as it is the safest, most environmentally friendly solvent available to the industry. CO2 is warmed, pressurized, and pumped through a column of cultivated material. The CO2 “fluid” soaks into the plant matter to extract and

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concentrate only the cannabinoids, terpenes and other medicinally beneficial components. The CO₂ is then recycled back into storage tanks for later use. As this is a “closed loop” system, no CO₂ is vented from the machine, at any time.

- Fractional Distillation Still: The fractional distillation still is used to further purify the CO₂ concentrate. During this process, the material is heated under reduced pressure and re-condensed and collected. The distilled concentrate is increased in purity and potency, resulting in a pharmaceutical-quality product suitable for human consumption.
- Rotary Evaporator: A rotary evaporator is used for cold recovery of ethanol in the purification process.
- Blast Chiller: A blast chiller is used to cryogenically freeze concentrate to keep it sterile, and to precipitate plant waxes and lipids for separation prior to distillation.
- Fume Hood: The fume hood is used as a safety measure when using solvent to clean lab glassware and utensils. All cleaning and soaking of glass and utensils will be done under the closed hood to prevent solvent fumes from being inhaled by agents.
- Vacuum Purge Oven: Used to desiccate material used prior to purification. Water removal is an important step in the purification process.

Standard Equipment

Standard equipment used in the Earth Well Farms facility may include the following:

- Supercritical CO₂ Extractor
- Fractional Distillation Still
- Rotary Evaporator
- Blast Chiller
- 3-bay Sink
- Closed Lab Hood
- Sanitizing Dishwasher
- Vacuum Purge Oven
- Hand Washing Station
- Eye Washing Station
- 4 Burner Gas Range
- Double-Decker Convection Oven
- Reach in Freezer
- Reach in Refrigerator

Policies and Procedures Regarding Cleaning and Sanitization

Cleaning and sanitization are both important factors in producing sterile concentrates and food-safe marijuana products for distribution to customers in Massachusetts.

- Cleaning:
 - Cleaning of all equipment, work surfaces, laboratory glassware and kitchen cookware can be challenging given the non-aqueous nature of cannabis concentrate. Often, strong solvents such as acetone must be used to chemically dissolve hard-to-clean cannabis concentrate. When acetone is used to clean surfaces, a solvent respirator must be worn to prevent inhalation of fumes. When acetone is used to clean lab glass and utensils, soaking must be done under the fume hood located in the Earth Well Farms facility, at all times. Used solvent will

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be disposed of in the provided solvent-waste bin, which is only to be removed by a chemical waste disposal professional.

- All contact surfaces, including utensils and equipment, will be maintained in a clean and sanitary condition. Such surfaces will be cleaned and sanitized as frequently as necessary to protect against contamination, using a sanitizing agent registered by the US Environmental Protection Agency (EPA), in accordance with labeled instructions.
- Equipment and utensils utilized in the Earth Well Farms facility be so designed and of such material and workmanship as to be adequately cleanable.
- Sanitization:
 - Post cleaning sanitization is performed on all work surfaces, laboratory glassware, and kitchen cookware. The chlorine-based solution will be prepared each morning, using the following recipe:

Minimum concentration: 50ppm Range recommended: 50-100ppm. Do not exceed 200 ppm.	Amount needed per unit of water		
	per 2 quarts	per gallon	per 12 gallons
Use provided test strips. Check the temperature of the water for recommend temperature of 75-120 degrees Fahrenheit.	½ tsp.	1 tsp.	1/4 cup

- The sanitizing solution will be measured, tested, and placed into red sanitization bins and used to wipe down surfaces that will then air-dry.
- The third bay in the bay sinks will be filled with the solution, in order to soak utensils, cookware and labware, for a minimum of one (1) minute, and will air-dry.

Safety

All agents will complete mandatory safety training sessions. Earth Well Farms agents and Earth Well Farms management will have the following responsibilities when it comes to health and safety:

- Earth Well Farms Management:
 - Ensure the health and safety of all agents.

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- Correct any workplace conditions that are hazardous to the health and safety of agents.
- Inform agents about any remaining hazards.
- Make copies of the *Workers Compensation Act* and OSHA Regulations available by posting throughout the Facility.
- Ensure agents know their rights and responsibilities under OSHA Regulations and the Act and that they comply with them.
- Provide and maintain protective devices, equipment, and clothing, and ensure that agents use them.
- Provide agents with education, supervision, and training specific to equipment.
- Perform ongoing reviews and updates to policies and procedures as needed.
- Earth Well Farms Agents:
 - Take care to protect health and safety and the health and safety of others who may be affected by individual actions.
 - Comply with all regulations and other legal requirements.
 - Follow established safe work procedures.
 - Use the required personal protective equipment.
 - Refrain from horseplay or similar conduct that may endanger others.
 - Ensure individual ability to work safely is not impaired by drugs or alcohol.
 - Report accidents and other incidents (including near misses) to the Production Manager.
 - Report the following to the Production Manager:
 - A hazard that might endanger Earth Well Farms agents;
 - A problem with personal protective equipment or clothing; or
 - Any suggestions to improve workplace safety.

Earth Well Farms Lab and Production Agent Health and Safety Program

Earth Well Farms has identified eight basic components which have been identified to help prevent accidents and injuries from happening in the Earth Well Farms facility, as well as to help deal effectively with any incidents that do occur. These components are:

- Hazard Identification & Risk Control—determine which hazards are present in the workplace and take steps to eliminate or minimize such hazard.
- Safe Work Procedures:
 - Dealing with wet surfaces;
 - Wearing proper personal protective equipment and clothing;
 - Handling solvents with use of protective gloves and proper ventilation; and
 - Using proper body mechanics when lifting heavy objects.
- Orientation, Education, Training & Supervision—properly prepare agents for job duties and ensure policies and procedures are consistently followed.
- Safety Inspections—regular safety inspections throughout the Earth Well Farms facility, which will help identify workplace hazards so that they can be eliminated or controlled.
- Incident Investigation—determine cause of accident or injury and implement preventive measures.
- Health and Safety Meetings—regular meetings to provide an opportunity for agents and managers to communicate any concerns about health and safety.
- First Aid—determine what level of first aid is necessary on-site.

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- Records & Statistics—maintain documentation to help identify recurring problems and ensure that hazardous conditions are corrected.

An annual Health and Safety Program review will be carried out to address current concerns.

Packaging and Labeling

Packaging of Marijuana and Marijuana Products

Earth Well Farms will ensure that all marijuana products that are provided for sale to patients will be sold in tamper or child-resistant packaging. Earth Well Farms will ensure:

1. That to the extent it is not unreasonably impracticable for the specific type of product, marijuana products are packaged in containers that are:
 - a. Opaque and plain in design;
 - b. Resealable for any marijuana product intended for more than a single use or containing multiple servings; and
 - c. Certified by a qualified third-party tamper or child-resistant packaging testing firm that the packaging is in compliance with the most recent poison prevention packaging regulations of the US Patient Product Safety Commission as included at 16 CFR 1700; or
2. That where compliance with the requirements of tamper or child-resistant packaging is deemed by Earth Well Farms to be unreasonably impracticable, marijuana products will be placed in an exit package that is:
 - a. Capable of being resealed and made tamper and child-resistant again after it has been opened;
 - b. Not able to be opened easily with scissors if appealing to children;
 - c. Includes the following statement, including capitalization, in at least ten-point Times New Roman, Helvetica or Arial font: KEEP OUT OF REACH OF CHILDREN; and
 - d. Is certified by a qualified third-party tamper or child-resistant packaging testing firm that the packaging is in compliance with the most recent poison prevention packaging regulations of the US Patient Product Safety Commission as included at 16 CFR 1700.

Packaging for marijuana products sold or displayed for patients, including any label or imprint affixed to any packaging containing marijuana products or any exit packages, will not be attractive to minors. Packaging is explicitly prohibited from:

1. Using bright colors that are “neon” in appearance;
2. Imitating or having a semblance to any existing branded patient products, including foods and beverages, that do not contain marijuana;
3. Featuring cartoons;
4. Featuring a design, brand or name that resembles a non-cannabis consumer product of the type that is typically marketed to minors;
5. Featuring symbols or celebrities that are commonly used to market products to minors;
6. Featuring images of minors; and
7. Featuring words that refer to products that are commonly associated with minors or marketed to minors.

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Packaging of Multiple Servings

Packaging for marijuana products sold or displayed for patients in multiple servings will include the following statement on the exterior of the package in a printed font that is no smaller than ten-point Times New Roman, Helvetica or Arial, including capitalization: "INCLUDES MULTIPLE SERVINGS." Packaging for marijuana products in solid form sold or displayed for patients in multiple servings will allow a patient to easily perform the division into single servings. Edible marijuana products in a solid form will be easily and permanently scored to identify individual servings.

Notwithstanding 935CMR 501.105(6)(c)2.a., where a product is unable, because of its form, to be easily and permanently scored to identify individual servings, the product will be packaged in a single serving size. The determination of whether a product is able to be easily and permanently scored will be decided by the Commission consistent with sub-regulatory guidelines established by the Commission and provided to Licensees. Each single serving of an edible marijuana product contained in a multiple-serving package may be marked, stamped or otherwise imprinted with the symbol issued by the Commission under 935 CMR 501.105(5) that indicates that the single serving is a marijuana product. Serving size will be determined by Earth Well Farms. Any marijuana product that is made to resemble a typical food or beverage product must be packaged and labelled as required by 935 CMR 501.105(5) and 501.105(6).

Prior to a marijuana product being sold at the MTC, Earth Well Farms will submit an application, in a form and manner determined by the Commission, for packaging and label approval to the Commission.

Labeling of Edible Marijuana Products

Prior to edible marijuana products being sold or transferred, Earth Well Farms will place a legible, firmly affixed label on which the wording is no less than one-sixteenth (1/16) inch in size on each edible marijuana product that it prepares for retail sale or wholesale, containing at a minimum the following information:

1. Earth Well Farms' name and registration number, together with Earth Well Farms' business telephone number, e-mail address, and website information, if any;
2. The name of the marijuana product;
3. Refrigeration of the product is required, as applicable;
4. Net weight or volume in US customary and metric units;
5. The quantity of usable marijuana contained within the product as measured in ounces;
6. The type of marijuana used to produce the product, including what, if any, processing technique or solvents were used;
7. A list of ingredients, including the full cannabinoid profile of the marijuana contained within the marijuana product, including the amount of delta-nine-tetrahydrocannabinol and other cannabinoids in the package and in each serving of a marijuana product as expressed in absolute terms and as a percentage of volume;
8. The serving size of the marijuana product in milligrams if the package is a multiple serving package;
9. The number of serving sizes within the marijuana product;
10. The amount, in grams, of sodium, sugar, carbohydrates and total fat per serving;

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11. The date of creation and the recommended “use by” or expiration date which will not be altered or changed;
12. A batch number, sequential serial number and barcodes when used, to identify the batch associated with manufacturing and processing;
13. Directions for use of the marijuana product;
14. A statement and a seal that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with M.G.L. c. 94G, § 15;
15. A warning if nuts or other known allergens are contained in the product;
16. This statement, including capitalization: “The impairment effects of edible products may be delayed by two hours or more. This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN”;
17. The following symbol or easily recognizable mark issued by the Commission that indicates the package contains marijuana product:



18. The following symbol or other easily recognizable mark issued by the Commission that indicates that the product is harmful to children:



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Labeling of Marijuana Concentrates and Extracts

Prior to marijuana concentrates or extracts being sold or transferred, Earth Well Farms will place a legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each marijuana concentrate container that it prepares for retail sale or wholesale, containing at a minimum the following information:

1. Earth Well Farms' name and registration number, together with Earth Well Farms' business telephone number, e-mail address, and website information, if any;
2. The name of the marijuana product;
3. Product identity including the word "concentrate" or "extract" as applicable;
4. Net weight of volume expressed in US customary units and metric units;
5. The type of marijuana used to produce the product, including what, if any, processing technique or solvents were used;
6. A list of ingredients, including the full cannabinoid profile of the marijuana contained within the marijuana product, including the amount of delta-nine tetrahydrocannabinol and other cannabinoids in the package and in each serving of a marijuana product as expressed in absolute terms and as a percentage of volume, and the amount of specific additives infused or incorporated during the manufacturing process, whether active or inactive, including, but not limited to, thickening agents, thinning agents, and specific terpenes, expressed in absolute terms and as a percentage of volume, and in a form and matter determined by the Commission;
7. A statement of the serving size and number of servings per container or amount suggested for use;
8. The date of creation and the recommended "use by" or expiration date;
9. A batch number, sequential serial number, and barcode when used, to identify the batch associated with manufacturing and processing;
10. Directions for use of the marijuana product;
11. A statement and a seal that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with M.G.L. c. 94G, § 15;
12. A warning if nuts or other known allergens are contained in the product;
13. This statement, including capitalization: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN.";
14. The following symbol or easily recognizable mark issued by the Commission that indicates the package contains marijuana product:

