



IV Cannabis Business Operations

1. Provide a detailed operations plan of the proposed Commercial Cannabis Activity within the proposed facilities:
- 2.

RFP: CANNABIS BUSINESS OPERATING PERMIT FOR RETAIL DISPENSARY

STATEMENT OF QUALIFICATIONS

TREE AMIGOS LLC, DBA, PARK SOCIAL

City of Alameda

City Hall West

950 West Mall Square, Alameda, CA 94501

Attn: Lois Butler, Economic Development Manager



STATEMENT OF QUALIFICATIONS – TREE AMIGOS LLC, DBA PARK SOCIAL

Tree Amigos LLC, DBA Park Social, includes a collection of highly-experienced and qualified cannabis entrepreneurs and a selection of locals who were born, raised and educated in the City of Alameda. The ownership team consists of several principle members of the team, each of which will act and be empowered on the directorial and executive level.

The vision of Park Social is to operate as the premier cannabis dispensary in the city, seamlessly aligning both the spirit of the plant and intentions of Alameda. Park Social, therefore, is committed to collaborating with the City and County of Alameda to ensure that the Company's efforts reflect this vision at all times.

Park Social is owned by:

Aaron Kraw	25-Percent Owner
James Rollins	25-Percent Owner
Miguel Rodriguez	16.25-Percent Owner
David Kang	11.25-Percent Owner
Justin Jarin	11.25-Percent Owner
Alicia Darrow	11.25-Percent Owner

Qualifications: Experience in the Cannabis Industry

At the core of the ownership and leadership team is Aaron Kraw, an accomplished insurance specialist who has been operating in the City of Alameda for the past 12-years. His vision as an entrepreneur is to establish a cannabis dispensary that is in harmony with the spirit and culture of Alameda. To accomplish this, Kraw enlisted a team of proven industry professionals and cannabis business developers that primarily consist of residents with deep and long-standing ties to the city of Alameda.

The CEO and founder, Kraw, has been a resident of Alameda for over 40 years and has a proven history of commitment to community development and enhancement. Co-Founder Miguel Rodriguez was raised and educated in Alameda, and has since helped establish several award-winning cannabis businesses in California. Co-Founder Jimmy Rollins was raised in Alameda and graduated from Encinal High School. He was drafted by the Philadelphia Phillies in 1996 and had a very productive career in Major League Baseball that spanned 20 years. Now retired, he actively supports children in need in the Philadelphia metropolitan area through the Jimmy Rollins Foundation. Co-Founder Justin Jarin was raised and educated in Alameda and has over 15 years of professional cannabis industry experience. Jarin's experience includes the operational design, planning, and staffing and management of numerous award-winning dispensaries throughout the State of California.

Rollins was born in Oakland but grew up in Alameda and will provide the financial backing required to ensure the Company's success. Rollins' investment responsibilities include providing \$1.8 million to fund initial startup and Year One operational expenditures of the Company, as well as, providing an additional \$1 million in credit/lending. Rollins will receive a 25 percent equity stake in Park Social. Please refer to *Exhibit - JR* for evidence of funds, proof of capitol and additional information.

Park Social ownership includes a proven team of cannabis-industry experts who have been awarded numerous permits to operate cannabis retail facilities in highly competitive regions throughout the State of California. Before partnering with Kraw, this team has worked together to secure cannabis permits and successfully operate cannabis dispensaries in the following locations:

- San Diego, California
- Sacramento, California
- Hayward, California
- San Francisco, California
- Oakland, California
- San Leandro, California
- Sana Ana, California
- Las Vegas, Nevada
- Reno, Nevada

These efforts resulted in the establishment of two (2) well-respected and renowned, award-winning cannabis dispensary brands: *The Green Door* and *Blum*.

The Green Door

The Green Door is one of the first cannabis dispensaries in the State of California. Established in Oakland in 2003, Green Door later moved to San Francisco in 2005 where it is currently a fixture of the cannabis industry and is known for its educational outreach, compassion and patient advocacy. The Green Door is committed to giving back to the community and helping improve the Bay Area through its charitable contributions and civic outreach. In addition to a comprehensive patient compassion program, Green Door has carefully selected several highly deserving local charitable organizations to work with on a regular basis.

The Green Door's business and operational model has been tested, and has proven effective in the cannabis industry. Since 2003, this approach has allowed the brand to mature from a single entity into a chain of award-winning dispensaries with locations throughout the state. Park Social will adopt and implement the business, operations and training models developed by the Green Door. Please refer to *Exhibit - MR* and *Exhibit - AD* for evidence of successful operations and additional information.

Green Door locations include:

- San Diego, California
- Sacramento, California
- Hayward, California
- Oakland, California
- San Francisco, California
-

The Green Door awards and accolades include:

- "The 11 Best Marijuana Stores in SF," *SFist*, March 1 2019
- Top Dispensaries, Leafly.com

Blum Oakland

Blum Oakland has been operating since 2012 and services well over 1,500 patients and customers each day. Blum Oakland operates at the front line of social change and since its establishment, has developed into an industry leading dispensary brand with locations throughout California and Nevada.

Terra Tech, a vertically integrated cannabis-focused agriculture company, acquired Blum Oakland in 2016. The acquisition includes Blum's on-site cultivation facility and a fully integrated cannabis supply chain with a portfolio of proprietary strains. Trailing 12-month non-GAAP revenue for Blum Oakland is

over \$14 million. Park Social will adopt and implement operational, branding and marketing plans that have been developed by Blum Oakland. Please refer to *Exhibit - JJ* for evidence of successful operation and additional information.

