



# EMBER GARDENS

JTJD, LLC Boston Cannabis Board  
Presentation

# ABOUT EMBER GARDENS

- Ember Gardens (EG) is founded by Massachusetts natives – a true local company.
- Ember Gardens is attempting to open Adult-Use Marijuana Cultivator, Product Manufacturer, Retail and Home-Delivery Operator licenses across MA.
- Experience – Ember Gardens and its partners have over 20 years combined experience in delivery logistics and the legal cannabis industry.
- Focus on Equity - The wholesale delivery license has been reserved for Social Equity applicants only, who must own 51% of the operating company and have exclusive access to these licenses for 3 years.
- EG will deliver high-quality cannabis products to our customers' homes from licensed cannabis operators across Boston and the surrounding municipalities.

# CORE TEAM

**Joseph Hoffman** – Joseph was born and raised in Brighton, Massachusetts and graduated from “Another Course to College” in 2018. He continued to higher education at Bunker Hill Community College with a focus on Sports Medicine in 2019. Shane and Joseph met in 2010, through Joseph’s brother Danny - who was Shane’s college roommate. Always staying in touch, they connected on this East Boston opportunity and decided to go into business together along with Joseph Lavoie.

**Joseph Lavoie** – Joe went to Suffolk University where he met his business partner, Thiago DeSouza. In 2019 Joe and Thiago partnered to start Urban Cargo LLC. From UC’s location at 580 Chelsea St East Boston, we dispatch approximately 40 vans on a daily basis providing last mile logistics services for companies such as Amazon and FedEx. Joe Lavoie’s father, Rich Lavoie, has worked with Joe Hoffman’s father, Dan Hoffman, for about 25 years in Boston’s Bricklayers Union. In 2021, Joe H and Joe L began discussing how they could partner together to begin a cannabis delivery business in Boston.

**Thiago DeSouza** – Thiago is an experienced director of product management with a demonstrated history of working in the computer software industry. After working on projects in the United Arab Emirates, Thiago returned to Boston in 2018 and worked in the cybersecurity field. While in Boston, Thiago reconnected with his college peer, Joseph Lavoie, they decided to venture out and launch a last-mile logistics company servicing larger companies such as Amazon and FedEx.

**Shane Hyde** – Shane’s experience lies in the financial industry. For over six years he has worked for the largest hedge-fund in the world, Bridgewater Associates. His experience encompasses multiple areas, including project management, finance, accounting, and HR. He will manage Ember Gardens’ back office and strategic decisions.

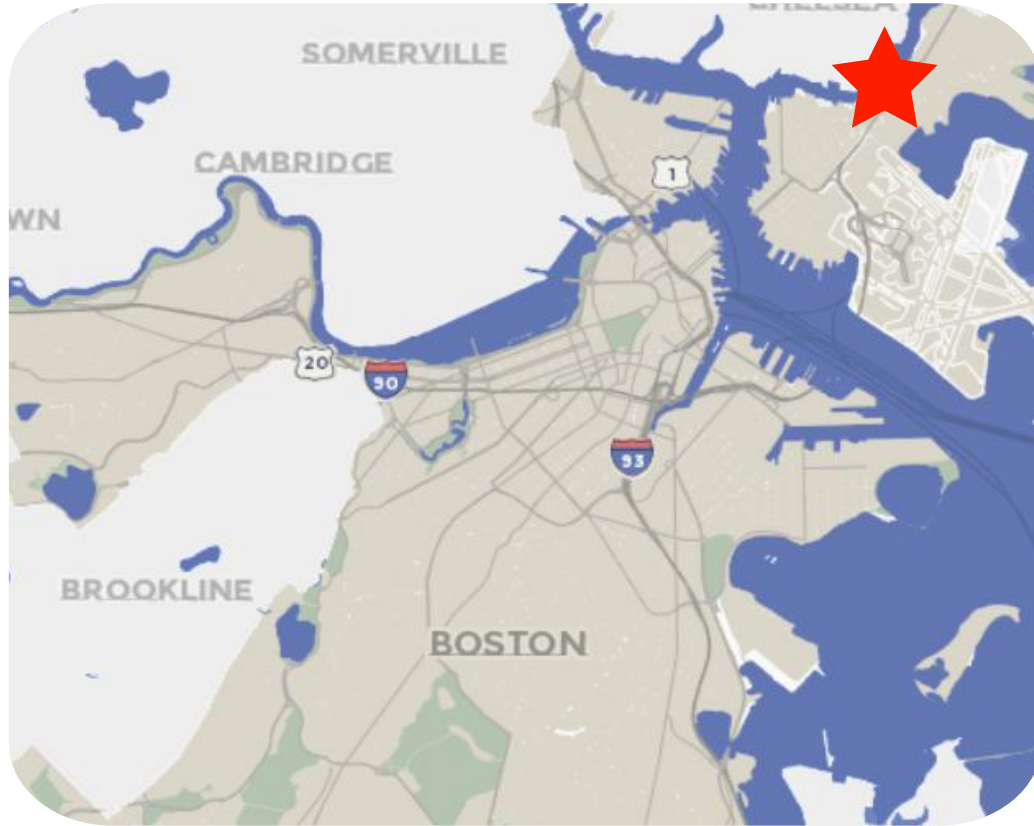
**Dan Gillan** – Dan has worked extensively in the regulated cannabis industry in both California and Massachusetts for the past 7 years, including Senior Management level positions within large scale operations. He has a proven track record in opening cannabis retail stores and many types of cannabis extraction and product manufacturing techniques and is an expert in the strict compliance regulations of Massachusetts.