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15. The following symbol or other easily recognizable mark issued by the Commission that indicates that the product is harmful to children:



Labeling of Marijuana Infused Tinctures and Topicals

Prior to marijuana infused tinctures or topicals being sold or transferred, Earth Well Farms will place a legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each container of marijuana infused tincture or topical that it prepares for retail sale or wholesale, containing at a minimum the following information:

1. Earth Well Farms' name and registration number, together with Earth Well Farms' business telephone number, e-mail address, and website information, if any;
2. The marijuana product's identity;
3. The type of marijuana used to produce the product, including what, if any, processing technique or solvents were used;
4. A list of ingredients, including the full cannabinoid profile of the marijuana contained within the marijuana product, including the amount of delta-nine tetrahydrocannabinol and other cannabinoids in the package and in each serving of a marijuana product as expressed in absolute terms and as a percentage of volume;
5. Net weight or volume as expressed in US customary units or metric units;
6. The date of product creation;

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7. A batch number, sequential serial number, and barcode when used, to identify the batch associated with manufacturing and processing;
8. Directions for use of the marijuana product;
9. A statement and a seal that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with M.G.L. c. 94G, § 15;
10. A warning if nuts or other known allergens are contained in the product;
11. This statement, including capitalization: “This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Marijuana use during pregnancy and breast-feeding may pose potential harms. It is against the law to drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN.”;
12. The following symbol or easily recognizable mark issued by the Commission that indicates the package contains marijuana product:



13. The following symbol or other easily recognizable mark issued by the Commission that indicates that the product is harmful to children:



In circumstances where the labeling of the marijuana product is unreasonable or impractical, Earth Well Farms may include the labeling information on a peelback label or may place the

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product in a sealed bag with an insert or additional, easily readable label firmly affixed to that bag.

Additional Labeling and Packaging Requirements for Edible Marijuana Products

In addition to the requirements set forth in M.G.L. c. 94G, § 4(a^{1/2})(xxvi) and 935 CMR 501.105(5) and (6), Earth Well Farms will ensure that the following information or statement is affixed to every container holding an edible marijuana product:

1. If the retail edible marijuana product is perishable, a statement that the edible marijuana product must be refrigerated;
2. The date on which the edible marijuana product was produced;
3. A nutritional fact panel that must be based on the number of THC servings within the container;
4. Information regarding the size of each serving for the product by milligrams, the total number of servings of marijuana in the product, and the total amount of active THC in the product by milligrams (mgs). For example: “The serving size of active THC in this product is X mg(s), this product contains X servings of marijuana, and the total amount of active THC in this product is X mg(s).”
5. A warning that the impairment effects of edible marijuana may be delayed by two hours or more.

Once a label with a use-by date has been affixed to a container holding an edible marijuana product, Earth Well Farms will not alter that date or affix a new label with a later use-by date. Earth Well Farms will ensure that each single serving of an edible marijuana product is physically demarcated in a way that enables a reasonable person to intuitively determine how much of the product constitutes a single serving of active THC. Each serving of an edible marijuana product within a multi-serving package of edible marijuana products must be easily separable in order to allow a patient to physically separate, with minimal effort, individual servings of the product. Each single serving of an edible marijuana product contained in a packaged unit of multiple edible marijuana product will be marked, stamped, or otherwise imprinted with a symbol or easily recognizable mark issued by the Commission that indicates the package contains marijuana product.

Energy Standards

Earth Well Farms will satisfy minimum energy efficiency and equipment standards established by the Commission and meet all applicable environmental laws, regulations, permits, and other applicable approvals, including those related to water quality and solid waste disposal, and to use additional best management practices as determined by the Commission in consultation with the working group established under St. 2017, c. 55, § 78(b) to reduce energy and water usage, engage in energy conservation, and mitigate other environmental impacts.

Testing

1. No marijuana product, including marijuana, will be sold or otherwise marketed for medical use that is not capable of being tested by Independent Testing Laboratories, except as allowed under 935 CMR 501.000. Testing of Earth Well Farms’ marijuana products will be performed by an Independent Testing Laboratory in compliance with the *Protocol for Sampling and Analysis of Finished Medical Marijuana Products and*

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Marijuana-infused Products, as amended in November 2016, published by the DPH. Testing of environmental media (e.g., soils, solid growing media, and water) will be performed in compliance with the *Protocol for Sampling and Analysis of Environmental Media for Massachusetts Registered Medical Marijuana Dispensaries* published by the DPH.

2. Marijuana will be tested for the Cannabinoid Profile and for contaminants as specified by the Commission including, but not limited to, mold, mildew, heavy metals, plant-growth regulators, the presence of Pesticides and any additional testing required by the Commission.
3. Earth Well Farms will have a written policy for responding to laboratory results that indicate contaminant levels are above acceptable limits established in the protocols identified in 935 CMR 501.160(1). Any such policy will include notifying the Commission within 72 hours of any laboratory testing results indicating that the contamination cannot be remediated and disposing of the production batch. In addition Earth Well Farms' policy will include notifying the Commission of any information regarding contamination as specified by the Commission or immediately upon request by the Commission. The notification will be from both Earth Well Farms and the Independent Testing Laboratory, separately and directly. The notification from Earth Well Farms will describe a proposed plan of action for both the destruction of the contaminated product and the assessment of the source of contamination.
4. Earth Well Farms will maintain the results of all testing for no less than one year. Testing results will be valid for a period of one year. Marijuana or Marijuana Products with testing dates in excess of one year will be deemed expired and may not be dispensed, sold, Transferred or otherwise conveyed until retested.
5. The sale of seeds is not subject to these testing provisions.
6. Clones are subject to these testing provisions but are exempt from testing for metals.
7. All transportation of marijuana to and from Independent Testing Laboratories providing marijuana testing services will comply with 935 CMR 501.105(13).
8. All storage of marijuana at a laboratory providing marijuana testing services will comply with 935 CMR 501.105(11);
9. All excess marijuana must be disposed in compliance with 935 CMR 501.105(12), either by the Independent Testing Laboratory returning excess marijuana to Earth Well Farms for disposal or by the Independent Testing Laboratory disposing of it directly; and
10. No marijuana product will be sold or otherwise marketed for medical use that has not first been tested by an Independent Testing Laboratory and deemed to comply with the standards required under 935 CMR 501.160.
11. Marijuana and Marijuana Products submitted for retesting prior to remediation will be submitted to an Independent Testing Laboratory other than the laboratory which provided the initial failed result. Marijuana submitted for retesting after documented remediation may be submitted to the same Independent Testing Laboratory that produced the initial failed testing result prior to remediation.

Recalls

Earth Well Farms' policies and procedures for handling voluntary and mandatory recalls of marijuana products will be adequate to deal with recalls due to any action initiated at the request or order of the Commission, and any voluntary action by Earth Well Farms to remove defective

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or potentially defective marijuana products from the market, as well as any action undertaken to promote public health and safety.

Product recalls may be initiated by the Commission or by Earth Well Farms. In the event of a product recall, the following will transpire to ensure that all impacted patients are promptly notified and such recalled product is destroyed:

- Knowing the product in question, determine the beginning and end dates in which product needs to be recalled (i.e. establish the recall period);
- Earth Well Farms will then publicly post the nature of the recall on its website and at its facilities; and
- The recall will clearly explain the situation and instructions on returning the recalled product.

Patients will return the recalled product to Earth Well Farms and will be given the option of a refund or credit to be used during that visit. Destruction of the recalled product will occur pursuant to waste disposal requirements.

Destruction

Earth Well Farms will have policies and procedures for ensuring that any outdated, damaged, deteriorated, mislabeled, or contaminated marijuana product is segregated from other product and destroyed. Such procedures will provide for written documentation of the disposition of the marijuana products. The policies and procedures, at a minimum, will be in compliance with 935 CMR 501.105(12).

All outdated, damaged, deteriorated, mislabeled, or contaminated marijuana products will be stored prior to destruction in accordance with the following standards:

- a. Earth Well Farms, for the purposes of storage, will provide adequate lighting, ventilation, temperature, humidity, space, and equipment, in accordance with applicable provisions of 935 CMR 501.105 and 501.110;
- b. Earth Well Farms will have separate areas for storage of marijuana that is outdated, damaged, deteriorated, mislabeled, or contaminated, or whose containers or packaging have been opened or breached, until such products are destroyed;
- c. Earth Well Farms storage areas will be maintained in a clean and orderly condition;
- d. Earth Well Farms storage areas will be free from infestation by insects, rodents, birds, and pests of any kind; and
- e. Earth Well Farms storage areas will be maintained in accordance with the security requirements of 935 CMR 501.110.

All waste, including waste composed of or containing finished marijuana and MIPs, will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations. All exterior waste receptacles located on the MTC's Premises will be locked and secured as to prevent unauthorized access.

- a. All recyclables and waste, including organic waste composed of or containing finished marijuana and marijuana products, will be stored, secured, and managed in accordance with applicable state and local statutes, ordinances, and regulations.

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- b. Liquid waste containing marijuana or by-products of marijuana processing will be disposed of in compliance with all applicable state and federal requirements, including but not limited to, for discharge of pollutants into surface water or groundwater (Massachusetts Clean Waters Act, M.G.L. c. 21 §§ 26 through 53; 314 CMR 3.00: *Surface Water Discharge Permit Program*; 314 CMR 5.00: *Groundwater Discharge Program*; 314 CMR 12.00: *Operation Maintenance and Pretreatment Standards for Wastewater Treatment Works and Indirect Dischargers*; the Federal Clean Water Act, 33 U.S.C. 1251 *et seq.*, the National Pollutant Discharge Elimination System Permit Regulations at 40 CFR Part 122, 314 CMR 7.00: *Sewer System Extension and Connection Permit Program*), or stored pending disposal in an industrial wastewater holding tank in accordance with 314 CMR 18.00: *Industrial Wastewater Holding Tanks and Containers*.
- c. Organic material, recyclable material and solid waste generated at Earth Well Farms will be redirected or disposed of as follows:
 - i. Organic material and recyclable material will be redirected from disposal in accordance with the waste disposal bans described at 310 CMR 19.017: *Waste Bans*.
 - ii. To the greatest extent feasible:
 - I. Any recyclable material as defined in 310 CMR 16.02: *Definitions* will be recycled in a manner approved by the Commission; and
 - II. Any Marijuana containing organic material as defined in 310 CMR 16.02: *Definitions* will be ground and mixed with other organic material as defined in 310 CMR 16.02: *Definitions* such that the resulting mixture renders the marijuana unusable for its original purpose. Once such marijuana waste has been rendered unusable, the mixture may be composted or digested at an aerobic or anaerobic digester at an operation that is in compliance with the requirements of 310 CMR 16.00: *Site Assignment Regulations for Solid Waste Facilities*.
 - iii. Solid waste containing cannabis waste generated at Earth Well Farms may be ground up and mixed with other solid waste at the MTC such that the resulting mixture renders the cannabis unusable for its original purpose. Once such marijuana has been rendered unusable, the resulting solid waste may be brought to a solid waste transfer facility or a solid waste disposal facility (*e.g.*, landfill or incinerator) that holds a valid permit issued by the Department of Environmental Protection or by the appropriate state agency in the jurisdiction in which the facility is located.
- d. No fewer than two Earth Well Farms agents must witness and document how the solid waste or organic material containing marijuana is handled on-site, including, but not limited to, the grinding up, mixing, storage and removal from Earth Well Farms in accordance with 935 CMR 501.105(12). When marijuana products or waste is disposed or handled, Earth Well Farms will create and maintain a written or electronic record of the date, the type and quantity disposed or handled, the manner of disposal or other handling, the location of disposal or other handling, and the names of the two Earth Well Farms agents present during the disposal or other handling, with their signatures. Earth Well Farms will keep these records for at least three years. This period will automatically

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be extended for the duration of any enforcement action and may be extended by an order of the Commission.



