



TIF Additional Services

# Industry Expert & Cannabis Engineer

A Pioneer in the Industry



**Mica Renquist**  
Cannabis Engineering



Mica Renquist has been engineering and designing cultivation facilities and ancillary cultivation products since 2014. Mica's design and build projects have covered Australia, Canada, Italy, Spain, Australia and 17 US states.

Mica's long term consulting tenure with American Cannabis Company and Hawthorne has revealed a truly underserved market dynamic that can be exploited with the right synergistic offerings, provided at the optimal time.

Mica has currently designed well over 4,000,000 sq ft of cultivation, extraction, dispensary and other ancillary cannabis facilities worldwide for The Indoor Farmer and American Cannabis Company. Known for his laboratory style of build outs that are divided into clean and dirty zones combined with work-flow and reduced labor strategies.

**The Indoor Farmer also leverages top consultants, legal firms, lobbyists, and engineers in four countries.**

## The Indoor Farmer Packages

### *Preliminary Work*

#### **Initial Needs Assessment**

**\$ Based on Package**

We typically start our projects with a customized assessment and subsequent report called the Needs Assessment, which is a complete situational analysis and synthesis of the project and client's goals, feasibility, and our subsequent recommendations for action, including but not limited to: discovery and document review, current situation and options, team assessment, potential for success, key performance indicators, targets and milestones, risk/reward, cost/budget, capital formation, schedule, current position, impact statement, execution steps, liabilities and risk tolerance, timeline, requirements, SWOT analysis, market/industry, rules and regulations, site and facility visit, economic projections, relative viability, competitiveness, real estate and leases, asset and business valuation, alternatives, deadlines, resources, obstacles, recommendations, legal and regulatory framework, suitability, and potential scope of work. If the client has a proposed or secured facility in mind, we will suggest a site visit to complement the Needs Assessment. After the Needs Assessment has been completed, we determine the best course of action with the client based on the Scope of Services we provide and the project specifications. Expert travel and expenses for site visit not included. Deliverables included.

### *Marijuana Licenses and Applications*

#### **State/Province License Application**

**\$ Based on Package**

Our award-winning team has written complete license applications in state and international markets, and we have placed #1 and in the top 10 out of hundreds of competing marijuana applications multiple times in multiple markets. We are very selective about client projects at this stage in our respective marijuana careers, and we like to work with clients that have a high probability for success and to have aligned interests with our partners. Clients can select either a single (i.e. marijuana cultivation license only) or a vertical (i.e. set of connected cultivation, extraction, and dispensary licenses) state license application to be completed for any type of license (i.e. cultivation, extraction, dispensary, import/export, research, transport, security, etc.) The application includes a full set of proprietary content, formatting, and packaging of electronic and hard copies for all requirements and attachments indicated. License applications are typically required to be submitted in hard copy format, including the original application and multiple copies for other decisionmakers. Most applications require a minimum of 500 hours to prepare and are at least 400 pages in length. Additional attachments, documents, and services required for application submission (i.e. facility design, business plan, finalist presentation, etc.) are not included, as each new and/or established market application is unique as has different requirements. Deliverables included.

**Change of Ownership Application****\$ Based on Package**

Change of Ownership (“COO”) applications are state-specific but have many commonalities. Those that have been through the process know that there are many requirements and forms that must be completed and notarized in any state, and states must approve and run extensive background checks on all proposed owners prior to submission. In Colorado, for example, there are four levels of regulatory approval (i.e. zoning, permits, city, state) required, and the process lasts 4-6 months on average for uncomplicated applications. Change of ownership applications are more common in advanced state and international markets that allow for the transfer and sale of licenses. These are extremely valuable in some markets (i.e. New York, Pennsylvania) and are expensive to purchase as a result. Other markets like Colorado already have moratoriums in place that prevent issuance of additional licenses. Change of ownership projects typically include a valuation analysis component of the business and/or licenses being acquired. Due diligence and vetting are critical and require many hours of work from multiple resources to complete.

**Finalist Presentation****\$ Based on Package**

We have participated in several finalist presentations for new state marijuana license application contests, which is why we were encouraged to offer this as a service. In these finalist scenarios, we were selected after the application process had been completed and we achieved scores that advanced us to the final round of live presentations and follow-up questionnaires for scoring. We were required to prepare materials to present and submit them for the panelists’ review. Preparation for these contests is time consuming with short notice and turnaround time, and they require the organization of multiple team members and subject matter experts and often involve coordination and travel arrangements as well. Scope of work varies. Deliverables included.

*Supporting Documents***Pro Forma Modeling****\$ Based on Package**

Our proprietary financial models and pro-formas were designed for license applications and live operators, and the models have fully linked algorithms and formulas that we provide via Microsoft Excel Workbook files. Our team has built the most granular economic models for marijuana operators that we have ever seen after years of data collection, analysis, and synthesis. The data can be extrapolated to create graphics, charts, and formattable files for use in Microsoft Word and PowerPoint documents and for cut-and-paste simplicity. Pro forma models are tailored to each facility and state market, and they are designed to predict ROI, future returns, cash flows, profit and loss, balance sheet, production yield, patient and customer count, adoption demand, real estate and leasing, CAPEX and OPEX, 280E implications and taxes, human capital, payroll and benefits, utilities, financial ratios, facility optimization, key metrics, capitalization, valuation, scenario analysis, equipment, multi-state distribution, cultivation and extraction methodology, product mix, and other details. Deliverables included.

