



CITY OF SALISBURY COUNCIL MEETINGS

Welcome and thank you for attending this public meeting. We appreciate your interest in what is happening in your City. Please familiarize yourself with the meeting procedures below:

Presiding Officer

The Council President is responsible for conducting the meeting and managing any public comment period. When the Council President is not present, the Council Vice President conducts the meeting.

Public Participation in City Council Meetings

1. In accordance with the Maryland Open Meetings Act, the general public is entitled to attend and observe all meetings of the Mayor and Council except in appropriate circumstances when meetings of the public bodies may be closed under the Act.
2. To encourage community engagement, the Council allows public comment using the following guidelines:
 - a. Work Sessions – persons desiring to speak on matters specific to the topics on the agenda may do so for up to three (3) minutes after each topic has been presented.
 - b. Regular Meetings – persons desiring to speak on any matter may do so for up to four (4) minutes during the “Public Comments” portion of the meeting.
 - c. Please fill out a comment form from the table as you enter Council Chambers, and turn it in to the Clerk.
 - d. The Council President will call you up to the podium. For the record, please state your name, whether you are a resident within the corporate limits of Salisbury, and any organization affiliation you are representing.
 - e. Questions posed by the public during the public comment portion will be logged and tracked by the City Clerk. The City Clerk will forward the questions to the appropriate individual or body for a response.
3. Those in attendance shall be courteous to one another, the Council, and to the proceedings while the Council is in session. Side conversations within the Council Chambers should be kept to a minimum and should not be disruptive.
4. The public body may have an individual removed if it is determined that the behavior of the individual is disruptive. Engaging in verbal comments intended to insult or slander anyone may be cause for termination of speaking privileges and/or removal from Council Chambers.
5. Please approach the City Clerk if you have questions or materials for the Council.

Please silence your cellphone.



**SALISBURY CITY COUNCIL
WORK SESSION AGENDA**

JULY 15, 2024

Government Office Building, Council Chambers and Zoom Video Conferencing

PUBLIC COMMENTS WILL BE HEARD AFTER EACH OF THE FOLLOWING ITEMS:

- 4:30 p.m. Salisbury-Wicomico Economic Development (SWED) update- SWED Executive Director Dave Ryan
- 4:45 p.m. 2nd Quarter Salisbury Fire Department Statistical update- Fire Chief Rob Frampton
- 4:55 p.m. Ordinance Permit to authorize cannabis dispensary at 733 South Salisbury Boulevard- City Planner Amanda Rodriguez
- 5:05 p.m. Fair Housing update- Housing & Community Development Director Muir Boda
- 5:15 p.m. Administration / Council Comments
- 5:30 p.m. Adjournment

*Times shown are approximate. Council reserves the right to adjust the agenda as circumstances warrant.
The Council reserves the right to convene in Closed Session as permitted under the Annotated Code of Maryland 3-305(b).*

Join Zoom Meeting
<https://us02web.zoom.us/j/88163253286?pwd=K3RtZUhUMHNucDRPU2IHbnROQzZVUT09>
Meeting ID: 881 6325 3286
Passcode: 812389
Phone: 1.301.715.8592

SFD 2024 1st Half Statistical Update

"Data Driven, Community Focused"



The Basics

1st Half of 2023

- Total Calls – 7,599
- Fire – 1,875
- EMS – 5,724

- Total Fire Unit Responses – Did Not Track in 2023

- 1 call every 34-1/2 minutes

1st Half of 2024

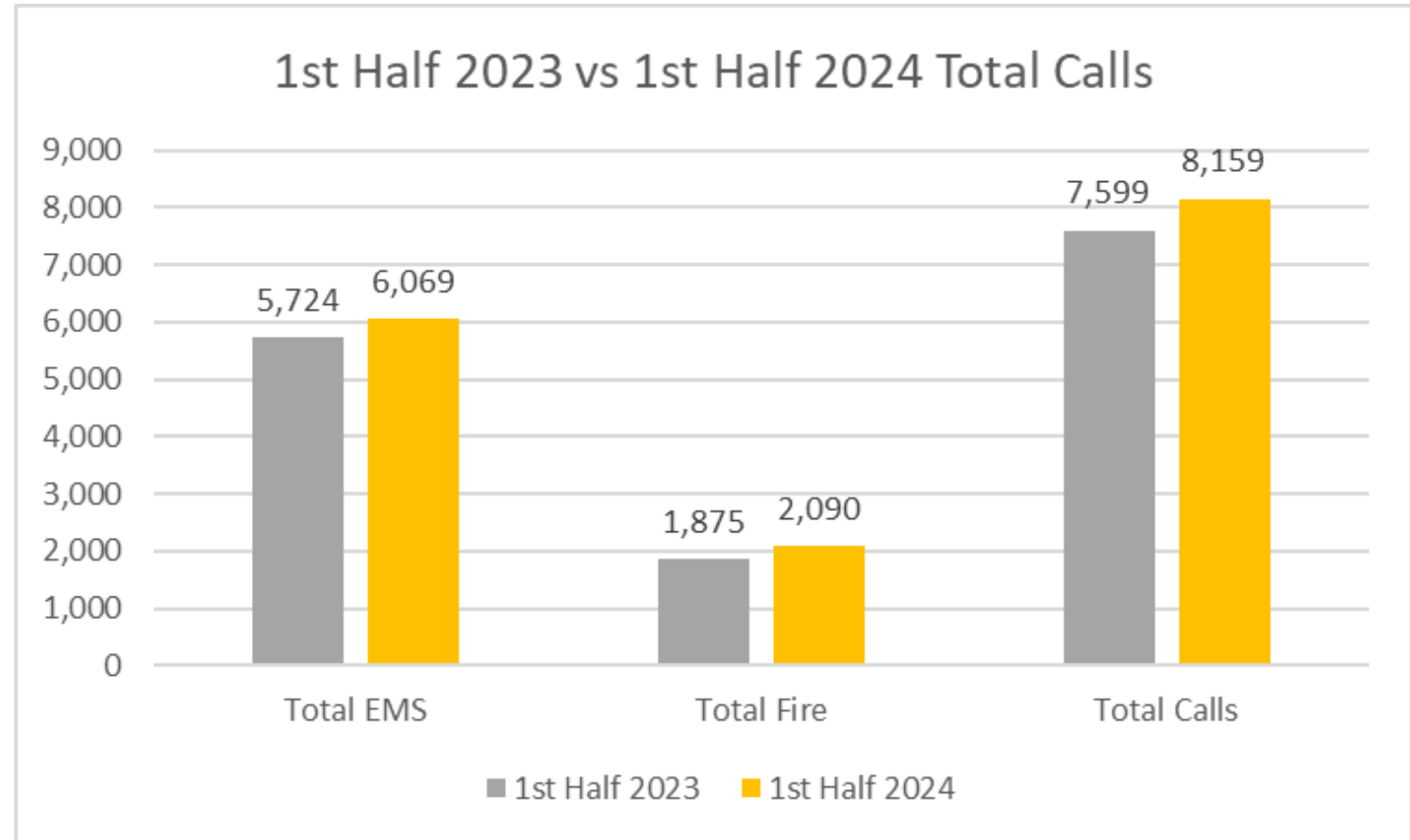
- Total Calls – 8,159 (+7.4%)
- Fire – 2,090 (+11.5%)
- EMS – 6069 (+6.0%)

- Total Fire Unit Responses – 3,332

- 1 call every 32 minutes

"Data Driven, Community Focused"

Visualizing the Basics



"Data Driven, Community Focused"

Let's Take a Deeper Dive

1st Half of 2023

- EMS Calls (Incorporated District) – 3,933
- EMS Calls (Unincorporated District) – 1580
- EMS Calls (Outside of the SFD District) – 211
- Fire Calls (Incorporated District) – 1255
- Fire Calls (Unincorporated District) – 564
- Fire Calls (Outside of the SFD District) – 58

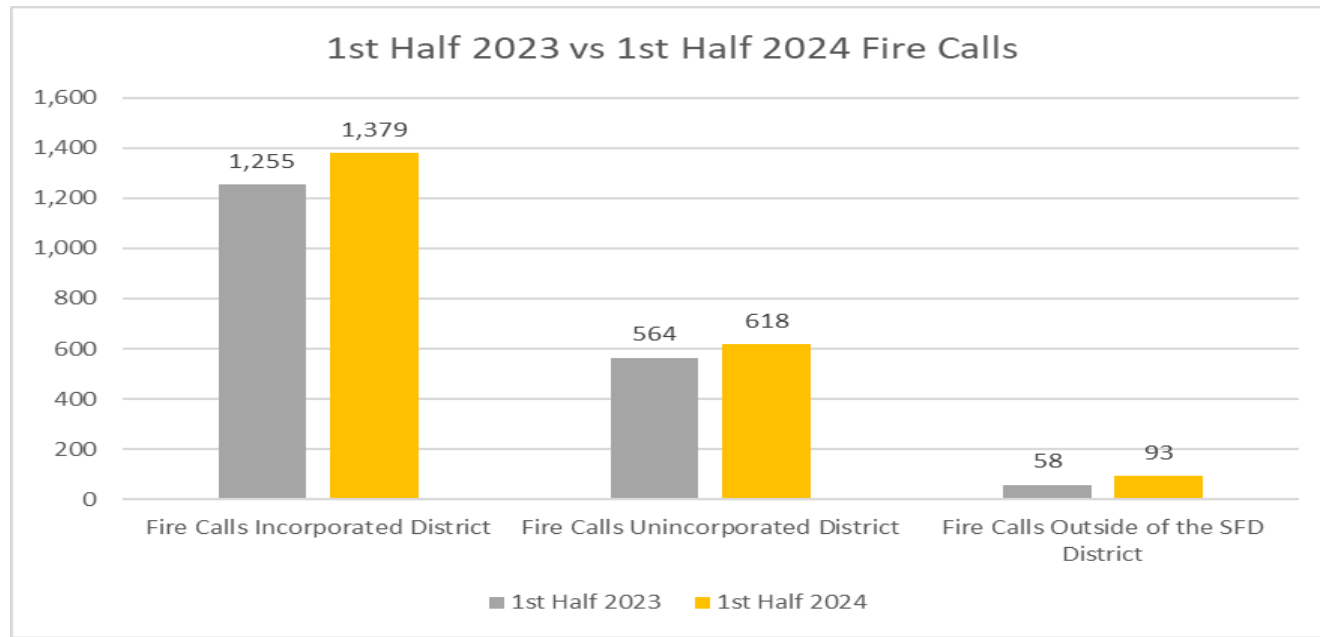
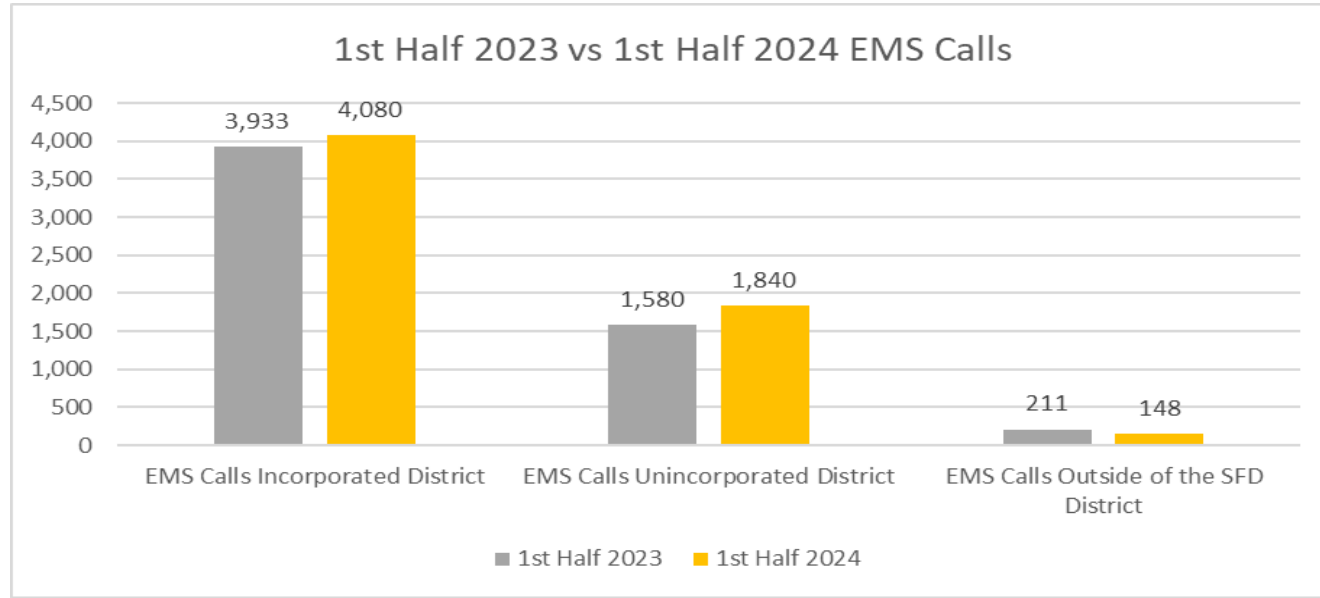
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1st Half of 2024

- EMS Calls (Incorporated District) – 4,081 (+3.76%)
- EMS Calls (Unincorporated District) – 1,840 (+16.5%)
- EMS Calls (Outside of the SFD District) - 148 (-29.9%)
- Fire Calls (Incorporated District) – 1379 (+9.8%)
- Fire Calls (Unincorporated District) – 618 (+9.6%)
- Fire Calls (Outside of the SFD District) – 93 (+60.3%)

"Data Driven, Community Focused"

Visualizing the Deeper Dive



"Data Driven, Community Focused"

EMS, SWIFT, & MDCN

- Witnessed Cardiac Arrests – 23
- Unwitnessed Cardiac Arrests – 68
- Patients Successfully Resuscitated – 13
- 45 Opioid Related Calls in the 1st Half of 2024
- Average EMS Unit Response Times to Charlie, Delta, & Echo – 5 minutes and 54 seconds (Dispatch to Arrival)
- 19 New Patients Enrolled in SWIFT in 1st Half of 2024
- MDCN 600 Calls since January 1st, 2024
 - 165 Patients Treated with No Transport to ER
 - Over \$333,000 Reduction in ED Visits

"Data Driven, Community Focused"

EMS Billing Revenue

- 2nd Qtr 2024 EMS Gross Charges \$ Billed (Apr-Jun) - \$2,363,664
- 2nd Qtr. 2024 EMS Transport \$ Collected (Apr-Jun) - \$711,904
- Annualized EMS Transport Net Revenue - \$2,847,616 (Based on 1st Half Collections, Up YoY & Above Budget by approx. \$400K)
- Average \$ Collected per Transport - \$330

"Data Driven, Community Focused"

Fire Marshal's Office Report

- 1st Half of 2024 Property Value Saved from Fire – \$36,210,751
- 1st Half of 2024 Property Lost from Fire – \$2,034,360
- Fire Unit Response Times Average – Under 4 Minutes (Travel Times Only)
- FM's Office Approved Building Plan Reviews – 96
- FM's Office Building Inspections – 444
- FM's Office Generated Approx. \$291k in Revenue in 1st Half of 2024
 - On Track to Be Above Budget by Approx. \$150k
- Fires Investigated by the FM's Office in 1st Half of 2024 – 15
- Civilian Fire Deaths – 0
- Civilian Fire Injuries – 2

"Data Driven, Community Focused"

More Information

- 1st Half Employee Sick Hours – 2,325 hours (Slightly Higher than 2023)
- 1st Half FMLA Hours – 1,577 hours (Slightly Higher than 2023)
- Numerous Community Events & Programs
 - Participated in the PTSD 9-1-1 Documentary
 - GIS Symposium Speaker Panel in Fairfax County
 - Family Fun Day at the City Park
 - \$22k Grant for Cancer Testing of All Members

"Data Driven, Community Focused"

Personnel Successes

- Vehicle Ordered for SWIFT Using Opioid Abatement Funds
- Progress on Lithium-Ion Battery Fires (Response, Safety Messages, Disposal)
- 5 Paramedic Students Graduated from Wor-Wic Community College
- FM's Office Completed Drone Training (GIS, Pre-Planning, Area Surveys, Wildfires, Large Area Searches)
- SWIFT/MIH Team Members Selected for National Presentations in Dallas and Las Vegas

"Data Driven, Community Focused"



To: Andy Kitzrow, City Administrator
From: Amanda Rodriquez, City Planner *AR*
Date: July 8, 2024
Re: Ordinance to permit Elevated Mind and Wellness in the General Commercial District

The Department of Infrastructure and Development received an application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard in the General Commercial District. On June 20, 2024, the Salisbury-Wicomico Planning and Zoning Commission reviewed the request, and forwarded a favorable recommendation to City Council. A dispensary is an allowable use in the General Commercial District with the granting of an Ordinance Permit, per Ch 17.36.040.

During their review, the Commission noted that this request has more than adequate parking, and that limited changes to the property should have a minimal effect on the surrounding businesses. The purpose of the general commercial district is to provide a wide range of functional and attractive regional retail, office, service, wholesale, storage, distributing and light manufacturing activities. The proposed use is consistent with surrounding retail stores, both pharmaceutical and holistic.

The site currently has frontage and one full movement point along South Salisbury Boulevard, and one full movement point along Roland Street to the rear of the property. After conducting a Traffic Impact Study, both points are proposed to have one-way circulation with the entrance on South Salisbury Boulevard and the exit on Roland Street.

The applicant has made considerable effort to proactively address all concerns regarding use prior to this request, including supplying staff with building elevations, a Traffic Impact Study and thorough Business, Operational, and Financial plans.

Unless you or the Mayor have further questions, please forward a copy of this memo and the ordinance to the City Council.



City of Salisbury

June 24, 2024

Cathie Ralph, CEO
Elevated Mind & Wellness, LLC
P.O. Box 246
Fruitland, MD 21804

RE: ORDINANCE PERMIT– RETAIL CANNABIS DISPENSARY– Cathie Ralph, CEO, Elevated Mind & Wellness, LLC– 733 South Salisbury Boulevard– General Commercial Zoning District – M-0111, G-0023, P-0435

Dear Ms. Ralph,

The Salisbury Planning Commission, at its June 20, 2024 meeting, forwarded a **FAVORABLE** recommendation to the Salisbury City Council for the application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard as submitted.

If you have any questions or concerns regarding this matter, please call our office at 410-548-3170.

Sincerely,

Amanda Rodriguez
City Planner



Infrastructure and Development Staff Report June 20, 2024

I. BACKGROUND INFORMATION:

Project Name: Elevated Mind & Wellness
Applicant/Owner: Elevated Mind & Wellness LLC
Nature of Request: Ordinance Permit
Location of Property: 733 South Salisbury Boulevard
Existing Zoning: General Commercial Zoning District

II. SUMMARY OF REQUEST:

A. Introduction:

Elevated Mind & Wellness LLC has submitted an application for an Ordinance Permit for a cannabis dispensary to be located at 733 South Salisbury Boulevard. The 27,679 sf property is currently zoned General Commercial, and is improved with a 4,753 sf building used as retail. A dispensary is an allowable use in the General Commercial Zoning district with the granting of an Ordinance Permit, per Ch 17.36.040.

Ch 17.12.060 states the Planning Commission has the authority to hear and review applications for Ordinance Permits and forward on a recommendation to City Council for final approval.

B. Surrounding Area Development:

The purpose of the general commercial district is to provide a wide range of functional and attractive regional retail, office, service, wholesale, storage, distributing and light manufacturing activities.

Surrounding properties include Walgreens to the south, the Goliath shopping center to the east, Community Farmacy to the north, and South Salisbury Plaza to the west. The proposed use is consistent with surrounding retail stores, both pharmaceutical and holistic.

III. GENERAL COMMERCIAL DISTRICT DEVELOPMENT STANDARDS:

Staff notes the following with regard to Zoning Code requirements:

A. Site Plan Review:

- 1. Minimum Lot Requirements:** The existing structure is expected to remain, with no changes to the size or dimensions of the existing building lot. The lot currently meets all minimum lot



City of Salisbury

size requirements as set forth in Ch.17.36.050.

2. **Building Setbacks/Spacing:** Structures as shown meet the required setbacks as stated in Chapter 17.36.060.B.
3. **Height:** The General Commercial height limitation is 50 ft. Proposed elevations confirm this building will not exceed this limit.
4. **Parking/Loading:** The plan shows a loading zone to be located at the rear of the building, and meets all requirements set forth in Ch 17.196.020. Thirty-two (32) parking spaces are dispersed throughout the site, including 6 compact spaces and 2 handicap accessible spaces. Bicycle parking is also provided on the plan. Ch 17.196.030 calls for 10 spaces for this lot.
5. **Access:** The site currently has frontage and one full movement point along South Salisbury Boulevard, and one full movement point along Roland Street to the rear of the property. After conducting a Traffic Impact Study, both points are proposed to have one-way circulation with the entrance on South Salisbury Boulevard and the exit on Roland Street.
6. **Lighting:** Lighting on site currently consists of one (1) pole light at the front corner of the property. A revised lighting plan has not yet been submitted.
7. **Sign Plan:** A formal sign plan has not been submitted at this time. Signs will be subject to review before approval.
8. **Storage:** No additional outdoor storage is indicated on this plan.
9. **Landscaping and Screening:** While there is existing landscaping on site, a formal landscaping plan has not been submitted at this time.

IV. PLANNING COMMENTS

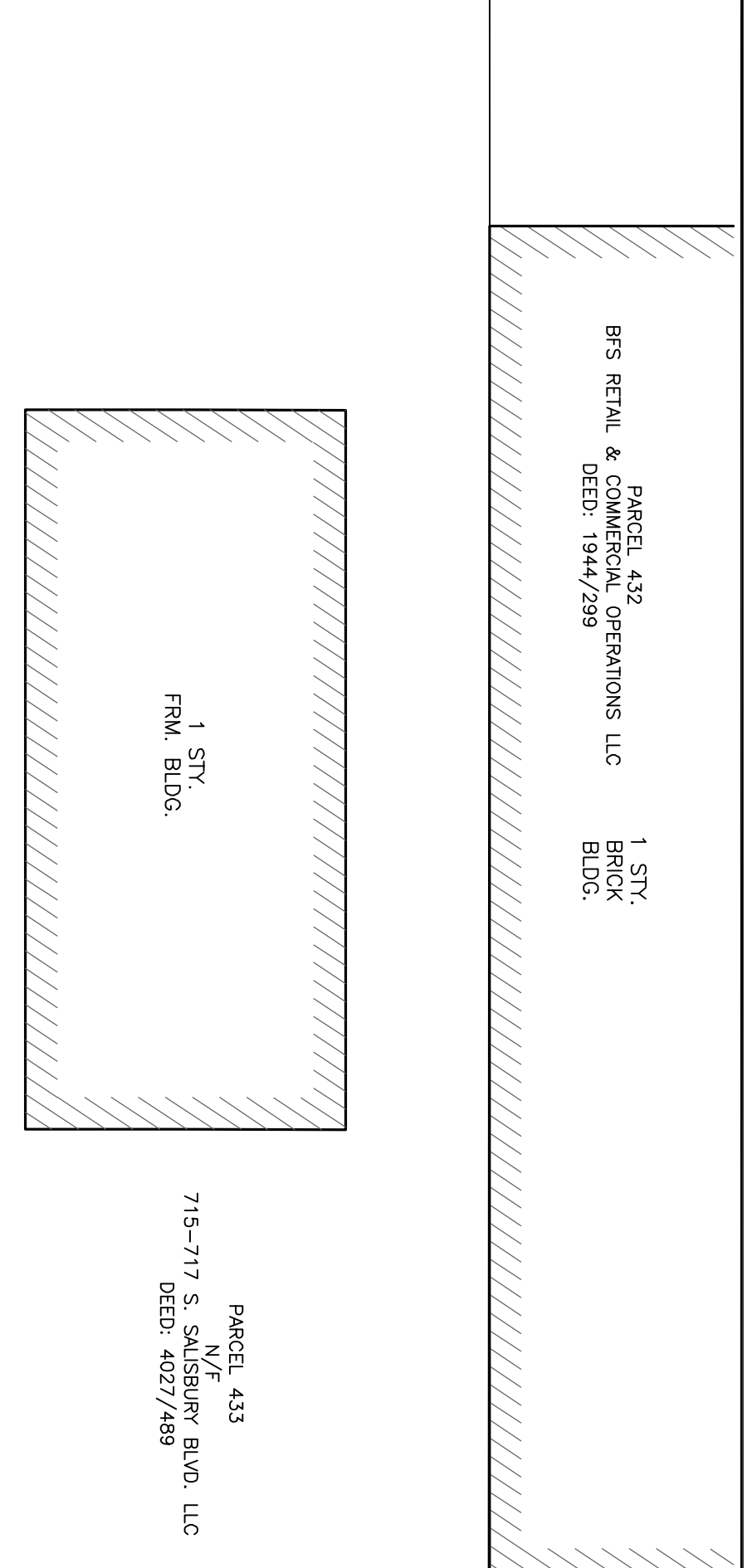
The applicant has made considerable effort to address all concerns regarding use prior to this request, including supplying staff with building elevations, a Traffic Impact Study and thorough Business, Operational, and Financial plans. Formal plans will be submitted for review and approval to the Department of Infrastructure and Development, City of Salisbury Fire Department, and other applicable agencies prior to the issuance of any building permits.