MTC Application/License Status

Establishment	City/Town #1	City/Town #2 (Dispensing)	Status
1622 MEDICAL, LLC	ORANGE	CHELSEA	PROVISIONAL LICENSE
4BROS, INC.	HOLYOKE	HOLYOKE	FINAL LICENSE
ACK NATURAL, INC.	NANTUCKET	NANTUCKET	FINAL LICENSE
AGRICULTURAL HEALING, INC.	FALL RIVER	FALL RIVER	PROVISIONAL LICENSE
ALCHEMY LEAGUE	SWANSEA	SWANSEA	APPLICATION SUBMITTED
ALCHEMY LEAGUE	HOLYOKE	HOLYOKE	APPLICATION SUBMITTED
ALTERNATIVE COMPASSION SERVICES	BRIDGEWATER	HULL	PROVISIONAL LICENSE
ALTERNATIVE COMPASSION SERVICES, INC.	BRIDGEWATER	BRIDGEWATER	COMMENCE OPERATIONS
ALTERNATIVE THERAPIES GROUP II, INC.	SALISBURY	SALISBURY	COMMENCE OPERATIONS
ALTERNATIVE THERAPIES GROUP II, INC.	SALISBURY	AMESBURY	COMMENCE OPERATIONS
ALTERNATIVE THERAPIES GROUP II, INC.	SALISBURY	SALEM	COMMENCE OPERATIONS
APOTHA, INC.	FITCHBURG	LYNN	COMMENCE OPERATIONS
APOTHA, INC.	FITCHBURG	ARLINGTON	COMMENCE OPERATIONS
APOTHA, INC.	FITCHBURG	BOSTON	PROVISIONAL LICENSE
ARL HEALTHCARE, INC.	NEW BEDFORD	MIDDLEBOROUGH	COMMENCE OPERATIONS
ARL HEALTHCARE, INC.	NEW BEDFORD	MIDDLEBOROUGH	PROVISIONAL LICENSE
ASPEN BLUE CULTURES, INC.	ATTLEBORO	ATTLEBORO	PROVISIONALLY APPROVED
ATLANTIC MEDICINAL PARTNERS, INC.	FITCHBURG	FITCHBURG	COMMENCE OPERATIONS
BASK, INC.	FREETOWN	FAIRHAVEN	COMMENCE OPERATIONS
BEACON COMPASSION CENTER, INC.	ATTLEBORO	FRAMINGHAM	PROVISIONAL LICENSE
BERKSHIRE ROOTS, INC.	PITTSFIELD	PITTSFIELD	COMMENCE OPERATIONS
BEWELL ORGANIC MEDICINE, INC.	LOWELL	MERRIMAC	COMMENCE OPERATIONS
BOUNTIFUL FARMS, INC.	LAKEVILLE	NATICK	COMMENCE OPERATIONS
BRIARLEAF, LLC	ATTLEBORO	ATTLEBORO	PROVISIONAL LICENSE
CANNATECH MEDICALS, INC.	FALL RIVER	FALL RIVER	PROVISIONAL LICENSE
CENTRAL AVE COMPASSIONATE CARE, INC.	AYER	AYER	COMMENCE OPERATIONS
COASTAL HEALING	WESTPORT	WESTPORT	PROVISIONAL LICENSE
COMMCAN, INC.	MEDWAY	MILLIS	COMMENCE OPERATIONS

COMMCAN, INC.	MEDWAY	SOUTHBOROUGH	COMMENCE OPERATIONS
COMMCAN, INC.	MEDWAY	MANSFIELD	PROVISIONAL LICENSE
COMMONWEALTH ALTERNATIVE CARE, INC.	TAUNTON	TAUNTON	COMMENCE OPERATIONS
COMMONWEALTH ALTERNATIVE CARE, INC.	TAUNTON	BROCKTON	PROVISIONAL LICENSE
COMMONWEALTH ALTERNATIVE CARE, INC.	TAUNTON	CAMBRIDGE	PROVISIONAL LICENSE
CRESCO HHH, LLC (FKA HOPE HEAL HEALTH)	FALL RIVER	FALL RIVER	COMMENCE OPERATIONS
CULTIVATE LEICESTER, INC.	LEICESTER	LEICESTER	COMMENCE OPERATIONS
CULTIVATE LEICESTER, INC.	UXBRIDGE	FRAMINGHAM	COMMENCE OPERATIONS
CURALEAF MASSACHUSETTS, INC.	WEBSTER	HANOVER	COMMENCE OPERATIONS
CURALEAF MASSACHUSETTS, INC.	WEBSTER	WARE	APPLICATION SUBMITTED
CURALEAF NORTH SHORE, INC.	WEBSTER	OXFORD	COMMENCE OPERATIONS
CYPRESS TREE MANAGEMENT, INC.	FITCHBURG	NEWTON	PROVISIONAL LICENSE
DEBILITATING MEDICAL CONDITION TREATMENT CENTERS, INC.	WHATLEY ©	AGAWAM	PROVISIONAL LICENSE
ERMONT, INC.	QUINCY	QUINCY	COMMENCE OPERATIONS
FFD ENTERPRISES DBA FINE FETTLE FKA PCMV	WEST TISBURY	WEST TISBURY	COMMENCE OPERATIONS
GARDEN REMEDIES, INC.	FITCHBURG	MARLBORO	COMMENCE OPERATIONS
GARDEN REMEDIES, INC.	FITCHBURG	MELROSE	COMMENCE OPERATIONS
GARDEN REMEDIES, INC.	FITCHBURG	NEWTON	COMMENCE OPERATIONS
GOOD CHEMISTRY OF MASSACHUSETTS, INC.	BELLINGHAM	WORCESTER	COMMENCE OPERATIONS
GOOD CHEMISTRY OF MASSACHUSETTS, INC.	HOLLISTON	WORCESTER	FINAL LICENSE
GREEN GOLD GROUP, INC.	NORTH BROOKFIELD	CHARLTON	COMMENCE OPERATIONS
GREEN MEADOWS FARM, LLC	SOUTHBRIDGE	SOUTHBRIDGE	PROVISIONAL LICENSE
HEAL, INC.	WARREN	STURBRIDGE	PROVISIONAL LICENSE
HEAL, INC.	WARREN	PROVINCETOWN	PROVISIONAL LICENSE
HEALTH CIRCLE, INC.	ROCKLAND	ROCKLAND	PROVISIONAL LICENSE
HEALTHY PHARMS, INC.	GEORGETOWN	CAMBRIDGE	COMMENCE OPERATIONS
HEALTHY PHARMS, INC.	GEORGETOWN	GEORGETOWN	COMMENCE OPERATIONS
HEKA, INC.	WESTFIELD	WESTFIELD	FINAL LICENSE
HEKA, INC.	WESTFIELD	WEST SPRINGFIELD	PROVISIONAL LICENSE
HOLISTIC HEALTH GROUP, INC.	MIDDLEBOROUGH	MIDDLEBOROUGH	FINAL LICENSE
HOLISTIC INDUSTRIES, INC.	MONSON	SOMERVILLE	COMMENCE OPERATIONS
HOLISTIC INDUSTRIES, INC. DBA LIBERTY CANNABIS	MONSON	EASTHAMPTON	COMMENCE OPERATIONS
HVV MASSACHUSETTS, INC.	GLOUCESTER	BOSTON	COMMENCE OPERATIONS

HVV MASSACHUSETTS, INC.	GLOUCESTER	GLOUCESTER	COMMENCE OPERATIONS
IN GOOD HEALTH INC.	BROCTON	SANDWICH	PROVISIONALLY APPROVED
IN GOOD HEALTH, INC.	BROCKTON	BROCKTON	COMMENCE OPERATIONS
INSA, INC.	EASTHAMPTON	SPRINGFIELD	COMMENCE OPERATIONS
INSA, INC.	EASTHAMPTON	EASTHAMPTON	COMMENCE OPERATIONS
IPSWICH PHARMACEUTICAL ASSOCIATES, INC.	HINSDALE	ROWLEY	COMMENCE OPERATIONS
JUST HEALTHY, INC.	NORTHAMPTON	NORTHAMPTON	PROVISIONAL LICENSE
KRD GROWERS LLC	CLINTON	CLINTON	PROVISIONAL LICENSE
LIBERTY COMPASSION, INC.	CLINTON	BOSTON	COMMENCE OPERATIONS
LIBERTY COMPASSION, INC.	CLINTON	WEST SPRINGFIELD	FINAL LICENSE
LIFE ESSENCE, INC.	HOLYOKE	NORTHAMPTON	COMMENCE OPERATIONS
LIFE ESSENCE, INC.	HOLYOKE	HOLYOKE	PROVISIONAL LICENSE
M3 VENTURES, INC.	HOLYOKE	CAMBRIDGE	PROVISIONAL LICENSE
M3 VENTURES, INC.	PLYMOUTH	MASHPEE	COMMENCE OPERATIONS
MASS ALTERNATIVE CARE, INC.	PLYMOUTH	PLYMOUTH	COMMENCE OPERATIONS
MASS ALTERNATIVE CARE, INC.	CHICOPEE	AMHERST	COMMENCE OPERATIONS
MASS ALTERNATIVE CARE, INC.	CHICOPEE	CHICOPEE	COMMENCE OPERATIONS
MASS WELLSPRING, LLC	ACTON	ACTON	COMMENCE OPERATIONS
MASSMEDICUM CORP	HOLBROOK	TAUNTON	FINAL LICENSE
MASSMEDICUM CORP	HOLBROOK	AMHERST	PROVISIONAL LICENSE
MAYFLOWER BOTANICALS, INC.	HOLLAND	HOLLAND	PROVISIONAL LICENSE
MAYFLOWER MEDICINALS, INC.	HOLLISTON	BOSTON	COMMENCE OPERATIONS
MAYFLOWER MEDICINALS, INC.	HOLLISTON	LOWELL	PROVISIONAL LICENSE
MD HOLISTICS	WEST BRIDGEWATER	WEST BRIDGEWATER	FINAL LICENSE
MIDDLESEX INTEGRATIVE MEDICINE, INC.	LEOMINSTER	NORWOOD	COMMENCE OPERATIONS
MIDDLESEX INTEGRATIVE MEDICINE, INC.	LEOMINSTER	WALTHAM	APPLICATION SUBMITTED
MISSION MA, INC.	WORCESTER	WORCESTER	COMMENCE OPERATIONS
MJ'S MARKET, INC.	GRAFTON	GRAFTON	PROVISIONALLY APPROVED
NATURE'S MEDICINES, INC.	UXBRIDGE	FALL RIVER	COMMENCE OPERATIONS
NATURE'S REMEDY OF MASSACHUSETTS, INC.	LAKEVILLE	MILLBURY	COMMENCE OPERATIONS
NEW ENGLAND TREATMENT ACCESS	FRANKLIN	FRANKLIN	PROVISIONAL LICENSE
NEW ENGLAND TREATMENT ACCESS, LLC	FRANKLIN	BROOKLINE	COMMENCE OPERATIONS
NEW ENGLAND TREATMENT ACCESS, LLC	FRANKLIN	NORTHAMPTON	COMMENCE OPERATIONS
NORTHEAST ALTERNATIVES, INC.	FALL RIVER	FALL RIVER	COMMENCE OPERATIONS