**Executive Summary****\$ Based on Package**

Our Executive Summary is a stand-alone marketing document that has been formatted for external distribution to accomplish several goals for our clients: fulfilling a requirement for license applications in certain markets; communicating the benefits of a product or service to consumers;

raising investor capital; demonstrating the capabilities of a business. The Executive Summary is created in Microsoft PowerPoint, and clients receive both sets of PowerPoint and Adobe Acrobat (i.e. PDF) files upon completion. Documents can be customized according to client preferences, and topics such as the following can be included: mission; value proposition; team; financial summary; purpose; history and milestones; competition; target market; investment terms; capital structure; business model; sales and growth strategy; strengths, weaknesses, opportunities, and threats ("SWOT"); customer acquisition; use of funds; problem and solution addressed by products and services offered. Deliverables included.

### **Business Plan**

### **\$ Based on Package**

Clients can select from an abridged or unabridged version of a customized, formal Business Plan that can be used throughout the business lifecycle and/or submitted in license applications in any market. Depending on the scope of the client's project and potential regulations surrounding the process, we will recommend which business plan version is appropriate and tailor it to the market in which it operates. Production of the document requires a full review and discovery of the respective market regulations and any relevant materials that the client possesses. The document serves as a stand-alone marketing document that can be used for external distribution, and it typically ranges from 50-150 pages (single spaced, 12-point font). Executive Summary documents are extrapolated from the Business Plan, and they include but are not limited to the following topics: SWOT analysis; team; key metrics; operations plan; compliance; use of funds; economics; capital structure; target market; competition; sales & marketing; pro forma; valuation; financial

ratios; exit strategy; board and advisors; strategic partnerships; growth strategy; governance; sensitivity analysis; risk management; regulatory issues; investor relations. Deliverables included.

### **Standard Operating Procedures (SOPs)**

### **\$ Based on Package**

Our proprietary set of Standard Operation Procedures (SOPs) are categorized like a user manual and step-by-step guide to operating a marijuana business, which is complete with pictures, numbered steps, diagrams, charts, examples, and log sheets. The SOPs are organized by function (i.e. cultivation, extraction, dispensary) and contain detailed instructions for every area of the cannabis operation at a granular level. Cultivation SOPs, for example, include sections like: transplanting; vegetative growth stage; cloning; operating trim machines; integrated pest management ("IPM"); electronic manifests; product recalls; product transfers; reporting; record retention; logs and checklists; hazardous materials; crisis management; food safety; contamination; industrial hygiene; equipment maintenance; utilities management; seed-to-sale systems; responsible vendors; fiduciary duties; human resources; waste disposal. These highly valuable documents have been drafted and refined over years of implementation across multiple cannabis markets, and we go to great lengths to protect them. We will present, train, coordinate, monitor, and assist in the implementation of SOPs as needed. SOPs are typically redacted in state license applications due to their limited access and perceived value within the industry. Deliverables included.

### **Other Documents**

### **\$ Based on Package**

There are several required documents that we've seen on license application criteria that were not mentioned above. Every state has its own requirements. We have created the following materials and stand-alone documents for licenses, which can be customized, repurposed, and reproduced for clients: Code of Ethics; Employee Handbook; Security and Transportation [Plan]; Surveillance & Monitoring; Safety and Sanitation; Food Safety; Compliance; Facility Construction; Operations; Cultivation; Facility Production; Extraction and Solvents; MIPs and Product Mix/Development; Import/Export and Distribution; Lab Testing and Reporting; Quality Control and Assurance; GAP and USDA Organic Methodology; Genetics and Breeding; Integrated Pest Management (IPM);

Odor and Environmental Control; Clean Technology and Sustainability; Business; Financial; Patient and Medical Professional Education; Economic Development; Packaging and Labeling; Research and Clinical Trials; Inventory, Tracking, Seed-to-Sale Plan; Maximum Security & High Value Asset Management; Waste Disposal; Micropropagation and Propagation; Sustainable Agriculture and Farming; 280E, Accounting, and Taxes; Books & Recordkeeping; Compliance; Banking; Community Engagement; Tribal Engagement.

## *Operations*

### **Procurement and Vendors**

### **\$ Based on Package**

Procurement in the marijuana industry requires active participation in the industry by professionals that also have the experience to perform vendor selection for clients. The industry changes constantly and quickly, and new vendors surface all the time. The main value that we can provide is saving our clients years that it would take to vet all the available marijuana and hemp-infused products for purchase in all markets. In new state markets, we are often asked to create turnkey solutions for our clients, including vendors that we select on their behalf and relationships from our own networks. We have relationships with vendors in all areas of the industry, such as equipment, manufacturing, greenhouses, materials, MIPs retailers, cultivators, extractors, builders, investors, bankers, credit card processors, security, compliance, seed-to-sale, staffing, payroll, etc. Time and resources required depend on client's desires and scope of work. We can make introductions, negotiate terms, and/or hire all the vendors as needed. An additional service that we can provide is access to exclusive vendor relationships and facilitation of bringing existing vendors to new markets via strategic partnerships, royalty, licensing deals, and white-labeling.

