

## **Operations Summary**

### **Leadership**

Plant Based Compassionate Care, Inc. (PBCC) has been awarded a conditional license to operate a Medical Cannabis Compassion Center at 71 Old Tower Hill Road (AP 57-2, Lot 20). PBCC is led by Blake Costa, a US Marine and Rhode Island Army National Guard Veteran with over 15 years of service. Mr. Costa has served as a Marine Embassy Guard, securing embassies in Pakistan, Italy and Afghanistan. He has worked on various assignments supporting the US Secret Service and White House Communication Agency, securing venues abroad for Presidential travel.

Mr. Costa has served in various leadership roles as a medic in the Army National Guard. As a medic he was activated in support of the National Guard Reaction Force operations during the 2015 Baltimore, MD civil unrest. Mr. Costa also served as the Medical Operations Non-Commissioned Officer in Charge for the Rhode Island National Guard, Joint Task Force Guardian, in support of the global response to the COVID-19 pandemic.

Over the past four years, Mr. Costa has served as the Vice President of Operations for a licensed Rhode Island Medical Cannabis Cultivation Facility. Additionally, he has served as the Director of Security and Safety for a Maryland Medical Cannabis Dispensary, and a Maine Recreational Cannabis Dispensary. Mr. Costa has developed and implemented comprehensive security and safety programs that have proven to mitigate diversion, maintain regulatory compliance, and ensure minimal community impact as well as progressive community partnerships.

### **Security**

The PBCC physical security program utilizes a tier 1 video surveillance, intrusion detection and access control system. This system is being used by both federal and state agencies, and is currently being used by the Director of Security & Safety (DSS) at multiple licensed cannabis facilities. Features of the PBCC physical security program are:

#### **Intrusion Alarm System Equipment & Features**

1. Motion Sensors
2. Door Contacts
3. Seismic Sensors
4. Glass Break Sensors
5. Audible and Visual Alarm
6. Silent Duress Buttons
7. Secured and Encrypted Head Unit
8. Battery and Generate Backup Power

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9. 24/7 Third-Party Monitoring Service

Video Surveillance

1. 100% Exterior camera coverage
2. 100% Interior camera coverage (*to exclude lavatory and changing areas*)
3. Onsite and offsite video archiving for 100 days of footage
4. Remote monitoring capabilities for PBCC management and RI Office of Cannabis Regulation staff
5. Modified exterior lighting to deter criminal activity, enhance video surveillance, and ensure dark sky compliance.

Access Control

1. Encrypted RFID Access Control for all Interior Doors
2. Digital Access Control and Visitors Log Maintained
3. Strict visitor policy, minimizing visitors in the operational and cannabis storage and handling areas of the facility.

Cannabis Product Storage

1. All cannabis products are stored in a Class M vault, certified to secure Schedule 1 Drugs in accordance with DEC. 1301.72 of DEA requirements.
2. Limited and timed access to cannabis product storage vault.
3. All cannabis products are secured in the vault at the end of each day.

**Community Relations**

PBCC will have a dedicated Community Liaison on staff. In accordance with the PBCC Good Neighbor Policy the Community Liaison will be responsible for the following:

- Introductory meetings with all surrounding businesses, building owners, and residents.
- Educational information sessions to discuss the benefits of cannabis and the company's overall mission and goals.
- Open feedback channels so any concerns can be immediately addressed.
- Odor complaint policies.
- Loitering will not be acceptable.
- Ensuring unmarked, discreet transportation operations.

Additionally, PBCC has already held meetings with the South Kingstown Police Department. SKPD will be providing traffic management services during the opening months of the PBCC operations. Our goal is to work with the SKDP to ensure a smooth opening of the compassion center.

**Inventory Management**

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Plant Based Compassion Care has developed an inventory system that alerts us when inventory levels get low. In a daily report that the Inventory Manager receives, this person will see what products are moving the quickest, which ones are getting low and the average number of days until fully out of stock. After taking this into account, the Inventory Manager would then place the necessary order to ensure that the store had a week's worth of inventory at all times. In turn, this limits the number of deliveries for the store, ensures accurate inventory levels and relays detailed insights into what products patients are looking to purchase. Any deliveries will be brought to a dedicated location on premise out of sight from the general public in a secured location. Security protocols will dictate how and when those deliveries will be accepted.

All products that arrive at the facility are electronically tracked from the moment they are manifested from the grower/processor through the time they are sold to a patient. This tamper proof log shows the product from delivery through the final sale. This inventory system quickly identifies if there are any discrepancies and deters diversion.

### **Patient Demographic Information**

In Rhode Island, 62% of the medical cannabis patients are those that are dealing with severe, debilitating or chronic pain. In the US, roughly 57% of people who experience these conditions are above the age of 45 years old. We can reasonably expect that a majority of our patient base will be adults over the age of 45 with a chronic pain condition.

### **Staffing Plan**

The best way to mitigate lines and traffic flow is by adequately staffing the store. When first open, we plan to staff the store with a minimum of four Patient Counselors, one Inventory Specialist and one Manager at all times.

**Receptionist:** Handle the check in process for all patients, ensuring patients provide a valid Medical Cannabis Card and valid government issued identification in accordance with

**Patient Counselors:** Educate, and complete sales with patients. Patient counselors are trained to educate Patients on the potential benefits of medical cannabis.

