

western front



western front

CHANGING THE WAY YOU SEE THE WORLD

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# OUR CREED

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**Western Front, LLC is a certified economic empowerment cannabis company that is striving to hold the cannabis industry to the highest standards.** As one of the few minority business pioneers of an emerging industry, our main goal is not only to achieve social and economic justice but to set an example as to how the cannabis industry should be conducted in the Commonwealth of Massachusetts.

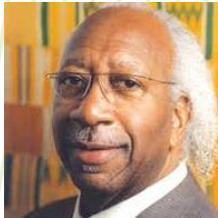
Our executive management team members are all life-long residents of the Greater Boston area that care deeply about preserving the cultural fabric of communities like Cambridge and have a longstanding record of helping to empower disadvantaged minorities through education and job training.

We seek to lead through:

- Excellence in operational protocol, security, compliance, education, and training
- Thoughtful siting, robust community engagement, and close collaboration with host municipalities like Cambridge
- Achieving economic and social justice by training and hiring Cambridge residents and other minority members of areas of disproportionate impact



# OUR TEAM



**MARVIN E. GILMORE, JR.**

- **Decorated WWII Veteran**- Awarded the Bronze Star, the American Campaign Medal, the European-African-Middle Eastern Campaign Medal, the Good Conduct Medal, the WWII Victory Medal
- **First African-American in New England to be awarded the French Legion of Honor, France's highest civilian award**- for his bravery and dedication in the face of discrimination while fighting to liberate France
- **Co-founder of Unity Bank and Trust**- the first black-owned commercial bank in Boston
- **Former President and CEO, the Community Development Corporation of Boston (CDC)**- an organization that offers leadership and training to minority communities to encourage economic growth in the inner city
- **Trail blazer** in the redevelopment of the southwest Corridor, the Newmarket industrial district, and the Crosstown industrial park near Boston Medical Center in Roxbury
- **Founding Member**, Commission that established the Massachusetts Housing and Finance Agency (MHFA)



**SHERIECE PERRY, ESQ.**

- **Attorney**, admitted to practice in Massachusetts
- **President**, Massachusetts Black Lawyers Association
- **Leader** - YW LeadBoston Class of 2018
- **Adjunct Faculty**, Bunker Hill Community College/Chelsea High School, Chelsea, MA
- **Author** - Published writings on guardianship of minors
- **Panelist and Trainer** - family and probate law matters, access to justice and diversity



**DENNIS BENZAN, ESQ.**

- **Former City Councillor and Vice-Mayor, City of Cambridge, MA**- First Latino elected to the Cambridge City Council
- **Chaired the Subcommittee for Science, Technology, Engineering, Arts and Mathematics (STEAM)**- led efforts to develop programs in conjunction with local universities, non-profits, private sector, and public schools to train Cambridge residents to enter the innovation economy and compete for high paying jobs
- **Attorney**, admitted to practice in Massachusetts and US District Court for Massachusetts
- **Community Organizer**, Cambridge Algebra Project, Cambridge, MA- worked with parents and others to improve the quality of math education for African-American and Latino students to be better prepared for the innovation economy
- **Director**, Mayor's Summer Youth Employment Program, Cambridge, MA- designed programs to help over 500 young people develop the skills necessary to excel and succeed in the public sector and non-profit workplace
- **Co-Owner**, La Fabrica Central Restaurant and Jazz Lounge, Cambridge, MA
- **Owner**, Cambridge Building and Development, LLC, Cambridge, MA- trained and hired local residents to work in the building trades



**OMOWALE MOSES**

- **Co-Founder and Founding ED**, The Young People's Project (YPP)  
Raised over \$20 million to create STEAM based learning experiences for minority youth in low income communities
- **Co-Founder**, Young Ballers Basketball program supporting community and parent-child development
- **Founder and CEO**, MathTalk
- **Awarded**: Barr Foundation Fellowship Class of 2011; Huffington Post "Greatest Person of the Day" in 2010; Griot's 2010 list of 100 History Makers in the Making
- **Volunteer**: Board of Trustees Cambridge Public Library, Member of Cambridge Public Arts Commission