### **Organizational Design**

### **\$ Based on Package**

We have created many organizational structures ("org charts") and executive teams for our clients—typically required for license applications—which often include the composition of a board of directors and a board of advisors for corporate governance purposes plus strategic partners and vendor teams. We strongly believe that the most promising investments are made in companies with strong executive teams, especially those that happen to be founders. Sometimes, it can be beneficial for the client to reorganize their organization structure to give themselves the best chance for success. Roles and responsibilities of team members, employees, and stakeholders are best addressed and assigned as early as possible in the start-up phase. We not only design and/or re-design corporate teams, but we also recruit external team members and board members for clients to achieve the optimal mix of professional talent and experience. Subject matter experts are an important part of what we call the "specialist model," which builds teams with experts in different specialties and outsources functions to external specialists when appropriate. Deliverables included.

### **Human Resources & Staffing**

### **\$ Based on Package**

We have a deep talent pool of Human Resources among us, including job candidates, executives, key roles, and board members. We also have many resources that can be outsourced or engaged on a full-time or part-time basis. In the alternative, our team has vetted several cannabis-specific staffing and human resources firms that we work with for human capital planning and sourcing potential employees. Common factors that are important in human resources for any size business include payroll, processing, direct deposit, banking, taxes, 280E, general ledgers, software and hardware, recordkeeping, wages and levies, employee forms, job descriptions, workers compensation, insurance, tax withholding and filing, accrual, scheduling, timekeeping, employee handbooks, applicant tracking, access and RFID tracking, labor posters, performance reviews, ongoing education, learning, training, compliance, OSHA, certification, background checks, employment verification, termination, safety, audits, forms, and benefits.

## **Compliance**

## **\$ Based on Package**

Compliance is one of the most critical areas of any business, and the marijuana industry demands an even higher level of scrutiny. All owners must understand compliance and be familiar with the rules in their respective market(s). They should also assign compliance oversight responsibilities to individual managers, and all employees must be trained in general compliance. Our proprietary business management and compliance SOPs were written to achieve full compliance in any regulated marijuana market and can be tailored to the specifications of any individual market. General training should include but not be limited to the following topics: seed-to-sale, OSHA, ServSafe®, packaging, labeling, software, plant tagging, restricted access areas, cash management, product transport, manifests, patient oversight, check-in process, responsible vendors, safety and security, sales, crisis response, disaster recovery, business continuity, checks and balances, sanitation, product storage, chain of command, infractions, etc. We can perform audits, training, QA/QC assessments, and other services as needed to address internal testing, sampling, documentation, records, recalls, waste disposal, labeling, inventory management, product failure, corrective actions, contamination, chemical use, diversion, and other issues.

## **Security & Surveillance**

## **\$ Based on Package**

Our team of security experts can recommend minimum viable solutions, or they can build Fort Knox-style compounds with armed guards that are practically impenetrable. We actively and regularly address the following issues: alarms, surveillance, video, safety, risk management, security lighting, signage, cyber security, intercom, electronic monitoring, multi-point locking systems, safes and vaults, safe rooms, limited access areas, materials, insurance, inventory management, encrypted communication, intellectual property, wireless asset tracking (i.e. RFID, Bluetooth, geo-alerts, real-time, GPS), sensor technology, secure identification, network authentication, hardware, software, recordkeeping, smartcard readers, disaster recovery, business continuity planning, sounders, strobes, sirens, door and window switches, recessed sensors, exit delays, wireless sensors, duress codes, emergency switches, disaster mitigation, motion detectors, glass break detectors, alarm panels, identity management, and secure servers. Secure transport is required in most marijuana markets and is an extension of security that we advise on, such as topics in armored and unmarked vehicles, materials, containers, product handling, manifests, emergencies, conflict resolution, tracking, systems, documentation, etc. Military-trained team members can provide training and/or live instruction to all stakeholders on safety protocols, security, transport, self-defense, firearms certification, and risk management. We can select and source equipment, software, and systems for security & surveillance initiatives as needed.

## **Master Grower**

## **\$ Based on Package**

The Master Grower outsourcing service is unique and cost-effective. It will directly and positively impact the client, profit margin, and harvest yield. Most industry veterans will agree that marijuana cultivation skills are the most difficult to find compared to other functions. Grower turnover is extremely high, and growing marijuana correctly is extremely difficult. Our service will provide an invaluable education in all aspects of marijuana cultivation. We will equip the client's cultivation team with one-on-one training and guidance in their preferred growing medium (i.e. hydroponic, aeroponic, coco, or soil) or our recommended style. Our Master Growers have experience designing and managing all sizes of commercial grows, including indoor, greenhouse, and outdoor facilities. They do not use any pesticides, herbicides, or fungicides on our plants—the closest equivalent to organic marijuana—and they are experts in facility design, equipment, IPM, cloning, harvesting, breeding, strain portfolios, phenotyping, engineering, and disaster recovery. They have applied decades of trial-and-error and product testing use advanced techniques in horticulture, agriculture, and botany that they are eager to share.