V. RECOMMENDATION

Staff recommends a favorable recommendation be made to forward this Ordinance Permit application onto City Council.

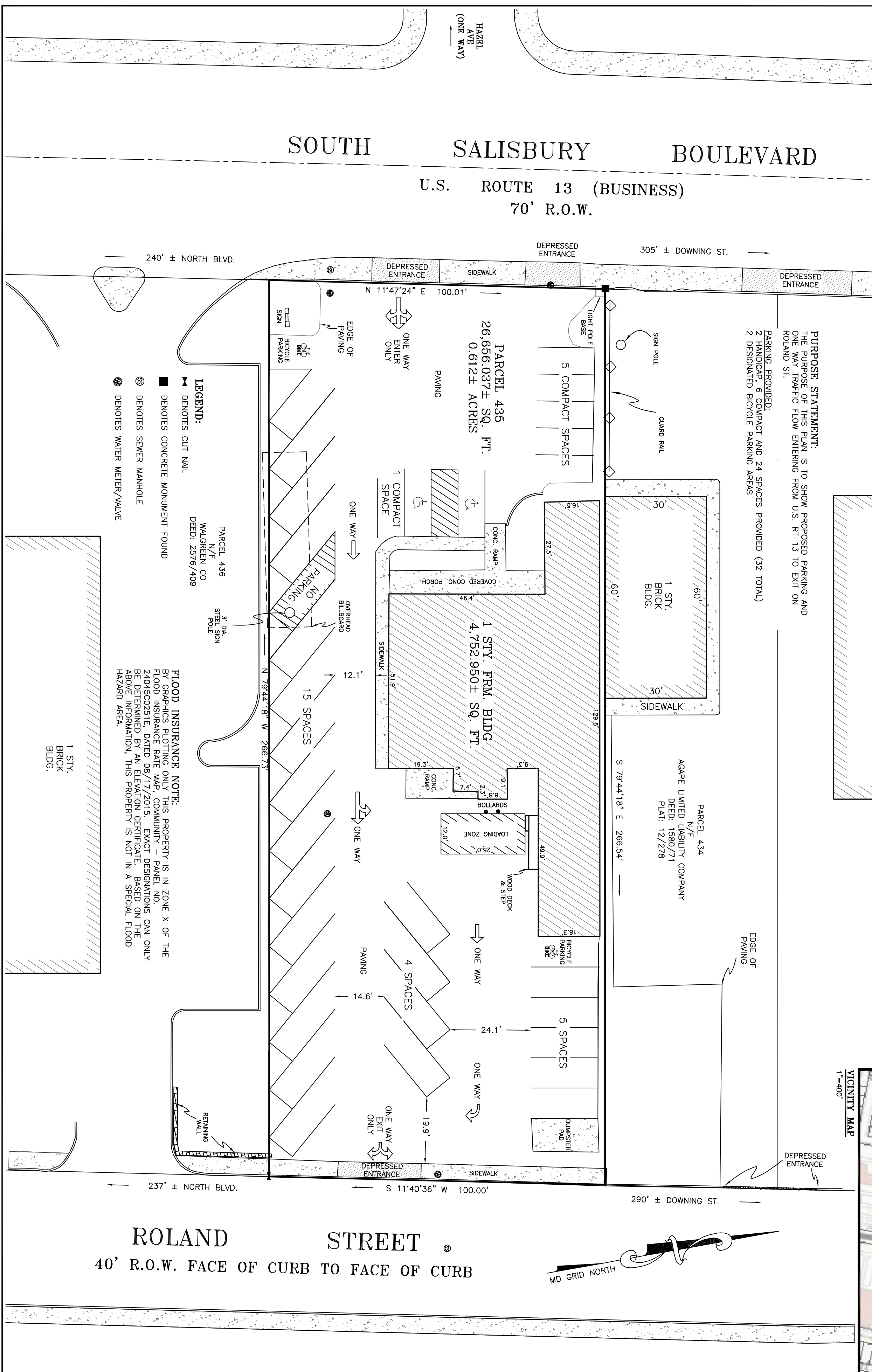
- NOTES:
- OWNER OF RECORD:
PENNY'S LLC
733 S. SALISBURY BLVD
SALISBURY, MD 21801
 - TAX MAP NO. 111, PARCEL 435
 - DEED REFERENCE: 1795/376
 - ZONED: GENERAL COMMERCIAL
 - SETBACKS FOR PRIMARY STRUCTURE: FRONT = 25',
SIDE = (2) COMBINATION 20' TOTAL & REAR = 15'
 - A LICENSED SURVEYOR EITHER PERSONALLY PREPARED THIS BOUNDARY SURVEY OR WAS IN RESPONSIBLE CHARGE OVER ITS PREPARATION AND THE SURVEYING WORK REFLECTED IN IT. ALL RELATED SURVEY WORK WAS PERFORMED IN COMPLIANCE WITH THE REQUIREMENTS SET FORTH IN THE "MINIMUM STANDARDS OF PRACTICE" ESTABLISHED BY THE STATE OF MD.
 - NO TITLE SEARCH WAS PERFORMED OR REQUESTED DURING THE COURSE OF THIS SURVEY AND ANY EASEMENTS, RIGHTS OF WAY, OR OTHER ENCUMBRANCES WHICH A TITLE SEARCH WOULD IDENTIFY MAY NOT BE SHOWN HEREON.

SOUTH SALISBURY BOULEVARD
U.S. ROUTE 13 (BUSINESS)
70' R.O.W.



PURPOSE STATEMENT:
THE PURPOSE OF THIS PLAN IS TO SHOW PROPOSED PARKING AND ONE WAY TRAFFIC FLOW ENTERING FROM U.S. RT 13 TO EXIT ON ROLAND ST.

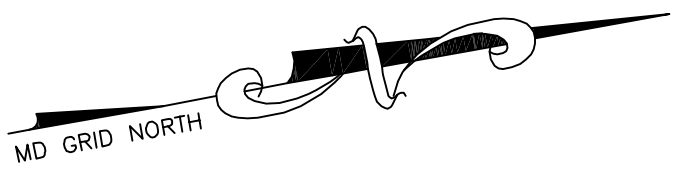
PARKING PROVIDED:
2 HANDICAP, 6 COMPACT AND 24 SPACES PROVIDED (32 TOTAL)
2 DESIGNATED BICYCLE PARKING AREAS



LEGEND:

- DENOTES CONCRETE MONUMENT FOUND
- ▲ DENOTES CUT NAIL
- ⊙ DENOTES SEWER MANHOLE
- ⊕ DENOTES WATER METER/VALVE

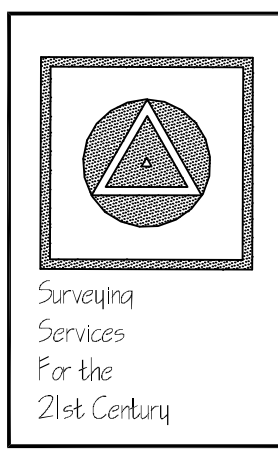
FLOOD INSURANCE NOTE:
BY GRAPHICS PLOTTING ONLY THIS PROPERTY IS IN ZONE X OF THE FLOOD INSURANCE RATE MAP, COMMUNITY - PANEL NO. 2404500251E, DATED 08/17/2015. EXACT DESIGNATIONS CAN ONLY BE DETERMINED BY AN ELEVATION CERTIFICATE BASED ON THE ABOVE INFORMATION. THIS PROPERTY IS NOT IN A SPECIAL FLOOD HAZARD AREA.



ROLAND STREET
40' R.O.W. FACE OF CURB TO FACE OF CURB

PARKING PLAN
FOR THE LANDS OF
PENNY'S LLC
733 S. SALISBURY BLVD.
SALISBURY, MD 21801
CAMDEN ELECTION DISTRICT
WICOMICO COUNTY, MARYLAND

REVISIONS	
Date	Issued for:



F. Douglas Jones
Surveying Associates
P.O. Box 2658
Salisbury, Maryland 21801
Phone: 410-543-2615
Email: fjones@jonessurveying.com

EXP./RENEWAL DATE: 12/15/2024	
SURVEYED BY: DLM / T&J	DATE: 04/24/24
DRAWN BY: DLM / FDU	DATE: 06/04/24
CHECKED BY: FDU	DATE: 06/04/24
JOB NUMBER: 24-5576	SCALE: 1" = 20'
2 OF 2	

A MARYLAND
ADULT-USE
CANNABIS
RETAIL DISPENSARY



ELEVATED MIND & WELLNESS

BUSINESS,
OPERATIONS AND
FINANCIAL PLAN

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1.0

Executive Summary

Company Summary
Market Opportunities
Start-up Summary
Financial Summary
Keys to Success

1.0. Executive Summary

1.1. Company Summary

Elevated Mind & Wellness, LLC (d.b.a. Elevated Wellness) is a cannabis dispensary dedicated to providing customers in Salisbury, Maryland with safe, affordable, and convenient access to a wide variety of high-quality cannabis products, strains, and consumable formats so customers have options and a unique shopping experience. Elevated Wellness is a Salisbury-local, women-owned business, founded by Catherine and Ian Ralph. Our generational connections to Salisbury, and the Eastern Shore as a whole, ensure that business in Salisbury stays in Salisbury. More importantly, it allows us to donate and support organizations throughout the county; particularly first responder support groups, mental health services, and public safety initiatives.

The Company is composed of experienced professionals, with the skills, knowledge, and abilities to start and run the business. The CEO, CFO and founder, Catherine Ralph, is a current tax director at a \$10 billion/year agricultural business. Cathie is responsible for leading a team of 14 through dense tax, finance, and corporate law to maximize profit for the company. The COO and CCO, Ian Ralph, is currently running a profitable \$1 million/year, 10 employee construction business out of Salisbury, and has experience in environmental toxicology testing of pre-market compounds to be reviewed for USDA and FDA compliance. Scott and Laura Horner have experience managing logistics for a nationwide food delivery conglomerate, and managing the finances of private businesses as a CPA, respectively. Our general manager, Erin Danaher, has over 15 years in customer service and hospitality management positions, with numerous state certifications verifying her knowledge of compliant operations in the food and beverage industry. This executive team is well positioned to manage compliant business operations while providing a superior customer experience.

The retail dispensary is well-positioned at 733 S Salisbury Blvd, Salisbury, MD 21804. The free-standing building is 4,400 square feet on an 0.61-acre property on the highly trafficked route 13 in Salisbury. The property comes with 32 parking spots, and a clear path of traffic through the property between Rt 13 and Roland St to prevent congestion. Utilizing 16 self-service kiosks, rather than budtenders, allows us to quickly service customers, reducing overall time in store and traffic congestions. A dispensary in Worcester County employs this operational set up, averaging 10 minutes from the time you order on a tablet until checkout. This verified method accompanied by the ample parking and single flow of traffic will minimize traffic in the area.

Elevated Mind & Wellness emulates the ideal community store and will seamlessly blend with the urban fabric of the City of Salisbury and the natural landscape of the greater Wicomico County area. Elevated Mind & Wellness is committed to alleviating concerns with neighboring businesses. The Company's design is sensitive to local context, state compliance, energy efficiency, sustainable design features, choice materials, and an innovative model for future businesses in an emerging market.

Elevated Mind & Wellness has built a strong management team and advisory committee with valuable experience in business operations and brings relevant experience and skills that will help grow the business guided by strong values and a cohesive, strategic vision. Our knowledgeable

dispensary agents will navigate and guide customers through our vast product variety featuring locally sourced and a core product line from value-branded to high-quality cannabis flowers, concentrates, edibles, topicals, and much more.

1.1.1. Goals:

To operate within a regulated system and provide chain of custody and audit controls with the following:

- To proceed with a disciplined, strategic approach in building the infrastructure for a quick-start performance and a successful go-live;
- To be fully compliant with all state and local municipalities;
- Build a sustainable and successful retail dispensary that provides superior service to clients and is scalable for the future, affording the company to re-invest into the brand and staff; and
- Lease 733 S Salisbury Blvd and acquire \$400,000 to start-up a Maryland cannabis retail business in a growing industry with an opportunity to generate \$7,663,125 in annual revenue by year five.

1.1.2. Mission/Vision Statement:

Our Mission: To create a scalable dispensary brand that transcends the normal consumer experience through excellence in service and supply while adhering to COMAR and city code.

Our Vision: To be a world-class cannabis retail store that serves the Maryland market, contributes to the community of Salisbury, hires from the local workforce, invests in Wicomico County programs, and successfully develops a family of local personnel with growth and career opportunity.

1.1.3. Primary Objectives:

- To become the leading retailer of cannabis products in the State of Maryland; building a model that is recognized as the state-approved model for retail, a mandated tier that collects taxes from consumers and pays to the State;
- To establish a customer base generating an annual growth rate of approximately 22.8% annually with proportionately expanding operations and a client base of 25,000 customers by year 5; and
- To build a reputation throughout the state with governmental agencies, regulators, employees, customers, and industry as the company to work for and to do business with.
- To establish and execute a community enrichment program to support local outreach programs and charitable organizations to change the stigma associated with cannabis.

1.1.4. Products and Services

Maryland based brands will be featured in our dispensary, blended with our support for locally produced brands from within a 40 mile radius. Elevated Mind & Wellness expects price competitions with other medical cannabis retailers, and assumes, depending on barriers (distance, time, and gas pricing), that consumers will travel for 1) the best deals 2) specific brands, 3) a friendly comfortable environment, 4) a safe, secure, and discreet experience, 5) professionally consistent services, 6) education, and 7) trustworthy, knowledgeable, and helpful staff. With an emphasis on wellbeing and respect for a personal health journey, Elevated Mind & Wellness will source products of the highest quality, free of unnecessary adulterants and additives, to provide customers and patients with a product they can trust.

1.2. Market Opportunity

While the Maryland Cannabis Administration does not release county-specific data regarding sales of cannabis, the Comptroller of Maryland, Brooke Lierman, released a report revealing the amount of sales tax associated with adult-use cannabis for the final quarter of 2023. The Eastern Region, which includes Cecil, Kent, Queen Annes, Talbot, Caroline, Dorchester, Wicomico, Worcester and Somerset Counties, accounted for 9.3% of sales tax for adult use cannabis sales in Q4 of 2023^{6.1}. With annual sales of medical and adult-use cannabis equaling 796.3 million in Maryland for 2023, a 9.3% share of annual sales suggests a 74 million dollar annual market along the Eastern Region, which currently houses only 5 total dispensaries.

On September 8, 2023, the Maryland Cannabis Administration (MCA) announced a lottery selection process for the following licenses available in Round 1 for standard licenses: 16 grower licenses, 32 processor licenses, and 75 dispensary licenses¹. Elevated Mind & Wellness won the lottery for their county and was awarded a Dispensary License by the State of Maryland on March 14, 2024 in the first round of cannabis licensure.

1.3. Start-Up Capitalization

Elevated Mind & Wellness Dispensary will be able to open doors with the lease of 733 S Salisbury Blvd and \$400,000 in equity note investments. This does not include \$125,000 in capital set aside for excess liquidity. With a total capital expenditure cost of \$227,500, leaving \$297,500 as working capital for initial start-up and general costs, strategic inventory purchases, operating expenses, salaries, marketing, miscellaneous expenses, and taxes. Please see estimated capital and operating expenses below by quarter.

- Capitalization includes \$525,000 in personal contributions, equity and debt financing for the estimated \$227,500 in construction and capital expenditures to go-live and ~~\$130,000~~ ^{172,500} in initial and general start-up costs including start-up inventory, lease deposits, licensing, legal, insurance, and professional services;

¹ https://mmcc.maryland.gov/Documents/2023%20_PDF_Files/News%20Release/MCA%20Application%20Announcement%20%28Sept.%208%2c%202023%29%20%281%29%20%282%29.pdf

- Direct costs include \$125,000 in initial inventory before start-up, \$617,096 in cost of goods sold (COGS) for the first six months, ~~plus \$65,325 in associated cannabis taxes (e.g., state sales tax based on gross sales through the Q1 of operation is due month four; and~~
- Operating expenses through Q2 are expected to be \$63,482, with \$26,155 in SG&A and marketing expenses plus \$223,950 in salaries for an initial headcount of 8 personnel, growing to a staff of 15 employees by the end of year three.

Table 1.3: Capitalization Requirements, \$

	\$	Q1	Q2	Q3	Q4
Capital Expenditures (CAPEX)	227,500				
Build-Out in Accordance with Regulations (finishing, painting, lobby, reception, kitchen, office space, break area, bathrooms, etc.)	75,000	0	0	0	0
Security system (alarm & security system, monitoring, video & camera system, access, computer, multiple HDTV monitors, NVR, panic buttons, and metal/weapons detectors)	50,000	0	0	0	0
Furniture, Fixtures and Equipment (display counters, refrigerators, freezers, storage hardware and shelving)	25,000	0	0	0	0
Cost for Computer Software (accounting, payroll, CRM, POS, inventory control, tracking system, Microsoft Office, etc.)	10,000	0	0	0	0
Electronic/LED boards	10,000	0	0	0	0
Office Equipment	10,000	0	0	0	0
Computer hardware, cash registers, POS system & equipment, commercial label printer	25,000	0	0	0	0
Lobby/Reception Area (multiple registration computers, furniture, HDTVs, shelving, chairs, tables, bulletproof windows, etc.)	7,500	0	0	0	0
Operational Expenditures (OPEX)	601,363	532,888	668,203	794,728	
Direct Costs	367,596	359,425	493,834	619,453	
Initial & General Costs	85,000	15,000	15,000	15,000	
Operating Expenses	35,801	36,681	37,560	38,439	
Salaries & Benefits	107,580	116,370	116,370	116,370	
Marketing & Sales Expenses	5,387	5,413	5,439	5,466	
TOTAL	828,863	532,888	668,203	794,728	

1.4. Financial Summary

Elevated Mind & Wellness will fund startup costs largely through personal private investments. The business network has invested over \$100,000 since mid-2023 in this retail dispensary infrastructure. The company has increased valuation to an estimated \$500,000 as of March 2024. The company plans to lease 733 S Salisbury Blvd property, and raise an additional \$400,000.00 through equity investment and personal funding of \$125,000.00 to open and operate the start up business. Ownership strives to build net worth in the business and multiply valuation 3 times the balance sheet or 2 times EBITDA.

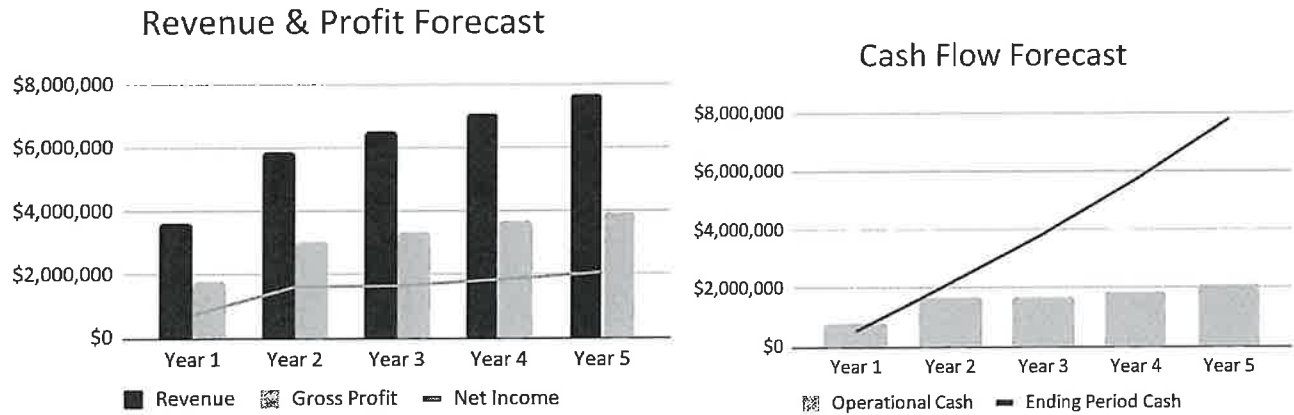


Chart 1.4: Revenue, Gross Profit, Net Income, and Cash Flow Forecasts

From a total investment of \$525,000, Company is expected to generate \$3.6 million in gross revenues with pre-tax income of nearly \$728,000 in Year 1, its first full year of operation. Revenues are expected to grow to \$6.46 million in Year 3 and \$7.66 million in Year 5, with pre-tax income of nearly \$1.5 million and over \$2.0 million respectively. After the third year of operations, the Company expects to trim expenses through realizing business efficiencies, gaining operational experience and industry knowledge as CAPEX reaches its ceiling.

1.4.1 Direct and Indirect Social Impacts

Elevated Mind & Wellness will create an estimated 15 jobs in Salisbury, Maryland with an average 2.0% increase in salaries and benefits annually, \$40,973 budgeted for Social Security and Medicare taxes, \$614,065 in annual wage expenses, and over \$37,492 for Unemployment Insurance annually averaged over the five years reported below. Company will allocate 1% of sales to the schools and different community programs.

Table 1.4.1: Taxes and Community programs flow, \$

Direct and Indirect Impacts Table	Year 1	Year 2	Year 3	Year 4	Year 5
Wages & Benefits	\$357,708	\$577,756	\$755,429	\$774,862	\$794,295
Federal Tax	\$368,039	\$623,689	\$692,457	\$761,225	\$829,993
State Tax	\$98,144	\$166,317	\$184,655	\$202,993	\$221,331
Sales Use Tax	\$206,904	\$506,520	\$567,574	\$621,844	\$676,114
Community programs	\$34,547	\$58,541	\$64,571	\$70,601	\$76,631
TOTAL	\$1,065,342	\$1,932,823	\$2,264,686	\$2,431,525	\$2,598,364

1.5. Keys to Success

Industry

- Adequate funding and financial support, with professional accounting and legal services;
- An overall mission statement providing direction and guidance for industry standards; and
- Effective training and management of staff to develop excellence in customer service and to the overall success of the business.

Government Relations

- Build strong, healthy working relationships with law enforcement, as well as local and state regulatory agencies, to ensure compliance, safety, and risk management at all levels;
- Partner with communities and government bodies in interest of public safety and equity; and
- Community and government outreach for education, awareness, and charitable organizations.

Community Support

- Identify and support the population impacted by negative economic conditions, substance abuse, or locally pervasive health issues;
- Work with community-based institutions to effectively support those in most need; and
- Encourage employees to volunteer at organizations that serve families and individuals in need.

Operations

- Employ well-trained and experienced team, develop diversity and strong business practices, and maintain high standards with education, training, and career ladder opportunities;
- Execute design that diminishes community impact by limiting traffic flow and minimizing customer wait times, while maintaining a safe, secure, and comfortable retail store; and
- Maintain quality assurance and compliant inventory control standards for testing, packaging, and labeling to inform customers of product name, potencies, and safety.

Staffing

- Implement employment standards meeting moral, ethical, and local/state guidelines;
- Train employees in best practices for inventory and sales processes; and
- Create incentives by offering full-time staff benefit packages and living wages.

Customers

- Focus on customer care, with consultations to provide information and advice on cannabis choices and wellness;
- Supply desired products and exemplary level of service in a competitive environment; and
- Use online courses on customer service, customer-focused care, safety, and quality care to train employees.

Marketing and Sales

- Present in community by hosting speakers and attending industry meetings and conferences;
- Network to obtain referrals from other professionals (therapists, doctors, specialists, etc.); and
- Discount and donate to veterans, low-income customers and other groups based on need

2.0

Operations Plan

Operational Overview and Legal Requirements

Physical Security Plan

Packaging, Labeling, and Tracking Solutions

Product Access, Prevention of Loitering, and Notice of Signage

Agent in Charge, Inventory Control, Quality Assurance and Compliance

Sanitation, Quality Control, Storage and Risk Management

Dispensing Agents and Employee Controls

Limited Access Areas, Inventory Audits, and Cash Management

Education of Safe and Effective Cannabis and Wellness Services

Business Management Practices

2.0. Operations Plan

2.1. Operational Overview

Elevated Mind & Wellness has invested over \$100,000.00 since August 2023 in the successful launch of this retail dispensary project. Elevated Mind & Wellness' principals expect the initial \$400,000.00 to cover all startup expenses, both known and unforeseen, including inventory and associated taxes. Elevated Mind & Wellness plans a fast-start performance to operate with positive cash flow quickly with access to additional funds from successful capital raising through friends and family.

Elevated Mind & Wellness will have a well-trained and experienced team, which is essential to maintaining a compliant, safe environment. The properties design, along with state-of-the-art kiosk stations, will minimize community impact by limiting traffic flow, minimizing patient wait times, and maintaining a secure retail storefront. Ongoing education for employees is integral to Elevated Mind & Wellness' operations to ensure that we will always provide accurate, compliant, and updated information to our customers. Quality controls and testing requirements for intake of medicine will maintain product standards along with product labeling to inform customers of product name, potencies and growing practices.

2.2. Operational Requirements

The cannabis industry is highly regulated, requiring compliance with a large number of important regulations regarding safety and inventory controls. The Company is well aware of the obligations to perform these procedures properly, and has an extensive Management and Operations Manual detailing how it will comply with these regulations, at both State and local levels.