# OUR CERTIFICATION

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In November 2016, Cambridge voters approved Question 4, the ballot initiative to legalize the adult use of marijuana. In July of 2017, Chapter 55 of the Acts of 2017, *An Act to Ensure Safe Access to Marijuana*, was adopted with requirements to ensure that people from communities that have been disproportionately harmed by marijuana law enforcement are included in the new legal marijuana industry. These programs were developed in response to evidence which demonstrates that certain populations, particularly Black and Latinos, have been disproportionately impacted by high rates of arrest and incarceration for marijuana and other drug crimes as a result of state and federal drug policy. Criminalization has had long-term ill effects, not only on the individuals arrested and incarcerated, but on their families and communities. Cambridge was one of the 29 cities designated as an area of disproportionate impact.

Western Front, LLC, has been certified by the CCC as an Economic Empowerment Applicant. This certification entitles the Applicant to priority review and licensing decisions. This certification was earned due to our demonstration of experience in – and business practices that promote – economic empowerment in communities disproportionately impacted by high rates of arrest and incarceration for drug offenses.

Specifically, the Applicant demonstrated the following to the CCC:

- (1) A majority of ownership belongs to people who have lived in areas of disproportionate impact for 5 of the last 10 years;
- (2) A majority of ownership has held one or more previous positions where the primary population served were disproportionately impacted, or where primary responsibilities included economic education, resource provision or empowerment to disproportionately impacted individuals or communities;
- (3) At least 51% of current employees/sub-contractors reside in areas of disproportionate impact and will increase to 75% by first day of business;
- (4) At least 51% of employees or sub-contractors have drug-related CORI, but are otherwise legally employable in a cannabis-related enterprise;
- (5) A majority of the ownership is made up of individuals from Black, African American, Hispanic or Latino descent;
- (6) Owners can demonstrate significant past experience in or business practices that promote economic empowerment in areas of disproportionate impact.

# OUR PROPOSAL

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**Western Front, LLC** seeks to site a Registered Marijuana Dispensary at 567 Massachusetts Avenue, Cambridge, MA. We also seek to establish the first cannabis Work Force Training Center in Massachusetts to educate, train and employ Cambridge residents and members of other disproportionately impacted communities.

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# CUSTOMER EXPERIENCE



# CUSTOMER EXPERIENCE



**FLOWER**



**VAPORIZERS**



**TOPICALS**



**LOZENGES**



**EDIBLES**



**OILS**



**PACKAGING**

# CUSTOMER EDUCATION

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## **FIRST VISIT:**

Customers visiting the Western Front, LLC facility for the first time will go through an intake process where they receive a primer on regulations surrounding cannabis; how to safely consume, store, and transport their products; and information regarding strains, dosage, and desired effects. All customers will be required to review and sign a community norms agreement, in which they certify that they understand that the ability to utilize a Western Front, LLC store is contingent on respect for the surrounding neighborhood. Public consumption, diversion, queuing, loitering, and other behaviors are not tolerated and practicing them will eliminate the opportunity for future store visits.

## **VISUAL MATERIALS:**

Flyers, pamphlets, and other materials will be available in the entry vestibule as well as throughout the dispensary floor. There will also be signage proximate to point-of-sale terminals reminding customers about the consequences of product diversion.

## **AUDITORY REMINDERS:**

In a friendly, approachable manner, customer service representatives will educate customers at the point of sale about how to safely store, consume, and transport their product.

## **TAKEAWAY MATERIALS:**

Product safety guides and general informational material will be placed in each and every bag to ensure customers have access to safety materials when they intend to utilize the product.



# CUSTOMER PLEDGE

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I, \_\_\_\_\_, hereby confirm that I am in receipt of Western Front, LLC's customer safety documents. As discussed with a Western Front representative on my initial visit to the facility, these documents outline critical materials relative to the safe consumption of cannabis, including information relative to dosage, storage, and safe consumption locations.