### **Indoor Facility Design**

**\$ Based on Package**

One of the most critical factors in predicting the success of a marijuana operation is the facility and workflow design. There is an extreme shortage of talent in the industry specific to facility design, and there are very few experts and trained professionals available for hire. Facility design is the project component that requires the expertise of a facility design expert more than anything else. We created the original Cannabis Engineering training and certification program for marijuana engineering professionals, and we can design new buildings, repurpose space, and/or retrofit existing structures. Our team has viewed hundreds of facilities in operation, and the large majority of them were not optimized and did not maximize usable space. Our Cannabis Engineer and supporting team will demonstrate expertise in contamination control philosophies, space planning, code compliance, utilities, equipment, materials, industrial hygiene, ISO and pharmaceutical-grade facilities, robotics and automation, and mechanical and electrical design. The equipment list is refined during this process and completed after the facility design and drone inspection (included) are complete. We can design minimalist or fully automated facilities, and everything in between. Our team will produce preliminary construction documents drawn to scale in the most recent version of CAD software. We have many project samples in our portfolio and active facilities, and our team has designed millions of square feet of indoor grow facilities to date. Please indicate any interest in greenhouse-indoor hybrid facility designs. Facilities up to 50,000 square feet included in price; additional fees for larger facilities and vertical cultivation system designs. Deliverables included.

### **Greenhouse Facility Design**

**\$ Based on Package**

The Greenhouse Design is like the Indoor Facility Design [with a different style of growing]: clients will receive CAD files, drone files, finished plans, custom designs, plant count, bays, drawn to scale, lighting, ingress, and egress. The greenhouse usually includes an attached or adjacent facility known as a "head house," which is where the office and supporting functions are housed. Once the design is finished, we can create an Equipment List that is specific to the design. We have worked with many of the most qualified commercial greenhouse manufacturers and retailers in the cannabis and horticulture industries, and we have maintained relationships with those companies throughout the years. We can identify your options, pick one for you, or work with the one you like. We work with these companies to design custom greenhouse structures and to source equipment. Furthermore, we can be there when the materials are delivered for assembly, setup, and deployment. We are one of a few groups that have completed multiple project designs featuring a greenhouse on the roof of an indoor cultivation building. Deliverables included.

### **Outdoor Cultivation Design**

**\$ Based on Package**

Our cannabis engineers take the same effective and methodological approach to designing an outdoor cultivation as any indoor facility. There is inevitably less construction involved, but proper planning and effective use of space are equally as crucial for outdoor projects. These can be tailored to marijuana, hemp, or a combination of both. Harvest schedules are specific to the cultivation design and methodology, including details such as daily schedule for 12 months, geographic and environmental considerations, and stages of harvest. Preparation, irrigation, and aeration of the land and plant spacing are important input assumptions that we can dictate for growing marijuana or hemp in any region. Most states require outdoor marijuana grows to construct steel fences around the perimeter of the grow acreage. This can be a shockingly expensive, unforeseen cost for clients. The outdoor cultivation design originates with a site visit, a complete drone scan, and designs drawn to scale in CAD.

### **Location Scouting & Identification Services**

**\$ Based on Package**

Identifying a viable marijuana facility location can be particularly difficult in many states because of highly restrictive municipal and zoning regulations. Our experts have worked across the country to identify potential real estate and cannabis properties before they have even been officially zoned. We can assess municipalities and their decision-making processes to predict future positioning and probability for success. In some cases, we assist clients with strategy and communication with regulators and influencers to help them advocate for change. Location scouting includes determining whether proposed facilities meet all compliance and regulatory requirements identified by the state and local municipalities, such as minimum distance from schools, odor control policy, residential proximity, zoning, permitting, financing options, sunset clauses, etc. Many potential cannabis properties that are proposed in new market license applications get rejected because the project managers neglected to verify that the property was viable in all the necessary ways. Projects can focus on securing individual properties and/or identifying potential real estate and land options in a specific area. Deliverables included.

### **Security Design & Plans**

**\$ Based on Package**

Our team members are original pioneers in cannabis industry with one area of specialization in the security sector. Most states require stamped Security Designs and plans for any type of license, including new and change of ownership applications. Our security SOPs and systems will meet and exceed all state market requirements, and they will work in conjunction with the standard operating procedures established. Like our facility designs, we can tailor the security design to client's preference and include as much or as little reinforcement as desired. The design is originally drafted in CAD—to match the facility design format—and to optimize the integration of data and security. The Security Plan identifies camera positioning and scope of vision, alert system, limited and/or secure access points, video, storage, recordkeeping, security lighting, reinforced doors and windows, surveillance monitoring center and satellite monitoring access points, vaults and safe rooms, motion detectors, geo-tracking, geo-fencing, fire extinguishers, sprinkler system, secure sally ports, perimeter fencing, cages, alarms, etc. Deliverables included.

- **Security Officers**
  - Temporary, Permanent and Emergency
  - Armed
  - Unarmed
  - Off Duty Police
  - Post Orders, Policies and Procedures
  - In-Depth Training on Your Security System
  - Complete Security Guard Management
- **Access Control (ACS)**
  - Card Readers
  - Locking Hardware – Mechanical and Electronic
  - Doors
  - Safes
  - Barriers
  - Active Vehicle Barriers
  - Fencing
  - Vehicle and Pedestrian Access Control Points
- **Alarm Systems**
  - Intrusion Detection Systems
  - Integration and Coordination of Multiple Systems