- Local reseller's permit and cannabis retailer permit at both local and state levels;
- Alarm system, surveillance, 24/7 monitoring, and all cannabis securely stored at all times;
- Shipping manifest prior to intaking cannabis goods with unique identifier for each item;
- Laboratory testing and Certificate of Analysis verifying product passed compliance testing;
- Quality assurance to ensure compliance with all packaging and labeling requirements;
- No person under 21 allowed on the premise or retail floor;
- Each premises requires a license, and only one licensee may occupy a premises;
- Located further than 500 feet from a school (grades K-12, day care, or youth center);
- Premises diagram with exits, entrances, cameras, storage areas, safe, security, server, mantraps, and other public safety and integrated security aspects;
- The property owner's written approval for the retail cannabis activity to be conducted; and
- Inventory control, reconciliation, cash management, accounting, and reporting systems.

2.3. Insurance Requirements

Elevated Mind & Wellness will maintain commercial general liability insurance with coverage in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage, as well as a policy for theft.. The Company will also secure a

surety bond, with enough coverage to pay the costs of closing the business, should this outcome ever be necessary.

2.4. Physical Security Plan

2.4.1. Physical Building

733 S Salisbury Blvd is beautifully positioned to provide customers with a safe, and rewarding experience. The high visibility on Rt 13, close proximity to law enforcement and first responders, and 24/7 live monitoring surveillance systems protect our patrons to provide a safe experience.

Elevated Mind & Wellness is committed to alleviating concerns with neighboring businesses. Elevated Mind & Wellness' design is sensitive to local context, state compliance, energy efficiency, sustainable design features, choice materials, and an innovative model for future businesses in an emerging market. A site plan showing the entire structure of the retail center, including the streets, parking lots, other tenants within the facility or property, and any other entities that physically border the retail is shown in Appendix. Areas where cannabis will be kept or handled have no external doors or windows and can be accessed only from within the facility.

2.4.2. Security Guards or Agents

During operating hours, we will have at least one dedicated security employee at the retail entrance. Security personnel will perform and keep records of having performed routine regular inspections of all security systems, barriers, gates, doors, and locks, immediately reporting any malfunctioning or compromised security feature to the General Manager. Any incidents qualifying as irregular or suspicious will be handled immediately, either by the security agent, or by calling 911.

Prior to granting access into the dispensary center's waiting area, employed Security Guards are responsible for verifying customer and caregiver information by checking the customer's identification card. Employed Security Agents are also responsible for maintaining safety in the dispensing room and enforcing the "No loitering/No re-entry" policy. They are also responsible for upholding all other security procedures and maintaining safe conditions during product deliveries.

Elevated Mind & Wellness will only sell cannabis or cannabis products between the hours of 11:00 a.m. and 7:00 p.m Monday-Sunday. During operational hours, Elevated Mind & Wellness will have no less than one security guard on duty, and more as determined by the Security Director during anticipated busy retail times, days, or holidays, or if required by city or state law.

The Security Director will be on call for all security emergencies, alarm notifications, or any discovery of a breach of security or a suspicion of product diversion. Whenever present on the facility premises, all of the security personnel will be able to show their current first aid/CPR certification. Contracted security manager will be able to show the following when requested:

- Live scan or background check clearances at time of hire for all security employees.
- All training records.
- Security schedule and roster.

Elevated Mind & Wellness' security personnel will fulfill various responsibilities including:

- Screening employees and visitors upon arrival at the facility.
- Controlling access to the facility at all access points.
- Monitoring the condition and functionality of all security devices and measures and first aid/CPR equipment.
- Conducting patrols inside the premises, along the perimeter, and within a one block radius of the business during all hours of operation.
- Monitoring both patron and employee conduct on premises, including parking areas, to ensure behavior does not adversely affect or detract from the quality of life for adjoining residents, property owners, and businesses.
- Security personnel will alert a Company manager of any concern or issue in a timely manner.
- Actively discouraging illegal, criminal, or nuisance activity in any parking areas available to or commonly used by the Company's patrons or employees.
- Ensuring that no loitering occurs on Elevated Mind & Wellness' premises and that no person remains on the premises other than for business purposes.
- Ensuring that no consumption of cannabis products occurs on Elevated Mind & Wellness' premises, including parking areas, or in public areas directly adjacent to Elevated Mind & Wellness' premises.
- Notifying patrons as they leave that they are to respect the peace and privacy of residents and businesses in the neighborhood.
- Ensuring the premises, including all associated parking areas, adjacent areas under the control of Elevated Mind & Wellness, and any sidewalk or alley, are maintained in an attractive condition and kept free of obstruction, trash, litter, and debris at all times. Security personnel will report any concern or issue to an Elevated Mind & Wellness manager in a timely manner.
- Responding to and documenting security incidents.
- Escorting visitors.
- Assisting with parking issues. Inspecting packages and vehicles.
- Conducting surveillance to detect perpetrators who may be watching the site to plan an intrusion.
- Notifying the Police Department, in case of an emergency or other qualifying incident.

2.4.3. Lighting

The main objectives of our security lighting system are to illuminate dark areas and detect and recognize movement in the protected area. The best vision with outdoor lighting is obtained from downward directed and shielded security lighting that is constantly on, supplemented with instant-on lighting triggered by motion detectors. Adhering to COMAR and city regulations, Elevated Mind & Wellness will ensure that sufficient lighting requirements are met between dusk and dawn. Additional external security lighting, including high flood spotlights for facilities if necessary. Each facility and all walkways of each facility will be well illuminated to maximize

visibility. Lighting will be operated automatically by a photo-sensor, ensuring that lighting will always be optimal for video capture.

2.4.4. Video Camera Surveillance

Elevated Mind & Wellness' 24-hour security surveillance HD-quality cameras and monitoring system will be an important part of maintaining on-site security and compliance for local and state requirements. All security technology will be installed by a licensed professional security and alarm company approved by governing authorities and Salisbury and according to best practices and standards.

The Company will employ state-of-the art external and internal cameras with a minimum resolution capacity of 704 x 480 pixels per sq. inch. All cameras are equipped with motion detection and infrared technology for low light conditions, capable of identifying activity at night or unlit rooms for facial identification.

External video surveillance will cover all areas of possible ingress and egress. Internal video surveillance will cover the waiting room, reception office, and manufacturing rooms - covering all areas where cannabis is present, stored, processed or handled otherwise with 24/7/365 video surveillance.

Electrical backup will be provided by an Uninterrupted Power Supply unit. We have on and off-site storage capacity of 2TB, to store 60 days of video surveillance recording. A failure notification system provides audible and visible notifications if there is any failure in the electronic monitoring system.

Elevated Mind & Wellness will utilize a fully operational digital video surveillance and camera recording system with data storage that will enable secure access through the internet. Cameras will be immobile, tamper-proof, and in a permanent location. The number of cameras will be based on the layout of the facility.

2.4.5. Perimeter Security

Elevated Mind & Wellness will secure the perimeter of the premises to prevent unwanted intrusion. The company plans to implement critical elements to secure the perimeter of the building with security fencing, security guards and electronic surveillance (24hr alarmed camera surveillance and electronic intrusion detection).

2.4.6. Limited Access to Secured Areas and Visitors

All main access doors to the retail floor will require keycards and electronic passcodes. Only permitted employees will be allowed to enter the retail facility. Internal access points ensuring the secured areas are accessible only to licensee, authorized personnel, service personnel, and/or verified customers and vendors picking up and delivering products.

2.4.7. Third-Party Monitoring

We anticipate contracting a vendor to help deter, detect, and document security events at the facility from a remote location. The vendor will monitor for fire and for security breach of doors or windows. Trained professionals from their monitoring centers will be able to access our security surveillance system at all times and will report and document any suspicious activity.

Our internal security personnel will work with vendors to establish guidelines for what entails suspicious activity and to ensure regulatory compliance. The triggers around the facility to alert our monitoring team of a possible intrusion or unauthorized access can be 1) motion-sensor surveillance cameras, 2) unauthorized electronic access, and 3) security and fire alarms.

2.4.8. Burglary Alarm System

The alarm system will have intrusion protection on all entryways and exits, hallways, inside of all exterior doors and all windows, manufacturing rooms, and storage rooms as well as motion detectors to monitor the interior side of all exterior windows and doors during non-operational hours.

- A test signal shall be transmitted to the central station every twenty-four (24) hours;
- Systems will provide coverage of all facility entrances, exits, rooms with exterior windows, rooms with exterior walls, roof hatches, skylights, and storage room(s) that contain safe(s);
- The system shall include at least one (1) holdup alarm for staff use; and
- The system shall be inspected, and all devices tested annually by a qualified alarm vendor.

2.4.9. Fire Security

The facility will comply with all local fire code requirements. Fire Prevention is a vital aspect of safety. As part of Elevated Mind & Wellness' commitment to the safety of our employees, we developed a comprehensive Fire Plan to address fire prevention and manage/contain if they do occur. Knowing that people are our most valuable resources, all employees will be trained and required to conduct themselves with consistent due diligence to prevent fires from occurring.

2.5. Packaging and Labeling

Company will conduct the following regulations for packaging and labeling:

1. Marijuana shall be packaged in plain, opaque, tamper-proof, and child-proof containers without depictions of the product, cartoons, or images other than the Elevated Mind & Wellness' logo. Edible manufactured and infused products (MIPs) shall not bear a reasonable resemblance to any product available for consumption as a commercially available candy.
2. Labeling of Marijuana (Excluding MIPs). A legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each package of marijuana that it prepares for dispensing, containing at a minimum the following information
 - The registered qualifying patient's name, if applicable;
 - The name and registration number of the license that produced the marijuana, together with the telephone number and mailing address, and website information, if any;
 - The quantity of usable marijuana contained within the package;
 - The date of packaging the contents;
 - A batch number, sequential serial number, and bar code when used, to identify the batch associated with manufacturing and processing;
 - Cannabinoid profile of the marijuana contained within the package, including THC level;
 - A statement that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with 105 CMR 725.105(C)(2); and
 - This statement, including capitalization: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Do not drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN."
3. Labeling of manufactured and infused products (MIPs). A legible, firmly affixed label on which the wording is no less than 1/16 inch in size on each MIP that it prepares for dispensing, containing at a minimum the following information:
 - The registered qualifying patient's name, if applicable;
 - The name and registration number of the license that produced the MIP, together with the telephone number and mailing address, and website information, if any;
 - The name of the product;
 - The quantity of usable marijuana contained within the product as measured in ounces;
 - A list of ingredients, including the cannabinoid profile of the marijuana contained within the product, including the THC level;
 - The date of product creation and the recommended "use by" or expiration date;
 - A batch number, sequential serial number, and bar code when used, to identify the batch associated with manufacturing and processing;
 - Directions for use of the product if relevant;
 - A statement that the product has been tested for contaminants, that there were no adverse findings, and the date of testing in accordance with 105 CMR 725.105(C)(2);
 - A warning if nuts or other known allergens are contained in the product; and
 - This statement, including capitalization: "This product has not been analyzed or approved by the FDA. There is limited information on the side effects of using this product, and there may be associated health risks. Do not drive or operate machinery when under the influence of this product. KEEP THIS PRODUCT AWAY FROM CHILDREN."

2.6. Responsible Branding

Rather than aggressive promotion, smart promotional campaigns tailored to meet the needs of a specific client base are essential for maintaining an operation with sustained revenue and success. In this case, there is a vast need and opportunity to develop educational platforms to inform cannabis consumers, who can in turn educate their friends and family about the plethora of benefits and options relating to cannabis.

Our brand, and the brands sold at the dispensary, will never be marketed in a manner attractive to children. We will stay away from colors, designs, and activities that may confuse children, or non-consuming adults, so as to be sure that no unsuspecting person is ever drawn to our store or any products within. Our Inventory Manager and all floor staff will be trained to review products for compliance to this principle, and any items in violation of this will be rejected or pulled from inventory.

2.7. Tracking Solution

According to the regulations, all licensees must enter certain events into the MD track and trace system, METRC, so that cannabis is tracked throughout the supply chain. The Company intends to use METRC which will allow us to remain compliant while helping to identify key data points to streamline and optimize inventory management at each phase of the operation: intake, storage, sale, and waste management.

- **Transport Manifests** – Creating, submitting, and storing compliant transportation manifests noting vehicle, driver, and cargo contained for regulatory review.
- **Product Details** – Product details for the inventory items, printing key information directly on the labels including ingredients, potency results, plus a reactive expiration date that can lock a product if it's past expiration.
- **Inventory Management** – Analyzing sales data to optimize the dispensary inventory to the customers.
- **Waste Management** - Compliantly removing tainted, damaged, or expired goods from inventory.

2.8. Product Access Protocols

Elevated Mind & Wellness will require employees who transfer cannabis products to customers to formally take responsibility for the product they handle. Elevated Mind & Wellness will not allow any single employee to have unrestricted access to cannabis product storage areas or high value assets. Managers will monitor and approve employee access to areas where cannabis is stored. Removal of any cannabis or cannabis products in inventory for sale or otherwise will require personnel to log this information which will be subjected to inventory reconciliations and audits, including the METRC system. In addition to these employee access procedures, Elevated Mind & Wellness will implement physical barriers (walls and doors) and electronic keypad measures to deter and prevent unauthorized entrance into areas containing cannabis or cannabis products, and to deter and prevent the theft of cannabis or cannabis products. Elevated Mind & Wellness shall ensure

that all limited-access areas, as well as all facility entrances and exits, are securely locked using commercial- grade door locks. All electronic keypads will record pin entries to enable the collection of information on access to restricted areas, and Elevated Mind & Wellness will also install sensors to detect entry and exit from all secure areas. A video surveillance system will observe limited-access areas.

2.9. Prevention of Loitering

Elevated Mind & Wellness will not allow individuals who are not engaging in an activity directly related to the permitted operations of the facility to remain on the premises. Elevated Mind & Wellness' theft prevention plan will include anti-loitering policies as a theft deterrent. An Elevated Mind & Wellness employee will ask any individual who is not on the premises as an employee or to purchase or deliver product(s) to exit the facility and exterior premises. Elevated Mind & Wellness employees will also instruct patrons that they must leave the site immediately after completing their purchases and must not consume cannabis until at home or in an equivalent private location. Security guards shall monitor the site and vicinity to ensure compliance.

2.10. Notice and Signage

Elevated Mind & Wellness shall notify patrons of the following verbally and by posting a sign in a conspicuous location readily visible to persons entering the premises: (a) Patrons shall leave the site and not consume cannabis until at home or in an equivalent private location, (b) Entry into the premises by persons under the age of 21 shall be prohibited in all adult-use spaces, and (c) Use of cannabis shall be limited to a qualified purchaser identified on a State issued form of identification. Elevated Mind & Wellness' retail employees shall monitor the site and vicinity to ensure compliance with these requirements.

Elevated Mind & Wellness will display a health warning sign at eye level in a conspicuous location at the point- of-sale counter as a health and safety measure visible to all employees and customers. Elevated Mind & Wellness will not engage in on-site sales of alcohol or tobacco and shall prohibit on-site consumption of alcohol or tobacco products by patrons or employees.

2.11. Agent-in-Charge (AIC)

As a full-time supervisor, the General Manager will be responsible for the dispensary's day-to-day operations. The GM will use their knowledge and experience to effectively train budtenders on the various cannabis product strains and varieties that the Company has available in inventory. The GM will educate dispensary personnel on security, safety, and emergency procedures, as well as continuing changes within the industry. The Company will designate at least one GM during the entire tenure of the dispensary's operations.

The GM is responsible for the following duties: 1) hire employees and create identification card; 2) conduct internal monthly audits; 3) conduct quarterly audits that will be forwarded to state regulators; 4) communicate with the authorities and local and state police, as needed; 5) dispose of cannabis or MIPs; 6) maintain a third-party vendor list of approved vendors; 7) determine all needed inventory additions and reductions; 8) enforce compliance standards for inventory and

storage handling practices; 9) maintaining a clean, sanitary, and orderly dispensary; and 10) develop marketing or advertising campaigns, as needed.

2.12. Inventory Control

Elevated Mind & Wellness uses processes and procedures to manage inventory and product recalls in accordance with all requirements under the Act and regulations. The design of Elevated Mind & Wellness' company procedures is to comply with or exceed the criteria required by the state as well as current best practices within the industry. Elevated Mind & Wellness will implement state-mandated software, METRC, and any commercial inventory software for seamless tracking of all inventories to ensure proper inventory management. In general, Elevated Mind & Wellness brings a multifaceted approach to inventory management, including use of:

- State-mandated METRC software
- Periodic inventory procedures
- Security and monitoring
- Limited access, disposal
- Recall protocols
- Diversion prevention
- Accurate recordkeeping
- Cataloging processes

Elevated Mind & Wellness has a detailed process for recalling defective and tracking all waste products. During disposal, employees will use the electronic tracking system to enter the name and address of the company disposing the waste.

The Inventory Management Plan is arranged in the following sections and can be provided upon request:

- Oversight
- Updates to ensure continuous compliance
- Training
- Investigating problems
- Electronic tracking system
- Inventory review procedures
- Tracking inventory returns
- Recall of products
- Startup inventory procedures

2.13. Quality Assurance/Compliance

Product safety is the Company's priority. Prior to any products being available for sale, staff will perform visual inspections of product types, product count, and product quality, and will report any quality control issues to a supervisor. All employees handling products will know the state's mandatory label requirements and what each item on a label means for the dispensary and the customer. The training process allows agents to understand cannabinoid profiles, recognize faulty labels, and report problems, as appropriate. budtenders will know how to safely handle, prepare, weigh, and package all varieties of cannabis products in a sanitary manner. Upon request, employees can instruct customers on use of all cannabis products and accessories to ensure safe and effective treatment. Tampered and damaged products will be segregated and disposed of within one (1) week.

2.14. Cleanliness Standards

The Company will conduct daily cleanliness and sanitation practices designed to protect cannabis products from contamination, pests, and contact with foreign substances. Daily indoor and outdoor cleaning activities are completed to maintain a comfortable environment for customers. All agents

will use appropriate sanitary tools and PPE in combination with hand washing to minimize any risk of contamination. The Agent-in-Charge oversees that dispensary staff maintain a high standard of cleanliness for the comfort of registered customers, designated caregivers, and fellow dispensary personnel by ensuring the building and any equipment used is maintained in a sanitary condition.

2.15. Quality Control

Elevated Mind & Wellness' retail dispensary will diligently maintain quality control over all standard operating procedures (SOPs) for compliance and cannabis regulation. The Company has identified key personnel with experience in high-level, top-down operations in highly regulated industries like healthcare and finance. General manager brings experience in compliant operations under the cannabis program that assists the Operations and Compliance Director(s) in maintaining quality control over all plans and SOPs. The objective is to adopt best management practices in Quality Management Systems from proven regulated industries such as pharmaceutical and nutraceutical manufacturing, coupled with competitive talent from the legal cannabis industry, to establish and implement a rigorous, robust, and compliant Quality Management System (QMS) for quality control over plans and SOPs.

2.16. Storage of Cannabis

Cannabis and cannabis-infused products will be securely stored, sold and disposed of through a regulated track and trace inventory control system, METRC and our POS, in a manner that is free from extreme temperatures or humidity, protects the safety of the product, prevents its contamination or diversion, and preserves the integrity of its packaging and labeling. The dispensary will only store enough product to meet weekly consumer demand. Expected market penetration and brand loyalty estimates the need to keep 60-70 lbs of cannabis on premises (medium volume level). Retail storage will have the capacity to store up to 100-120 lbs. Weekly storage amount will fluctuate based on consumer demand with intent to run a lean operation, decrease diversion, yet meet consumer demand.

The dispensary is an enclosed, locked and highly secured premise that is continuously monitored and surveilled. The dispensary's interior will be clean, well-lit, equipped with fisheye surveillance cameras, as well as lifted shelving and tables to keep all product inventory free from contaminants, and separated and off the floor to permit cleaning and inspection.

During dispensary hours of operation, onsite cannabis inventory shall be stored in the vault, or in a fulfillment room only accessible to authorized employees. The dispensary will properly store and care for perishable products, including refrigeration as appropriate. The vault is a specifically improved and reinforced secure area of the facility that has been enclosed, is climate controlled and lined with steel doors and steel interior panels. The exterior of the vault is well-lit, equipped with surveillance cameras and an access control card reader.

All product containers are visually inspected (for label faults, package tampering and signs of diversion) during the close of business inventory audit, placed into the vault and securely locked and monitored until the dispensary is opened the next business day.

All products will be stored onsite in sealed, tamper-resistant packaging until such time as it is sold. All cannabis waste will be stored securely before final disposition in internal designated areas or outside the premises in a locked, tamper-resistant receptacle. The Company will maintain and track the chain of custody of all products, including sales, storage and waste via the METRC track and trace system, according to state regulations. The management team intends to scale its inventory upward in a consistent and deliberate pace to match the sophistication and demand of consumers. The Company expects sales to leverage its cumulative purchase power to secure product and day-to-day materials from only licensed vendors. Management brings regulated business operations experience in corporate tax, toxicology and logistics industries.. Procurement relationships with all the vendors necessary to fully equip and maintain its dispensary in a cost effective and expedient fashion is critical.

2.17. Customer Service (Kiosks and Dispensary Agent)

Employees are available for customer education and support including knowledge on strains and effects, delivery methods of products, and health benefits or risks associated with using cannabis and cannabis infused manufactured products from our diverse team of dispensary agents for a more personal experience. Once patients and customers have been verified, customers will also have the option of utilizing 16 of our self-service kiosks. The kiosk operational plan offers many benefits. Customers will be able to comfortably peruse our menu at their leisure. The menu will be updated immediately as inventory is sold, and will automatically register these sales in METRC, the MD state track and trace system. These kiosks allow the company to service a high volume of customers, ultimately reducing wait times, congestion and traffic. A dispensary in Worcester County employs this method and boasts an average time of 10 minutes from the moment one purchase items until one exits the facility. The kiosk operational plan also prevents theft by reducing access to inventory to a guarded room staffed by authorized personnel. Orders can be fulfilled by authorized personnel as a sale is processed to increase operational efficiency.

The Manager is required to dispense cannabis according to the Company's Inventory Control Plan. Employees are also responsible for verifying that the customers are not exceeding the legal amount. Only certain employees have access to the vault and are responsible for assembling products for customers. Employees working in the vault are also responsible for communicating product inventory levels to the General Manager so that an uninterrupted supply can be maintained. Employees in the fulfillment room will prepare specific orders of cannabis for customers at the request of Customer Service Associates.

2.18. Employee Controls

2.18.1. Employee Background Checks

In compliance with all local and state regulations, Elevated Mind & Wellness shall provide fingerprints and other information required by local law enforcement for a background check. All of the Company's owners, managers, supervisors, employees, and/or volunteers shall submit to background checks. All employees shall also undergo a live scan fingerprint analysis at the highest level allowed by Maryland. The Company will hire and/or accept as volunteers only those persons

who are a minimum of 21 years old and successfully pass all background checks and compliance/SOP training courses.

2.18.2. Employee Safety Education

All employees of Elevated Mind & Wellness involved in face-to-face sales of cannabis products or management of stores or inventory shall undergo a minimum of ten hours of training on legal requirements and best practices for cannabis retailing using a curriculum developed by our CEO. Training includes, but is not limited to: hazards associated with cannabis use; motor vehicle use; cognitive effects and mental illness; safe and appropriate dosages; delayed effects of edible cannabis; hazards of early initiation and of intensive use by youth; storage to protect children; and smoke-free air provisions.

2.18.3. Employee Safety and Security Training

The Compliance Officer will oversee all compliance training, and will have the education, training, and experience necessary to ensure strict adherence to Company's standard operating procedures for guaranteeing safe and unadulterated cannabis and cannabis products for retail sale within the facility. The compliance officer shall sign and date a document on an annual basis attesting that they have received and understood all information and training provided in the training program.

Employee training frequency and records maintenance annually, or more frequently as required, employees will receive additional and refresher training to reinforce existing or updated policies and support the implementation of changes and improvements to the Company's operations, security, and safety plan.

Elevated Mind & Wellness will ensure that all staff are trained within 5 days of their start date. Safety training will include but will not be limited to:

- Retail cannabis operations, including safety, security, operating procedures, quality control. Transactional safety related to cash payments for products.
- Cash transfers from the point-of-sale counter to in-house safe prior to bank deposit.
- Product handling to prevent cross contamination Personal protective equipment locations and use. OSHA- approved Safety Data Sheet contents and use.
- State mandated tracking software, METRC
- Written exam encompassing relevant COMAR and SOP information
- Equipment and machine safety protocols, per job requirements.
- Lobby capacity and monitoring to prevent overcrowding.
- Parking lot security and safety precautions.
- Maintaining situational awareness to detect and report suspicious activity.
- Robbery response.
- Emergency shut down processes and safety precautions, including product securement and building evacuation.
- Emergency equipment locations, for fire extinguishers, panic buttons, and alarms.

- Fire prevention, fire safety policies, and locations of exit maps. Procedures for first aid, cardiopulmonary resuscitation, and other medical emergencies.
- Procedures for preventing and reporting workplace violence or harassment.

Safety training certificates will be issued to employees and placed within their employee records. The training certificates will state the training topics and date of completion. The manager performing the training or training update will sign all certificates. Elevated Mind & Wellness will maintain records of all employees' Cannabis Retailing Education and all other training documents on-site and will make such records available to the agencies and law enforcement upon request.