Blum locations include:

- San Leandro, California
- Oakland, California
- Sana Ana, California
- Las Vegas, Nevada
- Reno, Nevada

Blum awards and accolades include:

- Among Top 100 Cannabis Leaders, Entrepreneur Magazine
- Best Budtenders of 2017 & 2018, OC Weekly
- Top 10 Dispensaries in the Bay, High Times

Team Collective Development

In addition to the Park Social ownership teams breadth of experience, the team has collectively contributed to numerous developmental efforts, including:

- Founding and funding the Jimmy Rollins Foundation
- Various outreach efforts through the Jimmy Rollins Foundation
- Annual donations to the Alameda Food Bank
- Annual donations to the Alameda Fire Department Annual Toy Drive
- Volunteer service with Alameda Meals on Wheels
- Volunteer service with the 66th MOB to support Bay Area, youth sports organizations
- Annual donations to Alameda youth sports organizations
- Continued donations and sponsorships to the local Boys & Girls Club
- Volunteer service and donations to the St. Vincent De Paul Center, helping feed the homeless population throughout the Bay Area

Financial Resources

Park Social has secured investment totaling \$1.8 million and an auxiliary line of credit of \$1 million for the development and Year One operation of its dispensary. Funding has been acquired from co-founder Rollins, who will maintain a 25 percent ownership stake in Park Social and provide start-up and operational capital required for Year One, including all lines of available credit.

Sources and Uses

Sources:

Investment: Cash	\$1,800,000
Investment: Credit	\$1,000,000
<hr/>	
Total Sources	\$2,800,000

Uses Year One:

Planning/Development	\$100,000
Tenant Improvement	\$350,000
Inspections	\$100,000
Cannabis Licensing	\$50,000
Wages/Salaries	\$900,000
<hr/>	
Total Uses	\$1,500,000

Qualifications: Means and Skills for Operation

Miguel Rodriguez is well versed in the day-to-day operations of a commercial cannabis business. Rodriguez has served in a number of directorial roles within the commercial cannabis space in California for the last 15 years. During that time, Rodriguez has been responsible for overseeing the implementation and successful integration of systems and procedures aimed at improving customer interactions, bolstering sales and revenue, and complying with rules and regulations governing cannabis operations.

Rodriguez has experience in a variety of settings within the cannabis industry, having served as the Director of Operations of Green Door San Francisco since 2013. He has also been the CEO of Platinum Standard and the Co-founder/Head of Business Development at MJ Packaging LLC since 2016. In all three roles, Rodriguez has excelled at implementing Standard Operating Procedures. Rodriguez has served in a number of directorial roles in California's commercial cannabis space for the last 15 years. During that time, Rodriguez has been responsible for overseeing the implementation and successful integration of systems and procedures aimed at improving customer interactions, bolstering sales and revenue, and overall compliance. His awards and accolades for cannabis business operation include:

- Awarded: Cannabis dispensary permit, San Francisco
- Awarded: Cannabis dispensary permit, Hayward
- Featured: "The 11 Best Marijuana Stores in SF," *SFist*, March, 2019

Justin Jarin has worked in the commercial cannabis retail space and served as the President of a highly regarded cannabis collective for 15 years. During his time in the industry, Jarin has managed a wide array of daily and high-level operations, while working in conjunction with retail staff, to create an unmatched professionalism and compassion within the California cannabis industry. Jarin will be responsible for documenting all SOPs, and overseeing most of the Company's operating procedures including, but not limited to: recall and inventory management; waste and destruction; construction and build-out; premise maintenance; transport and delivery; ensuring proper testing, packaging, and labeling; compliant use of the track and trace system; and record keeping.

Jarin became the General Manager at the Green Door dispensary in San Diego in 2010. Jarin has also worked as the General Manager for Blum since 2012. Since 2003, Jarin has also been the President of the Green Door San Francisco. Jarin has worked in the cannabis retail space and served as the President of a highly regarded cannabis collective for 15 years, managing a wide array of daily high-level operations while working in conjunction with retail staff to achieve an unmatched level of professionalism and compassion. His awards and accolades for cannabis business operation include:

- President: The Green Door San Francisco, cannabis dispensary
- General Manager: Blum Oakland, cannabis dispensary

David Kang has worked in the California commercial cannabis sector for 15 years. Currently, he oversees the marketing and branding of a well-established cannabis collective, which has created not only a medical standard in the industry, but a lifestyle brand through key partnership development. Kang also provides consulting on all facets of the cannabis industry including new licensing, cultivation

and dispensary operations, and market/business analysis. Kang will parlay his exceptional executive management, business development, strategic planning, product marketing and management, and operations expertise into procedures and decisions, designed to bolster the success of the Company. David will serve as the Marketing Director, developing and implementing marketing campaigns and strategies for the dispensary.

In 2015, Kang Co-founded Platinum Standard in San Francisco, California and currently serves as the Director of Business Development. They are the current operating team for Blum Oakland, the very first cannabis dispensary to be merged with a public company where he worked as the Director of Business Development from 2013-2016. In 2016, he negotiated a 10-year operating management agreement with an executive team providing all the training and market analysis to open up four dispensaries in Nevada under the Blum brand. From 2014-2016, Kang worked as Director of Cannabis Operations & Industry Consultant for a new startup, Terra Tech Corp, providing guidance in the industry as the public company uplisted several times. During that time, Terra Tech Corp was the only publicly traded company to get SEC approvals on two S-1s and an S-3. Kang also has vital industry experience, overseeing the marketing of a well-established cannabis collective that has created both a medical and branding industry standard through key partnership development. His awards and accolades for cannabis business operation include:

- Director of Business Development, The Green Door San Francisco, cannabis dispensary
- Co-Found/Director of Business Development, Platinum Standard
- Director of Business Development, Blum Oakland, cannabis dispensary

Alicia Darrow has operated in the cannabis industry for over 15 years and is a pioneer of the commercial cannabis market in California. During this time, Darrow has successfully operated five dispensaries, and is currently involved with the startup of three to seven additional retail entities. Within her role at these cannabis retailers, her responsibilities include, but are not limited to: internal accounting and auditing; loss prevention and inventory control; staff hiring, termination, ongoing discipline, scheduling, payroll and training; human resources; information technology; point of sale (POS) design, implementation, and ongoing monitoring; accounts payable and accounts receivable; and financial reporting and budget creation and adherence. Darrow will be responsible for ensuring that physical and electronic inventory counts are always aligned, and will conduct regular inventory audits. Darrow will oversee the inventory process and will be responsible for training Rodriguez and the future Assistant Manager on inventory control procedures and practices, including product auditing, inventory quality assurance, and inventory reconciliation.