I understand that customers should only open packages and utilize products at home. Opening packages or ingesting marijuana in a public place - including the Western Front facility; adjacent sidewalks, streets, or parking lots surrounding the facility; in or around adjacent businesses; and within my vehicle – is illegal. I understand that customers that do not abide by these community norms will not be permitted to make future purchases at Western Front and may be reported to law enforcement.

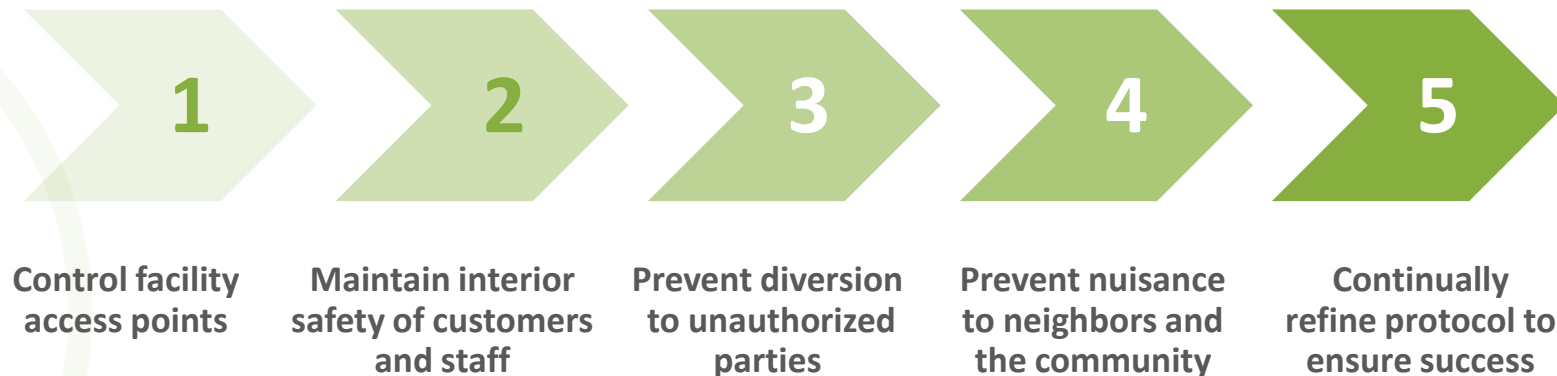
I understand that the product that I have purchased is only intended for use by me. I understand that diversion of product is illegal and will be reported to law enforcement.

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# SECURITY OVERVIEW

Ensuring the safety of customers, employees, and the surrounding community is the chief priority of our team.

As such, Western Front will implement extensive security protection measures at our facilities and will meet with Cambridge Police Department command staff to coordinate the development and implementation of its security systems. The Western Front will seek to maintain direct communication and an open-door policy with regards to all state and local law enforcement, public safety and public health agencies; including, but not limited to the Cambridge Police Department, DPH and CCC.



# SECURITY SYSTEMS

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## 1. CONTROL FACILITY ACCESS POINTS

- Stringent access control procedures to maintain strict control over who is in the facility at any given moment.
- Perimeter security, including motion sensors, alarms, and video surveillance, will be installed to protect the site from unauthorized intrusion. Intrusion detection sensors will be placed on all exit and entry points, including windows.
- Multiple redundant alarm systems will be operating to ensure that the system does not fail in the case of power outage.
- Live security guards will monitor camera feeds on site during all hours of operation. Additionally, feeds will be remotely monitored by LANTEL Securities' 24/7 dispatch team at all times in addition to looping into the Cambridge Police Department, if desired.