2.18.4. Employee Training Oversight Responsibility

The Compliance Officer will oversee all compliance training and will have the education, training, and experience necessary to ensure strict adherence to Company's standard operating procedures for guaranteeing safe and unadulterated cannabis and cannabis products for retail sale within the facility. The compliance officer shall sign and date a document on an annual basis attesting that they have received and understood all information and training provided in the training program.

2.18.5. Employee Theft Reduction Measures

A comprehensive access control program, including audits and employee check in/out procedures, is an important part of any secure and compliant commercial cannabis operation. Elevated Mind & Wellness will prioritize product security and ensure that all employees and contractors are trained on and strictly adhere to Company policies and procedures. Elevated Mind & Wellness will discipline and when appropriate remove any employee who fails to implement these policies and procedures. In compliance with state security requirements, Elevated Mind & Wellness will implement policies and procedures to secure all cannabis products and ensure that no products are lost or diverted to individuals who are not authorized to possess them, including person/s under the age of 21.

2.18.6. Employee Badge and Access Credentials

Employee access credentials are programmed according to the compartmentalization principle. To prevent employee theft and avoid situations where an individual is taken hostage and coerced to provide access to unauthorized person(s), not all employees are allowed into restricted access areas, including security personnel. The Company requires dual authentication via either access card and pin number or 2-person co-entry for limited- access areas and vaults containing high-value products.

Elevated Mind & Wellness' identification badges shall, at a minimum, include the business name, license number, employee's first name, employee number assigned exclusively to that employee for identification purposes, and a color photograph of the employee that clearly shows the full front of the employee's face and that is at minimum 1 inch in width and 1.5 inches in height.

Elevated Mind & Wellness enforces the following rules regarding the use of access badges, cards, and codes:

- All employees or other persons acting for Elevated Mind & Wellness will clearly display a laminated or plastic-coated identification badge issued by the Company, while engaging in commercial cannabis activity and while on-site.
- Company requires employees to challenge others who are not displaying a badge.
- Company prohibits the sharing of access cards or keypad codes.
- Company prohibits “tailgating” and will require each employee to use his/her own access card or keypad code to gain entry to restricted areas.
- Company requires any individual who loses an identification badge to file a security incident report and/or police report.
- Company will not tolerate credential tampering.

2.18.7. Employee and Visitor Check in/out

Employees arriving at the facility will complete a check- in procedure in an area separate from the dispensary lobby. Security personnel will check all employee identifications and ensure that badges and access cards are supplied daily. Access to the licensed premises will be available at only a single access point at the front of the business. Persons who approach will first enter a secured vestibule monitored by surveillance cameras. Security personnel will request identification and scan the document using an electronic scanner that alerts security personnel of an invalid identification, if an underage individual, or if an individual has been banned.

Employees will store backpacks, purses, or carrying cases in a secured locker assigned to that employee. All employees will leave bags and baggy clothing such as jackets in their lockers before entering the working areas of the building to begin shifts. Elevated Mind & Wellness will prohibit the removal of any badge or access card from the premises when employees leave for the day. Elevated Mind & Wellness does not allow employees exiting the building to remove any packages or other objects that would allow the concealment of cannabis products unless they consent to an inspection of those items. The Company plans to conduct both scheduled and frequent unannounced audits and inventories, to ensure stringent inventory reconciliation, to determine if product is missing, and, in the event of diversion, to initiate immediate investigations.

2.19. Limited Access Areas

The premises are compartmentalized to restrict employee access to different areas of the facility according to need, in terms of job description, security level, and time of day. An authorized employee will escort unauthorized individuals at all times within all limited- access areas. The Company will keep a record of all individuals who are not employees of Elevated Mind & Wellness that entered the limited-access areas while in the presence of an authorized employee.

The Company will maintain access records that will include both employee access of limited-access areas, as well as authorized visitor’s name, the company that employs the individual, the reason the individual entered the limited-access area, the date, and the times the individual entered and exited the limited-access area. Elevated Mind & Wellness makes these records available to State or City officials immediately upon request. All entrances to limited-access areas have solid doors and locks

that meet state requirements, and Elevated Mind & Wellness will further ensure that these doors remain closed when not in use during regular business hours.

2.20. Inventory Audits

Along with implementing stringent policies and procedures for the use of the trace and track system to document sales, waste disposal, product receiving, and inventory audits, Elevated Mind & Wellness is committed to preventing diversion, theft, and/or loss by storing all cannabis and cannabis products in limited-access rooms, safes, display cases, or vaults secured with commercial-grade locks and under video surveillance.

At the beginning of each shift, an Elevated Mind & Wellness manager will review product inventory based on balanced trace-and-track report(s) and point-of-sale (POS) ending balances. At the end of each shift, a manager will collect inventory balance reports and verify them for accuracy using spot checks to look for mistakes, and this ending inventory will serve as the next shift's beginning inventory. Data will be entered at these times in the POS system and/ or track- and-trace system.

Upon opening for the day, employees will obtain inventory needed for the day from the secured storage area. This "live inventory" will already be in the track and trace system for that day's inventory. The supply will be replenished, as necessary during the day, from the backstocked inventory stored in the vault. The Company will easily be able to track and investigate any product or revenue shortages by auditing reports from the POS system against the track- and-trace system and video surveillance.

2.21. Education on safe and effective cannabis

Because many existing and potential cannabis consumers have not been able to access the knowledge they need to use cannabis in the ways that will most benefit them, Elevated Mind & Wellness will establish a dedicated training budget to train staff on the latest research on cannabis use and to sponsor staff to take additional cannabis education courses from the Cannabis Training Institute and the Americans for Safe Access (ASA) Purchaser-Focused Certification (PFC) program; the Company will also offer seminars for purchasers and customers who want to learn more about cannabis from its team of highly trained and knowledgeable staff.

2.22. Cash Management Plan

To reduce the risk of theft and threats to personal safety, Elevated Mind & Wellness will minimize the number of cash transactions that take place on-site by accepting electronic payment options. The Company will minimize cash exchanges with vendors by conducting most of those exchanges at other locations, such as banks and private safe deposit vaults and through licensed couriers. Our objective is minimizing the amount of cash kept on the premises to reduce the risk of theft or robbery, limiting each cash drawer to \$500 to provide change for customers.

When the amount of cash exceeds this limit, a manager will count the excess amount and remove it to a cash drop safe accompanied with a point-of-sale (POS) report on the corresponding cash sales. The cash drop safes will be controlled by timers that will inhibit access until the end of the business day, when transport security personnel will remove the cash to a bank or alternative secure location. Cash transport will occur at varying times to deter theft and for the safety of those transporting the cash. Elevated Mind & Wellness' managers will have access codes for the drop boxes in the event that access is needed before the cash is relocated. POS and video surveillance systems will record all transactions, and Company managers will reconcile cash drawers at the end of every business day.

In addition to quarterly sales reconciliations, the following regularly scheduled procedures will also be executed to track inventory and sales:

- Daily: Manager verifies cash receipts against transaction records in the POS system, reconciling daily sales transactions to ensure that all have been entered and match with inventory balances.
- Weekly: POS system automatically updates accounting system with all sales transactions for the week. Accountants will verify the weekly receipts and transactions for accuracy.
- Monthly: Personnel will perform a physical inventory on the last business day of each month, and a manager will reconcile the physical inventory with the POS and in-house accounting reports. This inventory will track any unusable, discarded, or destroyed cannabis as part of the reconciliation process. Any adjustments to inventory will require the approval of an Elevated Mind & Wellness manager and will be logged in the track-and-trace systems. Accountants will record all adjustments, as necessary.

Finally, the Elevated Mind & Wellness' team of accounting and legal professionals will crosscheck discrepancies and investigate suspected losses that cannot be accounted for by normal operations. The Company will ensure that all employees understand the above procedures.

2.23. Wellness Services

Operations Director will coordinate with various other cannabis ancillary businesses to provide clients with a range of products that will and will not contain psychoactive substances. The Compliance Director also has an extensive background in holistic healthcare administration and together, they will use this opportunity to provide an array of supplemental wellness services that go hand in hand with the healing power of cannabis. These wellness services will include minor lifestyle adjustments, massage therapy, wellness activities like yoga classes, and various other efforts to further the health and wellness of the community alongside offering cannabis products as a retail establishment.

2.24. Business Management Practices

The Company will deploy best business practices in the Company's interactions with customers, caregivers, doctors, employees, and the community.

2.24.1. Relationship with Cultivation Center Suppliers

In consultation with cultivation center vendors, the Company will develop initial product menus and make adjustments based on patient needs. The Company will acquire its products from cultivation centers around the state based on strains available, reliability of test results, and competitive pricing. There will be no procurement preference given to one cultivation center over another for the same products. In every case, the needs of the customers will take priority in product choice.

The Company's purchasing decisions will be driven by patient demand in order for the dispensary to tailor its inventory with high quality medicine to assist qualifying customers with the most effective cannabis strains to treat specific illnesses. Customers will have specific tolerances, intolerances, and idiopathic reactions to medication; and the Company will adjust inventory levels accordingly. In order to keep inventory shelves appropriately stocked to meet customers' needs, the Company will ensure constant communication with cultivation center suppliers.

2.24.2. Accountability

To enforce these Workplace Safety and Environmental Standards, Shoreline Alternative Care will implement a strict disciplinary policy for safety infractions, ranging from written warnings to retraining requirements to employment termination. Employee training will include a component on enforcement to ensure that employees understand the expectations and consequences. All disciplinary actions will be recorded and maintained in employee files.

2.24.3. Safe Environment

Creating a safe, professional environment for staff and customers is a top priority at the Company. This approach requires strict security protocols. From the patient's perspective, this process will involve two (2) armed security guards on site, identity screening before entry into the reception area, verification of registered patient's current status before entering the dispensing area and when purchasing cannabis and being restricted from accessing any products without assistance from a Dispensing Agent as an intermediary.

Dispensary agents themselves will be deeply involved in the security procedures, which include the proper reception of deliveries, detailed inventory tracking, knowledge of alarm systems and panic button placements, limited access to the vault area, and other safety precautions. Dispensary agents will know that adhering to these procedures is of paramount importance. A safe professional environment will ensue from this compliance. For a detailed description of security policies and equipment, please see Schedule 3.

2.24.4. Currency Management

Elevated Mind & Wellness will incorporate the following currency management strategies throughout all dispensing and retail operations:

- Implementation of an internal cash management system allowing the Company to improve cash flow functions.
- Create and describe processes to improve cash flow functions

- Develop heightened consciousness of opportunity cost and time-value-of-money for all DOAs (Cannabis Stewards) emphasize use of Electronic Funds Transfer (EFT) to collect payment and cohesiveness with both Dutchie POS and state verification system, like METRC.

2.24.5. Safety Auditing

The Operations Manager, COO, and Compliance Advisor will be responsible for instituting and conducting regular safety audits on an annual basis, at minimum. Safety audits include:

- Observing operations.
- Are employees following required safety procedures?
- Are employees using PPE correctly?
- Are machines, tools, and chemicals being used and stored per their manufacturers' specifications?
- Identifying areas of significant safety risk or potential hazards.
- Identifying areas requiring improvement.

Safety audits may be coupled with compliance audits and job hazard analyses. These audits will also provide opportunities to evaluate the program, verify program implementation, identify program deficiencies, and identify opportunities for improvement. All safety audits will be documented, and records maintained. The Retail or Operations Manager is responsible for ensuring that corresponding corrective actions are taken and documenting such with the safety audits. The Compliance Advisor will be responsible for verifying that corrective actions have been taken in a timely manner following a safety audit.

To the extent possible, Shoreline Alternative Care will prioritize eliminating any safety hazard that occurs: first by substituting safe alternatives; followed by changing the affected process to reduce the impact of the hazard (such as by isolating the hazard); followed by implementing administrative controls (such as employee breaks); followed by mandating PPE use. In all cases, when a measure is instituted to reduce a hazard, the Retail or Operations Manager will be responsible for verifying the proper implementation of the solution in a timely fashion.

2.24.6. Reporting Procedures

Agents will be trained to report on inventory loss and irregularities. Once an agent suspects that inventory is missing or otherwise irregular, that agent will immediately report to the AIC. The AIC will then trace the lost inventory using the inventory control system. If any theft or loss has occurred, the AIC will immediately notify all relevant local and state agencies, departments, and authorities. The AIC will then institute changes to help prevent future loss from occurring.

3.0

Organizational Structure

Organizational Management

Personnel Plan and Organizational Chart

Training Plan and Verification of Personnel Qualifications

Executive Team Bios

Target Market Segmentation

3.0. Organizational Structure

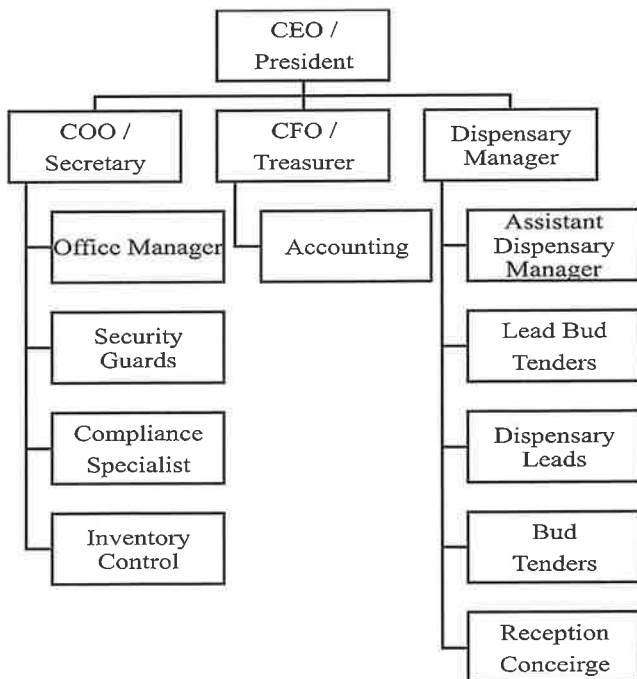
3.1. Organizational Management

Three fundamental elements form the framework for Elevated Mind & Wellness: the mission, the team, and the leadership. This exceptional management team brings a successful track record with the necessary skills and expertise needed to actively manage the company, seize opportunities, and solve any problems that arise. The initial team will be chosen for their integrity, commitment, work ethic, industry experience, enthusiasm, and who will contribute to Elevated Mind & Wellness in the highest degree professionally.

The general retail encompasses retail sales, marketing and social media, intake and storage operations, office functions, security and reception area or lobby for guests and vendors. Elevated Mind & Wellness may be required to work multiple shifts. Typical hours of operation will be 11:00 AM to 7:00 PM. Management, compliance, and administration will be onsite during regular hours of operation.

A committee-based hiring process will be implemented. Job descriptions, requirements and skills for each position have been drafted, ensuring criteria is used to locate and hire quality employees. Elevated Mind & Wellness is dedicated to developing and implementing a strong succession plan. The personnel table is designed for scalability and growth and is forecasted for the addition of personnel each year for expanding operations and organizational infrastructure.

3.2. Organizational Chart



3.2. Chart: Elevated Mind & Wellness Organizational Chart

3.3. Personnel Plan

Elevated Mind & Wellness' dispensary will require a diverse staff of employees beginning in its first two (2) years of operations. The Company is aware that fluctuations in product availability must be accounted for and plans to staff accordingly; moreover, the goal is to provide a safe, clean, comfortable, and professional environment in which Maryland consumers can access the products they need from friendly and accommodating employees. Elevated Mind & Wellness understands that to accomplish this goal, the Company must recruit, hire and train highly qualified, motivated, and professional staff. Our passion is to target and recruit individuals within social equity group with a goal to create jobs with adequate compensation to decrease unemployment, mitigate poverty, decrease recidivisms, advance economic mobility.

The Company anticipates employing a staff of 10 employees full-time and 6 part-time or contracted employees by the end of year one. Anticipated staffing timelines are as follows:

3.3.1. Estimated Staffing Levels Year One

A properly funded and staffed company would require nearly twenty (10) employees to effectively start-up and manage a dispensary by the end of the first year. However, the Company may elect to lean on the experience and a more hands-on approach with its owners, key management, and operators which reduces staffing requirements upon launching. This personnel plan is an incremental build-up of personnel within the first year starting with five (5)+ initial employees to open and start operations:

- o Dispensary or Operations Manager (referred to as the AIC), to oversee the day-to-day operations, including maintaining inventory levels.
- o Bud Tender to provide customer service and information about the different products stocked by the dispensary.
- o Dispensary Lead who has bud-tending responsibilities and are also responsible for supervising dispensary operations and personnel matters when the Dispensary Manager and Assistant Dispensary Manager are not onsite.
- o One (1) Budtender Leads responsible for supervising budtenders, shifts, breaks, and sales floor.
- o One (1) Receptionist or Concierge to check in and assist customers (part-time).
- o Office Manager who has general administration responsibilities, human resources, policy, accounting, customer service, purchasing, IT, and supplies.
- o Supply Chain/Compliance Specialist who ensures compliance with local and state regulations, general operations, track and trace, quality assurance, waste, destruction, quarantine, storage, inventory control, and supply chain principles.
- o Two (2) Budtenders will be in the dispensing area, assisting customers and cashiers registering.

The Company predicts that during hours of operation, there will be at least four (4) personnel working on-site and within the retail dispensing area at all times. The AIC will be present five (5) days a week and will be on call for emergencies. In addition, the company will employ one (1) security guard during operational hours. Shifts will be created to ensure that employees receive adequate breaks.

Elevated Mind & Wellness will expand its customer base and sales revenue within the first year. Of the new hires, all are full-time except receptionists, concierges, and pharmacists. The Company will recruit and train additional employees as necessary to meet anticipated market demand. Staffing requirements by the end of year one include at least five (5) additional roles:

- o Principal Officers (President, Treasurer, and Secretary).
- o Assistant Dispensary Manager to aid the Dispensary Manager in overseeing the dispensary operations and other employees.
- o Clinical directors support customer counseling, employee training, community education, and generally advise the dispensary in its operations tailored to medical patients.
- o Additional Dispensary Lead and part-time budtenders as support for customer service and extended schedule coverage for store operating hours.
- o Additional receptionist or concierge to assist check-in, expanding customer base, and schedule coverage.
- o Additional part-time budtender.
- o Accounting or bookkeeper to manage financial and cost accounting, and reporting.
- o Additional part-time inbound shipments personnel will be preparing inbound delivery orders, secured storage or vault, stocking, merchandising, warehousing, and inventory control.

3.4. Training and Education

All newly hired dispensary agents will receive training on Maryland's Compassionate Use of Cannabis Pilot Program. Staff training will be at least eight (8) hours total annually, and will cover such topics as: safety awareness, emergency procedures, inventory control, cannabis strains and benefits, patient education, and any other job-specific requirements to ensure dispensary agents remain compliant with state regulations and have opportunities for ongoing professional success.

The AIC will be responsible for sharing industry best practices, including de-escalating a confrontational patient, effective approaches for enforcing the "No loitering/no re-entry" policy, and adherence to HIPAA federal privacy regulations. In addition to the initial training, the AIC will conduct monthly employee training sessions, which will cover a review of all security and emergency procedures, compliance with state regulations, and address any training deficiencies or clarification needed.

Prior to beginning employment, in annual refresher training, and upon the occurrence of changes that render prior training obsolete, all employees will receive training that includes information on policies and procedures, safety procedures and requirements, and any tools or PPE necessary for regular operations. All such training will be mandatory and documented in employee files.

For all tasks that require PPE, in accordance with Federal Occupational Safety and Health Standards 190.132, training shall include:

- When PPE is necessary
- What PPE is necessary
- How to properly don, doff, adjust, and wear PPE
- Limitations of the PPE

- Proper care, maintenance, useful life, and disposal of the PPE

In general, Elevated Mind & Wellness anticipates requiring the provision of gloves as PPE for cleaning protocols; these gloves will be selected for compatibility with the chemicals selected for cleaning protocols. Elevated Mind & Wellness may also supply gloves for use in the dispensary department.

Prior to interacting with customers, dispensary agents will receive orientation training covering the following topics: code of conduct, federal HIPAA compliance, state mandatory requirements such as reporting of suspected cannabis theft or diversion, cannabis strains, delivery methods, POS training, handling customer traffic flow, sanitation standards, emergency preparedness, and cooperation with law enforcement and regulatory agencies.

Dispensary agents will attend mandatory monthly staff meetings to stay up to date on company-specific developments as well as pertinent regulatory issues. At these staff meetings, dispensary agents will have the opportunity to submit employee training requests and provide observations relating to customers and operational challenges.

3.5. Employee Working Environment Plan (EWEP)

Elevated Mind & Wellness commits to providing its employees with a safe, healthy and economically beneficial working environment. Given the high profile of the cannabis industry and the scrutiny under which the dispensary will operate, Owners consider it imperative to cultivate a collaborative culture where employees feel personally invested in advancing the dispensary's professional reputation. This Employee Working Environment Plan presents a framework for establishing a positive working environment, catalyzing employee commitment, pride, and personal connection to the dispensary.

The elements of the Employee Working Environment Plan will be documented in an employee handbook prepared in partnership with a licensed human resource professional. In addition to the topics described in this Plan, the handbook will include the following topics, at minimum:

- Background checks
- Commitment to equal employment opportunities
- Non-discrimination policy
- Prohibition on harassment and retaliation
- Health, safety, and security
- Reasonable accommodations, including lactation
- Injury and accident response and reporting
- Workers' compensation
- Confidentiality
- Reporting irregularities
- Inspections and searches
- Personal devices
- Social media
- OSHA standards
- Covid 19
- Family medical Leave Act

3.6. Oversight and Responsibility of EWEP

As the Retail Operations and Dispensary Manager, [Erin Danaher] will be responsible for the successful implementation of the Employee Working Environment Plan. Ms. Danaher brings years of management experience and meaningful insights from the hospitality industry to create a safe and positive working environment. Ms. Danaher brings diverse experience and essential compliance training in areas such as OSHA, quality assurance, patient satisfaction, loss prevention, accounting, track and trace, as well as local and state regulations. All of which enable Ms. Danaher to maintain high levels of work environment standards and operational compliance at the dispensary.

The Dispensary Manager will partner with the Chief Operating Officer, Ian Ralph, to oversee and develop the Employee Working Environment Plan. Mr. Ralph is passionate about creating thriving working environments and plans to model much of the Employee Working Environment Plan after experience implementing standards and completing trainings, programs, and initiatives. Mr. Ralph has experience running a construction company, and working with state regulated hazardous materials. Our goal is to cultivate an extraordinary synergy family and a high-performance team that efficiently complies and delivers customer service beyond expectations.

The Compliance Advisor, Mr. Ralph, will also be responsible for overseeing the implementation of the Employee Working Environment Plan. As a member of senior management at other companies, Mr. Ralph will be closely involved in providing relevant insight to company owners.

Prior to hiring staff or implementing any major changes to the Employee Working Environment Plan, the Dispensary Manager and COO will seek input from appropriate independent third parties, such as licensed human resources professionals.

The Company's patient-centered practices will encourage company growth and revenues for years to come. The Company has the capital to effectively operate while building a customer base. The Company anticipates strong brand loyalty because the Company will instill a personalized approach towards registered customers and caregivers. This approach will feature interactive, hands-on educational programs focusing on cannabis as a viable medical option for certain qualifying conditions.

3.7. Agent Acquisition

As a condition of employment, all potential dispensary agents must submit fingerprints to an approved background check vendor and pass an electronic background check completed by the Maryland State Police as well as the DEA, FBI, DOJ or other relevant agency requesting. Acquisition of dispensary agents and contractors will rely on internet searches and any other methods deemed appropriate. The Company will make every effort to accommodate hiring qualified personnel who are minorities, women, veterans, or people with disability from the surrounding communities. The Company anticipates hiring individuals from the surrounding community and will market its hiring campaigns in order to accomplish this.

3.8. Executive Management and Key Leadership

Chief Executive Officer

- Current state: socio, economic, and political impacts, market conditions.
- Business and market opportunities: sales, brands, services, challenges, solutions.
- Brand plan, sales, market penetration, outlook, and commercial sales growth.
- Marketing, promotion, social media, trade development, programming, and incentives.

Chief Operating Officer

- External/Internal Operations and liaison to sales, trade development, and market deals.
- Strategic business planning, administration, tactical operations, union/lobby negotiations.
- Reporting, systems, infrastructure, reconciliation, inter-company financial roll-ups.
- Construction, training, timelines, project plan, milestones, budget, go-live, and comparisons.

Chief Financial Officer

- Financial accounting, audit, review, and oversight through Controller, CPA, and Advisors.
- Legal, valuation, funding, investor relations, credit/cash mgmt, banking, budgeting, assets.
- Insurance: property, building, product, liability, work comp, healthcare insurance, benefits.
- Contracts, B2B agreements, compliance, HR, policies, SOPs, and PPM/control factuals.