**Aaron Washington** – Aaron is a retired state police officer who served 26 years on the MA SWAT team. He has served the last 10 years as the team’s commanding officer. He currently runs his own security company.

# OPERATIONAL APPROACH

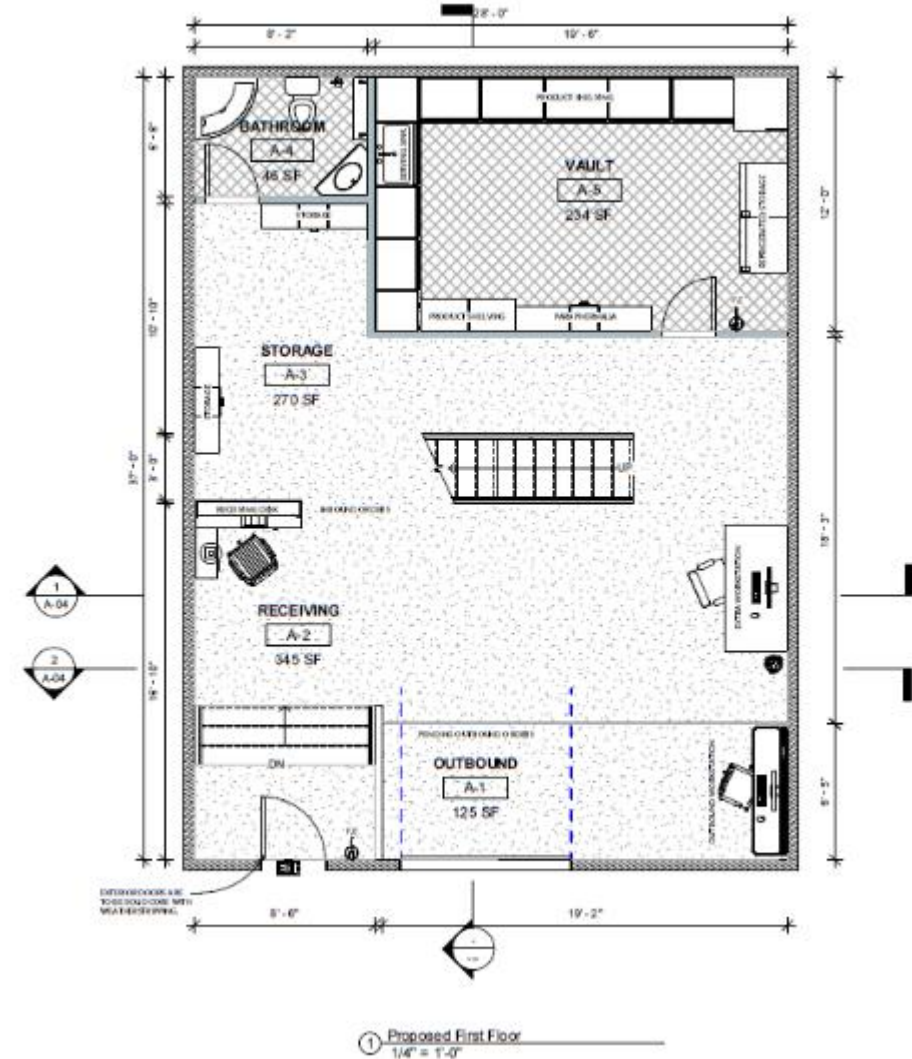
- The delivery operator license type allows for our company to purchase cannabis products wholesale, warehouse them and then sell and deliver to consumers at their home address.
- We will begin with an estimated 3 CCC-inspected vehicles to be used for direct-to-consumer cannabis deliveries.
- Deliveries will take place between 8 AM to 9 PM - which is the timeframe the CCC allows such deliveries to be conducted. Our hours of operation will be 7AM to 10PM, allowing a single hour before and after the delivery period for our employees to prepare/winddown from the day.
- Deliveries will occur in any municipality that does not have a ban on retail sales. Our primary market will be Boston and a handful of other neighboring municipalities.
- Deliveries won't be made to college/university dormitories and federal public housing per CCC regulations. Our delivery software will adequately determine what delivery addresses are permitted and not permitted.
- One delivery per day is allowed to any individual consumer and not in excess of the allowable state limit of 1 oz. of cannabis.