- **Asset Geo-location and real-time mapping**
  - People
  - FOB Cards
  - Physical Assets
  - High Value Material
  - Sensitive Material
- **On-Going Support**
  - Security Management
  - Annual Security Review
  - Technology Updates
  - Physical Penetration Testing (Red Team)
  - Single Point of Contact for Support
- **Physical Security Information Management**
  - Design
  - Integration
  - Installation and Configuration
  - IT Interface
  - Centralized Reporting System with Real Time and Archived Data
- **Project Management**
  - Design and Implementation
  - Schedule Management
  - Resource Management
  - Testing
  - Competitive Pricing
  - Design Consulting
- **Transportation**
  - Ingress and Egress
  - Product Manifests
  - Chain of Custody
  - Vehicle Tracking and GPS
  - Remote Duress Systems
  - Post Transport Reconciliation
- **RFID**
  - Integrate Your Product Tracking and Access Control Systems
  - One reporting System
- **Video Surveillance**
  - Cameras
  - Digital Recorders
  - iSCSI
  - Access Control and Intrusion Detection Integration
  - Monitoring
  - Pre-alarm video
  - Advanced Video Analytics

## **Site Plan**

## **\$ Based on Package**

Site Plans for the proposed facility are often required for state license applications. They are created in CAD and drawn to scale with markers for items such as: perimeter fencing, streets, property lines, buildings, parking areas, and outdoor areas. Potential barriers are often identified as well, such as schools, churches, daycare centers, or other establishments that must be a certain

distance from marijuana business establishments depending on the market requirements. Site plans often require onsite visits with the cannabis engineer. When we travel to visit facility sites, we deploy our drone to do a thorough assessment and scan of the airspace and surrounding area. The drone captures video and camera stills in 4K high resolution, which we preserve for the client to review and keep. The aerial photography and video with 360-degree, GPS-assisted hovering, for example, allow us to comb the surface area and determine any potential issues with the facility roof without needing to walk on the roof—although, we’ve certainly done it! Deliverables included.

### **Equipment List**

### **\$ Based on Package**

Through our team’s years of experience in the industry, we’ve identified what we believe are the best materials, products, and service providers available. We collaborate with these companies on projects and recommend them to our clients; however, we are happy to accommodate and work with the providers chosen by our clients. Each Equipment List is itemized by product and grouped by room and/or function of the operation. The itemized products are priced in real-time per our extensive network of wholesalers and retailers. The number of itemized products required, product details, and product ordering (and re-ordering) schedule per the project specifications are determined for the Equipment List. Example: 15 [Brand, Model, Item No., SKU, etc.] curing shelves at \$400 cost each; \$6,000 total for 15 units. Please note that the Equipment List data is constantly changing in the industry, and we pay significant attention to the marijuana equipment market dynamics. After we identify required materials and equipment during the design process, we can price and source these assets through our own network of equipment manufacturers and industry wholesalers. Deliverables included.

### **Pre-Construction**

### **\$ Based on Package**

Our pre-construction planning utilizes the expertise of our Cannabis Engineer to generate the plans and requirements of the project and facility for the design team. The Cannabis Engineer completes the facility design process by incorporating facility specifications, code requirements, safety issues, material and personnel flow, utility needs, etc. Facility inspection issues are addressed at the pre-construction stage to identify options and to determine the best course of action for resolution. All zoning, permits, fire department, power, HVAC, water, natural resources, flood zones, staffing, and other material factors are planned and outlined prior to construction. Resources are identified and engaged as soon as possible to avoid delays in the project and to adhere to an efficient schedule. Because of the rare qualifications and experience possessed by our cannabis engineers, we can provide guidance and can communicate effectively with marijuana stakeholders and municipalities in new and existing markets. Project timeline (i.e. Gantt chart) is finalized during the pre-construction phase based on input factors.

### **Construction Management**

### **\$ Based on Package**

Once plans have been approved to build, Construction Management becomes a hands-on, daily project that requires micro-managing large teams, competing schedules, and numerous stakeholders and resources for marijuana facilities. Most contractors have not built marijuana grow facilities and lack industry experience, which limits their ability to make decisions during the process. While some changes are inevitable, a construction change procedure—negotiated during the bidding phase and in place during construction—will keep such change from getting out of control. Involving the client throughout the process will help them to become more aware of how the cultivation functions and components work together. They will also be more attuned to maintaining the facility once it is completed and in operation. While suggestions should be welcomed as construction progresses, it is important that a chain of command be established and enforced. In this structure, good ideas can be implemented, and bad ideas can be shelved without impacting the construction effort in a negative manner.

### **Harvest Schedule & Plan**

**\$ Based on Package**

Taking several key factors into account, our experts will help the client determine the most efficient Harvest Schedule & Plan based on their facility specifications and growing methodology. These factors include but are not limited to: licenses, state and local regulations, facility size, capital expenditures, operating expenditures, geography, location, zoning, construction schedule, condition of land, soil quality, water quality and access, test results, permits, growing medium, resources, issues to be resolved, irrigation, growing methodology, etc. Based on these input factors, our team will develop an appropriate schedule and cultivation plan based on our in-depth experience of best industry practices. We take a 12-month calendar and write a "to do list" for each day on the calendar to dictate the harvest schedule steps and points of overlap. These step-by-step instructions can be tailored indoor, greenhouse, and/or outdoor grow facilities, in addition to hydroponic, aeroponic, coco, or soil growing mediums preferred by clients. Site visit required. Deliverables included.

### **Post-Construction Deployment**

**\$ Based on Package**

Our cannabis engineer will certify that the facility is suitably qualified and operational before we deploy our resources to set up the facility and implement plans. We will work with the client to assign and deploy resources for post-construction plan implementation. Failure to plan and delegate appropriately results in scheduling delays, unforeseen costs, and lack of resources at a crucial point in the project lifecycle. Uncontrollable variables during construction, such as zoning and permitting, can create serious problems for those that are not prepared to navigate new markets. Marijuana facility design is incredibly challenging, and deployment can be equally frustrating for owners. Speed-to-market equals market share capture, and all projects should be scheduled for maximum efficiency and resource management. This service involves quarterbacking and project management with many resources, stakeholders, and team members.