Chief Information Officer

- CRM, WMS, inventory, control, Data, Equip, Financial (testing, production, implementation).
- Trapp, MDM, Email, Office 365, Apple, Mobile Vendor, WMS, FMS, HRM, PM, Dropbox.
- IT Support, call-center, RF/barcode, integration, enhancements, visualization, dashboard.
- Extended enterprise, on/off-boarding, cyber security, budget, needs, training, staffing

Chief Compliance Officer

- Compliance, METRC (Cannabis Track & Trace), reconciliation, Audit Plan, training
- Project Management, Retail Services, Contracts, Agreements, cost breakdowns
- Data, research, analytics, and visualization projects

Additional key roles:

- Operations or Retail Manager
- Administrative Operations Manager
- Human Resources Manager
- Controller and Treasurer

3.9. Principal Officers (PO)

The Principal Officers are responsible for ensuring that the Agent-in-Charge (AIC) is complying with Maryland law and regulations. In the event of an employment change on the part of an Agent-in-Charge, the Principal Officers are responsible for requesting a temporary AIC certificate from the state and/or Salisbury, which could be a required condition of continued operations, and valid for a short time period determined by agencies. The Principal Officers will name either a replacement AIC or an interim candidate who will serve as AIC until a permanent replacement is made and approved.

3.10. Long-Term Business Management: Reinforcement & Compliance Training

In order to understand the goals for long term management of the dispensing organization, DOAs (Cannabis Stewards) must understand the bigger picture compliance requirements that the organization faces. Business Plan Training Module of Agent Training and Education Plan shall be reinforced by ongoing compliance training throughout Compliance Training Module.

Compliance Training Module will teach all DOAs (Cannabis Stewards) how to conduct operations in a compliant dispensing organization and will serve as a foundation to build on top of as Security Training Module is carried out. All DOAs (Cannabis Stewards) will receive detailed Elevated Mind & Wellness-specific training on compliance, applicable laws, policies, and procedures.

Compliance Training Module training includes the following training focuses:

- Health and safety concerns of cannabis use, including the responsible use of cannabis, its physical effects, onset of physiological effects, recognizing signs of impairment, and appropriate responses in the event of overconsumption.
- All relevant Maryland laws and rules, including driving while under the influence.
- Sales to minors is strictly prohibited as well as alcohol and any consumption thereof.
- Quantity limitations on sales to purchasers.
- Training on acceptable forms of identification, how to check identification, and common mistakes made in verification.
- Safe and secure storage of cannabis with authorized personnel and limited access.
- Compliance with all inventory tracking system regulations.
- Waste handling, management, and disposal
- Public health and consumer safety standards,
- Maintenance of records
- Security and surveillance requirements
- Permitting inspections by State and local licensing and enforcement authorities
- Privacy issues and patient rights
- Packaging and labeling requirement for sales to purchasers
- Other areas as determined by cannabis regulation, tax acts, or relevant cannabis laws

Throughout the Compliance Training Module a particularly high focus will be placed on Sections vi, xi, and x. This cross-sectional training approach will provide DOAs (Cannabis Stewards) with a full, detailed scope of how their responsibilities factor into implementation, reinforcement, and strengthening of the Business Plan. This training will also ensure that long term management of the dispensing organization accounts for scalability and increased.

4.0

Financial Plan

Financial Health

Financial Plan, Capital Formation, Exit Strategy, and Assumptions

Direct and Operating Expenses

Profit & Loss Forecast

Cash Flow Statement

Balance Sheet

Main Ratios

Long-Term Plan

4.0. Financial Plan

4.1. Financial Plan

The Company has a solid financial footing allowing for flexibility and the ability to adapt to emerging markets. The Company has adequate liquid assets to complete the necessary building modifications, acquire equipment, and cover the projected operating costs of operating the dispensary. Given the anticipated patient base in Maryland, it is very likely that revenue will exceed expenses well before that 18-month mark. This projected surplus in capital means that the Company will not be locked into suboptimal procedures or products, which will ensure patient satisfaction.

Total incremental business income for the first year is an estimated \$3,592,875, an average estimated monthly income of \$300,000. Quarterly income increases of 10% are expected for the second and third years.

With the location leased, it will cost approximately \$400,000 to start-up the business with projected assets, liabilities, and net worth or valuation of approximately \$.0 million to \$1.25 million on the day before the business is expected to open. A monthly projected sales volume of \$199,001 is needed for break even point and \$2,289,227 for return of investment (ROI) within approximately twelve (12) months.

Potential funding sources are friends, family, partners, personal investment, and local finder fees. If necessary, we intend to incorporate more formal funding sources with qualified investors, private placement memorandum, and certified brokers within the state, nationally, and internationally. A primary source of funding will be promissory notes or unsecured loans during start-up; however, the assets, net worth and an active license can be used to leverage as security if personal, partner, business or other credit does not qualify.

The money will be spent in the following ways:

- Planning, licensing, design, business start-up, legal, and professional services.
- Demo, tenant improvements, furniture, fixtures, equipment, and displays for occupancy.
- Physical inventory, staffing, management, computers, POS, financial system, and taxes.
- Security, surveillance, intrusion, alarm, cybersecurity, motion, guard service and monitoring.
- Signage, marketing, social media, sales, print, media, and public/government relations.
- Compliance and quality assurance in labeling, packaging, testing, tracking, inventorying, waste, destruction, quarantine, and storing.

4.1. Graph: Elevated Mind & Wellness' Financial Projection Summary: Operational Growth vs. Sales Growth.

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Total Revenues		3,592,875	5,854,125	6,457,125	7,060,125	7,663,125
Total Cost of Goods Sold		(1,840,307)	(2,884,178)	(3,159,712)	(3,435,245)	(3,710,779)
Total Operating Expenses		(533,955)	(563,889)	(776,571)	(820,276)	(838,488)
EBITDA		1,241,363	2,428,809	2,543,592	2,827,354	3,136,608
Interest Expense		(13,609)	0	0	0	0
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
Cash		534,195	2,180,152	3,845,665	5,707,834	7,792,151
Long-Term Debt		0	0	0	0	0
Revolver (Short-Term Debt)		0	0	0	0	0
Total Shareholder's Equity		738,821	2,354,874	3,998,605	5,838,990	7,901,524
NPV						
Total Cash Flow from (to) Operations		761,695	1,645,957	1,665,513	1,862,169	2,084,317
Total Cash Flow from (to) Investing		(227,500)	0	0	0	0
Unlevered Free Cash Flow		547,804	1,645,957	1,665,513	1,862,169	2,084,317
Present Value of Unlevered Free Cash Flow		476,351	1,244,580	1,095,102	1,064,701	1,036,274
Terminal Value				14,295,657		17,890,386
Present Value of Terminal Value				9,399,626		8,894,684
NPV based on terminal year 3			12,215,659			
NPV based on terminal year 5			13,811,691			
NPV based on terminal year 7			15,013,641			

4.1.1. Capital Formation

Elevated Mind & Wellness was registered as an LLC on 08/23/2023. Catherine Ralph is the Chairman and the founding partner of Elevated Mind & Wellness and holds sole ownership. Existing and proposed capital structures are a combination of debt, equity, and in-kind services. Stages of financing have been identified: early stage, involving seed, start-up, first stage, expansion stage, and mezzanine. Elevated Mind & Wellness is currently in the start-up stage of financing; moreover, financings will be parsed-out through specific milestones or events causing a significant increase in valuation and is reflected below in how the ownership is currently shared and proposed to be shared among owners and contributors.

The company has been self-funded to date with promissory notes for large expenditures such as inventory, construction, taxes, business intelligence, and purchase of the business. As it stands, the company has secured \$700,000.00 in funding through investments for company equity, which will allow the lease of the 733 S Salisbury Blvd property. \$125,000 in personal funds from the founder are set aside for liquidity in initial stages of operation. Equity investment and personal funds will be adequate to open the doors, including CAPEX, equipment purchases such as POS systems, security systems, state compliant monitoring softwares, initial inventory and operating costs for the first 3 months.

4.2. Direct Costs and Operating Expenses

4.2.1. Direct Costs, Retail Operations, \$

\$	Year 1	Year 2	Year 3	Year 4	Year 5
Products Purchase					
FLOWERS	767,167	1,250,000	1,378,755	1,507,511	1,636,266
EXTRACTS/CONCENTRATES	506,330	825,000	909,979	994,957	1,079,936
BEVERAGES & EDIBLES	222,479	362,500	399,839	437,178	474,517
TOPICALS	38,358	62,500	68,938	75,376	81,813
OTHER	7,672	12,500	13,788	15,075	16,363
Delivery Costs					
Delivery costs	31,937	52,037	57,397	62,757	68,117
Fuel	8,580	13,980	15,420	16,860	18,300
Other delivery costs	8,580	13,980	15,420	16,860	18,300
Other Direct Costs					
Initial inventory	125,000	0	0	0	0
Total	1,716,103	2,592,497	2,859,535	3,126,573	3,393,612

4.2.2. Operational Costs

\$	Year 1	Year 2	Year 3	Year 4	Year 5
G&A Expenses - Initial & General Costs					
Legal Fees & Licensing for setting up	20,000	0	0	0	0
Other Initial costs	35,000	0	0	0	0
Other Initial costs	15,000	0	0	0	0
Licensing renewal and other legal fees	0	12,750	13,000	13,250	13,500
Professional Services, Commercial Insurance	60,000	61,200	98,800	124,800	124,800
G&A Expenses - Retail					
Other G&A Expenses	0	0	0	0	0
Building Renting	49,500	55,080	56,160	57,240	58,320
Building Maintenance, including utilities	5,500	6,120	6,240	6,360	6,480
Equipment Maintenance	5,500	6,120	6,240	6,360	6,480
Administrative expenses, including phone and internet	5,500	6,120	6,240	6,360	6,480
Inventory Control Systems, Security & Other Software Services	27,500	30,600	31,200	31,800	32,400
Community Service (% of gross receipts)	34,547	58,541	64,571	70,601	76,631
SG&A Expenses - Marketing & Sales					
Marketing Expenses, PR, Branding, On/Offline ad	13,750	11,475	7,800	5,300	4,050
SG&A Expenses - Misc.	5,904	7,058	8,318	9,265	9,469
Salaries & Benefits	357,708	577,756	755,429	774,862	794,295
Total	635,409	832,820	1,053,998	1,106,198	1,132,906

4.3. Profit & Loss Forecast

Business's revenue is projected to grow significantly for the first two years' time frame. The yearly projections are in the table below:

Table 4.3: Income Statement, \$

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue		3,592,875	5,854,125	6,457,125	7,060,125	7,663,125
		1,840,307.				
COGS - Cost of Goods Sold		27	2,884,178	3,159,712	3,435,245	3,710,779
Gross Profit		1,752,568	2,969,947	3,297,413	3,624,880	3,952,346
% of revenue		49%	51%	51%	51%	52%
COMPLIANCE COST						
SG&A Expenses						
G&A Expenses - Initial & General Costs		130,000	73,950	111,800	138,050	138,300
G&A Expenses - Retail		128,047	162,581	170,651	178,721	186,791
SG&A Expenses -						
Marketing & Sales Expenses		169,292	186,247	350,512	357,711	366,161
Senior Management Salaries & Benefits		40,128	68,790	68,790	68,790	68,790
IT Salaries & Benefits		0	0	0	0	0
Other Salaries & Benefits		37,835	42,512	43,750	44,989	46,227
SG&A Expenses - Misc.		5,904	7,058	8,318	9,265	9,469
Total SG&A Expenses		511,205	541,139	753,821	797,526	815,738
Operating Income (EBITDA)		1,241,363	2,428,809	2,543,592	2,827,354	3,136,608
% of revenue		35%	41%	39%	40%	41%
Depreciation and Amortization		22,750	22,750	22,750	22,750	22,750
Earnings Before Interest & Taxes (EBIT)		1,218,613	2,406,059	2,520,842	2,804,604	3,113,858
Interest Expense		(13,609)	0	0	0	0
Earnings Before Taxes (EBT)		1,205,004	2,406,059	2,520,842	2,804,604	3,113,858
Income Tax		466,183	790,006	877,112	964,218	1,051,324
<i>Federal Tax</i>		368,039	623,689	692,457	761,225	829,993
<i>State Tax</i>		98,144	166,317	184,655	202,993	221,331
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
% of revenue		21%	28%	25%	26%	27%

4.4. Cash Flow Statement

The cash flow projections show that business will have sufficient cash to support the activity. The following table presents a view of projected cash flow of the business.

Table 4.4: Cash Flow Statement, \$

	\$	Year 1	Year 2	Year 3	Year 4	Year 5
Net Income		738,821	1,616,053	1,643,730	1,840,386	2,062,534
Cash Flow from Operations						
Depreciation		22,750	22,750	22,750	22,750	22,750
Change in Receivables		(15,354)	(1,675)	(1,675)	(1,675)	(1,675)
Change in Inventory		(203,988)	(22,253)	(22,253)	(22,253)	(22,253)
Change in Accounts Payable		219,465	31,082	22,961	22,961	22,961
Total Cash Flow from Operations		761,695	1,645,957	1,665,513	1,862,169	2,084,317
Cash Flow from Investing						
Capital Expenditures (CAPX)		(227,500)	0	0	0	0
Other		0	0	0	0	0
Total Cash Flow from Investing		(227,500)	0	0	0	0
Cash Flow from Financing						
Revolver Issuance / (Repayment)		0	0	0	0	0
Long-Term Debt Issuance / (Repayment)		0	0	0	0	0
Paid in Capital		0	0	0	0	0
Drawings (profit share)		0	0	0	0	0
Total Cash Flow from Financing		0	0	0	0	0
Total Change in Cash		534,195	1,645,957	1,665,513	1,862,169	2,084,317
Beginning Period Cash		0	534,195	2,180,152	3,845,665	5,707,834
Ending Period Cash		534,195	2,180,152	3,845,665	5,707,834	7,792,151

4.5. Projected Balance Sheet

The balance sheet shows healthy growth of net worth and strong financial position.

Table 4.5: Balance Sheet, \$

\$	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	534,195	2,180,152	3,845,665	5,707,834	7,792,151
Receivables	15,354	17,029	18,704	20,379	22,054
Inventory	203,988	226,241	248,494	270,747	293,000
Total Current Assets	753,537	2,423,422	4,112,863	5,998,960	8,107,205
Long Term Assets					
Property Plant & Equipment (PPE), gross	227,500	227,500	227,500	227,500	227,500
Accumulated Depreciation of PPE	(22,750)	(45,500)	(68,250)	(91,000)	(113,750)
PP&E, net	204,750	182,000	159,250	136,500	113,750
Total Assets	958,287	2,605,422	4,272,113	6,135,460	8,220,955
Liabilities					
Current Liabilities					
Accounts Payable	219,465	250,548	273,509	296,470	319,431
Total Current Liabilities	219,465	250,548	273,509	296,470	319,431
Long Term Liabilities					
	0	0	0	0	0
Total Liabilities	219,465	250,548	273,509	296,470	319,431
Equity					
Paid-in Capital/Drawings	0	0	0	0	0
Retained Earnings	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Current Period Retained Earnings	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Total Equity	738,821	2,354,874	3,998,605	5,838,990	7,901,524
Total Liabilities and Equity	958,287	2,605,422	4,272,113	6,135,460	8,220,955

5.0

Community Enrichment Program

**Community Enrichment Program
Outreach, Education and Sponsorships
Diversity Plan
Charitable Endeavors**

5.0. Community Enrichment Program

5.1. Community Enrichment Program

At its core, Elevated Mind & Wellness is a Salisbury-local, Woman-owned family business. The city of Salisbury, and greater Wicomico County, has had an immeasurable positive impact on the lives of the family and team running Elevated Mind & Wellness. The CEO and founder, Catherine Ralph, raised her family in Salisbury, graduated from Salisbury University and has worked in Salisbury for over 30 years. Her son and COO, Ian Ralph, went through Wicomico County public schools and also graduated from SU. Attending shorebirds games, concerts at the civic center, playing little league baseball, and so many more experiences have nurtured our caring for Wicomico County. It is a central tenet of our mission statement to give back and enrich our community in the same ways it did for us for so many years. Elevated Mind & Wellness community enrichment program is designed to promote mental health awareness, provide support, and foster resilience within our community. Through a variety of initiatives, workshops, and resources, we aim to empower individuals to prioritize their mental well-being and create a supportive environment for all.

5.2. Outreach, Education, and Sponsorships

Objectives:

- Raise awareness and reduce stigma surrounding mental health issues.
- Provide accessible resources and support for individuals experiencing mental health challenges.
- Foster a sense of community and belonging through group activities and support networks.
- Equip community members with tools and strategies for maintaining positive mental health.
- Promote self-care practices and mindfulness techniques for stress reduction and emotional regulation.
- Support a myriad of local outreach and charitable organizations that empower individuals to prioritize their mental health well being.

Program Components:

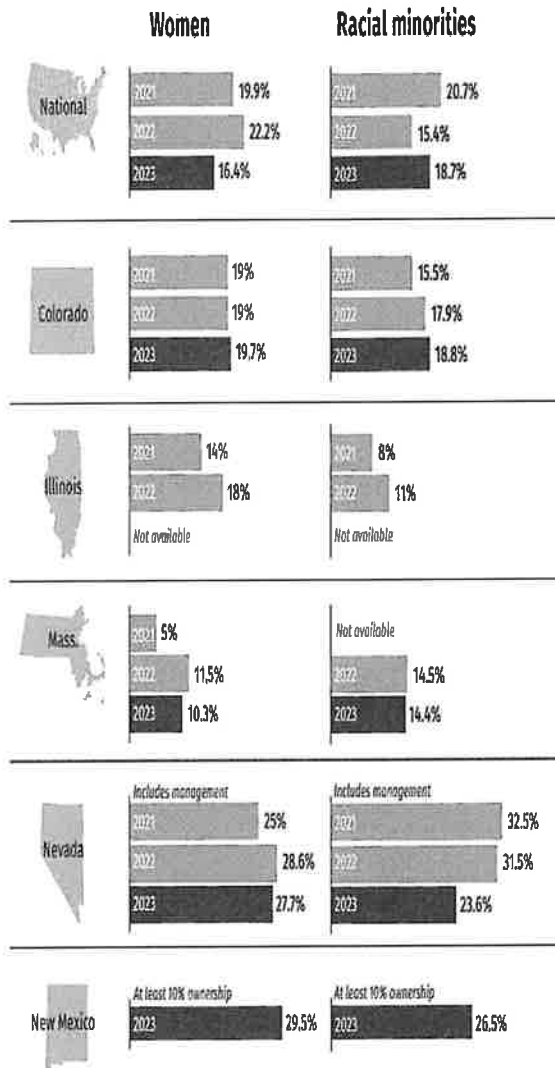
1. Education and Awareness Workshops:
 - Host regular workshops covering topics such as stress management, anxiety reduction, depression awareness, and self-care practices.
 - Invite mental health professionals, counselors, and advocates to lead discussions and share expertise.
 - Provide informational resources and handouts for participants to take home.

2. Support Groups:
 - Establish support groups for individuals facing similar mental health challenges, such as depression, anxiety, grief, or substance abuse.
 - Facilitate peer-led discussions, sharing sessions, and activities to promote mutual support and understanding.
 - Ensure confidentiality and a safe, non-judgmental space for participants to express themselves.
3. Community Events:
 - Engage in community-wide events such as mental health awareness fairs, mindfulness walks, and wellness expos.
 - Collaborate with local organizations, businesses, and schools to raise visibility and participation.
 - Offer interactive activities, guest speakers, and resources for attendees of all ages.
4. Youth Outreach Programs:
 - Develop outreach programs targeting youth populations in schools, community centers, and youth organizations.
 - Offer age-appropriate workshops on topics like coping skills, peer support, and emotional intelligence.
 - Train teachers, mentors, and youth leaders to recognize signs of distress and provide appropriate support.
5. Online Resources and Support:
 - Create a comprehensive online hub with resources, articles, and tools related to mental health and well-being.
 - Establish virtual support groups and discussion forums for individuals unable to attend in-person events.
 - Offer webinars, podcasts, and live Q&A sessions with mental health professionals.

5.3. Diversity Plan

Our vision is to create a culture of inclusivity where diversity is celebrated, respected, and leveraged to drive innovation and success. Through intentional efforts, we aim to foster a diverse workforce and contribute to the enrichment of our community by promoting equity and inclusion. Minority inclusion continues to be a primary objective for the Maryland Cannabis Administration, evidenced by the prioritizing of licensure awarding in the Social Equity Round of Cannabis licenses. Minorities continue to be marginalized in the cannabis industry, as evidenced by these graphics from the MJBizDaily survey on diversity in the cannabis industry.

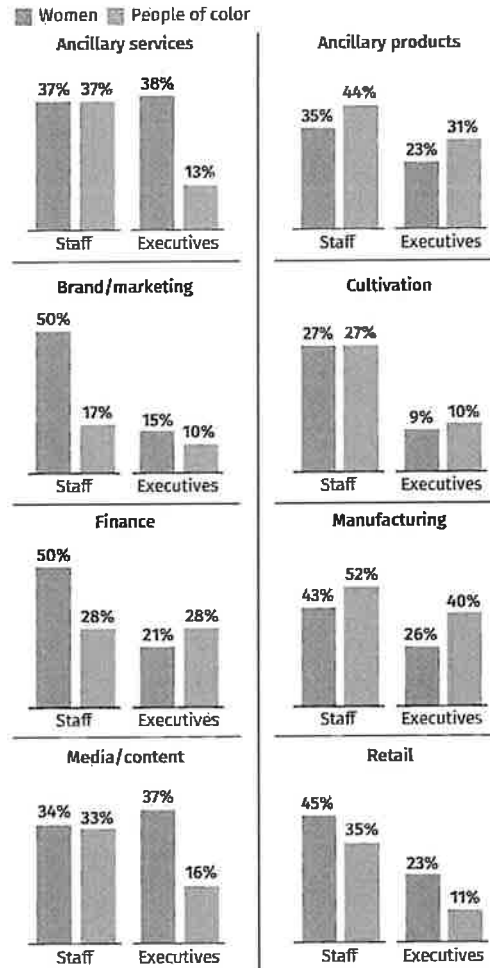
Cannabis ownership by group



Source: State cannabis agencies, MJBizDaily survey

Estimated employment by sector

The percentage of women and racial minorities employed in cannabis varies depending on the sector of the industry.



NOTE: Small sample sizes create a larger margin of error.

Source: MJBizDaily survey

1. Cultivate a diverse and inclusive workplace where individuals from all backgrounds feel valued and empowered.
2. Promote diversity at all levels of the organization, including leadership positions and decision-making roles.
3. Engage with the local community to support initiatives that foster diversity, equity, and inclusion.

4. Implement measures to attract, retain, and develop a diverse talent pool within the organization.
5. Measure progress, collect feedback, and continuously improve diversity initiatives based on data-driven insights.

Key Strategies:

1. Recruitment and Hiring:
 - Implement inclusive recruitment practices to attract candidates from diverse backgrounds.
 - Partner with diverse recruitment agencies, organizations, and networks to broaden the candidate pool.
 - Conduct unconscious bias training for hiring managers and interviewers to ensure fair and equitable selection processes.
2. Employee Training and Development:
 - Provide diversity and inclusion training for all employees to increase awareness and cultural competence.
 - Offer leadership development programs that prioritize diversity, equity, and inclusion skills.
 - Create mentorship and sponsorship programs to support the professional growth of underrepresented employees.
3. Promotion of Diversity in Leadership:
 - Establish diversity goals for leadership positions and track progress toward achieving them.
 - Implement succession planning strategies that prioritize diversity and identify high-potential candidates from underrepresented groups.
 - Provide leadership training and support networks for diverse leaders to thrive in their roles.
4. Community Engagement and Partnerships:
 - Forge partnerships with local community organizations, schools, and minority-owned businesses to support diversity initiatives.
 - Sponsor and participate in community events that celebrate diversity and promote cross-cultural understanding.
 - Offer pro bono services or volunteer opportunities to support underserved communities.
5. Diversity Metrics and Accountability:
 - Establish key performance indicators (KPIs) related to diversity and inclusion, such as representation metrics and employee satisfaction scores.
 - Regularly track and report on progress toward diversity goals, both internally and externally.

- Hold leaders and managers accountable for advancing diversity and inclusion efforts within their teams and departments.

5.4. Charitable Endeavors

Elevated Mind & Wellness recognizes the vast amount of existing charities, outreach and educational programs that exist within Wicomico County. We have pledged 1% of sales to supporting such organizations and our own to promote community health and well-being. Coordinating with existing organizations with efficient pipelines maximizes the impact our contributions will have, and ultimately positively impacts individuals and community health.

Elevated Mind & Wellness aims to raise financial support to sustain and expand our initiatives focused on improving the well-being and opportunities within our community.

Key Components:

1. Donation Drives:

- Organize targeted donation drives to raise funds from community members, businesses, and stakeholders.
- Utilize various channels such as social media, email newsletters, and local events to promote the donation drives.
- Offer incentives or recognition for individuals or businesses that contribute to the fund.

2. Corporate Sponsorships:

- Reach out to local businesses and corporations to solicit corporate sponsorships for our community enrichment programs.
- Develop sponsorship packages outlining the benefits and recognition opportunities for sponsors, such as logo placement, event mentions, and press coverage.
- Cultivate relationships with potential sponsors through personalized outreach and engagement.

3. Grant Applications:

- Research and identify grant opportunities from foundations, government agencies, and philanthropic organizations that align with our mission and programs.
- Develop grant proposals outlining our organization's impact, goals, and specific funding needs.
- Ensure thorough and timely submission of grant applications, adhering to all requirements and deadlines.