Since 2003, Darrow has been the Chief Operations Manager at The Green Door, CCPC, INC. in San Francisco, which is one of the longest operating dispensaries in the state. She has been the Director of Retail at Blum, Terra Tech Corp in Oakland since 2012. In 2011-12 she worked as a Bookkeeper, Loss Prevention, and Operations Manager at the Green Door in San Diego and Sacramento, California and in 2015 she worked as a Partner, Bookkeeper, Loss Prevention, and Chief Operations Manager for Green Door Metro in Sacramento, and Platinum Standard LLC in San Francisco. In 2015, Darrow opened up her own edibles company, Half-Caked Edibles, that she continues to operate. Darrow has been a key component in operating five dispensaries and is currently involved with the startup of additional retail entities. While operating these facilities, she gained experience in internal accounting,

auditing, loss prevention and inventory control. Her awards and accolades for cannabis business operation include:

The Green Door, CCPC, INC:

- Designed and implemented a complete corporation employee handbook.
- Prospected new business procedures and SOPs that doubled sales over the last two years.
- Integrated a complete POS system, including complete business operation manual and procedure list.

Blum Oakland, Cannabis Dispensary

- Designed and implemented complete operations procedure from the ground up at Blum Oakland
- Doubled Gross Sales from 2013 to 2014 at Blum Oakland
- Previously owned Blum Oakland and sold to Terra Tech

Aaron Kraw was born and raised in Alameda and is a product of the city's educational program having done his primary schooling and completed his AA at the College of Alameda. He was accepted into San Diego State University and pursued a business degree. In 2006, he finished his business marketing degree at Cal State Hayward. With a passion for business, Aaron started his own tree and landscaping business, A&E Tree service Inc., to help pay for his college tuition.

Kraw, has been a resident of Alameda for over 40 years and has a proven history of commitment to the community. His efforts have included:

- Annual donations to the Alameda Food Bank
- Annual donations to the Alameda Fire Department Annual Toy Drive
- Volunteer service with Alameda Meals on Wheels
- Volunteer service with the 66th MOB to support Bay Area, youth sports organizations
- Annual donations to Alameda youth sports organizations
- Continued donations and sponsorships to the local Boys & Girls Club

Tree Amigos

Tree Amigos LLC, DBA Park Social, possesses unparalleled level of understanding in the cannabis space that allows the company to take an organizational approach that emphasizes integrity, professionalism, high-quality products, sustainability and community service.

Qualifications: Factual Information and Practical/Theoretical Experience

Park Social aims to become a welcome addition to Alameda by acting as a good neighbor to surrounding residents and fellow businesses. To accomplish this, Park Social will adhere to all city ordinances, and will incorporate the use of best practices in facility design and training to ensure disturbances to others near the premises are minimized.

Staffing and Training

Park Social is committed to the responsible consumption of cannabis. Park Social, therefore, will train all employees to ensure that the Company is operating in full compliance with local, county and state laws pertaining to cannabis. Park Social will implement a Local Hiring Plan (LHP) to foster the professional development of individuals who are part of the Alameda community. The LHP has been drafted to ensure that Park Social accomplishes the following goals:

- Recruitment of individuals who are residents of Alameda and familiar with the city's unique and diverse culture
- Ensuring an emphasis is placed on local hiring efforts to maintain a local hire percentage of at least 51 percent
- Removing barriers to professional training opportunities for all employees to foster upward, social mobility

Projected Staff

- Y1 (25 - 50 transactions daily): 10 Full-Time, 5 Part-Time employees
- Y2 (51 - 100 transactions daily): 17 Full-Time, 5 Part-Time employees
- Y3, Y4, Y5 (estimated 200 - 350 transactions daily): 18 Full-Time, 12 Part-Time employees

Justin Jarin

Justin Jarin will be responsible for overseeing the on-boarding, staffing and training process for Park Social. Drawing from his years of operational and management experience at various retail cannabis dispensaries throughout the state, Jarin will ensure that all employees are able to perform each of the duties required for their roles. Park Social will offer a starting pay rate of \$17.50 for all entry-level employees. Please refer to *Exhibit - JJ* and *Exhibit - Additional Information* for evidence of successful training, management and operations of a cannabis dispensary.

Jarin was the General Manager at The Green Door dispensary in San Diego in 2010, and in 2011 he became General Manager of the Green Door in Sacramento. He executed all daily opening and closing procedures, monitored inventory and product purchasing, as well as assisted with the dispensary buildout and layout. Justin has worked as the General Manager for Blum since 2012. He is responsible for staff hiring and training, community outreach, monitoring product inventory, purchasing, and ensuring customer satisfaction is maintained by resolving any issues. Since 2003, Jarin has also been the President of The Green Door San Francisco. He is overseen daily operations and managed product and inventory purchasing. He reviews costs to maintain the company's required profit margin and has worked closely with the city of San Francisco to obtain a medical marijuana permit.

Product Procurement and Operations

Park Social is committed to being a consistent provider of high quality, laboratory tested cannabis and cannabis products. To ensure that this goal is met, the Company will implement and adopt Best Management Practices pertaining to the areas of product procurement and testing. Each batch of cannabis product offered by the Company will be laboratory tested and all results will be made available for review. All testing and labeling for cannabis products will conform to the requirements that have been promulgated by the BCC. Please refer to *Exhibit - MR* and *Exhibit - JJ* for evidence of successful cannabis business operations.

By providing a multitude of effective strains, the Company will be able to target each customer's individual needs, terpene preferences and budget. Park Social will offer different price points that meet the budgets of a diversity of patients.

Miguel Rodriguez

Miguel Rodriguez will be responsible for overseeing the product procurement phase at Park Social. His experience in the day-to-day operations of cannabis dispensaries in the State of California will ensure that the needs of the Alameda community are being properly met.