# OUR LOCATION



- The location is in an industrial area within East Boston and has no residential abutters or even any residences in the surrounding area. As there is no public facing component to the proposal, the warehouse and delivery use is in-line with the surrounding businesses.
- Applying the current measurement utilized by the CCC and the BCB there is no half-mile buffer zone conflict. The Applicant submitted a buffer zone statement should the prior measurement of "lot line to lot line" be applied.
- Regardless of the measurement applied, there is no existing school within 500 feet of the premise.

# EXISTING CONDITIONS & FLOOR PLANS



Number of on-site parking spots: 12  
Additional nearby parking lot is available for any overflow.  
Building is approximately 2,500 sq. ft.

# SECURITY

**Ember Gardens building will comply with all of the security rules and requirements set forth in 935 CMR 500.**

**MANAGEMENT STAFF** – Headed by our **Chief of Security Aaron Washington**, our management team will be trained professionals that will be equipped to supervise various security tasks including but not limited to visitor ID processing to prevent any underaged visitors, observation of camera feeds, securing product/cash inflow and outflow, and incident responses. We will also have our staff ensure no one uses any cannabis products in or around the facility. Management shall have equipment to consistently monitor all live camera feeds.

**SECURITY EQUIPMENT** – Per state regulations, our facility will be outfitted with all the necessary security equipment in order to provide a safe and secure environment for our employees. The best in-class security cameras, alarms, locks, and safes will be setup and implemented by a security company with experience in outfitting cannabis facilities. We will ensure there are also backup systems in the event of power outages, so the location always stays secure. We also are committed to partnering with Boston Police Department in installing additional security equipment in order to ensure no improper sales, use, or other criminal activity related to our location.

**PRODUCT STORAGE** – All products will be stored in a highly-secure vault. The vault will only be accessible to authorized personnel. Odor controls will be put in place to ensure no smell of cannabis products impacts our neighbors and the public.

**PRODUCT DROP OFF** – Products will be dropped off at a random cadence, so not to disturb or create any type of security risk. The product drop-offs (or pickup for unsold products) will be overseen by management with the exact times being random and unannounced in order to prevent any security incidents.

**CASH PICKUP** – Our company will employ a professional cash pickup service (such as Brinks) to transport all cash funds to our partner bank, **GFA Credit Union**. These pickups will be performed at a random cadence to decrease risk. Management will oversee the cash pickup service company to ensure an orderly and compliant process.