NS AJO HOLDINGS, LLC	FITCHBURG	FITCHBURG	APPLICATION SUBMITTED
NS AJO HOLDINGS, LLC	FITCHBURG	WATERTOWN	COMMENCE OPERATIONS
NS AJO HOLDINGS, LLC DBA ETHOS CANNABIS	FITCHBURG	DORCHESTER	COMMENCE OPERATIONS
PATRIOT CARE CORP	LOWELL	GREENFIELD	COMMENCE OPERATIONS
PATRIOT CARE CORP	LOWELL	BOSTON	COMMENCE OPERATIONS
PATRIOT CARE CORP	LOWELL	LOWELL	COMMENCE OPERATIONS
PHARMACANNIS MA, INC.	HOLLISTON	SHREWSBURY	PROVISIONALLY APPROVED
PHARMACANNIS MASSACHUSETTS, INC.	HOLLISTON	WAREHAM	COMMENCE OPERATIONS
PHARMACANNIS MASSACHUSETTS, INC.	HOLLISTON	FRANKLIN	PROVISIONAL LICENSE
PHYTOTHERAPY, INC.	MEDWAY	PEABODY	PROVISIONAL LICENSE
PLESANTREES, INC. (FKA HERBOLOGY GROUP, INC.)	CHESTER	CHESTER	PROVISIONAL LICENSE
RESINATE, INC.	DOUGLAS	WORCESTER	COMMENCE OPERATIONS
REVOLUTIONARY CLINICS II, INC.	FITCHBURG	CAMBRIDGE	COMMENCE OPERATIONS
REVOLUTIONARY CLINICS II, INC.	FITCHBURG	CAMBRIDGE	COMMENCE OPERATIONS
REVOLUTIONARY CLINICS II, INC.	FITCHBURG	SOMERVILLE	COMMENCE OPERATIONS
RISE HOLDINGS, INC.	HOLYOKE	AMHERST	COMMENCE OPERATIONS
SANCTUARY MEDICINALS, INC.	LITTLETON	WOBURN	COMMENCE OPERATIONS
SANCTUARY MEDICINALS, INC.	LITTLETON	DANVERS	COMMENCE OPERATIONS
SANCTUARY MEDICINALS, INC.	LITTLETON	GARDNER	COMMENCE OPERATIONS
SEVEN POINT OF MASSACHUSETTS, INC.	AYER	MIDDLEBOROUGH	PROVISIONAL LICENSE
SEVEN POINT OF MASSACHUSETTS, INC.	AYER	GARDNER	PROVISIONAL LICENSE
SILVER THERAPEUTICS, INC.	ORANGE	WILLIAMSTOWN	PROVISIONAL LICENSE
SILVER THERAPEUTICS, INC.	BOSTON	BOSTON	PROVISIONAL LICENSE
SIRA NATURALS, INC.	MILFORD	NEEDHAM	COMMENCE OPERATIONS
SIRA NATURALS, INC.	MILFORD	WATERTOWN	COMMENCE OPERATIONS
SIRA NATURALS, INC.	MILFORD	SOMERVILLE	COMMENCE OPERATIONS
SOLURGE, INC.	HOLYOKE	HOLYOKE	PROVISIONAL LICENSE
TEMESCAL WELLNESS OF MASSACHUSETTS, LLC	WORCESTER	FRAMINGHAM	COMMENCE OPERATIONS
TEMESCAL WELLNESS OF MASSACHUSETTS, LLC	WORCESTER	HUDSON	COMMENCE OPERATIONS
TEMESCAL WELLNESS OF MASSACHUSETTS, LLC	WORCESTER	PITTSFIELD	COMMENCE OPERATIONS
THE BOTANIST, INC.	STERLING	SHREWSBURY	COMMENCE OPERATIONS
THE BOTANIST, INC.	STERLING	WORCESTER	COMMENCE OPERATIONS
THE BOTANIST, INC.	STERLING	LEOMINSTER	PROVISIONAL LICENSE
THE GREEN HARBOR DISPENSARY, LLC	MIDDLEBOROUGH	MIDDLEBOROUGH	COMMENCE OPERATIONS

THE GREEN HARBOR DISPENSARY, LLC	MIDDLEBOROUGH	PROVINCETOWN	PROVISIONAL LICENSE
THE GREEN LADY DISPENSARY	NANTUCKET	NANTUCKET	COMMENCE OPERATIONS
THE HAVEN CENTER, INC.	BOURNE	BREWSTER	PROVISIONAL LICENSE
THE HAVEN CENTER, INC.	BOURNE	FALL RIVER	PROVISIONAL LICENSE
THE HAVEN CENTER, INC.	BOURNE	BOURNE	PROVISIONAL LICENSE
THE HEIRLOOM COLLECTIVE, INC.	BERNARDSTON	HADLEY	COMMENCE OPERATIONS
THEORY WELLNESS, INC.	BRIDGEWATER	CHICOPEE	COMMENCE OPERATIONS
THEORY WELLNESS, INC.	BRIDGEWATER	GREAT BARRINGTON	COMMENCE OPERATIONS
THEORY WELLNESS, INC.	BRIDGEWATER	BRIDGEWATER	COMMENCE OPERATIONS
WELLNESS CONNECTION OF MA, INC.	REVERE	REVERE	PROVISIONAL LICENSE



TOWN OF WAYLAND

MASSACHUSETTS


01778

TOWN CLERK
aludwig@wayland.ma.us

ASSISTANT TOWN CLERK
Joseph Pessimato
jpessimato@wayland.ma.us

TOWN BUILDING
41 COCHITUATE ROAD

TEL: 508-358-3630
508-358-3631
www.wayland.ma.us

To: Board of Selectmen
From: Anna Ludwig, Town Clerk 
Date: June 24, 2021
RE: Registrar Appointment

As you know, there is a Board of Registrar vacancy until April 1, 2022 due to the resignation of Judith Ide (Republican) when she retired and moved out of state. Ms. Ide had been appointed to a three (3) year term in 2019.

Please advised that Kristopher K. Aleksov (Democrat) has expressed an interest in filling the vacancy. Kindly be advised that I have spoken to Mr. Aleksov regarding the position and that he:

1. is a registered voter in the Town of Wayland
2. holds no other office by either election or appointment by the Board of Selectmen, except membership to a political town committee
3. is familiar with the election process and it's 4-year cycle
4. could be available for extra voter registration times during the day or in the evening
5. could be available in the daytime to help in answering phone calls that funnel to the Town Clerk's Office on election days and try to resolve the voter question(s)
6. is aware that the Board must maintain balanced bipartisan composition, be a member of the appropriate political party for at least 2 years prior to appointment, and
7. is a member of the appropriate political party for at least 2 years prior to the appointment

Current registrars are:

Katherine Radmer (D) expiring 4-2-2024
Virginia Gardner (R) expiring 4-1-2023
Anna Ludwig, Clerk (U) (expiring approximately 4-1-2022, elected)

I have notified, today, the chairs of the Democratic Town Committee and Republic Town Committee of Mr. Aleksov's interest and am requesting that the Board of Selectmen appoint him 45 days, or later, from today.

cc: Kristopher K. Aleksov
Judy Ling & Nora Rothchild, Democratic Committee chairs
Virginia Gardner, Republican Committee chair

Town of Wayland

1.0 Principles of Organization for Elected Boards and Appointed Bodies

1.1 Annual Organization Meeting

Boards and other appointed public bodies must organize annually after the Annual Town Meeting and no later than July 15th. Public bodies will elect a Chair and any other necessary officers such as a Vice-Chair or Co-Chair, Clerk and Assistant Clerk. Elected boards must follow statutory requirements for reorganization. Boards and other appointed public bodies should strive to rotate leadership positions and rotation should not get in the way of making sure the board can function well.

1.2 Assignment

Each public body will be assigned to a department of the Town which will provide a secure location to maintain minutes and records.

1.3 Role of Members

A member of any public body will:

1. Respect the role of the Chair in setting agendas and facilitating meetings.
2. Respect decisions of the public body and recognize that members take action as part of a public body and may not conduct Town business independently of the public body except as authorized by a vote of the public body.
3. Recognize that action at an official legal meeting is binding and that an individual member cannot bind the public body outside of such meeting.
4. Not make statements or promises about how he / she will vote on matters that come before the public body until he / she has had an opportunity to hear the pros and cons of the issue during the body's public meeting.
5. Uphold the intent of Executive Sessions and respect the privileged communication that exists in Executive Session, holding it in confidence.
6. Assume a high level of integrity, striving toward fact - based and objective public statements and deliberations. Make decisions only after all facts on a question have been presented and discussed.
7. As a general rule, work with Town staff at the direction of the public body only so that Town staff are not subject to conflicting direction from individual public body members.
8. If appointed by a majority of the public body, serve as a liaison to other public bodies.
9. Request information from the Town Administrator and other Town staff during posted office hours.
10. Will treat the public, applicants before the public body, Town employees and other members with respect and courtesy. The members and Chair of a public body should take time to listen to individuals speaking to the body. The Chair should make sure members of the public who are present also accord those speaking with respect and an opportunity to be heard uninterrupted.

11. Respond to inquiries as soon as practical. A good estimate is 1-2 business days.

1.4 Role of Chair and Vice Chair

The Chair will set meeting agendas, convene all meetings, and execute documents as authorized by the public body. The Chair will act only under authority provided by a quorum of the public body.

The Chair will act on behalf of the board on routine matters between meetings (such as setting appointments and scheduling). As a general rule, the Chair should solicit the opinions of all members prior to stating his or her personal opinion on any agenda item before the public body.

The Chair will be responsible for ensuring the proper preparation and disposition of all minutes under the Open Meeting Law. The Vice Chair will fulfill the duties of the Chair in his or her absence.

The Chair will respond to inquiries directed to the Board or Public body so as to ensure timely response and response that is consistent with all the members opinions.

1.5 Role of Clerk

Although Town staff may record minutes for some public bodies, the public body is encouraged to elect a Clerk or individual member who takes responsibility for ensuring minutes are recorded, created and submitted for approval and filed along with supporting documents as a permanent record in the office of the assigned Town department. If voted minutes are substantially different from draft minutes, draft minutes must be retained as well. Boards and committees should consult with the Town Administrator if they have questions about minutes.

1.6 Social Media

Members should refrain from expressing their opinion on matters that could constitute a violation of Open Meeting Law.

These policies are superseded when in conflict with any federal or state law or Town By-Law. Please contact the Town Administrator whenever there is any uncertainty about appropriate procedure.

Commented [CS1]: LM's Proposed language – to be discussed

The Chair will serve as the public body's primary contact with the Town Administrator and other Town staff, with the exception of Town staff assigned as a liaison to the public body. All members of the public body may contact the liaison for requests for information on matters within the jurisdiction of the public body

2.0 Board and Public Bodies Governance Policy

2.1 Authority and Purpose of These Guidelines

The purpose of these Guidelines is to promote among the Town's public bodies decision-making that is open, thoughtful, fact-based, respectful and fair, in compliance with Town bylaws and with all state and federal laws.

Responsibilities under Charge and Local and State Law

Each ~~appointed~~ public body will conduct its business under a Town by-law, state statute or under a charge adopted by the Board of Selectmen for appointed public bodies.

2.2 Annual Reports

Under Chapter 53 of the Town Code, all boards, commissions, committees, officers and agents of the Town shall submit a report to the Selectmen, not later than September 30 after the end of each fiscal year for publication each December in the Annual Town Report. The Selectmen shall notify all officers and agents of the Town and the Chairs of all boards, commissions and committees of the final date for submitting such reports for publication. This notice shall be given by letter mailed or emailed in May of each year. If an appointed board, commission or committee of the Town, other than those created under the General Laws of the Commonwealth, does not submit its written report on or before such final date for publication in the Annual Town Report, it shall be dissolved, except in such instances where the creating vote specifically provides that it is to report at longer given intervals, or unless the Town at the next annual Town meeting, by vote naming the board, commission or committee, continues it in existence.

2.3 Rules of Procedure and Voting

Public bodies must establish a quorum before any meeting is called to order, and must maintain a quorum during the meeting. Each public body may establish rules of procedure and voting consistent with local, state and federal law. The rules of procedure should include when public comment may be allowed by the Chair.

2.4 Advisory Committees

The Board of Selectmen may appoint advisory committees for a specific purpose under a temporary charge.

2.5 Training

Public bodies must take any training required by law. The Board of Selectmen may require additional training so members can effectively fulfill their duties. Training may be provided at Town Building, over the internet, or may require out of Town travel or require multiple sessions. Whenever training is required by the Town so that a volunteer can serve on a public body, the Town will pay for the costs of tuition and travel. All such costs must be approved in advance by a Department Head before the costs are incurred.

2.6 Changes of Member Status

Members will be sworn in by the Town Clerk or Assistant Town Clerk after appointment or election and submit a letter of resignation to the Office of the Town Clerk when no longer willing or able to serve.

New members of public bodies cannot vote until sworn in by the Town Clerk or Assistant Town Clerk.

If a member wishes to resign before the end of a term he or she must submit to the Office of the Town Clerk a signed letter of resignation. The resignation is effective upon receipt by the Office of the Town Clerk unless a different date is specified. Upon expiration of a term, appointed members will continue to hold office until a successor is appointed. Filling of mid-term vacancies for elected officials will be done according to state law.