Rodriguez will also play a critical role using his expertise in cannabis operations designing the customer flow and operational archetype for Park Social. The floor plan for the Park Social dispensary has been designed for optimal patient flow and maximum security. The first room of the facility is a waiting area with a check-in station. All entrants must check in with government- issued identification or will be required to leave the facility. A security agent will be present to enforce this, and a service agent will be present to verify identification, qualifying patient status if applicable, and age. Once a Patient Care Consultant is available to take a new patient, the security guard stationed in the service area will open the door to the waiting area and call on the next patient on the list.

Rodriguez has experience serving as the Director of Operations implementing and adhering Standard Operating Procedures at Green Door San Francisco. He has managed a used vehicle dealership in Richmond where he served as President and CEO. Miguel also has had experience managing and being CEO of Platinum Standard LLC as well as Co-founder/Head of Business Development at MJ Packaging LLC.

Business Development

David Kang

David Kang and Alicia Darrow will be responsible for overseeing all aspects of business development, marketing and branding for Park Social. Together, they will draw upon decades worth of cannabis industry experience to ensure the success of the Park Social brand and dispensary. Please refer to *Exhibit - DK* and *Exhibit - AD* for evidence of successful cannabis business development and operations. This includes evidence of positive financial growth for a retail dispensary.

Kang has worked in the commercial cannabis sector for 15 years, and has extensive experience operating similar types of businesses. He possesses the means and skills for operating the proposed business. He currently oversees the marketing and branding of a well-established cannabis collective, which has created not only a medical standard in the industry, but a lifestyle brand through key partnership developments. He graduated from the University of Southern California (USC), focusing on Economics and Political Science.

Kang also provides consulting on all facets of the cannabis industry including new licensing, cultivation and dispensary operations, and market/business analysis. David will parlay his exceptional executive management, business development, strategic planning, product marketing and management, and operations expertise into procedures and decisions, designed to bolster the success of the Company. Kang will serve as the Marketing Director, developing and implementing marketing campaigns and strategies for the dispensary.

Since 2008, Kang has worked as the Director of Business Development at Green Door in San Francisco, California. He assembled a team of industry experts to establish the premier and highest revenue generating dispensary in San Francisco, serving more than 1000 patients every day, with annual revenues surpassing \$17 million. He continues to strategize with the President, Executive Director and Chief Operations Manager to continue the growth the operation. He oversees the marketing and branding of the company which has established not only a medical standard in the industry, but as a lifestyle brand through key partnership development. He actively develops and establishes new business opportunities in several other markets.

In 2015, Kang Co-founded Platinum Standard in San Francisco, and currently serves as the Director of Business Development. The company provides consulting in all facets of the cannabis industry, from new licensing, cultivation and dispensary operations, to market/business analysis. They are the current operating team for Blum Oakland, the very first cannabis dispensary to be merged with a public company, where he worked as the Director of Business Development from 2013-16. In 2016, he negotiated a 10-year operating management agreement with an executive team providing all the training and market analysis to open up four Nevada dispensaries under the Blum brand in less than a year.

From 2014-16, Kang worked as Director of Cannabis Operations & Industry Consultant for a new startup, Terra Tech Corp, providing guidance in the industry as the public company up-listed several times. During that time Terra Tech Corp was the only publicly traded company to get SEC approvals on two S-1s and an S-3. He worked directly with the CEO, CFO, and COO over 3 years to execute the SEC approved merger of Blum Oakland with TRTC, a publicly traded company. He developed and introduced successful new products under the IVXX brand working establishing the production and sales team.

Alicia Darrow

Darrow is a performance-driven chief operations manager with extensive experience in supporting high-level executives while providing flawless implementation. She possesses unrivaled organizational, communication, analytical, and problem solving skills. She contains the ability to work with people at all levels of the organization. Darrow will serve as the Inventory Control Manager, responsible for ensuring that physical and electronic inventory counts are always aligned and for conducting inventory audits. She will oversee the inventory process and will be responsible for training the Assistant Manager on inventory control procedures and practices, including product auditing, inventory quality assurance, and inventory reconciliation.

Since 2003, Alicia has been the Chief Operations Manager at The Green Door, CCPC, INC. in San Francisco, California which is one of the longest operating dispensaries in the state. She has been the Director of Retail at Blum, Terra Tech Corp in Oakland, California since 2012. In 2011-12 she worked as a Bookkeeper, Loss Prevention, and Operations Manager at The Green Door in San Diego and Sacramento, California. Since 2015 she has worked as a Partner, Bookkeeper, Loss Prevention, and

Chief Operations Manager for Green Door Metro in Sacramento, California and Platinum Standard LLC in San Francisco, California.

Community Outreach

James Rollins

James Rollins will oversee the development of the Community Outreach Program for Park Social. James Calvin Rollins, known as Jimmy Rollins (nicknamed “J-Roll”) is a former MLB professional baseball player. After being drafted in 1996, Rollins played for the Philadelphia Phillies from 2000 to 2014, the Los Angeles Dodgers in 2015, and the Chicago White Sox in 2016. He retired in 2019. Please refer to *Exhibit -JR* for evidence of successful community outreach efforts.

Rollins was born on November 27th, 1978 in Oakland, and grew up in Alameda as a member of an athletic family. In 1996 he graduated from Encinal High School in Alameda. In his senior year, Rollins was picked for the All-USA High School Baseball team by *USA Today*. He was named the top high school infielder in Northern California and was named Baseball America First Team All-American. Jimmy Rollins was taught the finer points of the game by his mother, Gigi Rollins. She made a name for herself in the 1980s as a star player.

After becoming starting shortstop for the Philadelphia Phillies, Rollins had a breakout year in 2001, leading the National League in triples (12) and stolen bases (46). He also became the first player in major league history to have 200 hits, 30 home runs, 15 triples, and 25 steals in a single season (2007). His 139 runs scored and 88 extra-base hits set National League records. His 716 at-bats for the season set another league high record helping the Phillies become one of the hardest teams to beat.