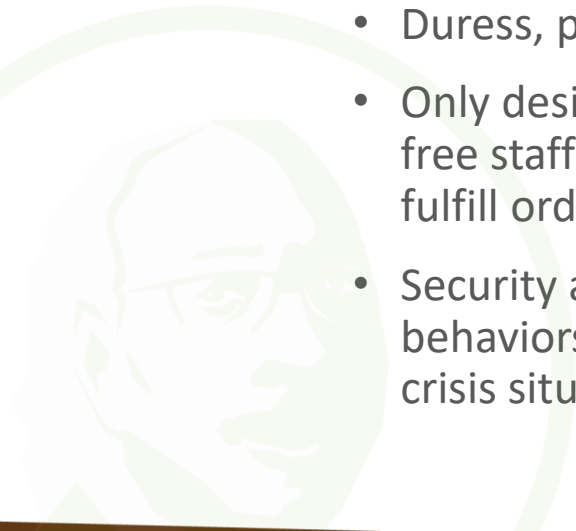


# SECURITY SYSTEMS

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## 2. MAINTAIN INTERIOR SAFETY OF CUSTOMERS AND STAFF

- Products will be located in locked, secure vaults under video surveillance. No more than the anticipated inventory required for two days will be stored on site. Only designated employees will have access to the safe.
- Duress, panic, and hold-up alarms will be located strategically throughout the facility.
- Only designated staff will have access to the vault, with layered access badges prohibiting free staff movement throughout the building. Different staff functions will take orders and fulfill orders.
- Security agents will monitor the interior and exterior of the facility on alert for suspicious behaviors. They will be trained on Standard Operating Procedures to respond instantly in crisis situations.



# SECURITY SYSTEMS

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## 3. PREVENTING DIVERSION

### A NO NONSENSE APPROACH TO DIVERSION

Our wholesaler's seed-to-sale tracking program tracks our products by weight from when they first take root until they are sold. The program tracks who interacts with each product at every step of the cultivation, processing, transportation, and retail process. Employees that divert product, intentionally or negligently, will be terminated immediately and reported to law enforcement. Customers that divert product will be banned from our facility and reported to law enforcement.

Western Front, LLC will only hire individuals over the age of 21. All employees will be subject to stringent background checks.

Western Front, LLC will not engage in any marketing initiatives that are designed to appeal to minors under the age of 21. Our products will not resemble realistic or fictional human, animal, or fruit, including artistic, caricature, or cartoon renderings.

All visitors to Western Front LLC's website will be asked to confirm they are over the age of 21.

# SECURITY SYSTEMS

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## 4. PREVENTING NUISANCE

### OUR CORE PRINCIPLE

**Western Front, LLC's success as an operator is directly correlated to our relationship with the local community.**

### A NO NONSENSE APPROACH TO NUISANCE

Our extensive security systems offer us the ability to control activities on and around our presence at all times. Public consumption of cannabis or other drugs, queuing, loitering, or other unlawful activities are identified immediately, stopped, and reported to law enforcement. As a result of heightened security around dispensaries, crime tends to drop in the surrounding neighborhood.

### PREVENTING NUISANCE INSTEAD OF CORRECTING IT

Western Front believes that it is far easier to thoughtfully prevent nuisance than correct it. Measures we will take to do this include:

- Requiring all customers to sign our community norms pledge
  - Extensive customer education practices
- Providing a 24/7 contact number to all local business owners and residents



# OUR COMMITMENT TO COMMUNITY

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**Western Front, LLC** will employ Cambridge residents. On the first day of business, 75% of our employees/subcontractors will reside in Cambridge or another area of disproportionate impact, but no less than 50% of our employees will be Cambridge residents. Western Front will also create the first cannabis Work Force Training Program that prioritizes the acceptance of Cambridge residents and will provide job training, education and strategic assistance to enter the legal marijuana industry.

Western Front will pay a local tax of 3% on the sale of all marijuana or marijuana related products. In addition, Western Front will financially contribute to Cambridge non-profits who have substance abuse and drug abuse prevention programs serving Cambridge youth. Western Front will also make annual payments to the City in an amount equal to three (3%) percent of gross revenue from the retail sales of marijuana and marijuana products. Finally, Western Front will make every effort to hire or contract with local businesses and vendors, will pay all employees at the Cambridge facility above the Living Wage.

# PROJECT OUTREACH

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Community Engagement Meeting conducted on April 26, 2019 at 415 Massachusetts Ave

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