2.7 Open Meeting Law

Requirement to comply with the Open Meeting Law: Public bodies must comply with all parts of the Open Meeting Law. Public bodies subject to the Open Meeting Law include any sub-committee of two or more members assigned by a public body to conduct business. Please refer to the MA Attorney General's Open Meeting Law Guide which is available on the Town website and through the Wayland Town Clerk and includes the following information important for members to know:

1. Definition of a public body
2. Definition of a meeting / 5 exceptions to the definition
3. Definition of a meeting quorum
4. Requirements for posting meetings
5. Ten legal purposes for executive sessions
6. Requirements to allow remote participation
7. Required public participation.
8. Required records for open and executive sessions
9. Open Meeting Law complaint process

Determinations by the Attorney General that the public body was found in violation of the Open Meeting Law over the past five years.

The Town Administrator is available to provide or obtain assistance on Open Meeting Law questions. You may also contact the Division of Open Government at (617) 963- 2540 or e-mail openmeeting@state.ma.us.

Please see the attached Public Bodies' Checklist for requirements for posting meetings.

Please see the attached allowable reasons for conducting an Executive Session. You are encouraged to call the Town Administrator before posting an Executive Session to review the requirements who will refer questions to Town Counsel if required.

2.7.1 Meeting Notices

All public bodies must comply with the Open Meeting Law, including but not limited to filing meeting agendas with the Town Clerk at least 48 hours in advance of the meeting. Saturdays, Sundays and legal holidays are excluded in the calculation of the 48 hours. The agenda may be filed with the Town Clerk in person or e-mailed to the Town Clerk at Townclerk@wayland.ma.us. Agendas must be received by the Town Clerk at least 30 minutes before the end of business in order to be posted the same day. Agendas received after the close of business will not be posted until the next day. Please contact the Town Clerk's office if you have a late filing. The agenda must include a list of topics that is sufficiently specific to reasonably inform the public of the items to be discussed at the meeting. The agenda must also include any Executive Sessions planned, citing one of the 10 legal purposes for calling an executive session. Depending upon specific circumstances and the legal purpose of the Executive Session, the Executive Session notice must include specificity with regard, for example, the name of a matter of litigation, the name of a collective bargaining unit, or identification of parcels of land. Whenever in doubt, the Chairs of public bodies are encouraged to consult with the Town Administrator, who will refer questions to Town Counsel if necessary, for appropriate language for meeting notices for Executive Sessions.

2.7.2 Revised Agendas

If an agenda item is received by the Chair within 48 hours of a posted meeting, and the agenda item could not be reasonably anticipated by the Chair more than 48 hours before the meeting, the Chair may revise the posted agenda to include the new agenda item. It is preferred that agendas are revised only when the agenda item arises because of an emergency, which is defined as a sudden and generally unexpected occurrence or set of circumstances, demanding immediate action. All other matters should be heard at a later meeting of the public body. If you are filing a revised agenda it must be marked "REVISED" with the date and time of the original agenda noted and any changes or additions should be highlighted. Chairs of public bodies are encouraged to consult with the Town Administrator or the Town Clerk to ensure that revised agendas comply with Open Meeting Law.

2.7.3 Requirement for Meeting Minutes

The Open Meeting Law requires public bodies to create and approve minutes in a timely manner (defined as three meetings or 30 days, whichever is longer). The Public Records Law

requires that existing minutes be made available to the public within 10 days upon request, whether these minutes have been approved or are in draft form. Materials or other exhibits used by the public body in an open meeting must also be made available to the public within 10 days of request. Minutes of all staffed public bodies will be posted to the website by departmental staff. Minutes of all other public bodies will be emailed to townclerk@wayland.ma.us to be posted on the Town website and kept on file in the Town Clerk's office.

2.7.4 Contents of Minutes

Minutes must include the name of the public body, the date, time, and place of the meeting, the names of members present and absent, the names of staff present, and the substance of all discussion including all subjects acted upon or heard. Minutes must include a full and complete record of all motions proposed for vote and will include the exact vote, the names of the mover and the seconder for each motion, and the names of those voting against each motion. Although a verbatim record of meetings is not required, the Open Meeting Law requires that the minutes include a summary of the discussion of each subject containing enough detail and accuracy that a member of the public who did not attend the meeting could read the minutes and have a clear understanding of what occurred. A list of all documents used by the public body must be included in the minutes.

Please see Public Body Checklist on Minutes for more detailed requirements for meeting minutes.

2.7.5 Draft Minutes

Once created, draft regular meeting minutes are a public record available to the public, even if the minutes have not been presented at a meeting.

2.7.6 Executive Session Minutes

Minutes must be created for all Executive Sessions. Executive Session Minutes must not be released to the public until the reason for calling an Executive Session has ended, after which Executive Session Minutes must be reviewed and voted for approval and release by the public body. The Chair is responsible for regularly reviewing minutes for potential release.

2.7.7 Recording of Meetings

Any member of the public has the right to make an audio or video recording of an open session of a public meeting, but must notify the Chair before recording. The Chair must inform attendees of any such recording at the beginning of the meeting including that the meeting will be broadcast on the Way-Cam government access channel. The Chair may impose reasonable requirements regarding audio or video equipment so recording does not interfere with the meeting.

2.7.8 Public Participation

Under the Open Meeting Law, the public is permitted to attend open meetings of public bodies. The public is excluded from an executive session that is called for a valid legal purpose cited in the agenda. The amount of time a member of the public will be allowed to speak to a public body will be determined at the discretion of the Chair. While the public is permitted to attend an open meeting, an individual may not address the public body without permission of the Chair. An individual is not permitted to disrupt a meeting of a public body, and at the request of the Chair, all members of the public will be silent. If after clear warning, a person is disruptive, the Chair may order the person to leave the meeting, and if the person does not leave, the Chair may authorize a police officer to remove the person.

2.7.9 Remote Participation at Meetings

The Town of Wayland permits remote participation. Members of Town boards and committees may participate and vote by teleconference, audio-conference or other means that allows all persons present, including the audience and the member participating remotely, to hear the proceedings. Under state regulation, remote participation is allowed if physical attendance by a member of a public body is unreasonably difficult. All votes taken at such meetings where a member participates remotely must be taken by roll call vote and a quorum of members must otherwise be present, not including the remote participant. No remote participant may chair a meeting.

2.7.10 Open Meeting Law Complaint Process

Individuals who allege a violation of the Open Meeting Law must first file a complaint with the public body alleged to have violated the OML within 30 days of the date of the violation or the date the complainant could have reasonably known of the violation. The full complaint process, including the required response of the public body to the complainant within 14 days of receipt of the complaint is included in the Attorney General's Open Meeting Law Guide. Please provide a copy of all Open Meeting Law complaints to the Town Administrator's Office. Within 14 business days of the date on which the complaint was filed, the public body must review the complaint and send to the Attorney General's Office (AGO) a copy of the complaint along with a description of any action taken to resolve the issue that was raised by the complaint. Within seven business days of the date that the complaint was filed, the public body may request additional information from the person making the complaint if necessary to resolve the complaint. The person making the complaint shall provide the additional information to the public body within 10 business days, and the public body shall have 10 additional business days (total 24 business days from the date complaint was originally filed) to act on the complaint and notify the AGO. The public body may request additional time to consider taking remedial action and must make that request in writing to the AGO, to the Attention of the Director of the Division of Open Government. The AGO may, at its discretion, grant additional time to the public body if it determines there is a showing of good cause to grant the extension.

2.8 Use of E-Mail to Conduct Business

2.8.1 E-Mail and Public Records Law:

E-mail communication created or received by a member of a public body while acting in his or her capacity as a member of the public body, is considered a public record and is subject to a public records request under the Public Records Law even if the e-mail is received by or created on a private computer or sent to only one individual. The Town will assign e-mail addresses to all members of appointed and elected boards and committees which must be used for all town business to avoid violations of the Public Records Law.

2.8.2 E-Mail and Open Meeting Law

Whenever one member of a public body uses email or digital communication broadly defined to include all documentary materials or data created or received, regardless of physical form or characteristics, to discuss the public body's business (except for administrative matters such as scheduling and the transmission of documents) with a quorum of the members, it constitutes "deliberation" and is in direct violation of the Open Meeting Law. E-mail communication between less than a quorum of a public body is also in violation of the Open Meeting Law if the e-mail between less than a quorum of members is later forwarded to or discussed with additional members outside of a public meeting, thus unintentionally creating a quorum.

2.8.3 Board of Selectmen Guideline on E-Mail

To avoid violations of the Open Meeting Law and the Public Records Law, it is recommended that e-mail between members of the Town's public bodies be restricted to scheduling meetings and distribution of agendas, documents and reports. This is not a prohibition against email communication. However, e-mails between members of public bodies should never contain any statement that is an opinion of any member.

2.9 Code of Ethics

All members of public bodies are sworn in by the Town Clerk to uphold all state and local laws applicable to the public body's jurisdiction. Members must comply with the state ethics law (MGL Chapter 268A) regarding the conduct of public officials. Members must complete required ethics training and on-line tests. A member is required under the law to not vote on any matter in which the member or an immediate family member has a financial interest. Members are recommended to recuse themselves if there is an "appearance" of a conflict of interest. Members of public bodies should consult with the Town Administrator if they have any question about conflict of interest. The Town Administrator, who may direct them to Town Counsel or other appropriate State authority,

2.9.1 Absences

The absence without appropriate explanation of any member of an appointed body from a majority of meetings held over a one year period or from three consecutive meetings may serve to vacate the office. The decision to recommend that the office be vacated will be made by a majority vote of other members of the public body and then transmitted to the Board of Selectmen.

2.9.2 Members are Bound by Applicable Personnel Policies and Law

Members of public bodies, when acting in their official capacity, are subject to any applicable state law and Town policies including those prohibiting sexual harassment, discrimination and workplace violence. Any allegation of misconduct made by the public, Town staff or a fellow member will be reported immediately to the Town Administrator.

2.9.3 Litigation against Town by a Member of an Appointed Public Body

An appointed member of any appointed public body may be temporarily suspended by the Board of Selectmen during a lawsuit filed by the member against the Town in a court of competent jurisdiction in the state of MA.

2.9.4 Removal under this Section

The Board of Selectmen, under such procedures it may adopt, may remove a member from an appointed public body for violations of this section.

2.10 Town Meeting and Public Bodies

Upon a majority vote, public bodies may sponsor and submit to the Board of Selectmen articles for the Board's consideration for inclusion in Annual and Special Town Meeting warrants. Articles submitted by committees that are advisory to the Selectmen shall be submitted and sponsored by the Board of Selectmen.

2.11 Policy on Legal Services

All requests for legal opinions will be made through the Town Administrator under the Board's policy on legal affairs of the Town.

SUPPLEMENTAL DOCUMENTS REFERENCED ABOVE:

- 1) Checklists for Public Bodies
- 2) MGL 30 A, Section 21 (a): 10 Allowable purposes for entering executive session. Other policies relevant to the work of public bodies are posted on the Board of Selectmen's website.

These guidelines are superseded when in conflict with any federal or state law or Town By-Law. Please contact the Town Administrator whenever there is any uncertainty about appropriate procedure.



**TOWN OF WAYLAND
BOARD OF HEALTH**
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

Julia Junghanns, R.S., C.H.O.
DIRECTOR OF PUBLIC HEALTH
TEL. (508) 358-3617

Ruth Mori, MSN, R.N.
PUBLIC HEALTH NURSE
TEL. (508) 358-3617

Wayland COVID-19 Vaccination Update – August 3, 2021

The Wayland Health Department is actively monitoring the status of the COVID-19 pandemic in Wayland. The reporting structure below is designed to balance the privacy of affected individuals as much as possible while keeping the public informed about COVID-19 activity in Wayland.