# DRIVER SECURITY

- Agents engaged in the delivery of cannabis products to a consumer shall have on their person an operational body-camera during all times that the Agent is outside of the delivery vehicle for the purpose of transacting a delivery.
- When transporting cannabis for home delivery shall ensure that all vehicles used for deliveries are staffed with a minimum of two Agents. At least one Agent shall remain with the vehicle at all times that the vehicle contains cannabis product.
- Agents shall document and report any unusual discrepancy in inventory to the Commission and the local Law Enforcement Authorities in which the establishment is licensed within 24 hours of the discovery of such a discrepancy.
- Agents shall verify the age and identity of the Consumer at the time at which the cannabis products are delivered to the Consumer at a Residence to ensure that products are not delivered to individuals younger than 21 years old. Prior to relinquishing custody of the cannabis products to the Consumer, the Agent conducting the delivery shall verify that the identification of the Consumer receiving the order matches the pre-verified identification of the Consumer who placed the order for delivery by:
  - Viewing the valid government-issued photo identification
  - Viewing proof of order generated at the time of order
  - Receiving the signature of the Consumer who ordered the cannabis products on the manifest and verifying that the signature matches the government-issued photo identification presented.



# DELIVERY VEHICLE SECURITY

**EG shall implement adequate security measures to ensure that each vehicle is not readily accessible to unauthorized individuals and to prevent and detect diversion, theft or loss. Security measures shall, at a minimum, include for each operational delivery vehicle:**

- A vehicle security system that includes an exterior alarm
- A secure, locked storage compartment in each vehicle and not easily removable for the purpose of transporting the cannabis product
- A secure, locked storage compartment in each vehicle and not easily removable for the purpose of transporting and securing cash used as payment for deliveries of cannabis products
- A means of secure communication between each vehicle and the dispatching location which shall be capable of being monitored at all times that a vehicle is performing a delivery route. Means of communication shall include
  - two-way digital or analog radio (UHF or VHF)
  - cellular phone
  - satellite phone
- A global positioning system (GPS) monitoring device that is attached to the vehicle at all times. GPS to be tracked at the dispatching location at intervals not exceeding 30 minutes.
- A video system that includes one or more video cameras in the storage area of the vehicle and one or more video cameras in the driver area of the vehicle and which shall remain operational at all times during the entire transportation process.
- Firearms are strictly prohibited within the vehicle and on any driver/agent.
- No advertising on outside of the vehicle that would indicate it was a delivery vehicle for cannabis.
- No cannabis products can be viewed by anyone outside of the vehicle.

# PREVENTION OF DIVERSION

- Upon entrance, Management shall be positively identifying all individuals seeking access to the premises of the facility to limit access solely to individuals 21 years of age or older; Ember Gardens will train all administrative personnel on identification techniques. Access will only be granted to qualified customers and visitors.
- At the time of a vendor/visitor entrance, their ID will be checked by security personnel utilizing the most modern equipment to authenticate the presented identification. Any visitor who is under the age of 21 will not be allowed to enter the facility or place an order. Signage will be placed at all entrances and on the website to indicate the age restrictions in place.
- All vendors & visitors are to present legally acceptable identification, including a driver's license, passport, or some other form of legal photo identification to verify their identity and age upon submission of ID & entrance to the facility to Ember Gardens' management.
- Any individual that presents false identification documents shall be reported to local law enforcement along with a creation of an incident report that shall be sent to applicable CCC officials.
- Drivers shall verify the age and identity of the Consumer at the time at which the cannabis products are delivered to the Consumer at a Residence to ensure that products are not delivered to individuals younger than 21 years old. If under 21, transaction will be canceled and product returned to the facility. Drivers will use scanners to confirm.



# Hiring Plan - Staff & Compensation

**Projected Staff** – We anticipate having 20-25 full and part-time staff at this location. This includes general and assistant manager, inventory associates, drivers, etc.

**Projected Wages** - Our entry level associates shall have an hourly wage of \$18-\$21+ per hour based on experience. Managers will have a \$60k-\$90k salary, also based on experience.

**Benefits** - Full-time employees will have access to ICHRA health insurance plan, paid maternity/paternity leave, and a 401k program with company matching.