### **Outdoor Cultivation Setup & Deployment**

**\$ Based on Package**

Our team has worked with all styles of cannabis cultivation—indoor, outdoor, and greenhouse—for marijuana, industrial hemp, and hybrid projects. We work with our clients to prepare the land for outdoor cultivation, to facilitate germination, to break ground, and to determine an appropriate harvest schedule with supporting resources based on the location and geographic profile. Most states do require chain-link fencing around the perimeter of the cultivation site,

which can be added in phases in tandem with activated acreage and seeds planted. Typically, outdoor cultivation is preferred for extraction and infused-products that do not the demand higher quality of indoor sourced material. Likewise, product demand and facility capacity should be weighted factor in determining production and yield levels.

### **Vertical Racking System**

**\$ Based on Package**

This design style is often preferred by clients that want to maximize production yield, that have an existing facility they want to repurpose, and/or those that want the most technologically advanced, touring facilities we can possibly build. For facilities that have high ceilings (i.e. 16 feet high or more) and/or that allow for vertical construction additions, our proprietary vertical racking systems allow clients to maximize canopy space and facility production. This unique style of cultivation can effectively double or triple—or more—the amount of usable grow space. The racking system will also eliminate aisle space with fully automated, movable racks and robotized canopy structures. Each level of cultivation requires approximately 6-8 feet of available height and

will add at least 5% cost to the Equipment List total (capital expenditures). The turnkey vertical system can also be designed to function as a medical-grade facility with clean zones and air showers. The best way for us to demonstrate this system and its capabilities is to provide examples of previous projects from our work portfolio upon request.

### **Containment Grow Units**

**\$ Based on Package**

These built-to-suit containment units are like storage containers and offer a unique, mobile solution for commercial cultivation. Most importantly, these units allow business owners to achieve expedited and mobile speed-to-market. Units are stackable, collapsible, and moveable. They are easy to move and rearrange in almost any facility, large or small. The units are completely customizable and can be manufactured in virtually any desired size. Each unit is engineered to hold and isolate canopy space from outside elements, minimizing potential contamination and outside exposure. This bio-security feature allows for production inside the unit during construction, thus creating a faster and larger ROI. The units maximize space and create the optimal environment for plants and processing activities, which are isolated and protected in the units. These grow units are the proprietary design of one of our team members, and they are only available for purchase through our companies. They can be ordered quickly and shipped anywhere.

## *Advanced Topics*

### **Tissue Culture Lab**

**\$ Based on Package**

Tissue Culture allows us to grow clones from mother plant cells, roots, buds, or leaves—instead of using one seed for every plant we grow. This advanced scientific process is considered incredibly innovative and rare in the cannabis industry. Tissue cultures provide disease-free, consistent genetics for healthy plants with desirable traits. Also known as micropropagation, it prevents genetic drift and decreases potential for mutational events, cross-contamination, pollination, and genetic recombination. This method removes viruses, fungi, pathogens, and bacteria by ensuring that the plant and source material are sterile. Materially, it eliminates the need for and dependence on seeds, which are unreliable, unpredictable, and inconsistent. Our desired source material and plant line replacement is a clone from a mother or tissue culture, which has minimal variance and reduces physical space required for cloning and scale of production. Several thousand cultivars can be stored in less than 100 square feet with minimal maintenance required. Genetic archive data can be sequenced and analyzed to positively impact agriculture practices, plant development, and data mining methodology. We design and install the lab, which includes areas dedicated to washing, media preparation, sterilization, storage, data collection, observation, aseptic transfer, and culture. Laboratory equipment list and lab design included.

### **Breeding and Cultivar Optimization**

**\$ Based on Package**

Our Breeding and Cultivar Optimization process is useful in providing quality plant source material and outcome predictability. Generating and identifying strains with desired and predetermined cannabinoid profiles will provide the most efficient treatment for specific medical conditions. Implementing effective methods for efficient breeding and scaling operations is crucial for agricultural crop growers and farmers to improve speed to market, prevent diseases and variance, to preserve and store genetics, and to create sustainable methods of plant line replacement. We have extensive genetic modification and phenotyping experience, which we regularly practice. We have resources to perform genetic sourcing, sequencing, and modification; cultivar storage; transportation; proprietary strain development; nutrient regimes; and environmental control. We employ a rigorous selection process with multiple flowering evaluations to evaluate phenotypes

for the best genetics and varieties. We will create a portfolio for the client that contains thousands of tissue culture specimens, seeds, and clones to be maintained by the client. We select phenotypes after evaluating and testing multiple candidates based on characteristics such as strength, potency, lineage, cannabinoid content, terpenes, resistance to diseases, hermaphroditic tendencies, yield, growth cycle, aroma, and floral structure. During the breeding process, males are flowered in isolation to harvest pollen, which is used to pollinate the strongest females in a controlled setting. This requires multiple site visits by our Cannabis Engineers and/or Master Growers.