Age Group	Population	Proportion of town population	Individuals with at least one dose	Individuals with at least one dose per capita	Fully vaccinated individuals	Fully vaccinated individuals per capita
12-15 Years	805	6%	816	>95%	689	86%
16-19 Years	704	5%	750	>95%	692	>95%
20-29 Years	891	7%	1,050	>95%	962	>95%
30-49 Years	3,044	23%	2,900	>95%	2,708	89%
50-64 Years	3,158	24%	2,858	91%	2,689	85%
65-74 Years	1,525	12%	1,549	>95%	1,449	>95%
75+ Years	1,220	9%	1,183	>95%	1,074	88%
Total	13,218	100%	11,106	84%	10,263	78%

***Notes on Age:** As of 5/20/21, the 0-19 years population category was split into 12-15 and 16-19 years to more closely reflect the population currently eligible for vaccines (12+). The total population for a given town includes all residents, including those ages 0-11. Total doses may include a small number of doses with ages incorrectly marked as 0-11 and thus sum of age group doses may not match total town doses

Notes on Population Data

Source: “Population Estimates 2011-2020, version 2019, Massachusetts Department of Public Health, Bureau of Environmental Health. Version 2019 years 2017-2019 apply updates from U.S. Census Bureau’s County Population by Characteristics, vintage 2019; all previous years apply updates from U.S. Census Bureau’s County Population by Characteristics, vintage 2018 or earlier. These estimates were developed by the University of Massachusetts Donahue Institute (UMDI) in partnership with the Massachusetts Department of Public Health, Bureau of Environmental Health.

UMDI detailed population estimates at fine levels of geography and demographic strata are prone to estimation error. UMDI Estimated error was best described by age and population size and was used to adjust final population numbers, however a margin of error exists for all estimates.

Note about Totals: The difference in the MA state population total created by summing the age categories and by summing the race categories is expected due to the manner in which the estimates were created; the discrepancy is due to unknown races and small, compounded rounding.



TOWN OF WAYLAND

41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

LOUISE L.E. MILLER
TOWN ADMINISTRATOR
TEL. (508) 358-3620
lmiller@wayland.ma.us

To: ALL EMPLOYEES
From: Louise Miller, Town Administrator
Date: August 9, 2021
Re: NEW COVID SAFETY GUIDANCE AND PROTOCOLS

Given the resurgence of COVID-19 cases, nationally, statewide, and locally, the Town of Wayland will require the public to wear masks when entering and conducting business in all Town buildings. All employees are required to wear masks when interacting with members of the public

New Protocols for Employees:

Masks

Employees are required to wear masks when interacting with members of the public. Employees working in their own workspace are not be required to wear masks, but are advised to do so, especially for employees who are not vaccinated or may be in an increase risk category. On July 27, 2021, the CDC issued new guidance regarding the wearing of masks indoors for all communities that are at substantial risk for COVID-19, which the Massachusetts Department of Health adopted on July 30. For more information, please see this link to the advisory, which can also be found on the Town's website: <https://www.mass.gov/info-details/covid-19-mask-requirements#mask-advisory-for-vaccinated-and-unvaccinated-residents->

We also encourage the practices of social distancing and increased hygiene. The Town continues its pre-COVID daily sanitation and cleaning protocols of bathrooms, equipment and workspaces.

Attestations

Employee attestation forms and/or Healthwatch system notifications are not required at this time. This includes attestation forms for visitors in the buildings and for inspection visits.

The Town will continue to ask that employees who are sick with COVID-like or flu-like symptoms not come to work. We expect every employee to respect others and stay out of work when feeling ill, even if you have been vaccinated.

Return-To-Work Protocol:

If an employee tests positive for COVID-19, that employee must notify HR and follow all isolation protocols, regardless of vaccination. If an employee has been exposed to COVID-19 and is unvaccinated, then the employee must contact HR and follow quarantine protocols. Any employees who is unvaccinated and out of work due to COVID-like illness will be expected to present a COVID-negative test and/or a medical note to HR prior to returning to work. For more information, about isolation and quarantine protocols for vaccinated and unvaccinated employees, please see this link: <https://www.mass.gov/info-details/covid-19-isolation-and-quarantine-information>

Schools

Please be aware the School Department may issue different guidelines with respect to health and safety protocols in school buildings.



**TOWN OF WAYLAND
BOARD OF HEALTH**
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

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DIRECTOR OF PUBLIC HEALTH
TEL. (508) 358-3617

Ruth Mori, MSN, R.N.
PUBLIC HEALTH NURSE
TEL. (508) 358-3617

Wayland COVID-19 Case Update – August 6, 2021

****Cases are from Fri July 30, 2021-Thurs August 5, 2021****

The Wayland Health Department is actively monitoring the status of the COVID-19 pandemic in Wayland. The reporting structure below is designed to balance the privacy of affected individuals as much as possible while keeping the public informed about COVID-19 activity in Wayland.

	Total Cases to date	Cases as of previous report date	New Cases since last report	Cases Removed from Isolation	Total Current Active Cases
Confirmed (LAB) COVID-19 cases	665	648	17	0	27

The information below is regarding Lab Confirmed Covid-19 cases only

Sex	To Date	New
Female	360	5
Male	305	12

Total Cases as of 8/6/2021

Active Non-Hospitalized	27
Active Hospitalized	0
Recovered	614
Deceased	24
Total	665

Total Ages per Category	New	Deceased
<19	164	8
20-29	88	3
30-39	49	0
40-49	85	1
50-59	89	3
60-69	53	2
70-79	42	1
80-89	49	-
90-99	43	-
100-109	3	-

New Confirmed and Probable Cases

	Confirmed	Probable
Live/work within Wayland Long Term Care Facilities (LTC)	1	0
Live/work within the Wayland General Community	16	0

School Based Information Year to Date as of 6/25/2021 (This section no longer utilized until late Aug)

School	Confirmed Student	Confirmed Staff	In school Student Close Contact	In school Staff Close Contact	Out of school Student Close Contact
Loker	18	2	18	5	4
Happy Hollow	7	1	4	3	8
Claypit	15	2	72	2	10
Middle	22	3	10	3	3
High School	27	9	99	8	6



TOWN OF WAYLAND
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

MEMORANDUM

To: Board of Selectmen
From: Seath Crandall, Management Analyst
CC: Louise Miller, Town Administrator
Date: August 9, 2021
Re: Community Preservation Fund Projects

The following Community Preservation projects approved by Town Meeting were not otherwise reported on as part of the department capital updates.

ATM 2015

1. Article 22: Design and Construct Trails and Signage at Dudley Woods: trails and signage installation has been completed under budget. There is interest from Historical Commission in installing Historical Markers placed throughout the trail with remaining funds. (Project Manager: Recreation Director).

ATM 2018

2. Article 34: Historic Preservation of Library Rotunda Windows: Installation of windows has been completed under budget. We are looking into possibly installing storm windows with the remaining budget. (Project Manager: Public Buildings Director).
3. Article 35: Weston Aqueduct Pedestrian Crossings: Received permit from MWRA to move forward with project. Design for the work has been completed. Project must now go out to bid for construction and installation. (Project Manager: Conservation Agent).

ATM 2019

4. Article 19: Restore Fence at First Parish Church: Fence was completed in FY 2021. Historic Preservation Restriction was signed. (Project Manager: First Parish Church; Contract Manager: Assistant Town Administrator).
5. Article 19: Preserve Arched Window at Cochituate Village Apartments: Wayland Housing Authority Completed this project in FY 2021. (Project Manager: Brian Boggia).

ATM 2021

6. Article 20: Library Archival Document Conservation: Currently being procured. (Project Manager: Bibliographic Services Librarian; Contract Manager: Assistant Town Administrator).
7. Article 21: Open Space Native Plantings and Pollinator Plantings: the project has not yet started
8. Article 28: Rehabilitation of 70-74 Main Street: project update will be provided at Economic Development Committee meeting on August 13, 2021.
9. Article 29: Mill Pond Dam Walkway, Athletic Field Design and Heard Farm Improvements: these projects have not yet started.



TOWN OF WAYLAND
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

MEMORANDUM

To: Board of Selectmen
School Committee
Cc: Dr. Omar Easy, School Superintendent
Ellen Whittemore, School Department Director of Finance and Operations
From: Louise Miller, Town Administrator
Ben Keefe, Public Buildings Director
Date: August 9, 2021
Re: Status Update School Capital Projects

Below is an update of currently outstanding Facilities Department capital projects for the School Department. Priority order for school building projects was determined by School Department staff and the Finance Subcommittee of the School Committee. At the meeting of the Finance Subcommittee, the Town Administrator clarified that the purpose of the prioritization was to allow the Public Buildings Director to focus attention as needed on higher priority projects as issues develop during the course of design, bidding, and construction. This year has been particularly challenging due to the impacts of COVID. There are supply chain disruptions, labor shortages, and transportation delays throughout the country. Wayland is not immune from these same challenges.

Following each project is a note whether the project status has been updated since July 28, the date of the last memorandum. Updates are bolded.

Priority Order 1:

Loker Roof: Update

Town Project Manager: Ben Keefe
Project Manager: ACG
Architect: Tighe and Bond
Contractor: Tower

Current Status: The project is postponed to summer of 2022 due to supply chain delays, most significantly in roofing material for this project. **The contractor has agreed to provide the Town with a no-cost change order extending to next summer. This means that the contractor will absorb all costs as a result of the one-year delay for all subcontractors. In exchange, the Town will provide a limited waiver of liquidated damages due to the one-year delay. To ensure that the project is able to proceed next summer, given COVID and the uncertainty regarding supply chain, the contractor is purchasing items needed for the project and has instructed all subcontractors to do the same. The materials will be inventoried and stored at no cost to the Town until next summer.** In the meantime, work on the electric Roof Top Units cost estimates continues.

Loker Solar and Resiliency: No Change

Town Project Manager: Louise Miller / Ben Keefe

Consultant: EC&C

Contractor: Solect

Negotiations of the relevant Power Purchase Agreement and Payment In Lieu Of Taxes are ongoing. When this project is complete, the Loker School will be self-sufficient for electricity bringing the electricity bills to \$0.

Claypit Hill Roof Top Units: No Change

Town Project Manager: Ben Keefe

Architect: Tighe & Bond

Contractor: TBD

The project is postponed until summer of 2022 due to supply chain delays, most significantly in metals necessary for the production of the RTUs. Depending upon the pricing of the Loker RTUs, this project may be reviewed to determine whether electrical RTUs should be installed. The price of electrical RTUs is significantly higher than gas-fired RTUs. There may also need to be additional structural and electrical work to be completed.

Priority Order 2:

Happy Hollow Chairlift: Update

Town Project Manager: Ben Keefe

Architect: DiGiorgio

Contractor: Kneeland Construction

Work starts the week of August 9. The construction work is scheduled to be finished before school starts. The delivery date for the new lift is still not firm but anticipated between October 1 and October 15. In the meantime, the portable chair lift can and will be used, meeting ADA requirements.

Design work began in FY2021 due to timing of the project for construction during the 2021 summer. The design work in FY2021 must be paid with FY2021 funds because the ATM funding was not available until FY2022. The bid was anticipated for mid-July. The bid was issued and received on schedule. The total cost of the project, however, exceeds the Annual Town Meeting appropriation. The construction contract has been signed by the Board of Selectmen after discussion of the funding sources for the project. The project cost breaks down as follows:

Design: \$40,000 (paid with Town Facilities Department and Town Administrator FY2021 operating funds)

Construction: \$105,000 (paid with \$75,000 ATM appropriation - **\$30,000 School Department**)

Contingency: \$15,000 (Funding TBD)

Loker Chair Lift: Update

Town Project Manager: Ben Keefe

Architect: DiGiorgio

Contractor: Garaventa **and contractor TBD**

Garaventa has been contacted and will work with a contractor provided by the Town once the Town is able to identify a suitable contractor. The work will require 1 day for demo and 1 ½ to 2 days for installation. This can be done over a weekend or a short school holiday. The chair lift is functioning and has passed annual inspection.

Priority Order 3:

Playgrounds for Happy Hollow and Claypit Hill: Update

Town Project Manager: Steve Vitello

Architect/Engineer: Beta

Contractor: Green Acres

The work on the Happy Hollow playground will begin August 9, with a current anticipated completion date of September 3. The work at Claypit Hill is scheduled to begin immediately following, with preconstruction work beginning August 31 and anticipated completion before October 15.

The project was voted at the September 2020 Town Meeting and was designed and bid. No bids were received with the first bid. After contacting contractors, the total cost for the amount of Poured-In-Place (PIP) bid was too high for the approved budget. To increase the likelihood of obtaining bids, the total surface area for the PIP was reduced with 2 levels of add alternates for additional areas of the playground, and the bid was reissued. Bids were received after the bid reissuance. The bids received were still higher than budget. The contract was signed with the first add alternate only. The total project cost with the first add alternate is \$413,152, which will be funded as follows:

\$315,660 (CPA Funds)

\$ 25,800 (Gifts)

\$40,000 (Recreation FY2022 operating funds)

\$32,000 (School funding)

Based on the July 28, 2021 School Committee vote, an additional \$38,000 will be available to increase PIP coverage of the playgrounds. This will enhance the playgrounds.