**Local Hiring Goal** - 50% of staff who work full-time at the East Boston location be residents of the City of Boston.

**Diversity Hiring Goal** - We plan to hire a diverse workforce including: Woman, Minorities, LGBTQ+, Military Veterans, People with Physical and Mental conditions. We will work to, at minimum, make one written offer for full-time employment to each of the above mentioned groups.

**Hiring Individuals w/ Criminal Records** - We plan to hire at least two of our staff with individuals with prior criminal records.

**Employee Hotline** - Employees will always be able to contact company management/HR Department about complaints, concerns or issues through a setup hotline number. Our company will also install a strict "Non-Retaliation" policy. It will be anonymous and combined with an anonymous monthly survey as well.

**Labor Peace Position** - Our company is willing to negotiate in good faith with our employees on any labor peace agreement/employee union/organization if the matter arises.

# Hiring Plan - Workforce Composition & Employee Policies

# PARTNERSHIP WITH ONE-BEAD



**One Bead's mission is to close the opportunity gap in Boston.**

Our organization partners with the Boston Public Schools, inviting community leaders online and into classrooms to share their experiences with young students. Our programs are funded, in part, by local businesses. This year one of those businesses is Ember Gardens. In addition to providing critical sponsorship dollars, the Ember Gardens leadership team participated in One Bead's after-school leadership program. More information about their impact is provided in the slides that follow.





**Thiago DeSouza**

Partner at Urban Cargo &  
Ember Gardens

**Leadership in Action**

On Wednesday, January 18, One Bead students got to meet Thiago DeSouza and his business partner Joe. During the interview, Thiago and Joe spoke about their experience working together as entrepreneurs. When asked about advice for future business leaders, Thiago encouraged students to start planning. After all, “an idea without a plan is just an idea!”

*\*55 students from across Boston tuned in for Joe and Thiago’s interview.*



*Our students were so excited to hear that Ember Gardens is sponsoring future programming!*

# ■ POSITIVE IMPACT PLAN

We will execute our plan through partnering with Virtual Cannabis Center of Excellence, INC. (CCOE, INC.), a registered 501c3 non-profit organization

Scholarship Funding & Internship Programs – our goal is to help diverse groups and those impacted by the “War on Drugs” to enter the cannabis industry. Two programs highlighting education and hands-on experience will allow us to fulfill this goal. To be eligible for the programs one must satisfy the below conditions:

- One or more of the following categories: Minorities; Women; Veterans; Persons with Disabilities; Immigrants; People of the LGBTQ+ community.
- Reside in one of the 29 areas of disproportionate impact in MA (designated by the CCC) **Boston is one of these areas.**
- Be at least the age of 21 and able to pass CCC mandated background checks.





# ■ POSITIVE IMPACT PLAN

## **Internships**

- Full-time Internship: 1 internship per year (Paid internship - \$15/hr)
- Part-time Internship: 1 internship per year (Paid internship - \$15/hr)
- One day "tour": A minimum of 5 per year
- The day-to-day activities of the internship will vary to allow for the intern to learn all part of the cannabis delivery business - including what the managers do.
- Will track the success of this program by tracking the metrics of how many interns get into the cannabis-industry on a full-time basis, whether they are hired internally by Ember Gardens or by other companies. We will assist in making sure our interns get the jobs they want in the industry.

# ■ POSITIVE IMPACT PLAN

## **Scholarship Program**

Each intern program participant (full-time or part-time) shall be given a stipend of up to \$3,000 to use towards a cannabis related course or training seminar of their choice. Intern to present costs of course/program prior to stipend being distributed – timing does not need to be concurrent to onsite internship. We will keep track of the effectiveness of this part of the program by requesting certificates of completion from those interns who completed the courses.

## NEIGHBORHOOD RELATIONS

- **Outreach** - Our team has met with the District City Councilor and has held an abutters meeting hosted by the Mayor's Office of Neighborhood Services. The Applicant has also reached out to all elected officials and stakeholders and looks forward to submitting letters in support.

**Continuous Feedback** – Our company will formulize a process to continuously maintain an open feedback channel for all our neighbors directly with company management. This community feedback loop will provide invaluable information on the best way to operate in harmony with our neighbors.

This aligns with Ember Gardens greater goal of being a positive impact to their host community and the City of Boston.



THANK YOU