Over his long and successful career, Rollins has received the following awards: All-USA High School Baseball Team, *USA Today*, 1996; Baseball America First Team All-American, 1996; National League Cool Papa Bell Award (corecipient), Negro League Hall of Fame, 2001; Topps Major League Rookie All-Star Team, 2001; National League All-Star Team, 2001, 2002, and 2005; National League Gold Glove (shortstop), 2007; National League Silver Slugger, 2007; National League Most Valuable Player, 2007; Most Outstanding Pro Athlete, Philadelphia Sports Writers Association, 2008.

Jimmy Rollins and his wife are the founders of The Rollins Family Foundation. The foundation has actively supported children in need in Philadelphia and surrounding communities through the Juvenile Rheumatoid Arthritis Foundation and Prevent Child Abuse PA. The Rollins’ have now made a very active commitment to go further in finding a solution to help their community by providing children, families and at-risk youth access to fresh food. As Rollins says, “Fresh food shouldn’t be a luxury. Every family should have access to fruits and vegetables.” The Rollins Family Foundation is proud to partner with The Food Trust, SHARE Food Program and St. Christopher’s Foundation for Children-Farm to Families initiative all committed to providing fresh food and education to those families most in need. The Rollins Family Foundation is a non-profit 501(c)(3) organization.

Rollins intends to bring the spirit of his legacy back to Alameda County by opening the proposed business where he grew up. He plans to use his foundation to put on community events and have fundraisers in Alameda. Rollins and the rest of the Park Social team possess the qualifications and expertise needed to successfully maintain a compliant and successful business operation in Alameda while giving back to the community.



Please refer to *Exhibit - Additional* for evidence successful customer service in the cannabis industry

Qualifications: Breadth of Knowledge

Aaron Kraw

Aaron Kraw was born and raised in Alameda, and attended elementary school in Alameda and received his AA degree from Alameda College. He attended San Diego State University (SDSU) and pursued a degree in business. After SDSU, Aaron completed a business marketing degree at California State University, East Bay in 2006. With a passion for entrepreneurship and business acumen, he started his own tree and landscaping business called A&E Tree service Inc., while attending college to self-fund his tuition. After graduating college, he took a leadership position for a data cabling company, Twistech, Inc. in Alameda. A focus of Twistech Inc. work was to provide access to technology in classrooms, focusing on the impact in school districts located in the Bay Area. Kraw became Partner and Vice president of Twistech, Inc. after expanding the business within the Bay Area. After 20 years of experience in sales, business development, and account management, he expanded his talents with Wellguard Insurance Solutions and became an insurance broker to better serve his community.

Kraw's love for the community of Alameda lead to philanthropic endeavors that impact his community directly. He attends City council meetings regularly, volunteers and donates to local organizations such as Meals on Wheels, St, Vincent De Paul, Alameda Food bank, Alameda Fire fighters toy drives, youth sports programs and other local community fundraisers that help build up his surrounding community organically. Please refer to *Exhibit - AK* for more information about professional experience and breadth of knowledge.

David Kang

David Kang has over 15 years of professional cannabis industry experience and is currently overseeing the marketing and branding of a well-established cannabis collective. Since 2008, Kang has been acting as the Director of Business Development, where his responsibilities include: Assembling a team of industry experts to establish the premier and highest revenue generating dispensary in San Francisco, serving more than 1000 patients every day, with annual revenues surpassing \$17 million. He strategizes with the President, Executive Director and Chief Operations Manager to continue the growth of all operations, and oversees the marketing and branding of a company that has established not only a medical standard in the industry, but a lifestyle brand through key partnership developments, and has actively developed new business opportunities in several other markets.

Kang is the co-founder of Platinum Standard and currently serves as the company's Director of Business Development. Platinum Standard provides operations and consulting in all facets of the cannabis industry from new licensing, cultivation and dispensary operations, and market/business analysis. Platinum Standard is the current operating team for Blum Oakland. Before co-founding Platinum Standard, Kang co-founded Blum Oakland, a top dispensary in Oakland California. Between 2013 and 2016 he served on the Executive Team to help initiate and complete the first ever cannabis dispensary merger deal with a public company Terra Tech, which was valued over \$100-Million in 2016. Please refer to *Exhibit - DK* for more information about professional experience and breadth of knowledge.

Alicia Darrow

Since 2003, Darrow has been the Chief Operations Manager at The Green Door, CCPC, Inc. As the COM, Darrow responsibilities included: financial advising, internal accounting, inventory control system design and implementation, and the coaching and training of employees. This includes two retail locations: one in San Francisco and the other in Sacramento. Darrow is concurrently the Director of Retail for Blum, Terra Tech Corp where she was responsible for doubling gross sales between 2013 to 2014. Darrow was a previous owner and partner of Blum before being acquired by Terra Tech. Darrow is also a partner and consultant for Platinum Standard, where her work involves the design and development of operational procedures for the cannabis industry. Darrow earned her Bachelor of Business Administration from Golden Gate University, San Francisco.

In 2015 Darrow opened up her own edible company called Half-Caked Edibles in Oakland. She is currently responsible for financial advising and internal accounting using an Inventory control system. She has effectively run office operations while supervising, coaching, and training employees. She has established and maintained Human Resource-related employee files reflecting salary increases, deductions, garnishments; benefits; payroll exceptions and W-2 withholdings, exercising a high level of confidentiality. She conducts weekly Inventory audits and prepares inventory reports to all upper management while consistently updating new products on the company website. During this time, she has acquired these qualifications and breadth of knowledge needed to maintain the proposed business.

Justin Jarin

Justin Jarin has been in leadership roles in the cannabis industry for the past 15 years. As the president of a highly regarded cannabis collective, he helped influence, shape, and develop the the legal cannabis industry in California. Jarin is currently the President of the Green Door San Francisco where he helps oversee day-to-day operations at the dispensary. Between 2010 and 2011 Jarin acted as the General Manager for the Green Door San Diego, and later, the Green Door Sacramento.

Jarin is currently the General Manager for Blum Oakland, and is responsible for staffing, hiring and training. He is also responsible for assisting in the development, implementation and maintenance of the company's community outreach efforts.