Priority Order 4:

Loker Egress Doors: Update

Town Project Manager: Steve Vitello

Architect: TBA

Contractor: Infrastructures

At this time, the Town has sought quotes from contractors. **Quotes have been obtained but are far higher than reasonable for the work being performed. While the project is currently being scheduled and should be completed before school start, the price of the contract is being negotiated.**

Priority Order 5 – moved to Priority Order 1 in June:

School Space Study and Construction: Update

Town Project Manager: Ben Keefe

Architect: TBA

Contractor: Staples

The project is currently being scheduled. **The delivery date for the office panels (space divider units) has been moved out to September 8, 2021. We anticipate that the date may be moved out again. The Public Buildings Director has worked with the School Department on a temporary solution pending installation of the permanent office panels.** The permanent panels are made to order based on the architectural plans developed. Hon, the supplier, is experiencing labor shortages and transportation disruptions, resulting in another change this week in the delivery date for the office panels.

The project includes storage units. The delivery date for the storage units has also been pushed out. At this time, the storage units will not be delivered until early October. The Public Buildings Director is provided a temporary alternative until the units are delivered.

Priority Order 6:

Elementary School Fire Alarms: No Change

Town Project Manager: Ben Keefe

Architect: BTA

Contractor: TBD

A meeting took place among the architect, the Fire Chief and the Public Facilities Director. All school fire alarm systems are currently code-compliant. Based on the initial estimate developed by the architect, there may not be sufficient funding for all the schools. The work to be done was prioritized by the Fire Chief in the following order: 1. Happy Hollow, 2. Loker, 3. Claypit Hill. The architect is developing bid specifications.

Priority Order 7:

School Intercoms/PA Systems (all elementary schools and middle school): Update

Town Project Manager: Leisha Simon/Louise Miller

Architect: None

Contractor: TBD

The written statement of work provided by the School Department was provided to the vendor of the preferred PA system. **The vendor has provided the Town Administrator with technical specifications. The bid must be issued with the proprietary equipment “or equal” under State law. The Town Administrator will meet with the School Department IT Director to develop bid specifications for each school.** We believe that this project can be completed during the school year.

Priority Order 8:

Replacement of Elementary School Student Storage System: No Change

Town Project Manager: Ben Keefe

Architect: TBA

Contractor: TBD

The materials storage system has been specified and ordered. We are waiting to hear when they will be shipped. We still have not had a confirmation of shipment for the materials storage. The current estimate we received in end of September. The storage units for students have been specified and designed. These units are not yet scheduled for delivery nor has a contractor been found to install them. They can be installed during the school year once they are received.

Loker Tile Replacement: Update

Town Project Manager: Ben Keefe/Steve Vitello

Architect: None

Contractor: Liberty

Tiling has been completed. All appropriated funds will be expended. Funds will need to be appropriated in future years to continue replacement of the floor tile at Loker. The Facilities Department will wax the new floors and move all furniture back into the spaces that were tiled prior to the start of school.

Middle School Tiling and Locker Replacement: Update

Town Project Manager: Ben Keefe

Architect: TBA

Contractor: J.C. Floor Covering

The tiling planned for the summer of 2021(roughly half of the 7th grade wing and half of the 8th grade wing) have been completed. The lockers will be replaced in the summer of 2022 due to the unavailability of stamped steel. The Facilities Department will wax the newly tiled floors. After the waxing is completed, the moving company hired by the Town will move all furniture back prior to the start of school.

Priority Order 9:

Happy Hollow Walk-Ins: No Change

Town Project Manager: Ben Keefe

Architect: BTA

Contractor: TBD

The infrastructure preparation for the units will be completed. A slab needs to be poured and the wall cut to allow for installation of the units. Once delivered, the installation will require 2 days and can be completed during the school year.

Capital Projects Funded with Operating/Maintenance Budget:

School Ventilation: Update

Town Project Manager: Ben Keefe

Architect: TBA

Contractor: Cooling and Heating Specialists and Daikin

School ventilation inspection and repairs are ongoing and will be completed prior to school start. All interior filters will be replaced by school custodians in the week prior to school start. All exterior filters will be replaced by the contractors. An issue has arisen at the High School where the rooftop ventilation units have been found open and it appears that someone has been going into the units. A camera will be placed on the roof to determine what is happening.



TOWN OF WAYLAND
41 COCHITUATE ROAD
WAYLAND, MASSACHUSETTS 01778

MEMORANDUM

To: Board of Selectmen
Board of Public Works
Board of Health

From: Louise Miller, Town Administrator

Cc: John Bugbee, Assistant Town Administrator
Thomas Holder, Public Works Director
Don Millette, Water Superintendent
Julia Junghanns, Health Director
Michael McCann, Information Technology Director
Ben Keefe, Public Buildings Director
Linda Hansen, Conservation Agent

Date: August 9, 2021

Re: PFAS Response Update

Short-term Solution

On June 30th, 2021, the Board of Public Works held a public meeting to deliberate the various options related to the short-term treatment of PFAS6 at the Town's Happy Hollow wellfield location. After careful consideration of all options, the Board members voted for a treatment option that, once implemented, will allow the Town to operate the Happy Hollow wellfield with non-detectable levels of PFAS.

PFAS Treatment Contract

The contract for the lease and installation of the equipment required for PFAS6 treatment has been negotiated. The equipment should be installed and operational in October. As part of the contract negotiation, the logistics and cost of offloading the equipment were evaluated based on the location and the weight of the cranes required to bring the equipment to the planned treatment location. Some pavement work and some tree trimming will take place in the next few weeks to ready the site. The contract with ECT2, however, has not been signed because MassDEP has not yet issued the Town a permit for the short-term solution.

Mass DEP Approval

While MassDEP has approved the short-term solution and was notified of the Board of Public Works decision, the permit has not yet been received. MassDEP has been working with Tata & Howard on obtaining responses to follow-up questions. The contract with ECT2 cannot be signed until the Town has received the permit.

Winterization for the PFAS Treatment Equipment

A concrete pad with a building enclosure for the treatment equipment will be built to provide protection and winterization for the equipment. Tata and Howard is designing the pad and enclosure. Once the design is complete, the construction will be bid. Construction of the pad must be completed prior to delivery of the equipment and construction of the building will occur after installation. Based on the

current timing of completion of the design, the Town will seek an emergency procurement waiver so that the pad can be completed in time for delivery of the equipment.

Sampling and Testing Cycle of the Town's Drinking Water Wells

Monthly sampling of the Town's drinking water wells continues. The test results appear stable at this time. One exception is the Campbell well, which showed elevated test results in July. Because of the manner in which test samples were obtained, the Town believes that the result is erroneous. The well has been resampled and the new test results are anticipated in approximately 2 weeks.

Rebate Program

MassDEP requires that public notices be distributed to households every quarter when the water supply exceeds regulated levels of PFAS6. A notice was mailed in late July. As a result, and as expected, a number of customers, who had not previously applied, have inquired about the availability of the water bill rebate. We, therefore anticipate that there will be an increase in the total number of households receiving a rebate at the end of August, when the next batch of rebates is processed. There are currently 626 households receiving water bill rebates based on the status of a member of the household being in a sensitive population for PFAS6 as defined by the MassDEP. We still anticipate that rebates will continue through October, 2021, depending on when the treatment equipment becomes operational and the receipt of test results below PFAS6 regulated levels. The rebate program costs approximately \$20,000 per month.

Follow-Up Work re Wax Products Discussed at Board of Health Meeting of February 2017

The Material Safety Data Sheets (MSDS) for the wax that is believed to have been disposed of at the High School Wastewater Treatment Plant in February 2017 were obtained. The MSDS do not reflect the presence of PFAS6. However, because the PFAS6 compounds are not regulated in manufacture, the Health Director has asked for guidance from MassDEP. MassDEP has not yet responded.

Sourcing

Sampling of the monitoring wells and the surface water locations set forth in the sourcing map was completed last week with test results anticipated in two to three weeks.



Town of Wayland

A Framework for Capital Planning

AUGUST 9, 2021

LOUISE MILLER, TOWN ADMINISTRATOR



Capital Assets

Assets used in operations

With initial useful life beyond operating budget period

That enable the delivery of services, including

- Facilities
- Infrastructure*
- Equipment
- Vehicles

And are essential to the Town's operations and delivery of services

* Infrastructure is defined broadly to include all of the physical systems needed for the operations of the Town's business, such as roads, water delivery systems, IT networks, etc.



Need for Capital Planning

Deferring maintenance or replacement of capital assets

- Reduces the Town's ability to provide services
- Can threaten public health, safety, or quality of life
- Can result in violations of legal mandates
- Increases short-term costs and liabilities
- Increases long-term costs and liabilities



Two-Tiered Investment in Capital Assets

A multi-year capital plan addresses

- Continuing investment necessary to maintain assets
- Adequate investment in capital renewal and replacement

Capital can be funded through

- Operating budgets
 - Departmental budgets
 - Debt service budget*
- Capital budgets
 - Cash capital
 - Free cash
 - Debt service budget*

* Debt service includes annual budget debt service within the levy and proposition 2 ½ excluded debt.



Baseline Inventory and Conditions Assessment

The Town should have a complete inventory and conditions assessment for all types of capital assets

- Once developed, the inventory should
 - Be updated every 2-3 years
 - Include such items as asset description, location, physical dimensions or attributes, “as-built” or specifications, warranties, maintenance costs, operating costs, usage statistics, date of purchase, original value, expected useful life, list of impairments
 - Reflect changes or additions to capital and changes in delivery of services (how and what)
- The conditions assessment should
 - Be understandable to a lay person
 - Be objectively measurable
 - Include a performance standards for the asset (equipment breaks down, vehicles require servicing, building systems age – what is the acceptable performance standard for the specific capital item)

The baseline inventory and conditions assessment may require outside consultants

- Recommend a 2022 Annual Town Meeting warrant article to fund a baseline inventory and conditions assessment, supplementing Town departmental work



Developing the Capital Improvement Plan

Capital Improvement Plans generally span 5-10 years.

- 5-year capital plans are generally reviewed and developed annually
- 7 to 10-year capital plans are generally reviewed biennially

Recommend a 5-year capital plan rather than a 7-10 year plan

- until an inventory and conditions assessment is completed
- and only few adjustments are made annually to the plan
- which may take 3 to 5 years to achieve



5-Year Capital Plan

5-Year Capital Plan

- Rolling 1-Year Recommendation
- With 4-Year Outlook

1-Year Recommendation based on many factors, most importantly

- Operational considerations
- Fiscal considerations
- Readiness of projects
- Capacity to complete projects

4-Year Outlook based primarily on

- Anticipated needs
- Upgrades to assets or changes in services
- Major maintenance and replacement of capital assets (distinguish recurring and regular replacement cycle items, which are included in almost every budget, e.g. vehicles and equipment)



Outline of Process for Developing 5-Year Capital Improvement Plan

Departments create departmental 1-year CIP request and 4-year outlook that

- Identifies capital needs
- Identifies changes in services or changes in manner of delivery of services
- Includes an initial cost estimate
- Includes an anticipated timeline, identifying resources needed outside the department
- Prioritizes 1-year request and all requests in the 5-year CIP

Town Administrator and Finance Director

- Create a 5-year CIP based on
 - Comprehensive 5-year financial plan
 - Relative prioritization among departments
 - Anticipated timeline for projects and resource allocation

Finance Committee

- Reviews Draft 5-year CIP
- Requests further information
- Makes recommendation to Town Meeting for 1-year CIP funding and provides additional 4-year outlook



Departmental CIP Development

Inventory and categorize capital needs of the department

- Infrastructure
- Facilities
- Equipment
- Vehicles

Provide a 1-year CIP request for each category and a 4-year CIP outlook

When making 1-year CIP request

- Determine if asset is still providing the most appropriate method to deliver services (considerations include new technology, energy efficiency, environmental impacts, etc.)
- If the asset generates fees, can fees be dedicated to maintaining or replacing the asset
- Provide costs of maintenance of asset being replaced
- Provide effect on operational goals, regulatory requirements, health and safety, or other goals
- Provide plan for monitoring asset to determine performance and appropriate maintenance
- Provide operating costs of capital project