#### **Clone Business, Lab & Plan**

**\$ Based on Package**

With a continued focus on quality genetics, our team will help the client establish an efficient and systemic clone lab. Our robust propagation program will include a variety of processes to include unique genetics, cultivars from mothers and cells, and genetic breeding programs. This high level of cannabis propagation through multiple proven processes will create a significant additional revenue stream for both wholesale and retail. We can create rooms within facilities dedicated to clones; mobile/moveable clone labs; pharmaceutical-grade and ISO designs; retail clone displays and storage; clone marketing materials and plans; wholesale and retail distribution platforms and relationships; and unique packaging for clones. An important component of selling retail clones at a dispensary is dealing with the learning curve of buyers. Most buyers have no idea what to do with a clone. We have created "Grow-in-a-Box" solutions to create a package to sell customers with everything they need to grow a marijuana plant themselves, including educational materials and instructions for cultivation and maintenance. Clones are an excellent revenue stream for marijuana business operators, but the difficulty level is high for beginners. Deliverables included.

#### **Industrial Hygiene and Hazardous Materials**

**\$ Based on Package**

In many states, strict regulations are put in place to help ensure safety, just as in any other industry. Our team has years of experience and will help the client ensure compliance with state safety regulations, industry best practices, code and ordinance management, and other related fields to keep the client's facility within regulation. We will develop SOPs and provide training for the client that cover all applicable fields, including but not limited to; hazardous material management plans, hazardous material inventory lists, laws, regulatory agents, chain of command, expiration and shelf life, emergency action, physical safety, storage, waste disposal, training, ongoing education, pesticides, herbicides, fungicides, labeling, handling, gear, logs, documentation, audits, inspections, posters, disclosure of chemical use, explosives, open and closed loop extraction systems, CO2, butane, propane, limited and restricted access controls, equipment maintenance, reaction, and response plans. Hazardous materials include biological, chemical, and physical sources of danger. In addition to SOPs, we can work with clients to create other plans such as hazard communications, fire protection, emergency, respiratory protection, waste disposal, logs, and other types of related materials.

#### **Crisis Response & Management**

**TBD**

Our business management systems are designed to help mitigate and manage risk through the life cycle of the business. Through the utilization of proprietary SOPs, the client's team will have incredible resources to navigate virtually any crisis they may potentially face. However, our team stands by every improvement we recommend for our clients, and we perform check-ups to ensure our clients are reaping the benefits of increased efficiency, increased yield, and/or decreased environmental impact. Every crisis is unique, and some examples include: pest and powdery mildew infestation, security breach, hazardous waste exposure, negative press, product recalls, frozen or loss of assets, insurance claims errors, and tax issues. We will help manage any crisis the client faces to ensure the business moves forward as needed and minimizes damage.

## **Lab Design & Setup**

**TBD**

Our Cannabis Engineers and other team members have designed countless marijuana labs—tissue culture, clone, lighting, testing, research, MIPs, infused-product manufacturing, extraction—with successful results. Sometimes, we partner with experts in other areas of specialization on certain projects, such as extraction or testing. We have a large network of experts that we select from for project collaboration and equipment sourcing. Most labs are relatively inexpensive, but we have worked on several very expensive lab design projects for universities and municipalities with more advanced equipment. The spectrum of expenses for building a lab is huge, and it mainly depends on the equipment in the lab. The more sterile the lab is, the more expensive the buildout cost per square foot will be regardless of the equipment selected. Regardless of the client's goal for their lab, our team can design an efficient, cost-effective, and sustainable lab that can deliver ROI for the client as soon as possible.

## **Strain Portfolio Design**

**\$ Based on Package**

Our genetic mapping and cultivar portfolio construction processes focus on generating and identifying strains with desired and pre-determined cannabinoid profiles to provide the most efficient treatment for specific medical conditions. We have vast resources for genetics, and we have proprietary strains of hemp and marijuana as well. We like to shift our clients from seeds to tissue culture for access to the purest source material possible. We seek to help growers and farmers to improve speed-to-market and inventory turnover ratios, to prevent diseases and variance, to preserve and store genetics, and to create sustainable methods of plant line replacement. We can facilitate phenotypic evaluation, storage, and sequencing for control and analysis of desired traits and cannabinoids. Building a strain portfolio in a medical marijuana market involves mapping the qualifying medical conditions to strains that have been identified to treat those conditions. In recreational markets, there is more flexibility in strain selection and portfolio design. We select effective strains with appropriate levels of THC and CBD, cannabinoid ratios, entourage effect, potency, and consistency. For existing businesses and markets, we incorporate data on testing results, sales performance, availability, contamination susceptibility, disease resistance, and user reviews. Deliverables included.

## **Touring Facility Design**

**\$ Based on Package**

A Touring Facility is designed with minimal resources needed to produce product and is not open to the public, however, it allows visitors to view the canopy without entering it. This design feature will accommodate more interaction with visitors, potential investors, tour groups, media etc. There is more emphasis on integrated pest management (IPM) measures, processes, and procedures. The facility consists of "clean" and "dirty" zones to prevent contamination, and there is often more area for corporate and meeting space, such as conference rooms, classrooms, and break rooms. One of the main features of a cultivation touring facility is viewing windows. These windows are essentially the best way for visitors and guests to see the canopy space without accessing the growing area of the facility. The window prevents visitors from needing to go in the room. Another feature is air showers, which are the point of separation between clean and dirty zones. These showers of high pressure wind are a helpful design feature that allows grow employees to stay clean and prevent contamination when they enter and re-enter the grow space. Touring Facility Designs are created in CAD for the client to keep, and they limit unnecessary movement and traffic while optimizing the design and work flow. Deliverables included.