4. Community Fundraising Events:

- Host fundraising events such as charity galas, auctions, or benefit concerts to engage the community and generate donations.
- Collaborate with local artists, performers, and vendors to enhance the appeal and success of fundraising events.

- Incorporate storytelling and testimonials to highlight the impact of our programs and inspire generosity.
5. Stewardship and Transparency:
- Maintain transparency and accountability in the use of funds, providing regular updates and financial reports to donors and stakeholders.
 - Express gratitude and appreciation for the generosity of donors through personalized thank-you letters, recognition events, and donor appreciation programs.
 - Cultivate long-term relationships with donors, demonstrating the tangible outcomes and lasting impact of their contributions.

Through the collective support and generosity of our community, Elevated Mind & Wellness will expand our reach, enhance our programs, and make a meaningful difference in the lives of those we serve. Together, we can build a stronger, more vibrant community for all.

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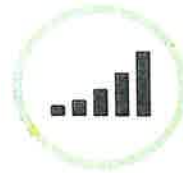


Maryland Cannabis Retailer
Business Plan
Presentation

Elevated Mind & Wellness
Dba Elevated Wellness

Executive Summary

- ✓ Elevated Mind & Wellness is a cannabis retailer that will provide premium, locally-sourced cannabis products free of adulterants and additives with an unparalleled customer service.
- ✓ Beginning with our flagship store in Salisbury, Maryland, customers and patients can safely and responsibly engage with cannabis in a beautiful environment that inspires well-being and comfort.
- ✓ Our team will adhere to state and local laws, rigorous training, and SOPs to guide our customers through our vast product variety featuring locally-sourced cannabis flower, edibles and concentrates.
- ✓ Elevated Wellness' dispensary is located at 733 S Salisbury Blvd, a 0.61 acre property with 32 parking spots and a one way flow of traffic between Rt 13 and Roland St.
- ✓ Elevated Wellness will employ in-store, self-service kiosk ordering system, allowing us to engage with 16 customers at a time, and reducing time it takes from ordering to exit to 10 minutes.
- ✓ Company intends to combine a small family business hospitality with business efficiency to provide high quality cannabis products in a clean and safe environment.



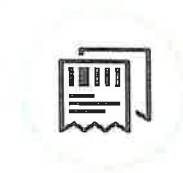
EXPERIENCE

We have an experienced team in managing corporate finance department, owning a construction company, retail customer service, and architecture.



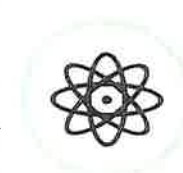
TECHNOLOGY

Utilize management systems for POS, financial, inventory, ordering, and financial management controls for efficient and compliant operations



PRODUCTS

Procure and sell the highest-quality cannabis flower, concentrates and edibles in Maryland with emphasis on quality assurance.



SERVICES

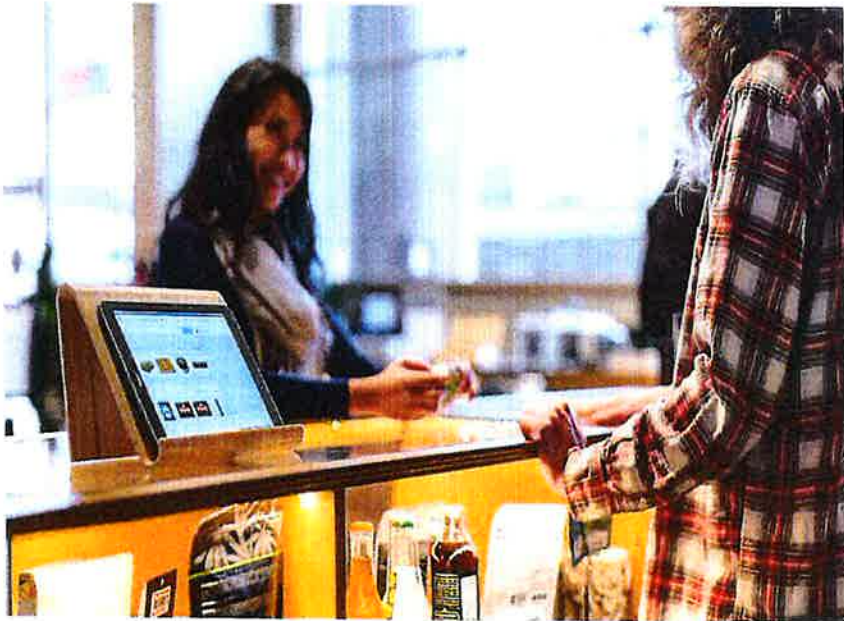
Provide customers and patients with top quality cannabis products with carefully crafted guidance for customer education and health and wellness.

Mission Statement

To provide our community with access to high-quality, safe-to-consume cannabis products while fostering an environment built on trust, integrity, and transparency.

To mediate a rewarding experience with cannabis by emphasizing the well-being of our customers through responsible consumption of cannabis products.

To empower our customers to make informed choices and build lasting relationships based on mutual respect, reliability and compliance.



Main Goals:

1. Execute a disciplined, strategic approach in building the infrastructure for a quick-start performance and a successful go-live.
2. To retail the safest, high quality cannabis in a welcoming environment.
3. To be fully compliant with all state and local municipalities.
4. To mediate the responsible consumption of cannabis in our community
5. To invest back into the community, the people, and the farms that creates jobs, develop property, generate taxes, and promote community.
6. To utilize technology to minimize in-store time and increase efficiency
7. Increase cash flow and profits so we can scale-up our capacity as the Maryland legal market continues to grow.
8. Prevent on-site cannabis use with security personnel and systems
9. To establish an innovative cannabis retail brand with affordable prices to retail dispensaries and manufacturers of Maryland.

Business Objectives

01

Getting the Maryland cannabis retailer license to sell cannabis to the Eastern Shore market

Own and operate a cannabis retail dispensary to fill market demand and claim a piece of the ~\$96 million in monthly cannabis sales in Maryland.

03

Elevate brand to become the most trusted in current and emerging markets and within our community

By sourcing locally crafted and cared for cannabis products, and employing a diverse local team, we can increase brand recognition within our community.

02

Optimize infrastructure and procedures to provide a streamlined customer experience

The company will utilize 6 self-service kiosks at our location to drastically reduce in-store time and increase operational efficiency. This system also minimizes traffic congestion.

04

Provide customers products and services they can trust

Build cannabis product brands on the core values of customer service, hospitality with highest standards of quality, honesty, integrity and community outreach.



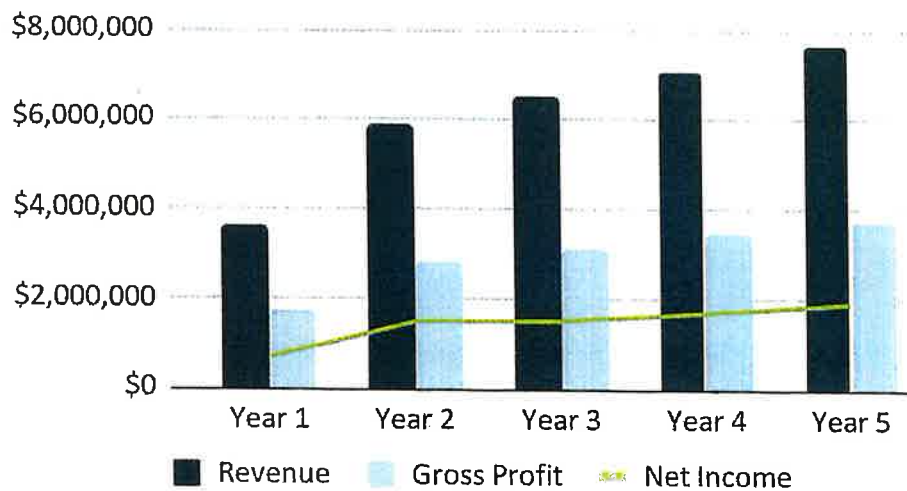
05

Become profitable by the end of the first year of operations

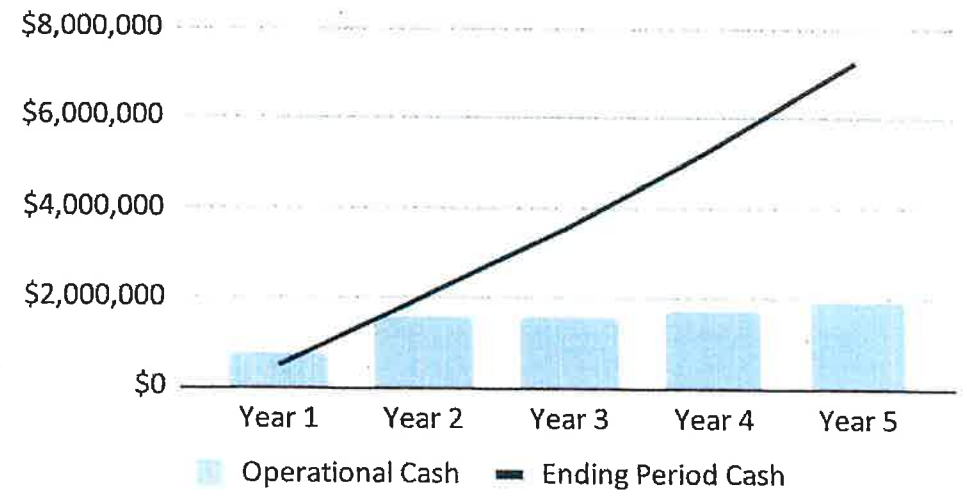
Maintaining profitable operations and strong retail relationships with customers, patients, wholesalers, manufacturers, and community allowing Elevated Mind & Wellness to quickly reach profitability within first year of operations.

Financial Summary

Revenue & Profit Forecast



Cash Flow Forecast



From a total investment of \$525,000, Company is expected to generate \$3.6 million in gross revenues with pre-tax income of nearly \$1.2M in Year 1, its first full year of operation. Revenues are expected to grow to \$6.46 million in Year 3 and \$7.66 million in Year 5, with pre-tax income of nearly \$2.5 million and over \$3.1 million respectively.

Start-up Summary



\$367,664

The cost to start-up Elevated Mind & Wellness' cannabis retail operation



Capitalization Summary

	\$	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>
	Capital Expenditures (CAPEX)	227,500			
Build-Out in Accordance with Regulations (finishing, painting, lobby, reception, kitchen, office space, break area, bathrooms, etc.)		75,000	0	0	0
Security system (alarm & security system, monitoring, video & camera system, access, computer, multiple HDTV monitors, NVR, panic buttons, and metal/weapons detectors)		50,000	0	0	0
Furniture, Fixtures and Equipment (display counters, refrigerators, freezers, storage hardware and shelving)		25,000	0	0	0
Cost for Computer Software (accounting, payroll, CRM, POS, inventory control, tracking system, Microsoft Office, etc.)		10,000	0	0	0
Electronic/LED boards		10,000	0	0	0
Office Equipment		10,000	0	0	0
Computer hardware, cash registers, POS system & equipment, commercial label printer		25,000	0	0	0
Lobby/Reception Area (multiple registration computers, furniture, HDTVs, shelving, chairs, tables, bulletproof windows, etc.)		7,500	0	0	0
	Operational Expenditures (OPEX)	599,046	545,646	688,875	823,314
Direct Costs		367,596	374,500	516,823	650,357
Initial & General Costs		85,000	15,000	15,000	15,000
Operating Expenses		31,301	32,181	33,060	33,939
Salaries & Benefits		107,580	116,370	116,370	116,370
Marketing & Sales Expenses		7,569	7,595	7,622	7,648
	TOTAL	826,546	545,646	688,875	823,314

Marketing Strategy

Strategy is to offer the best cannabis products and brands to our clients. The company will strictly adhere to state and local laws and will advertise in appropriate spaces. No cannabis signage or product will be visible from the exterior of the premises.

TARGET MARKET

Strategy includes a secured location in Salisbury, Maryland near high pedestrian and vehicle traffic with ample parking. The retail facility is well positioned and connected with the community. The location will be centrally located to supply all types of cannabis products for a variety of purposes to consumers.

PRODUCT QUALITY

LOCATION

PROFESSIONAL STAFF

DIVERSIFICATION

REFERRAL NETWORK

We will train knowledgeable, compliant, and friendly staff who will help clients select the best product for their needs. The management team will always be available to talk with customers, providing them with years of experience and expertise.

Our retail will help the community solve local challenges; more importantly, our vision to diversify our products, our staff, our systems, and our management will result in technological advances for the industry, community, consumer, and general commodity goods.

Our referral network supports product consistency, brand recognition, reliable delivery, quality assurance for consumer health and public safety, properly labeled products with batch and tracking information, child-proof packaging and compliance measures for chain of custody.

Customer Target Market

Elevated Mind & Wellness will sell a wide range of cannabis products to customers in the City of Salisbury, Wicomico County and surrounding areas.

City/County	Male	Female	Total
Salisbury	17,523	15,526	33,050
Wicomico	49,607	53,980	103,588
Dorchester	15,231	17,299	32,531
Worcester	25,667	26,752	52,460
Somerset	10,408	8,047	18,455
Total Target Market	118,436	121,605	240,041

Wicomico County

Population: **103,588**

Median Age: **36.1**

Female: **52.11%**

Households: **40,611**

Avg. Income: **\$52,077**

Avg HH Income: **\$102,238**

Travel to Work: **22.6 min**

Homeowner Rate: **61.9%**

Married: **45.5%**

Veterans: **6,229 Vets**

Poverty: **10.6%**

21+ Years Old: **64,155**

Labor Force: **65.6%**

White: **58.17%**

Black: **27.02%**

Asian: **3.04%**

Other: **11.77%**

All customers are given first class treatment. Our CRM software accompanied by 6 service stations will enable us to manage a one-on-one relationship with our customers no matter how large our client base grows. We will ensure our customers are guided in their personal wellness decisions to make the right choices for their unique needs:

- ✓ Reported reasons for medical cannabis use: pain (58%), stress (54%), and Insomnia (49%).
- ✓ Cannabis brand awareness remains very low (49% won't know any brands).
 - ✓ Most consumers are interested in edibles (62%) and topical products (44%), though daily users still prefer smoking (75%).
 - ✓ Large majority of customers use or plan to use medical cannabis, while a smaller group will use cannabis recreationally.
- ✓ 39% of Californians already use cannabis, 44% are non-users interested in trying.
 - ✓ 1 in 3 women over 21 consume cannabis.

Direct & Indirect **Impact**



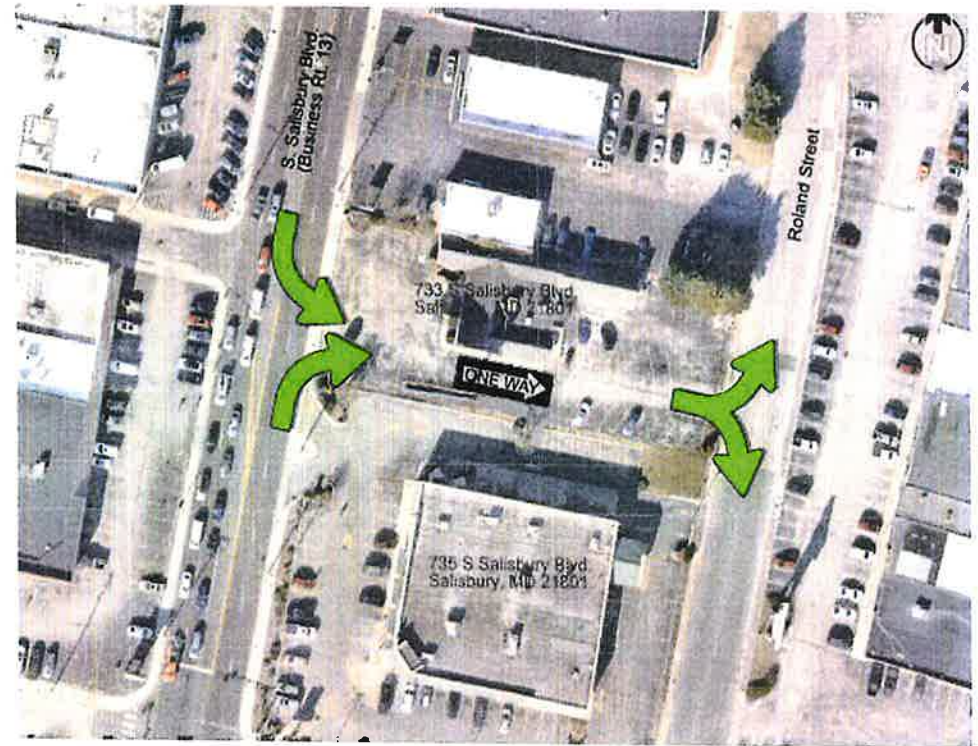
- ✓ Salisbury local, women owned business creating opportunities in Salisbury and keeping profits on the Eastern Shore.
 - ✓ An existing stand alone 4,400 square foot commercial building with 32 parking spaces and street access from Rt 13 and Roland St.
- ✓ Great exposure for traffic on Rte 13 across situated in the heart of Salisbury.
- ✓ 6 self-service kiosks to minimize customer in-store time and maximize operational efficiency
- ✓ The site offers a significant advantage in the retail of cannabis products accommodating an expanding customer base with safe and convenient access near major population centers.

		Year 2	Year 3	Year 4	
Wages & Benefits	\$357,708	\$577,756	\$755,429	\$774,862	\$794,295
Federal Tax	\$368,039	\$623,689	\$692,457	\$761,225	\$829,993
State Tax	\$98,144	\$166,317	\$184,655	\$202,993	\$221,331
Sales Use Tax	\$206,904	\$506,520	\$567,574	\$621,844	\$676,114
City Cannabis Tax	\$0	\$0	\$0	\$0	\$0
Excise Tax	\$0	\$0	\$0	\$0	\$0
Community programs	\$34,547	\$58,541	\$64,571	\$70,601	\$76,631
TOTAL	\$1,065,342	\$1,932,823	\$2,264,686	\$2,431,525	\$2,598,364

Elevated Wellness **Location**

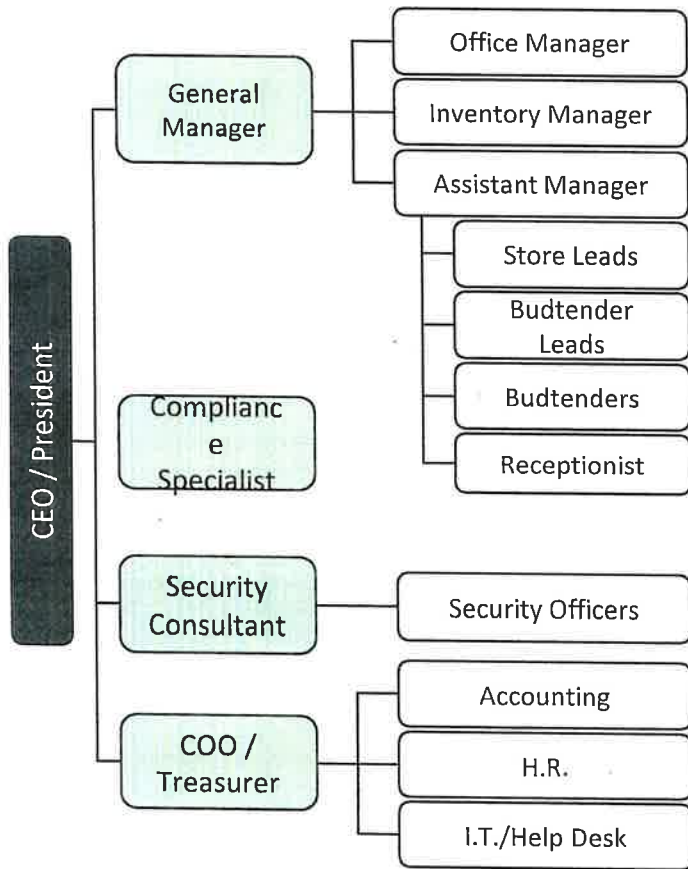
733 S Salisbury Blvd, Salisbury MD 21804

- 4,400 SF commercial use property
- Situated on busy thoroughfare Rt 13
- 0.61 -acre property with ample parking (32 spaces)
- One way traffic through property to minimize traffic on Rt 13
- Space to build-out parking and retail resources
- Annual Gross Rent: \$73,155.24. NOI: \$45,000.



Recommended traffic flow from Traffic Information Study conducted by The Traffic Group; See attached TIS in Appendix

Organizational Plan



Annual Salaries by Position						
	Qty	Salary	Qty	Salary	Qty	Salary
CEO	1	\$60,000	1	\$60,000	1	\$60,000
COO	1	\$60,000	1	\$60,000	1	\$60,000
General Retail Manager (Erin)	1	\$70,000	1	\$70,000		\$70,000
Assistant Manager - \$25/hr (FT)	1	\$52,000	1	\$52,000	1	\$52,000
Store Lead - \$22/hr (FT)	0	\$0	1	\$45,000	1	\$45,000
Compliance Specialist	1	\$40,000	1	\$40,000	1	\$40,000
Inventory Specialist (FT)	0	\$0	1	\$40,000	1	\$40,000
Lead Budtenders - \$25/hr (FT)	1	\$52,000	2	\$52,000	2	\$41,600
AM Budtenders - \$20/hr (PT)	1	\$32,000	2	\$32,000	2	\$32,000
Midday Budtenders - \$20/hr (PT)	1	\$32,000	2	\$32,000	2	\$32,000
PM Budtenders - \$20/hr (PT)	1	\$25,000	2	\$25,000	2	\$25,000
Receptionist - \$17/hr (PT)	1	\$25,000	2	\$25,000	2	\$25,000
Total Headcount & Wages	10	431,523.49	18	674,297	19	852,378

Project Potential

Projections generated using local dispensary prices, Maryland Cannabis administration sales reports, and the Comptroller of MD, Brooke Liermann, assessment on taxes generated from cannabis sales

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>
Total Revenues (\$)	3,592,875	5,854,125	6,457,125	7,060,125	7,663,125	8,266,125	8,869,125
Total Cost of Goods Sold	(1,909,275)	(3,053,018)	(3,348,903)	(3,642,527)	(3,936,151)	(4,229,774)	(4,523,398)
Total Operating Expenses	(525,457)	(549,519)	(759,510)	(801,249)	(818,268)	(837,470)	(856,673)
EBITDA	1,180,892	2,274,338	2,371,462	2,639,100	2,931,457	3,221,630	3,511,804
Interest Expense	(13,986)	0	0	0	0	0	0
Net Income	696,319	1,506,493	1,521,925	1,707,268	1,917,332	2,125,211	2,333,091
Cash	491,693	2,028,090	3,571,799	5,300,850	7,239,965	9,386,959	11,741,832
Total Assets	915,785	2,453,360	3,998,247	5,728,476	7,668,769	9,816,941	12,172,993
Short-Term Debt	0	0	0	0	0	0	0
Total Shareholder's Equity	696,319	2,202,813	3,724,738	5,432,006	7,349,338	9,474,549	11,807,640
NPV							
Total Cash Flow from (to) Operations							
Total Cash Flow from (to) Investing	719,193	1,536,397	1,543,708	1,729,051	1,939,115	2,146,994	2,354,874
Unlevered Free Cash Flow	(227,500)	0	0	0	0	0	0
Present Value of Unlevered Free Cash Flow	505,679	1,536,397	1,543,708	1,729,051	1,939,115	2,146,994	2,354,874
Terminal Value							
Present Value of Terminal Value			13,250,162		16,644,067		20,212,667
NPV based on terminal year 3		11,328,668					
NPV based on terminal year 5		12,844,187					
NPV based on terminal year 7		13,981,323					



Thank You

April 2024

A Maryland Cannabis Retailer Project

www.elevatedmindwellness.com

Elevated Mind & Wellness- Salisbury

Wicomico County, Maryland
June 3, 2024

Traffic Impact Analysis

Prepared for:
Elevated Mind & Wellness

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APPENDICES

APPENDIX A – Intersection Turning Movement Counts and Aerial Photographs

APPENDIX B – Intersection Capacity Analysis Worksheets

Professional Certification: I hereby certify that these documents were prepared or approved by me, and that I am a duly licensed professional engineer under the laws of the State of Maryland, License No. 29931, Expiration Date: 01/08/2026.



Prepared by: Carl R. Wilson, Jr., P.E., PTOE, RSP
Shulin Li, P.E., PTOE

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EXECUTIVE SUMMARY

- Elevated Mind & Wellness – Salisbury is proposed to replace the existing Kitty’s Flowers located at 733 South Salisbury Boulevard in the City of Salisbury, Maryland.
- The existing 4,400 sq ft building is proposed to remain with no changes to the overall footprint.
- Access to the site is currently available via one full movement driveway along South Salisbury Boulevard and one full movement driveway along Roland Street.
- In addition to the site access points, one major intersection in each direction was also reviewed during the PM and Saturday peak periods for this study.
- The Apothecarium Dispensary of Salisbury, located at 1003 Mt Hermon Road was also reviewed for the purpose of establishing trip generation.
- Based on a review of the existing site in Salisbury, data contained in the Institute of Transportation Engineers, *Trip Generation*, 11th Edition and data collected in Frederick Maryland at existing dispensaries, ITE’s rates were found to be most conservative and utilized for trip generation purposes for this study.
- All intersections were found to operate with an acceptable Level of Service under existing conditions.
- Because of the traffic volumes along South Salisbury Boulevard, it is recommended that site access operate in a one-way circulation pattern from west to east allowing inbound movements from South Salisbury Boulevard and outbound movements along Roland Street.
- When considering this trip distribution, surrounding intersections and the site access point were found to operate with an adequate level of service.