Miguel Rodriguez

Miguel has experience serving as the Director of Operations implementing and adhering Standard Operating Procedures at Green Door San Francisco. He has managed a used vehicle dealership in Richmond where he served as President and CEO. Miguel also has had experience managing and being CEO of Platinum Standard LLC as well as Co-founder/Head of Business Development at MJ Packaging LLC.

Rodriguez has been serving as the Dispensary General Manager for the Green Door San Francisco since 2013. Between 2012 and 2016 Rodriguez was the General Manager for 510 motors, a business that he founded in Richmond, California.

James Rollins

James Rollins is a former MLB shortstop and played for the Philadelphia Phillies, Los Angeles Dodgers and Chicago White Sox. Rollins grew up in Alameda and graduated from Encinal High School before being drafted in the second round by the Philadelphia Phillies in the 1996 MLB draft. Rollins spent five-years honing his skills in the minor leagues before making his major-league debut on September 17, 2000.

Rollins maintained his position as the lead-off hitter for 10 years while playing for the Phillies. During his career, he was elected to three All-Star games and compiled a 38-game hitting streak, the longest in the team's history. In 2007, Rollins was named the Most Valuable Player for the National League. In 2008, Rollins helped the Phillies win the World Series. Rollins is the recipient of the Gold Glove Award (four times), the Silver Slugger Award and the Roberto Clemente Award.

While attending Encinal High School in Alameda, California, Rollins held the record for 10 athletic school records, including highest batting average and most stolen bases, .484 and 99 respectively. His accolades at Encinal High School included: being named by the USA Today to the All-USA High School Baseball Team, named one of the top infielders in Northern California by Baseball America.



RFP: CANNABIS BUSINESS OPERATING PERMIT FOR RETAIL DISPENSARY

PROPOSAL IMPLEMENTATION

TREE AMIGOS LLC, DBA, PARK SOCIAL

City of Alameda

City Hall West

950 West Mall Square, Alameda, CA 94501

Attn: Lois Butler, Economic Development Manager

PROPOSAL IMPLEMENTATION – TREE AMIGOS LLC, DBA PARK SOCIAL

Tree Amigos LLC, DBA Park Social, possesses unparalleled level of understanding the cannabis space allows the company to take an organizational approach that emphasizes integrity, professionalism, product quality, sustainability, and community service. The Park Social team has over 15 years of experience in the cannabis industry.

Alicia Darrow has been a key component in operating five dispensaries and is currently involved with the startup of additional retail entities. While operating these facilities, Alicia gained experience in internal accounting, auditing, loss prevention and inventory control. Her awards and accolades for cannabis business operation include:

The Green Door, CCPC, INC:

- Designed and implemented a complete corporation employee handbook.
- Prospected new business procedures and SOP's that doubled sales in the last 2 years.
- Integrated a complete POS system, including complete business operation manual and procedure list.

Blum Oakland, Cannabis Dispensary

- Designed and implemented complete operations procedure from the ground up, Blum Oakland, cannabis dispensary
- Doubled Gross Sales from 2013 to 2014, Blum Oakland, cannabis dispensary
- Previously owned Blum Oakland and sold to Terra Tech for the dispensary sold for the most amount of money to date.

Miguel Rodriguez has served in a number of directorial roles in California's commercial cannabis space for the last 15 years. During that time, Miguel has been responsible for overseeing the implementation and successful integration of systems and procedures aimed at improving patron interactions, bolstering sales and revenue, and overall compliance. His awards and accolades for cannabis business operation include:

- Awarded: Cannabis dispensary permit, San Francisco
- Awarded: Cannabis dispensary permit, Hayward
- Featured: "The 11 Best Marijuana Stores in SF," *SFist*, March 1 2019

Justin Jarin has worked in the cannabis retail space and served as the President of a highly regarded cannabis collective for 15 years, managing a wide array of daily high-level operations while working in conjunction with retail staff to achieve an unmatched level of professionalism and compassion. His awards and accolades for cannabis business operation include:

- President: The Green Door San Francisco, cannabis dispensary
- General Manager: Blum Oakland, cannabis dispensary

David Kang also has vital industry experience, overseeing the marketing of a well-established cannabis collective that has created both a medical and branding industry standard through key partnership development. His awards and accolades for cannabis business operation include:

- Director of Business Development, The Green Door San Francisco, cannabis dispensary
- Co-Found/Director of Business Development, Platinum Standard
- Director of Business Development, Blum Oakland, cannabis dispensary

Financial Resources

Park Social has secured investment totaling the amount of \$1.8-Million and an auxiliary line of credit of \$1-Million for the development and Year One operation of its dispensary. Funding has been acquired from co-founder Rollins, who will maintain 25-percent ownership of Park Social and provide start-up and operational capital required for Year One: this includes all lines of available credit.

Sources and Uses

Sources:

Investment: Cash	\$1,800,000
Investment: Credit	\$1,000,000
<hr/>	
Total Sources	\$2,800,000

Uses Year One:

Planning/Development	\$100,000
Tenant Improvement	\$350,000
Inspections	\$100,000
Cannabis Licensing	\$50,000
Wages/Salaries	\$900,000
<hr/>	
Total Uses	\$1,500,000



RFP: CANNABIS BUSINESS OPERATING PERMIT FOR RETAIL DISPENSARY

UNDERSTANDING AND APPROACH

TREE AMIGOS LLC, DBA, PARK SOCIAL

City of Alameda

City Hall West

950 West Mall Square, Alameda, CA 94501

Attn: Lois Butler, Economic Development Manager



UNDERSTANDING AND APPROACH – TREE AMIGOS LLC, DBA PARK SOCIAL

Business Description

Park Social is committed to the responsible consumption of cannabis. Park Social, therefore, will train all employees to ensure that the Company is operating in full compliance with local, county and state laws pertaining to cannabis.