Identify whether other departments are needed for carrying out of capital project



Process for Prioritization of Capital Projects

The Town Administrator and Finance Director prioritize all departmental requests to create a townwide Draft 5-year CIP based on

- Priority criteria, including in order of priority
 - Projects required for health and safety
 - Projects required for legal compliance
 - Asset preservation
 - Asset or service expansion
 - Consistency with overall townwide goals
- Financial criteria to allocate limited resources, including
 - Town's fiscal capacity (including plan for debt issuance, impact on reserves, etc.)
 - Expected revenue generation or operational expenditures
 - Cost of maintenance (link funding source to useful life and cost of maintenance)



Planning of Capital Projects

Department Heads and the Town Administrator will review the planning of each capital project, including

- Scope review
 - Project that are not sufficiently defined in scope will not be considered for funding as part of the 1-year recommendation but may be included in the 4-year outlook
 - Identify whether a study is required or whether the project can proceed to design
- Project timelines
 - Realistic timelines must be developed based on the timing of funding
 - All facilities and infrastructure projects must include a design phase
 - All facilities and infrastructure projects must include a realistic procurement timeline
 - All facilities and infrastructure must include a statement of the need for staff and other resources
- Estimated project costs
 - Provide basis for estimate (may require outside assistance)
 - Allow for anticipated inflation
- Criteria for determining performance of capital asset and lifecycle costs



Planning Realistic Timelines for Capital Projects (1 of 3)

Creating a realistic timeline for capital projects sets correct expectations for project completion

- Funding at Annual Town Meeting is generally for the following year
 - Which means the funds may not be expended until after July 1 of the year in which the Annual Town Meeting takes place
- Equipment and vehicles require specifications sufficient for procurement
 - Depending on value of the asset and procurement process, 2-8 weeks should be allocated
- Delivery, including installation if appropriate, may require lead time which should be understood prior to creating the capital project timeline



Planning Realistic Timelines for Capital Projects (2 of 3)

Facilities and Infrastructure projects should follow a study, design, bid, construct process

- Not all projects will require a study phase
 - Generally major renovations, new facilities or infrastructure and new initiatives require a study
 - The timeline for procurement of a study is similar to the timeline for procurement of a design
- All Facilities and Infrastructure projects require a design phase prior to procurement
 - Design must be procured, with an appropriate scope of work (sometimes determined in the study phase)
 - A realistic timeline for procuring design if the Town has an existing contract with a consultant is 1-2 weeks
 - A realistic timeline for procuring a consultant is 6-8 weeks but may be longer depending on contract negotiations
 - The time for design must be incorporated into the timeline (design time varies greatly from weeks to months)



Planning Realistic Timelines for Capital Projects (3 of 3)

- Procurement following design must be accounted for
 - A minimum of 3 weeks is required for all procurements from the time that the procurement is advertised to when the bids are received. Many facilities procurements required a minimum of 6 weeks to allow for filed sub-bids
 - A minimum of 1 week is required to evaluate bids, check references, and award a contract
 - A minimum of 2 weeks is required to negotiate and sign a contract and receive all required documents
 - This process occurs twice if there are filed sub-bids
 - For major renovation and building projects, the Town may need to go through a bidder and filed sub-bidder pre-qualification process adding another 2-3 months to the procurement phase of the project
- Construction timing for individual projects will determine the project completion timeline
 - Some projects may only be able to be done during certain seasons or at certain times of the day



Monitoring and Reporting of CIP

Town Administrator is responsible for monitoring and reporting of CIP

Certain projects will be managed by Permanent Municipal Building Committee, depending on value of the project and/or request of the Board of Selectmen or Town Meeting

Projects should be reported quarterly, with any adjustments to project scope or timelines clearly stated with explanations

Project closeout should be reported with the date that the capital asset is put into service

The Draft 5-Year CIP should include a section reporting on projects funded in prior years



Draft 5-Year CIP Format

The Draft 5-Year CIP will include

- An executive summary
- A memorandum with the projects requested and the recommendation whether to include the projects in the 1-year capital recommendation and the 4-year outlook, including an explanation for projects not included
- A funding recommendation for all years of the 5-year CIP
- Project details on major capital items
- Goals being fulfilled
- Project graphics (photos, maps, renderings, etc.)
- Project timelines for all projects recommended for funding in the 1-year plan
- The operating impact, if any, of the capital projects recommended for funding (increased revenues, increased expenditures, savings, etc.)



CIP To-Do List

Review definition of what constitutes a capital improvement project or significant capital maintenance project to be included in CIP

Review desirability and need for a capital improvement program review committee

- define responsibilities of committee that are not otherwise met

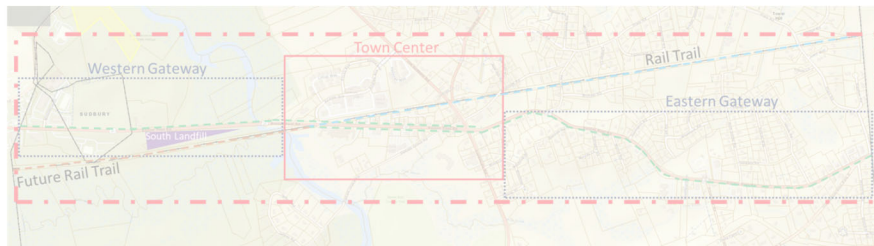
- determine makeup of committee that are outside of existing stakeholder participation

Define the role of the public and the type of public participation in the development of the CIP or particular projects

Adopt a policy for accumulation and expenditure of capital reserves

Review desirability and need for master plans

Re-envisioning Route 20 Corridor Survey



This survey will be used to better understand how the local community feels about the Route 20

0 of 14 answered

The State Department of Transportation is slated to be paving Route 20 in Wayland Center in 2022, and the goal is to secure sidewalks as part of that project. Additionally, upgrades to lighting and landscape, which may not be covered by state funds, based on Town resident interest. Your responses are a first step in providing input, we expect and will encourage further public input along the way.

The Town has potential to receive state and/or federal funding and it will need to respond with “shovel ready” projects. In short order, we are focused on the following objectives:

1. Make an East to West sidewalk on Route 20 through Wayland.
2. Make it safer to walk and bike along Route 20.
3. Improve the plantings along Route 20.
4. Improve the lighting along Route 20.
5. Consolidate the curb cuts on Route 20.

Background

The effort to improve the corridor is critically important to the future economic viability and quality of life along Route 20. Community input on various topics such as safety improvements, accessibility and street design will help shape future improvements. The purpose of this survey is for residents to provide opinions and to develop, through an open, public planning process, recommendations for improvements and potential future development to enhance vibrancy of the area, pedestrian, bike and driver safety, environmental quality, overall aesthetics and

0 of 14 answered

Because Route 20 is considered a major state road, posted speed limits on this road start at between 35-45 miles per hour. These higher speeds, which are probably unlikely to be allowed to be lowered by the State, increase the importance of creating safe walking and biking conditions. It will be difficult to support pedestrian and safety improvements because it is a major east west roadway and it is affected by being in flood plains.

Because many of the properties along Route 20 are privately owned, the Town has limited control and influence over them. For example, the former Whole Foods location remains empty because of actions by the Owner of the property; the Town does not have the ability to dictate specific tenants, businesses, or improvements.

There are several parcels of Town-owned land over which the Town may have direct control including (east to west):

- The parcel with the Mellen Law Office where the building is of historical significance and the land is park land at the corner of Routes 27 and 20
- The triangle parcel Blacksmith Green at the intersection of Pelham Island Road and Route 20
- The Park parcel at Town Center (ownership control still pending)
- The municipal pad at Town Center (ownership control still pending)
- The former South Landfill site on the south side of Route 20, across the Sudbury River

0 of 14 answered

- Improvement
- Safety
- General Use
- General Transportation Mode

Thank you for your participation.



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0 of 14 answered

Re-envisioning Route 20 Corridor Survey

1. Please choose the top 5 improvements you consider most important to improve the Route 20 corridor:

- Make sidewalks easier for people to travel on by widening them and repairing cracks and unevenness along the entire Route 20 Corridor.
- Add a bike lane to a stretch of Route 20 in addition to the rail trail or help divert bicycle traffic to the Rail Trail.
- Add more marked crosswalks and make some pedestrian-only crosswalks with flashing lights. Where applicable, change the light cycles to allow for more frequent pedestrian crossings and/or give pedestrians more time to cross.
- Create bike path parking in Wayland Center.
- Create in-pavement lighting to better define the location of crosswalks at night (non-water-prone locations).

0 of 14 answered

-  Create row of bike path parking from the library station house to Millbrook Road along the bike path, to help keep bike path users from using library spaces
-  Build more playgrounds on Town owned parcels.
-  Improve commuter support and create park-and-ride spaces for commuters.
-  Add more greenery, public art and improved lighting to beautify the road and ensure it represents the vibrant history and culture of the community.
-  Find opportunities to lessen the slope of hills so it is easier for people to navigate, especially those with disabilities.
-  Create canoe and kayak access to the Sudbury River.
-  Improve auto parking by adding parking behind businesses along Route 20.
-  Improve park at Blacksmith Green (triangle park at Pelham Island Road & Route 20)
-  Improve MTA bus access and support designated bus stops

0 of 14 answered

2. How much do you support or oppose making improvements to the Route 20 Corridor?

- Strongly support
- Somewhat support
- Neither support nor oppose
- Somewhat oppose
- Strongly oppose

Why do you feel that way?

3. Should signage guidelines be developed solely for Route 20? For example, should the Route 20 corridor have signs that indicate a person is entering Wayland's unique part of town identifying the Route 20 Corridor.

- Strongly support
- Somewhat support
- Neither support nor oppose
- Somewhat oppose
- Strongly oppose

0 of 14 answered

4. Do you support that sidewalks be made available along the entire distance of Route 20 within Wayland's border? There are areas where private owners would need to make concessions to accommodate a sidewalk on their property.

- Strongly support
- Somewhat support
- Neither support nor oppose
- Somewhat oppose
- Strongly oppose

5. Do you support decorative lighting and street trees/landscaping, if this upgrade is at the Town's expense?

- Strongly support
- Somewhat support
- Neither support nor oppose
- Somewhat oppose
- Strongly oppose

0 of 14 answered

6. How would you rate pedestrian safety on Route 20?

- Poor
- Fair
- Good
- Very Good
- Excellent

7. How would you rate biking safety on Route 20?

- Poor
- Fair
- Good
- Very Good
- Excellent

8. How would you rate driving safety on Route 20?

- Poor
- Fair

0 of 14 answered

Very Good

Excellent

9. What are your major safety concerns of the Route 20 Corridor? (Check up to 5)

Sudden stops and rear end crashes

Vehicles not yielding to pedestrians

No bike lane or dedicated area for cyclists

Lack of wayfinding or guide signs

Vehicles making a right turn on red

Inadequate or missing sidewalk/curb ramp

Pedestrians jaywalking

Vehicles running red lights

Lack of pavement markings

Poor visibility to make a turn

Too Many private entrances and curb cuts

Sideswipes and weaving/merging crashes

Speeding

Drainage issues after rain

0 of 14 answered

- Inadequate or missing crosswalk
- Feels unsafe
- Aggressive or distracted driving

Other (please specify)

10. Q10 How do you currently use the Route 20 Corridor? (check all that apply)

- Walking
- Metro
- Local Bus
- Driving
- Biking
- Other (please specify)

0 of 14 answered

11. Where do your trips in the corridor take you?
(check all that apply)

- Shopping / Errands
- School
- Passing through to Sudbury or Weston
- Home
- Entertainment/Dining
- Commuting to Work
- Other (please specify)

12. How often do you travel this section of Route 20?

- Daily
- A few times per week
- A few times per month
- A few times per year
- Never

0 of 14 answered

13. What mode of travel is most needed along the Route 20 corridor? (pick 3)

- Park & Ride
- Walk
- Bike
- Shared Bike
- Carpool/Vanpool
- Bus
- Scooter

Other (please specify)

14. Do you live in Wayland?

- Yes
- No

PREV

DONE

0 of 14 answered

See how easy it is to [create a survey](#).

0 of 14 answered