INTRODUCTION AND SUMMARY OF FINDINGS

Study Purpose

The Traffic Group, Inc. has prepared this Traffic Impact Study to quantify the impact associated with the proposed Elevated Mind & Wellness – Salisbury site. A dispensary is proposed for the 4,400 sq ft building currently occupied by Kitty’s Flowers located at 733 South Salisbury Boulevard in Salisbury, Maryland. No changes are proposed to the existing footprint of the building.

Access to the site is currently available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street. While the site access points are proposed to remain at their current locations, modifications are recommended to facilitate one-way circulation for the site from west to east, allowing inbound movements from Salisbury Boulevard and outbound movements along Roland Street.

Study Criteria/Methodology

This TIS was prepared in conjunction with a request by representatives from the City of Salisbury to quantify the projected traffic impact associated with the Elevated Mind & Wellness – Salisbury site. Turning movement counts were collected at the existing site access point and major adjacent intersections during the evening and Saturday peak periods in conjunction with the proposed opening hours for the business.

For the purpose of establishing trip generation, the Institute of Transportation Engineers (ITE), *Trip Generation*, 11th Edition was utilized in conjunction with a review of the existing dispensary located within city limits and other dispensaries located within Frederick Maryland.

All analysis was undertaken using Highway Capacity Manual (HCM) criteria at all study intersections. Both signalized and unsignalized methodologies were utilized as necessary.

Scope of Services

The principal Scope of Services undertaken for this study was as follows:

- Conduct a site inspection to collect physical information concerning the nearby road system including a compilation of aerial photographs.
- Collect intersection turning movement counts during the PM and Saturday peak periods at all study intersections and site access points.

- Review trip generation for existing dispensaries and compare with data contained in ITE's *Trip Generation* 11th Edition.
- Distribute all net site trips to the road system.
- Undertake intersection capacity analysis using HCM criteria at all study intersections.
- Review HCM queuing at all study intersections.
- Provide recommendations for the site access to achieve maximum traffic operational efficiency.

Summary of Findings and Recommendations

This TIS will show that all intersections are currently operating with an acceptable level of service during the PM and Saturday peak periods. When considering the net increase of trips associated with the proposed use, all intersections will maintain an adequate level of service. Site circulation is recommended to occur in a one-way manner from west to east allowing inbound movements along South Salisbury Boulevard and outbound movements along Roland Street. This pattern will allow all traffic oriented to the south to utilize the existing traffic signal at South Salisbury Boulevard at Roland Street/North Boulevard to facilitate a safer and more efficient left turn movement versus an unsignalized left turn from the existing site access point. Exiting northbound traffic will utilize Roland Street to access South Salisbury Avenue north of the site.

Along South Salisbury Boulevard, a two-way left turn lane is available to facilitate efficient left turns into the site at the existing access opposite Hazel Avenue. The northbound approach of South Salisbury Avenue features two travel lanes with the rightmost lane providing shared thru and right turn movements which is consistent with the overall corridor cross section. No improvements are recommended for the South Salisbury Boulevard approaches.

It is our opinion that with the proposed circulation pattern as detailed above, the roadway system is capable of supporting the proposed development with no additional improvements.

The data and methodology used for this report is detailed in the sections that follow.

EXISTING TRAFFIC CONDITIONS

Site Information

The proposed Elevated Mind & Wellness – Salisbury is located on the east side of South Salisbury Boulevard (US 13 Business) opposite Hazel Avenue within the City of Salisbury, Maryland. More specifically, the address is 733 South Salisbury Boulevard. Currently, the site is occupied by Kitty’s Flowers. Access is available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street.

The existing building onsite is proposed to remain without any modifications to the square footage. A 4,400 sq ft dispensary is proposed to occupy the existing building.

Figure 1 provides a map showing the surrounding area. An aerial photograph detailing the property can be found in Figure 2.

Study Area

To quantify site impact, the site access intersections were studied. In addition, the next nearest major intersection to the north and south was also included in the study area which includes the following:

- South Salisbury Boulevard @ Roland Street (north)
- South Salisbury Boulevard @ North Boulevard/Roland Street (south)
- South Salisbury Boulevard @ Hazel Avenue/Site Access
- Roland Street @ Site Access

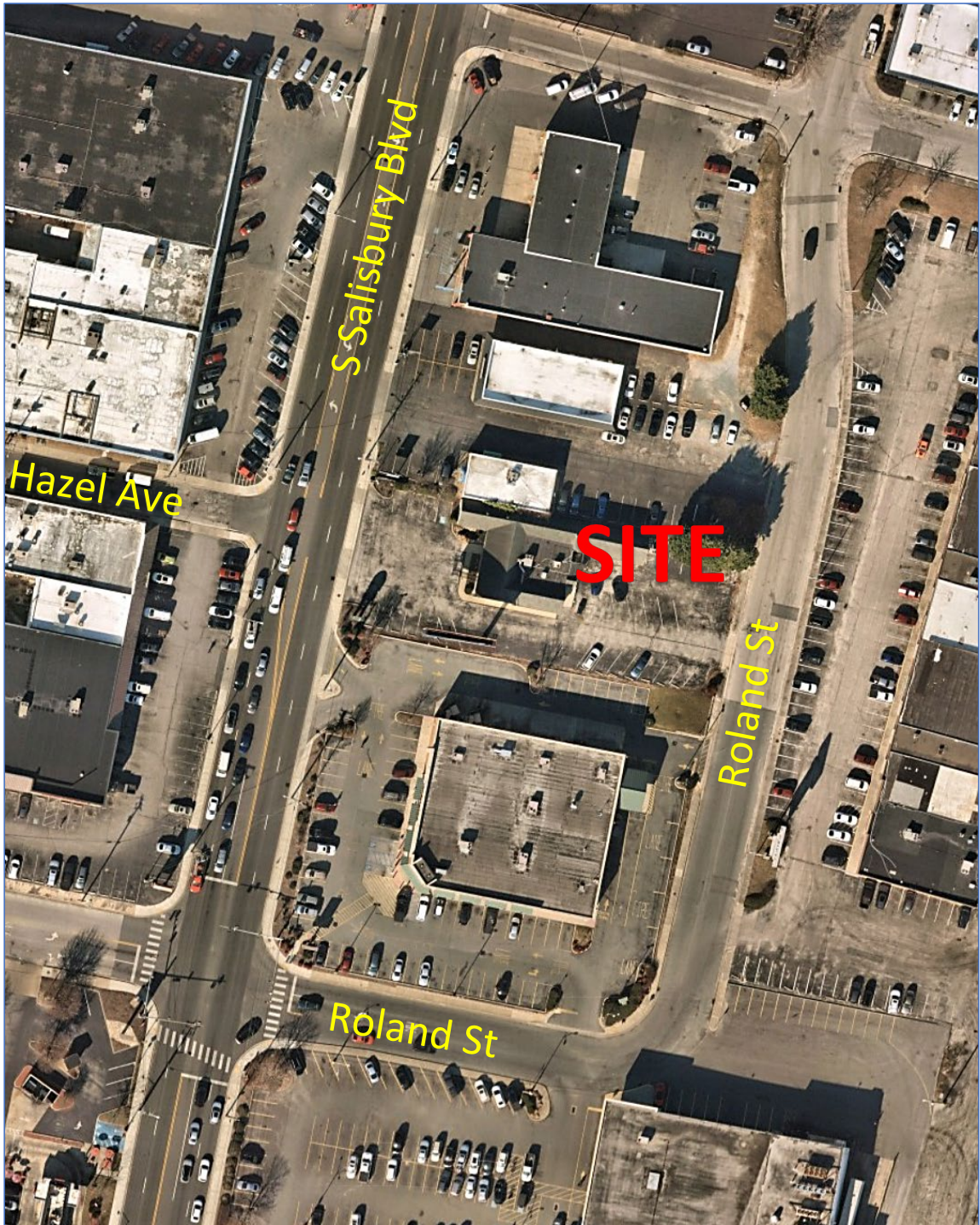
South Salisbury Boulevard, maintained by the Maryland Department of Transportation State Highway Administration (MDOT-SHA) runs in the north/south direction for a distance of 7.77 miles from US 50/US 13 to US 13 (South Fruitland Boulevard). In the vicinity of this site, the roadway features two travel lanes in the northbound and southbound directions. A two-way left turn lane separates the two directions of traffic flow. The posted speed limit for this segment is 35 MPH.

There are no auxiliary right turn lanes within the study area. At the intersection with North Boulevard/Roland Street the two-way left turn lane is marked for separate left turns only. The existing traffic signal at this location features split phasing for the east and westbound approaches along with exclusive/permissive phasing for the north/south left turns. All remaining intersections within the study area operate under stop control.

Figure 1. Site Location Map



Figure 2. Aerial Photo of Site Vicinity



Roland Street extends for a relatively short distance from South Salisbury Boulevard, approximately 0.31 miles to the north again intersecting with South Salisbury Boulevard. The

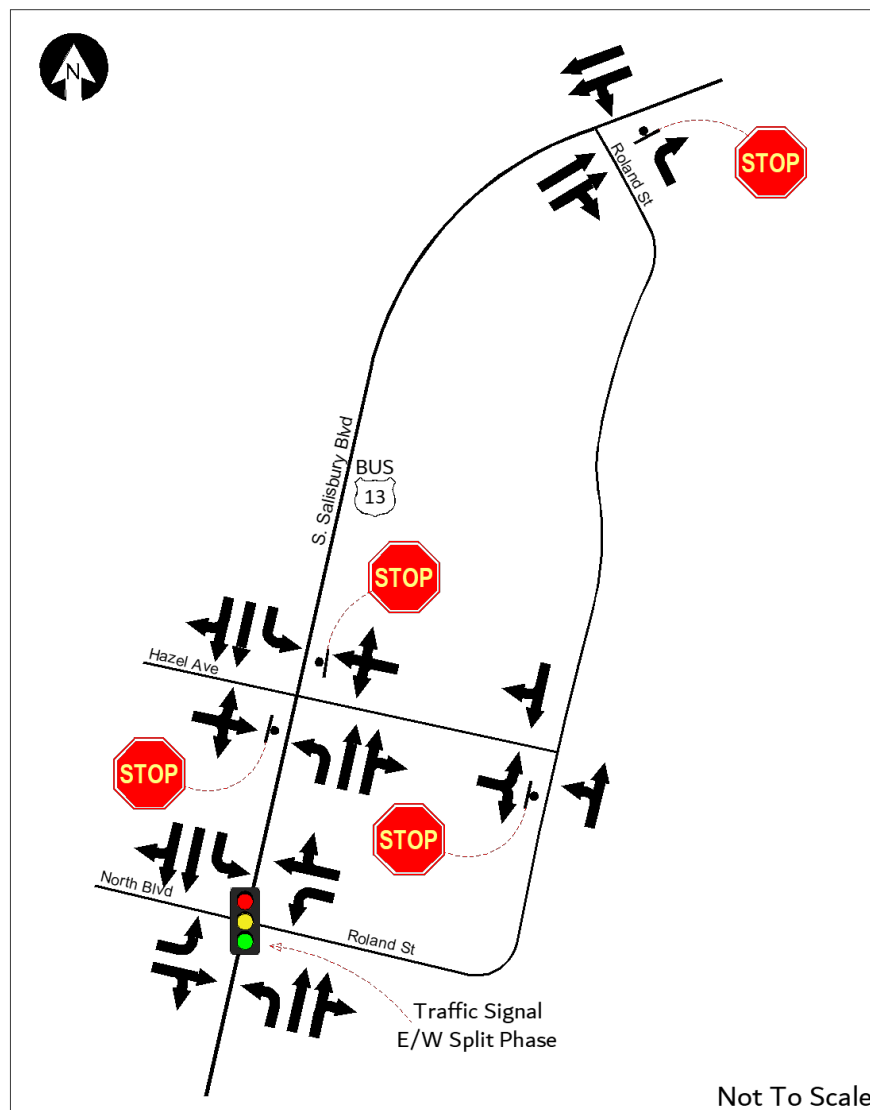
northern intersection features a right-in/right-out movement only. Near the site, Roland Street features a wide unmarked pavement section extending for approximately 36 ft.

Sidewalks are available along site frontage on both the east and west sides. Sidewalks provide connectivity to properties to the north and south along South Salisbury Boulevard. Sidewalk is less continuous along Roland Street.

The area surrounding the proposed Elevated Mind & Wellness – Salisbury is commercial in nature with all adjacent properties serving business uses.

The existing lane use and traffic control devices are summarized in Figure 3. Aerial photographs from all of the intersections can be found in Appendix A.

Figure 3 – Lane Use and Traffic Control Devices



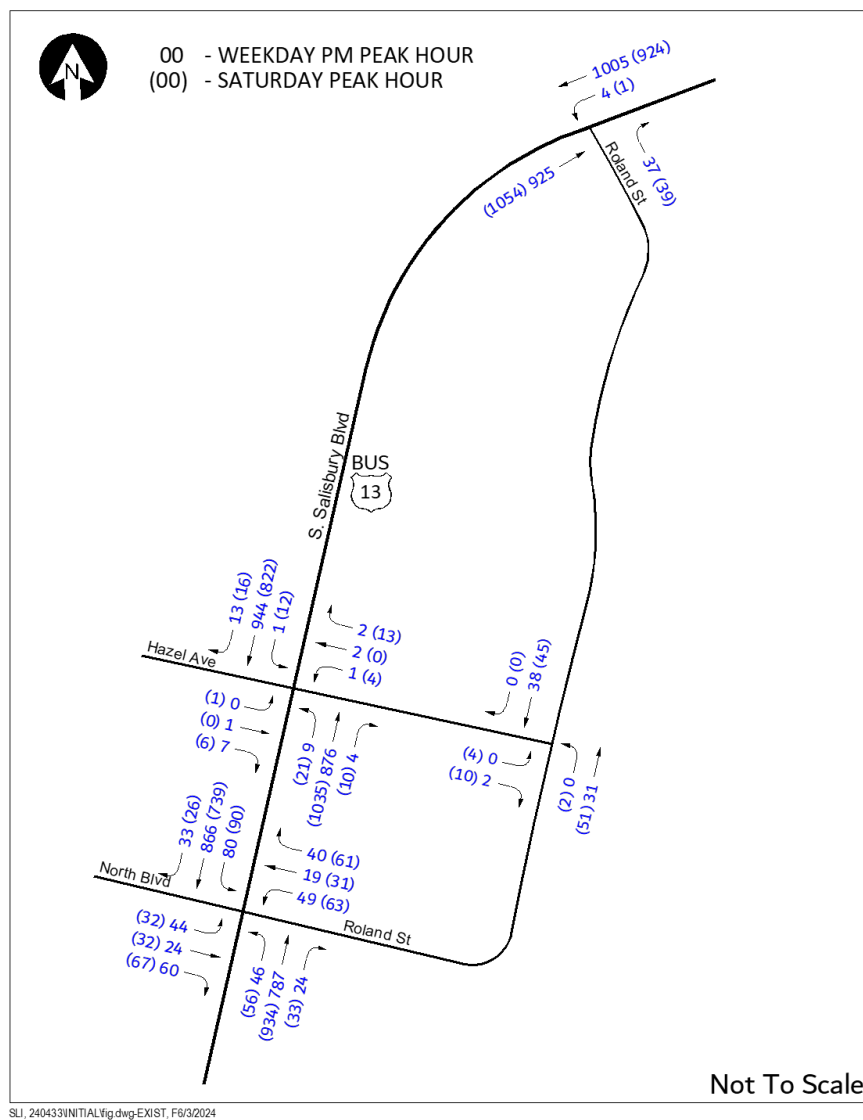
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Traffic Data Collection

Intersection turning movement counts were collected at each of the study intersections from 4-7 PM on a typical weekday while public school was in session for a full day of in person learning and on a Saturday between the hours of 11 AM and 2 PM. These times periods were selected as they are consistent with opening hours for the Elevated Mind & Wellness – Salisbury site. Figure 4 contains a summary of the existing peak hour traffic counts. Full details on the turning movement counts can be found in Appendix A.

A review of Figure 4 shows relatively heavy traffic volumes along South Salisbury Boulevard during both peak periods. Traffic along Roland Street is significantly lower. Current site access volumes were also found to be low.

Figure 4 – Existing Traffic Volumes



At the time of the vehicular turning movement counts, pedestrians and bicycles were also observed. Full details on the other modes can be found in Appendix A.

Additional data was collected at The Apothecarian Dispensary of Salisbury, which is located 1003 Mt Hermon Road. The purpose of this data collection was to establish trip generation for the proposed use. Additional details on the trip generation will be included in the next section of this document.

TOTAL TRAFFIC CONDITIONS

Trip Generation

The proposed dispensary use is relatively new. As a result data contained in the Institute of Transportation Engineers (ITE) *Trip Generation*, 11th Edition, was reviewed and compared with existing turning movement counts collected at The Apothecarian Dispensary of Salisbury. In additional two other similar sites in Frederick Maryland were also reviewed.

The Apothecarian Dispensary features an 8,000 sq ft building. While it has one single access point to Mt Hermon Road there is interconnectivity to additional adjacent office uses. The turning movement count collected at the driveway represents a conservative projection of trips because there are vehicles captured within this data that are not associated with the site and instead would use other buildings onsite particularly during the PM peak hour. As shown in Table 1, a total of 120 PM peak hour trips and 114 Saturday peak hour trips were collected at the site. For an 8,000 sq ft building, this corresponds to a trip rate of 15 trips per 1,000 sq ft during the PM peak hour and 14.25 trips per 1,000 sq ft during the Saturday peak period.

Additional data was collected at two dispensary sites in Frederick, Maryland:

- Kannavis, located at 8709 Fingerboard Road features a 2,548 sq ft building.
- Wellness Solutions, located at 4606 Wedgewood Boulevard features a 6,528 sq ft building.

Driveway counts were collected on October 12, 2021 during the PM peak period at both locations. As shown in Table 1, the calculated trip rates are 20.80 and 11.64 trips per 1,000 sq ft respectively.

Table 1 – Existing Trip Generation

Existing Facilities	PM Peak Hour			SAT Peak Hour		
	In	Out	Total	In	Out	Total
1. The Apothecarium Dispensary of Salisbury (8,000 sq.ft.)						
Total Trips	65	55	120	61	53	114
Trip Rates/1000 sq.ft.	8.12	6.88	15.00	7.625	6.625	14.25
2. Kannavis (2,548 sq.ft.)						
Total Trips	27	26	53	n/a	n/a	n/a
Trip Rates/1000 sq.ft.	10.60	10.20	20.80			
3. Wellness Solutions (6,528 sq.ft.)						
Total Trips	40	36	76	n/a	n/a	n/a
Trip Rates/1000 sq.ft.	6.13	5.51	11.64			
Average Trips Rates	8.28	7.53	15.81	7.63	6.63	14.25

The Institute of Transportation Engineers *Trip Generation*, 11th Edition, features a Land Use Code for marijuana dispensary (#882) which is defined as “...a stand-alone facility where cannabis is sold to patients or retail consumers in a legal manner.”

Data for the land use was collected in the 2010s in California, Colorado, Massachusetts, and Oregon. During the PM peak, a total of 16 studies were undertaken resulting in an average rate of 18.92 trips per 1,000 sq ft. On Saturday, a total of five sites were studied for the peak hour generator with an average rate of 28.85 trips per 1,000 sq ft.

Applying these trip rates to the proposed 4,400 building, results in a total of 83 PM peak hour trips and 127 Saturday peak hour trips as detailed in Table 2. Since the ITE trip rates are more conservative than the existing trips calculated within the City of Salisbury and consistent with data from Frederick, ITE was exclusively used for projecting site trips for the subject site. The existing driveway trips for the flower shop were reduced as shown on Table 2 resulting in a net increase of 70 PM peak hour trips and 72 Saturday peak hour trips.

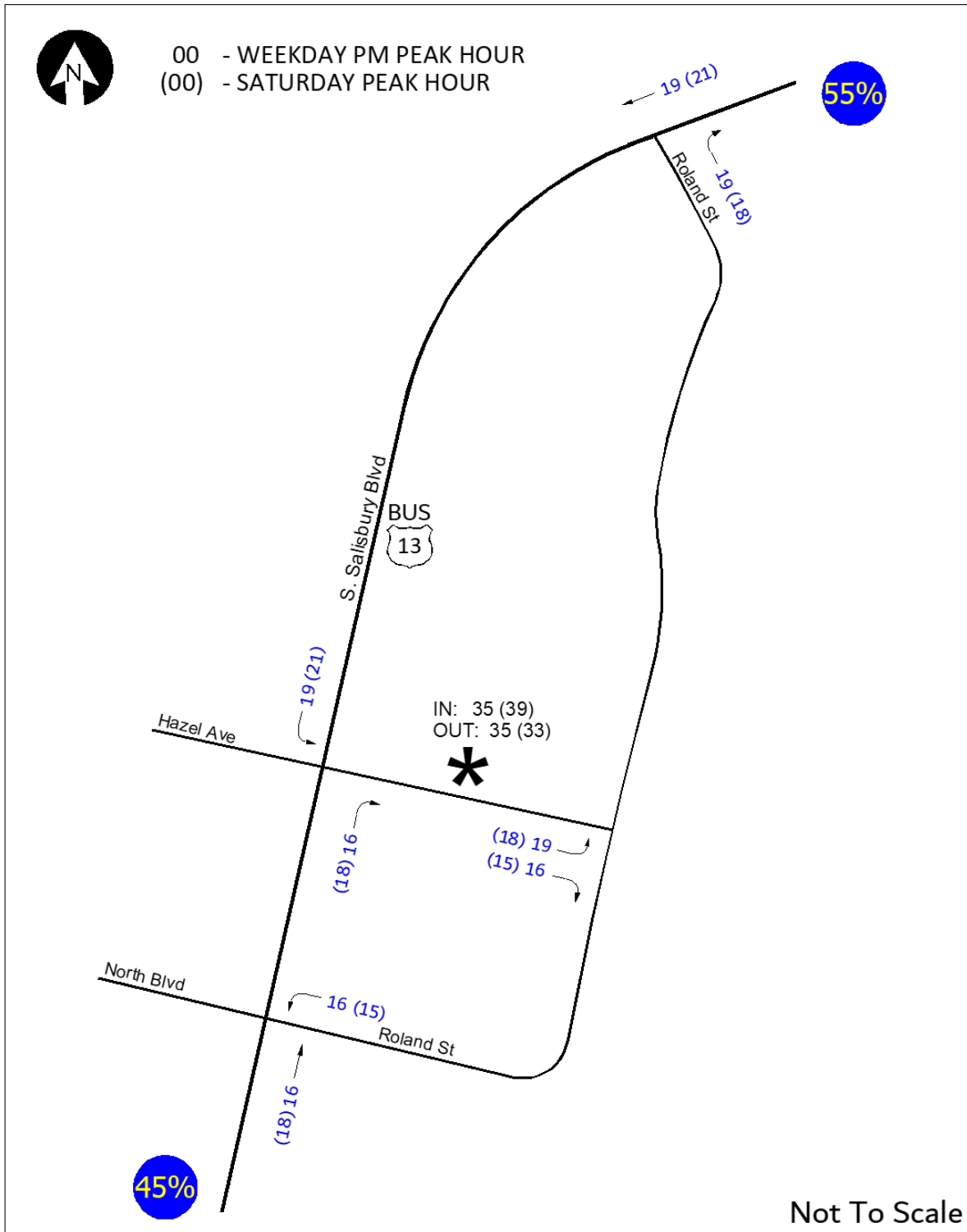
Table 2 – Site Trip Generation

Land Use & Trip Rates				In/Out %		
Marijuana Dispensary (ksf, ITE-882)						
PM Peak Hour Trips = 18.92 x ksf				50/50		
Sat. Midday Peak Hour Trips = 28.85 x KSF				50/50		
Total Trips	PM Peak Hour			SAT Peak Hour		
	In	Out	Total	In	Out	Total
Marijuana Dispensary (ksf, ITE-882)						
4,400 sq.ft.	41	42	83	63	64	127
Existing Flower Shop (4,400 sq.ft.)						
Less Existing Trips on Site	- 6	- 7	- 13	- 24	- 31	- 55
ITE minus Existing Trips	35	35	70	39	33	72

Trip Distribution and Assignment

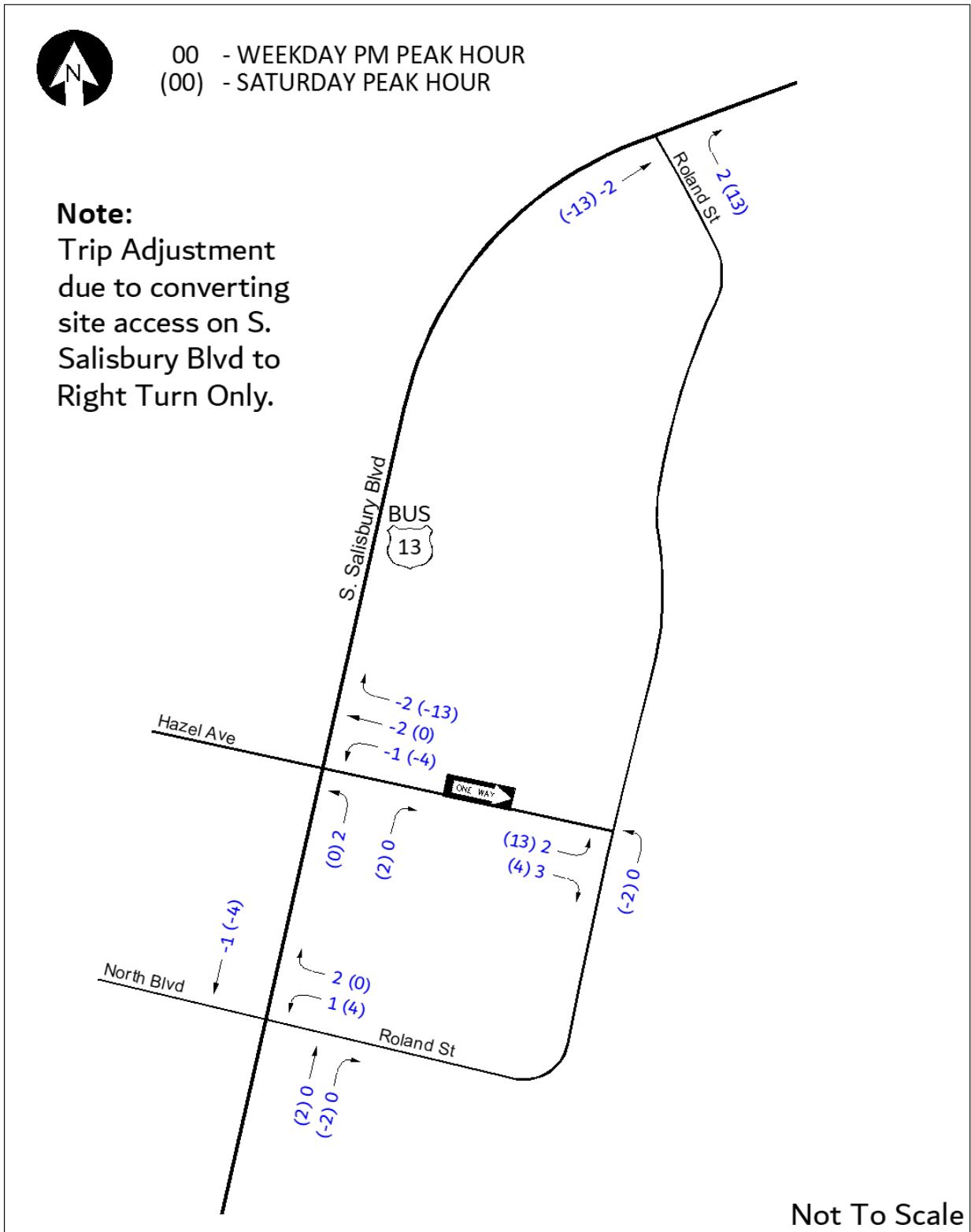
The net new trips for the Elevated Mind & Wellness – Salisbury site were distributed to the road network as shown in Figure 5. As previously detailed, the site access is proposed to function in a one-way direction from west to east. In addition, existing outbound trips were re-routed as necessary. Figure 6 details the trip adjustment. Combining the new site trips with existing peak hour traffic volumes results in the total peak hour traffic volumes as shown in Figure 7.