## **Product Matrix**

**\$ Based on Package**

Our Product Matrix service is multi-faceted and adds value at different stages of the business. Initially, we work with clients to determine the best Product Matrix for them to manufacture, retail, and/or distribute marijuana and infused products. We identify SKUs from different markets to build an ongoing, limited, and exclusive-access portfolio of the strongest performing products.

We will work with the client to implement strategies around product manufacturing, distribution, sales, marketing, promotion, third party and MIPs vendors, SKU selection, supply chain management, and licensing. We use sales data from multiple markets on brands, companies, product categories, and SKU performance and market share to build product portfolios. Beyond building the initial portfolio of products, we also work with our clients to monitor and quantify performance of their own portfolios. Ongoing measurement helps them improve their gross margin and return on investment by accounting for metrics such as inventory turnover, shrinkage, sell-through rate, write offs, holding costs, cycle time, average inventory levels, variance, and fill rate. Deliverables included.

### **Branding & Packaging**

**\$ Based on Package**

Branding & Packaging includes digital and print media tools for clients, such as a website, document and form templates, style guides, letterheads, media and press kit, logos, and corporate communications guidelines (i.e. fonts, colors, spacing, text effects, printing, signatures, etc.) for the client to implement directly and immediately upon receipt. Packaging and labeling are basic needs for most clients and license applications, which should be included in branding initiatives. In the context of license applications, proposed packaging and labeling templates and prototypes are most effective when shown as visual examples in application submissions. We will create a new or improved brand in collaboration with the client, which we will refine through brainstorming, strategy, prototyping, and trial-and-error sessions. Once the brand has been established, we will help find the most appropriate packaging and labeling to highlight in-house products. We will create label templates and select product containers, and then we will price and source the materials for labels, containers, and packaging. Deliverables included.

### **Feasibility Study**

**\$ Based on Package**

Feasibility and impact studies serve several purposes, the most important of which is demonstrating the viability of new project, opportunity, development program, investment, etc. Some of our clients are stakeholders in groups (i.e. tribes, municipalities, government) that require feasibility studies to influence and/or make changes to the status quo. In these situations, the social, environmental, and economic impact are particularly important to articulate to the target municipality. Social impact accounts for factors such as demographics, crime, poverty, education, employment, law enforcement, public health, residential proximity, and community attitudes. Environmental impact addresses utility consumption, natural and available resources, transportation, commodities, materials, construction, permits, geographic conditions, weather, disaster recovery, regulation, compliance, land use and access, carbon footprint, real estate, zoning, sustainability, water rights, air quality, pollution, topography, erosion, and energy. Economic impact is quantified using proprietary models that measure value of sales, market size, taxable activity and rates, employment, participation cost, and wages. Additional economic factors include grant funding, private public partnerships, import/export guidelines, capital structure, municipal debt, GDP, currency exchange rates, fuel prices, etc. Market conditions are examined at a granular level to fully understand demographics, market maturity, legal implications, regulatory guidelines, and political environment. Logistical, market, and technical problems are more easily solved with the added power and reinforcement of a feasibility study. We can tailor the studies as needed and guide our clients on refining the area of focus, such as determining cost benefit, risk reward tradeoff, and recommendations for state and country market structure. The Feasibility Study is a stand-alone document that is intended for marketing purposes and external distribution. Deliverables included.

### **Valuation**

**TBD**

Marijuana valuation projects are some of our favorites to do, and we have done many at this point. We produce a detailed and extensive report on marijuana businesses and companies for

comparison, sale, merger, and/or acquisition purposes, which can be private or public entities. The reports include financial, investment, and economic analysis and/or review of analysis by another party. Quantitative (mathematical) and qualitative (fundamental) analysis are equally weighted unless otherwise requested. Return on investment (ROI) is the key metric we seek to provide, which is supported by pro forma financials, risk and reward analysis, present and future value, input assumptions, cash flow, scenario analysis, fair versus market value, benchmarks, wholesale index, facility capacity, potential market share, patient count, payback period, depreciation, 280E and tax implications, and sales forecasting. Quantitative factors include team evaluation and individual capabilities, governance, capital structure, market size and demand, asymmetric risk, forensic data, product matrix, qualifying conditions, delivery method, government and legal influence, target market, resources, goodwill, branding, customer acquisition, and product quality. Priced according to scope of work. Deliverables included.

### **Research Study**

### **\$ Based on Package**

The cannabis and marijuana research that has been conducted to date is extremely limited and scarce due to the Schedule I status of marijuana in the United States and various degrees of illegality in other countries. Our team seeks to contribute critical research and data synthesis to the industry and desires to collaborate with our clients and groups that have aligned interests. We are motivated to work with universities to develop clinical research studies and trials that will be highly impactful. We can design a topical research study and recruit value-added stakeholders based on a problem or hypothesis that the client seeks to prove or disprove for the industry. It is our goal to contribute marijuana research in areas other than medicine and pharmacology such as economics, public policy, social studies, capital markets, and legal implications. Regulatory compliance, Institutional Review Board (IRB) approval, FDA clearance, and DEA clearance for research and trials are obstacles that currently plague the industry and potential participants. Our team and resources have the experience and skills to design, support, and perform clinical trials in concert with clinical researchers at universities with which we collaborate. Deliverables included.