Projected Staff

- Y1 (25 - 50 transactions daily): 10 Full-Time, 5, Part-Time
- Y2 (51 - 100 transactions daily): 17 Full-Time, 5, Part-Time
- Y3, Y4, Y5 (estimated 200 - 350 transactions daily): 18 Full-Time, 12 Part-Time

Products & Product Types

Park Social shall retail cannabis flower, tinctures, edible products, topical solutions and various concentrates that have been laboratory tested to have adhere to the following THC to CBD ratios: 1:1; 1:2, 1:3; 1:4, 1:10 and 1:20. Offering products that have been tested accurately for cannabinoid and terpene profile, potency and dosage will help promote responsible consumption.

Testing

Each batch of cannabis product offered by the Company will be laboratory tested by a state licensed third-party laboratory. The Product Intake Manager will ensure that all cannabis and cannabis product batches are lab tested for mold, mildew, chemical contamination, and any other chemical, additive or supplement that the State of California has determined unfit for the consumption of cannabis. Additionally, all cannabis and cannabis products will be tested for potency. The Dispensary Supervisor will be responsible for selecting the laboratory responsible for testing; and also for implementing the testing and record keeping system.

Integration into the Community

The Company will ensure that the retail management factor of including a plan to minimize any negative impact on the surrounding community and businesses will be addressed in its standard operating procedures. The Company will initiate a Good Neighbor Policy (GNP) that outlines the steps it will take to ensure the safety and security of patients, caregivers, and members of the surrounding community. All employees and security agents will be trained to enforce the GNP, which will emphasize two primary goals: social responsibility and community safety.

The staff will have a designated Community Relations Representative that is responsible for handling any community-related procedures, including fielding complaints, monitoring crime trends and working with local businesses. The Community Relations Representative will also be required to actively participate in the civic process by attending city council meetings as to liaise between Tree Amigos and Alameda.

Operational Safety

Park Social is committed to creating the safest and most secure facility possible and will collaborate with local security experts to determine the appropriate security measures as to ensure the safety of all employees, customers, local businesses and the community. Park Social shall implement a Safety and Security Plan that contains policies, procedures and security equipment standards to:

- Monitor and regulate ingress/egress within the facility. Including protocol to regulate access to the dispensary and restricted areas
- Safely and securely store all cannabis products during business and non-business hours
- Reduce vulnerability of the dispensary and surrounding areas
- Respond to emergency situations: fire, earthquake, medical emergency, intrusion and armed robbery



RFP: CANNABIS BUSINESS OPERATING PERMIT FOR RETAIL DISPENSARY

LOCAL HIRE / LOCAL OWNERSHIP / COMMUNITY BENEFIT

TREE AMIGOS LLC, DBA, PARK SOCIAL

City of Alameda

City Hall West

950 West Mall Square, Alameda, CA 94501

Attn: Lois Butler, Economic Development Manager

LOCAL HIRE PLAN – TREE AMIGOS LLC, DBA PARK SOCIAL

Tree Amigos LLC, DBA Park Social, will implement a Local Hiring Plan (LHP) to foster the professional development of individuals who are part of the Alameda community. The LHP has been drafted to ensure that Park Social accomplishes the following goals:

- Recruitment of individuals who are residents of Alameda and familiar with the City’s unique and diverse culture
- Ensuring an emphasis is placed on local hiring efforts to maintain a local hire percentage of at least 51-percent
- Removing barriers to professional training opportunities for all employees to foster upward, social mobility

Recruitment

Park Social shall invest in the next generation of entrepreneurs by forming strategic partnerships with educational institutions throughout the Bay. The goals of this effort are to:

- Identify recruits who have ties to the community and are residents of Alameda
- Maintain an internship program to ensure a staff of professionally trained and educated members

Park Social will host or sponsor educational workshops and cannabis focused career fairs four times a year.

Staffing

Park Social will offer a starting pay rate of \$17.50 for all entry-level employees. Assuming a conservative adoption rate of 10-percent, and anticipating a three-year maturation process for the Alameda market, Park Social has developed the following staffing assumptions anticipating equal market share amongst the allocated dispensaries:

- Y1 (25 - 50 transactions daily): 10 Full-Time, 5, Part-Time
- Y2 (51 - 100 transactions daily): 17 Full-Time, 5, Part-Time
- Y3, Y4, Y5 (estimated 200 - 350 transactions daily): 18 Full-Time, 12 Part-Time

Pathways & Development

Park Social will offer professional development opportunities to all employees. This includes an annual stipend of \$1,000 per employee for the following training:

- Patient Focused Certification, by the Americans for Safe Access
- FOCUS Certification, by the Foundation of Cannabis United Standards
- Various technical workshops, by the American Herbal Products Association

Park Social will offer tuition assistance to employees enrolled in business or financing classes at College of Alameda. After being trained on industry-wide Best Management Practices, employees will receive quarterly reviews to determine future training requirements and development tracks for potential raises and promotions.

LOCAL OWNERSHIP – TREE AMIGOS LLC, DBA PARK SOCIAL

Exactly 52.5-Percent of Tree Amigos LLC, DBA Park Social, is owned by individuals that are either qualified, local residents of Alameda or are partners/owners of a business that is currently operating in Alameda.

Breakdown of Local Ownership

The CEO and founder, Aaron Kraw, has been a resident of Alameda for over 40 years and has a proven history of commitment to community development and enhancement. Kraw owns 25-Percent of Park Social.

Co-Founder Miguel Rodriguez was raised and educated in Alameda, and has since helped establish several award winning cannabis businesses in California. Rodriguez owns 16.25-Percent of Park Social

Co-Founder Justin Jarin was also raised and educated in Alameda, and has over 15 years of professional cannabis industry experience. Jarin owns 11.25-Percent of Park Social

Alameda Residency

Requirements for Local Residency :

- Name: Aaron Kraw
- Address: 1017 Auburn Drive
Alameda, CA 94502
- Number of Years at this Address: 40 Years

Included as evidence:

- State Taxes: Please refer to *Exhibit – AK* for tax documentation

Alameda Business Ownership

Requirements for Local Business Ownership:

- Business Name: The Studio Barber Lounge
- Ownership: Miguel Rodriguez (Partner)
Justin Jarin (Partners)
- Address: 1521 Webster



COMMUNITY BENEFITS PLAN– TREE AMIGOS LLC, DBA PARK SOCIAL

Tree Amigos LLC, DBA Park Social, includes a collection of highly-experienced and qualified cannabis entrepreneurs, and, a selection of locals who have been born, raised and educated in the City of Alameda.