**Inventory Specialist:** Handle the fulfillment of orders as they are imputed into the point-of-sale system.

While this is our minimum staffing plan, on days that traffic is anticipated to increase, additional staff members will be assigned in order to ensure quick and efficient patient interactions.

Conservatively, a patient transaction will take no more than 10 minutes. If we have 4 Patient Counselors working, they would be able to complete 24 transactions in an hour and 216

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transactions in a day with the minimum staffing requirements. During high volume days like weekends and holidays, staffing would be adjusted according to the demand.

During peak hours of the day, express check out would be available to patients who placed an order ahead of time. These lanes would expedite the patient transaction and complete an order within an average of 5 minutes from entering the facility.

### **Staff Training**

Training a staff properly is a key component in operating the facility. When onboarding new staff, our team has developed a mixture of hands-on training and education modules. These modules simulate different scenarios which may have to do with store SOPs, Rhode Island cannabis regulations or cannabis education. This dynamic training process was designed to quickly on-board new staff members, while ensuring they are given a solid foundation of knowledge to assist in educating patients. Throughout the tenure of an employee, they will be educated on new research, consumption methods and products that are on the market. This ensures that the staff members are up to date in an industry that is always changing.

### **Check-in Process**

The check in process is critical to ensuring medical cannabis is dispensed to only those with a valid medical cannabis card. The check in area also acts as a barrier between the public accessible zone and the limited access zone which patients will only be allowed to enter once verified in the system and escorted by a patient counselor. The check in process is as follows:

1. Patients will enter the dispensary and be immediately greeted by the receptionist.
2. The receptionist will take a valid medical ID plus a government issued ID from the patient, verify both IDs are valid and scan the patient into the POS system.
3. Once in the system, the receptionist will welcome the patient and educate them about the layout of the store. The receptionist will then assign the patient to a patient counselor who will take them through the rest of the in-store experience.
4. When the patient counselor is ready to assist the patient, they will greet them at the entrance to the retail floor and escort them through the sales process.

### **Sales Process**

The sales process is essential to educating patients about the potential benefits and uses of medical cannabis. During the one on one time with each patient, the Patient Counselors will talk about different consumption methods, cannabinoids, terpenes and potential effects. Patient Counselors will be extensively trained to be able to teach their patients about these topics and how to effectively medicate depending on their specific desired results. Educating patients is key to efficient sales. As patients understand more about their medical cannabis, they will know what

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works best for them and be able to place orders ahead of time or know what they are looking for upon return visits. The sales process is as follows:

1. Once the Patient Counselor greets the patient, they will double check their ID to verify their identity and escort them to the retail floor.
2. The PC will then ask questions that help understand what conditions the patient is looking to find relief from. These questions are important to guide the conversation and quickly understand what products may help the patient.
3. As the patient decides on what they are going to purchase, the PC will add the items to their "cart" in the pos system.
4. As items are populated in the cart, an Inventory Specialist will pull those items for the PC.
5. When the transaction is completed, the Inventory Specialist will place all necessary labels on each product and will hand the order to the PC who will check the product for accuracy and completeness. The PC will ensure with the patient that the order is correct, seal the bag and hand the receipt to the customer.
6. The PC will then direct the patient to the exit and will assist the next patient.
7. Each sales terminal will have a dedicated exit pathway to assist with the expedited egress of all patients. This will decongest the sales area of the store and increase efficiency with each transaction.

### **Cashless ATM**

In an all cash business, we have found efficiencies that allow us to minimize cash on hand, but also quickly complete transactions. While we will offer a traditional ATM, we have also partnered with a company that allows us to accept cashless ATM payments through portable debit card readers. These readers will be placed at each terminal so customers can quickly complete a transaction at the cash drawer instead of having to withdraw money from the ATM. This will decrease lines at the ATM and will drastically decrease transaction times at each cash drawer. ATM withdrawals typically take anywhere between 2-4 minutes to complete a transaction, while cashless ATM withdrawals take less than a minute to complete since a trained employee will be able to walk the patient through the entire process.

### **Online/Telephone Ordering Process**

Pre-orders will be accepted via online platforms or through a dedicated phone number. Those patients placing orders ahead of arriving, will be checked in as a normal patient, then directed to the dedicated express lanes. The express lanes will be set up to ensure a quick, efficient transaction. All pre-orders will be readied prior to a patient arriving at the store, will be clearly labeled with the patient's name, order and will be placed in alphabetical order for quick identification by the PC when the patient arrives. Those placing pre-orders will receive an

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additional 10% discount to encourage placing those orders. Orders that are placed ahead of arrival decrease transaction times by roughly 50%.

**Education**

We are dedicated to ensuring all patients are properly educated on medical cannabis. Education is the key to quick, efficient transactions and smooth operations. We will have educational materials for patients to take home with them, watch online or even schedule one-on-one zoom calls with our PCs. By putting resources into educating our patients, we take the uncertainty out of making purchases. This leads to quicker transaction times and higher patient satisfaction. We also provide patients with the option to take an introduction quiz on our website. This quiz asks very basic questions about what reasons the patient is using medical cannabis for and makes recommendations based on the answers to those questions. These recommendations fall in line with options available at the store and empowers the patient to feel confident in placing a pre-order prior arriving at the store.