The CEO/Founder, Aaron Kraw, has been a resident of Alameda for over 40 years and has a proven history of commitment to the community. His efforts have included:

- Annual donations to the Alameda Food Bank
- Annual donations to the Alameda Fire Department Annual Toy Drive
- Volunteer service with Alameda Meals on Wheels
- Volunteer service with the 66th MOB to support Bay Area, youth sports organizations
- Annual donations to Alameda youth sports organizations
- Continued donations and sponsorships to the local Boys & Girls Club

Co-Founder Miguel Rodriguez was raised and educated in Alameda, and has since helped establish several award winning cannabis businesses in California. His previous efforts include:

- Sponsoring clean-up efforts around the Bay Area
- Monetary donations through his existing cannabis businesses to the San Francisco Gun Buy-Back program
- Monetary donations through his existing cannabis businesses to Maitri Compassionate Care
- Monetary donations through his existing cannabis businesses to the California Academy of Sciences
- Monetary donations through his existing cannabis businesses to the Black Rock Arts Foundation

Raised in Alameda and a graduate of Encinal High School, Co-Founder Jimmy Rollins was drafted by the Philadelphia Phillies in 1996 and had a very productive career in Major League Baseball. Now retired, he—through his foundation, the Jimmy Rollins Foundation—actively supports children in need.

- Park Social and the Jimmy Rollins Foundation will partner to bring the Foundation’s services to Alameda
- This will include hosting community events and fundraisers to help provide children, families, and at risk youth access to fresh food

Park Social will continue this tradition of community development and will partner with local residents, volunteers and neighboring businesses to help revitalize, enhance and maintain both the City’s infrastructure and its unique and diverse culture. Focus areas include community upkeep, traffic and safety improvements, youth and resident engagement, and rejuvenating local parks/gardens.



RFP: CANNABIS BUSINESS OPERATING PERMIT FOR RETAIL DISPENSARY

PROPOSED SCHEDULE

TREE AMIGOS LLC, DBA, PARK SOCIAL

City of Alameda

City Hall West

950 West Mall Square, Alameda, CA 94501

Attn: Lois Butler, Economic Development Manager

PROPOSED SCHEDULE – TREE AMIGOS LLC, DBA PARK SOCIAL

Tree Amigos LLC, DBA Park Social, has developed a timeline of construction and development that anticipates the City of Alameda awarding permits to operate a cannabis dispensary early January 2020. The proposed timeline accounts for efforts pertaining to planning, development, construction, staffing, training and marketing before the launch of the operational dispensary facility.

Estimated groundbreaking: January 27, 2020

Estimated operational launch date: September 7, 2020

Estimated timeframe: 36 weeks

Assumptions:

- Awarding of permits to operate a cannabis business: January 2020
- Planning Phase: 17 weeks
- Construction: 16 weeks
- Finish: 15 weeks
- Staffing: 12 weeks
- Training: 4 weeks
- Marketing: 4 weeks

Phase One:

- Issuance of CBOP from Alameda: Weeks 1-4, January 1-28, 2020
- Design Review: Weeks 5 – 13, January 29 – March 24, 2020
- Signage Review: Weeks 5 – 13, January 29 – March 24, 2020
- Issuance of State License: Weeks 4 – 17, January 22 – April 1, 2020
- Issuance of Building Permit: Weeks 4 – 17, January 22 – April 1, 2020
- Issuance of Additional Licenses/Permits: Weeks 4 – 17, January 22 – April 1, 2020

Phase Two: Construction

- Site Work, Week 5-7, January 27 – February 16, 2020
- Initial: Plumbing and Electrical, Week 6-8, February 3 – February 23, 2020
- Exterior Framing: Week 8 – 11, February 17 – March 15, 2020
- Interior Framing: Week 8 - 11, February 17 – March 15, 2020
- Rough-Install: Plumbing and Electrical: Weeks 12-13, March 16 – March 29, 2020
- HVAC: Weeks 14-17, March 30 – April 26, 2020
- Drywall: Weeks 18-20, April 27 – May 17, 2020
- Security Vault: Weeks 18-20, April 27 – May 17, 2020

Phase Three: Finish

- Interior Paint: Weeks 21-22, May 18 – May 31, 2020
- Cabinets and Accoutrement: Weeks 23 – 25, June 1 – June 21, 2020
- Flooring: Weeks 25 – 27, June 15 – July 5, 2020
- Counter Tops: Weeks 27 – 28, June 29 – July 12, 2020
- Equipment: Weeks 28 – 29, July 6 – July 19, 2020
- Finish Plumbing and Electrical : Weeks 29 – 30, July 13 – July 26, 2020
- Security System Consultation and Design: Weeks 30 – 33, July 20 – August 16, 2020
- Install Security System: Weeks 34 -35, August 17 – September 5, 2020
- Install Security Measures: Weeks 34 -35, August 17 – September 5, 2020
- Install Surveillance Measures: Weeks 34 -35, August 17 – September 5, 2020
- Test Security System: Week 36, August 31 – September 6, 2020

Phase Four: Staffing

- Job Posting, Week 20, May 11, 2020
- Initial Interviews: Weeks 24 - 25, June 8 – June 21, 2020
- Secondary Interviews: Weeks 27 – 28, June 29, 2020 – July 12, 2020
- Offer Letters Sent: Week 30, July 2020
- Staff Training: Weeks 33 – 36, August 10 – September 6, 2020

Phase Five: Marketing

- Marketing Campaign: Weeks 33 – 36, August 10 – September 6, 2020

Phase Six: Opening

- Open for Operations: Week 37, September 7, 2020