Figure 5 – Site Trip Distribution



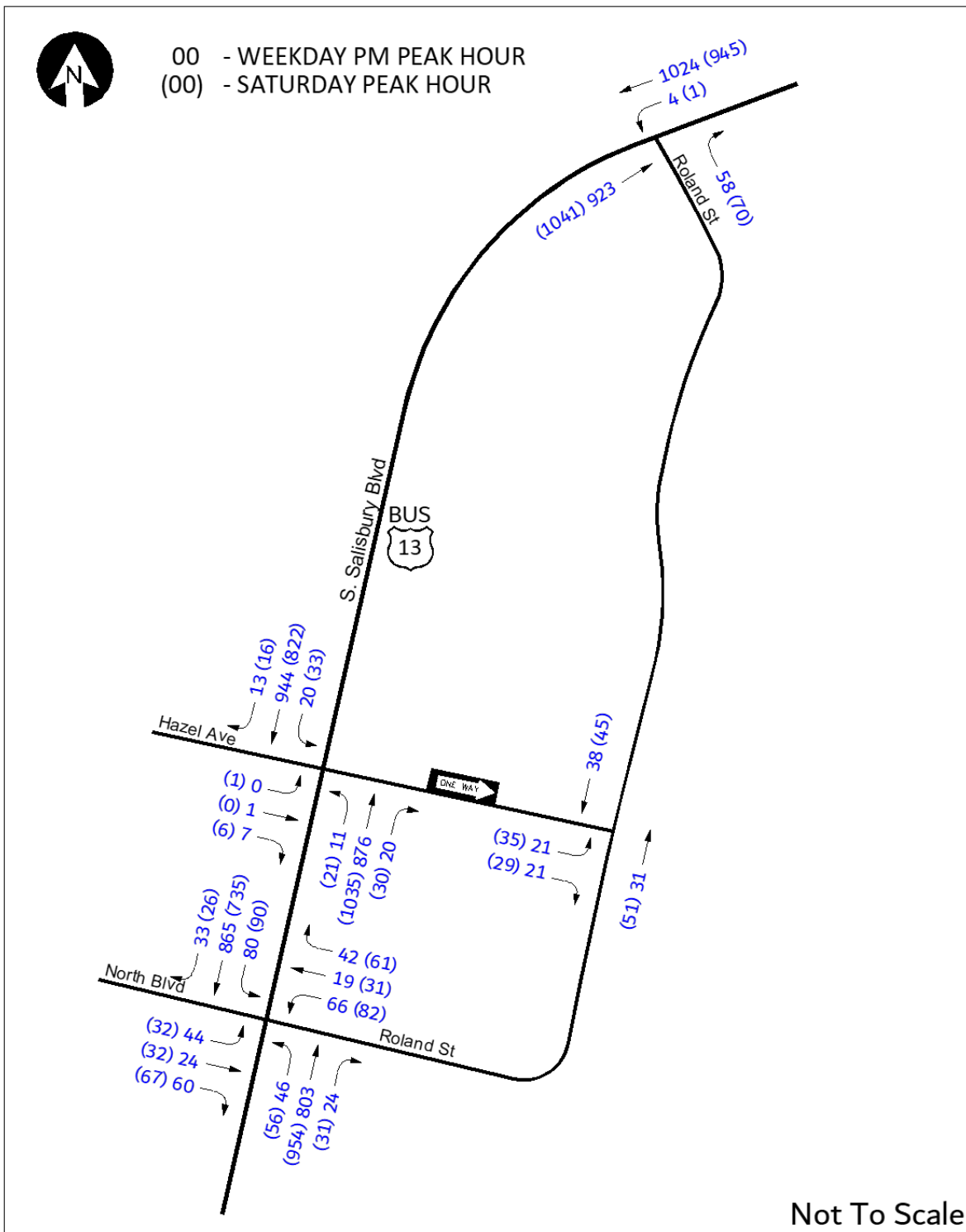
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Figure 6 – Trip Adjustment



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Figure 7 – Total Traffic Volumes



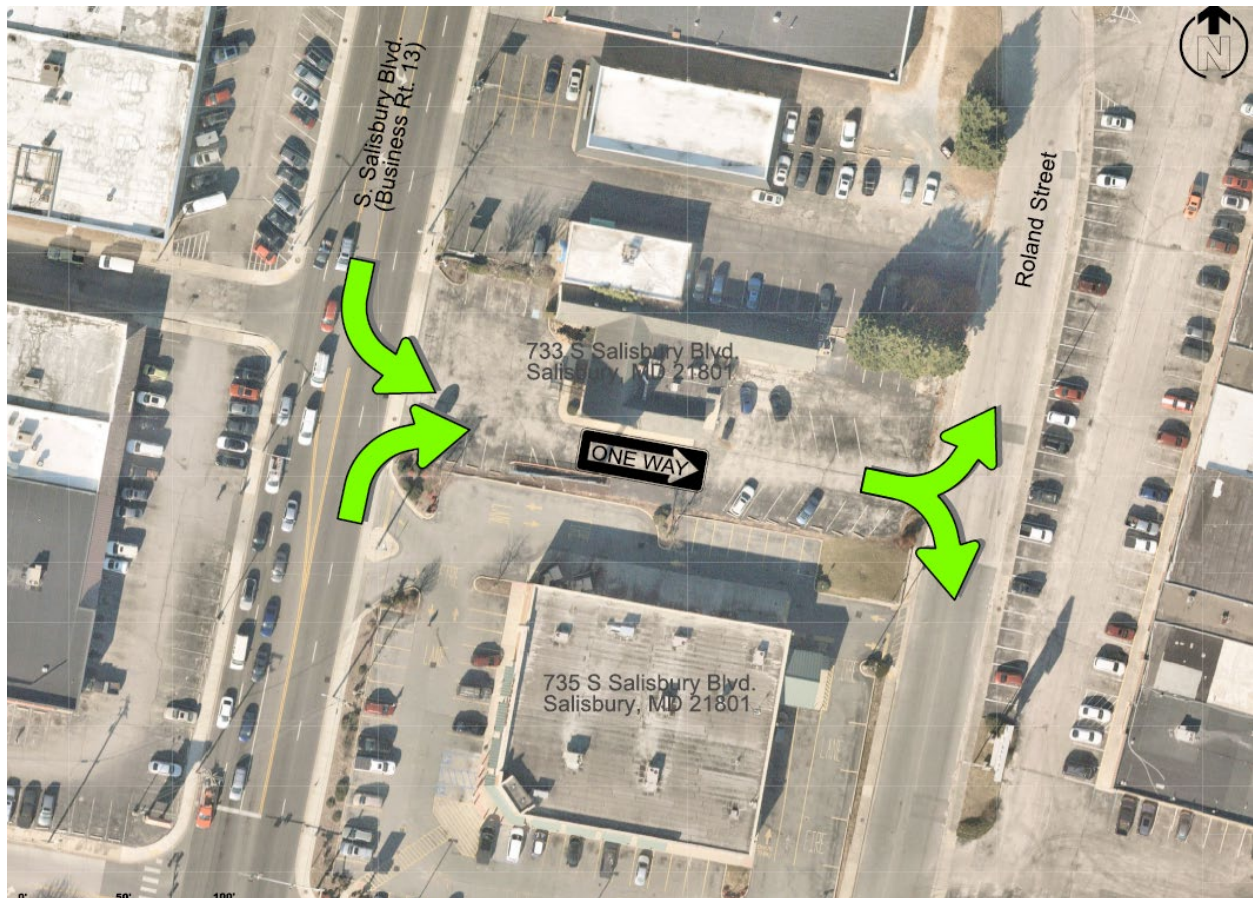
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Site Circulation

During the peak hours at study intersections it was observed that minimal left turns occur at unsignalized locations. There is connectivity to the east and west of South Salisbury Blvd that allows drivers to access the roadway via signalized minor approaches versus unsignalized approaches which can significantly reduce delay and improve overall efficiency.

For the proposed Elevated Mind & Wellness-Salisbury site it is recommended that all ingress occur from South Salisbury Blvd, while all egress to Roland Street. This pattern will allow all exiting drivers oriented to the south to access South Salisbury Blvd from a signalized approach. Figure 8 details the proposed site circulation pattern.

Figure 8 – Site Circulation



Observations of peak hour traffic flow along South Salisbury Blvd indicate that the traffic signal at North Blvd/Roland Street situated approximately 300 feet south of the site access point provided gaps in the mainline traffic flow virtually every cycle which allowed traffic to efficiently enter or exit the site. The proposed site circulation would permit entering movements to utilize the gaps in the future.

INTERSECTION CAPACITY ANALYSIS

To quantify intersection operations, all study intersections were analyzed using Highway Capacity Manual (HCM) methodology. HCM analysis provides a quantitative measure of level of service based on average vehicular delay at intersections. Input criteria includes peak hour volumes, lane configuration, traffic signal phasing and timing, among other measures. At signalized locations, the average intersection delay is calculated per vehicle for the overall intersection and for each individual approach. At two-way stop-controlled intersections, since main line traffic proceeds without delay, level of service is quantified for minor, stop-controlled approaches only.

Driver expectations are different at signalized versus unsignalized intersections, so the criteria is different. Table 3 outlines the level of service criteria for each type of intersection.

Table 3 – Level of Service Criteria

Control Type	Signalized	Two-Way Stop Control
Level of Service	Control Delay (seconds/vehicle)	
A	<10	<10
B	>10-20	>10-15
C	>20-35	>15-20
D	>35-55	>15-25
E	>55-80	>35-50
F	>80	>50

For both signalized and stop controlled intersections LOS A is considered optimal, where vehicles are able to proceed through intersections with virtually no delay. At the other end of the scale, LOS F represents saturated conditions where traffic flow has broken down. Typically, LOS D or better is considered acceptable.

The HCM results are summarized in Table 4. Complete capacity worksheets can be found in Appendix B. A review of Table 4 shows that under existing conditions, all intersections operate at acceptable levels of service. During the PM peak LOS E is noted for the westbound site access at South Salisbury Blvd. It is important to recognize, however, that minimal traffic uses the approach, and in the future the delay will be mitigated by the proposed site circulation plan.

When considering the net increase of site trips, including the elimination of direct egress to South Salisbury Blvd and impact at the adjacent intersections, adequate levels of service are achieved at each location.

Table 4 – HCM Summary

	Existing	Total
EVENING PEAK HOUR TRAFFIC	LOS/Delay-sec	LOS/Delay-sec
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)	B/13.8	B/14.2
Eastbound North Blvd	C/30.9	C/31.0
Westbound Roland St	C/30.5	C/31.0
Northbound S Salisbury Blvd	B/11.8	B/12.0
Southbound S Salisbury Blvd	B/11.5	B/11.7
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	C/18.2	B/12.0
Westbound Site Access	E/38.6	n/a
Northbound Left Turns S Salisbury Blvd	B/10.2	B/10.3
Southbound Left Turns S Salisbury Blvd	A/9.8	A/10.0
3. S Salisbury Blvd & N. Roland St		
Westbound Right Turns Roland St	B/12.2	B/12.5
Southbound Left Turns S Salisbury Blvd	B/10.0	B/10.0
4. Roland St & Site Access		
Northbound Left Turns Roland St	0	n/a
Eastbound Site Access	A/8.5	A/8.9
SATURDAY G PEAK HOUR TRAFFIC	LOS/Delay-sec	LOS/Delay-sec
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)	B/15.7	B/16.0
Eastbound North Blvd	C/32.3	C/32.4
Westbound Roland St	C/31.3	C/31.4
Northbound S Salisbury Blvd	B/14.4	B/14.8
Southbound S Salisbury Blvd	B/11.9	B/11.9
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	C/16.8	C/15.6
Westbound Site Access	C/24.2	n/a
Northbound Left Turns S Salisbury Blvd	A/9.8	A/9.8
Southbound Left Turns S Salisbury Blvd	B/10.7	B/11.0
3. S Salisbury Blvd & N. Roland St		
Westbound Right Turns Roland St	B/13.1	B/13.6
Southbound Left Turns S Salisbury Blvd	B/10.7	B/10.6
4. Roland St & Site Access		
Northbound Left Turns Roland St	A/7.3	n/a
Eastbound Site Access	A/8.7	A/9.1

HCM also provides a 95th percentile queue output which represents the length of storage that would be needed to contain demand 95% of the time. Table 5 summarizes the queue results for turning movements. As shown, relatively minimal demand is realized in the future which results in low queue lengths.

Table 5 -

95th Percentile Queues	Existing	Total
EVENING PEAK HOUR TRAFFIC		
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)		
Eastbound LT North Blvd	30 ft	30 ft
Westbound LT Roland St	35 ft	48 ft
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	25 ft	25 ft
Westbound Site Access	25 ft	n/a
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
3. S Salisbury Blvd & N. Roland St		
Westbound RT Roland St	25 ft	25 ft
Southbound LT S Salisbury Blvd	0 ft	0 ft
4. Roland St & Site Access		
Northbound LT Roland St	0 ft	n/a
Eastbound Site Access	0 ft	25 ft
SATURDAY G PEAK HOUR TRAFFIC		
1. S Salisbury Blvd & North Blvd/Roland St (Int. Delay)		
Eastbound LT North Blvd	25 ft	25 ft
Westbound LT Roland St	45 ft	58 ft
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
2. S Salisbury Blvd & Hazel Ave /Site Access		
Eastbound Hazel Ave	25 ft	25 ft
Westbound Site Access	25 ft	n/a
Northbound LT S Salisbury Blvd	25 ft	25 ft
Southbound LT S Salisbury Blvd	25 ft	25 ft
3. S Salisbury Blvd & N. Roland St		
Westbound RT Roland St	25 ft	25 ft
Southbound LT S Salisbury Blvd	0 ft	0 ft
4. Roland St & Site Access		
Northbound LT Roland St	0 ft	n/a
Eastbound Site Access	0 ft	25 ft

RESULTS, RECOMMENDATIONS, AND CONCLUSIONS

Study Purpose

The Traffic Group, Inc. has prepared this Traffic Impact Study to quantify the impact associated with the proposed Elevated Mind & Wellness – Salisbury site. A dispensary is proposed for the 4,400 sq ft building currently occupied by Kitty’s Flowers located at 733 South Salisbury Boulevard in Salisbury, Maryland. No changes are proposed to the existing footprint of the building.

Access to the site is currently available via one full movement point along South Salisbury Boulevard and one full movement point along Roland Street. While the site access points are proposed to remain at their current locations, modifications are recommended to facilitate one-way circulation for the site from west to east, allowing inbound movements from Salisbury Boulevard and outbound movements along Roland Street.

Study Criteria/Methodology

This TIS was prepared in conjunction with a request by representatives from the City of Salisbury to quantify the projected traffic impact associated with the Elevated Mind & Wellness – Salisbury site. Turning movement counts were collected at the existing site access point and major adjacent intersections during the evening and Saturday peak periods in conjunction with the proposed opening hours for the business.

For the purpose of establishing trip generation, the Institute of Transportation Engineers (ITE), *Trip Generation*, 11th Edition was utilized in conjunction with a review of the existing dispensary located within city limits and other dispensaries located within Frederick Maryland.

All analysis was undertaken using Highway Capacity Manual (HCM) criteria at all study intersections. Both signalized and unsignalized methodologies were utilized as necessary.

Summary of Findings and Recommendations

This TIS has shown that all intersections are currently operating with an acceptable level of service during the PM and Saturday peak periods. When considering the net increase of trips associated with the proposed use, all intersections will maintain an adequate level of service. Site circulation is recommended to occur in a one-way manner from west to east allowing inbound movements along South Salisbury Boulevard and outbound movements along Roland Street. This pattern will allow all traffic oriented to the south to utilize the existing traffic signal at South Salisbury Boulevard at Roland Street/North Boulevard to facilitate a safer and more efficient left turn movement versus an unsignalized left turn from the existing site access point. Exiting northbound traffic will utilize Roland Street to access South Salisbury Avenue north of the site.

Along South Salisbury Boulevard, a two-way left turn lane is available to facilitate efficient left turns into the site at the existing access opposite Hazel Avenue. The northbound approach of South Salisbury Avenue features two travel lanes with the rightmost lane providing shared thru and right turn movements which is consistent with the overall corridor cross section. No improvements are recommended for the South Salisbury Boulevard approaches.

It is our opinion that with the proposed circulation pattern as detailed above, the roadway system is capable of supporting the proposed development with no additional improvements.

APPENDIX A

Turning Movement Counts and Intersection Aerials



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG S Salisbury Boulevard		SOUTH LEG S Salisbury Boulevard	
	PM			
4:00 - 4:15	1	0	0	0
4:15 - 4:30	0	0	0	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	1	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	1
5:30 - 5:45	0	0	1	0
5:45 - 6:00	0	0	2	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	0	0	1	0
6:30 - 6:45	0	0	1	0
6:45 - 7:00	0	0	1	0
TOTALS	1	0	8	2

	EAST LEG Roland Street		WEST LEG North Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	2	0	0	1
4:15 - 4:30	4	0	3	1
4:30 - 4:45	1	0	1	0
4:45 - 5:00	3	0	4	1
5:00 - 5:15	0	0	0	3
5:15 - 5:30	0	0	2	0
5:30 - 5:45	1	0	2	0
5:45 - 6:00	2	0	3	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	2	0	0	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	1
TOTALS	15	0	16	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street					on: North Boulevard					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	8	197	13	0	218	7	209	10	0	226	10	9	9	0	28	15	4	11	0	30	502
4:15 - 4:30	6	214	16	0	236	6	204	11	0	221	10	3	15	0	28	12	5	11	0	28	513
4:30 - 4:45	11	232	20	0	263	5	200	7	0	212	5	6	13	0	24	16	7	15	0	38	537
4:45 - 5:00	9	194	22	0	225	5	195	17	0	217	12	4	15	0	31	18	10	13	0	41	514
5:00 - 5:15	7	226	22	0	255	8	188	11	0	207	13	6	6	0	25	14	2	5	0	21	508
5:15 - 5:30	6	194	15	0	215	3	192	13	0	208	16	6	12	0	34	13	5	7	0	25	482
5:30 - 5:45	4	161	23	0	188	9	177	20	0	206	12	1	14	0	27	8	11	8	0	27	448
5:45 - 6:00	4	186	16	0	206	4	212	13	0	229	13	6	13	0	32	11	3	5	0	19	486
6:00 - 6:15	5	146	12	0	163	5	181	16	0	202	13	3	9	0	25	12	0	3	0	15	405
6:15 - 6:30	5	154	21	0	180	6	155	9	0	170	8	6	7	0	21	12	1	8	0	21	392
6:30 - 6:45	3	169	11	0	183	5	163	8	0	176	9	2	3	0	14	17	4	8	0	29	402
6:45 - 7:00	0	110	8	0	118	6	141	8	0	155	14	7	6	0	27	14	8	5	0	27	327
3 Hr Totals	68	2183	199	0	2450	69	2217	143	0	2429	135	59	122	0	316	162	60	99	0	321	5516
1 Hr Totals																					
4:00 - 5:00	34	837	71	0	942	23	808	45	0	876	37	22	52	0	111	61	26	50	0	137	2066
4:15 - 5:15	33	866	80	0	979	24	787	46	0	857	40	19	49	0	108	60	24	44	0	128	2072
4:30 - 5:30	33	846	79	0	958	21	775	48	0	844	46	22	46	0	114	61	24	40	0	125	2041
4:45 - 5:45	26	775	82	0	883	25	752	61	0	838	53	17	47	0	117	53	28	33	0	114	1952
5:00 - 6:00	21	767	76	0	864	24	769	57	0	850	54	19	45	0	118	46	21	25	0	92	1924
5:15 - 6:15	19	687	66	0	772	21	762	62	0	845	54	16	48	0	118	44	19	23	0	86	1821
5:30 - 6:30	18	647	72	0	737	24	725	58	0	807	46	16	43	0	105	43	15	24	0	82	1731
5:45 - 6:45	17	655	60	0	732	20	711	46	0	777	43	17	32	0	92	52	8	24	0	84	1685
6:00 - 7:00	13	579	52	0	644	22	640	41	0	703	44	18	25	0	87	55	13	24	0	92	1526
PEAK HOUR																					
4:15 - 5:15	33	866	80	0	979	24	787	46	0	857	40	19	49	0	108	60	24	44	0	128	2072

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	1	0
11:15 - 11:30	0	0	3	1
11:30 - 11:45	0	0	1	1
11:45 - 12:00	0	1	3	0
12:00 - 12:15	0	0	0	0
12:15 - 12:30	0	0	0	0
12:30 - 12:45	0	0	5	0
12:45 - 1:00	0	0	3	0
1:00 - 1:15	1	0	3	0
1:15 - 1:30	1	1	2	0
1:30 - 1:45	0	0	1	0
1:45 - 2:00	0	0	3	0
TOTALS	2	2	25	2
	EAST LEG		WEST LEG	
	Roland Street (South)		North Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	2	0	1	1
11:15 - 11:30	0	0	0	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	3	0
12:00 - 12:15	7	0	1	0
12:15 - 12:30	2	0	0	1
12:30 - 12:45	1	0	2	0
12:45 - 1:00	0	0	0	0
1:00 - 1:15	0	0	4	0
1:15 - 1:30	3	0	0	2
1:30 - 1:45	0	0	3	0
1:45 - 2:00	1	0	3	0
TOTALS	17	0	17	4

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (South) - North Boulevard

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street (South)					on: North Boulevard					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	10	179	24	0	213	10	220	15	0	245	20	8	13	0	41	14	8	5	0	27	526
11:15 - 11:30	11	163	26	0	200	8	239	8	0	255	15	8	19	0	42	16	8	8	0	32	529
11:30 - 11:45	7	179	21	0	207	11	232	17	0	260	15	6	10	0	31	15	5	8	0	28	526
11:45 - 12:00	5	209	22	0	236	8	214	18	0	240	14	9	14	0	37	18	12	11	0	41	554
12:00 - 12:15	3	188	21	0	212	6	249	13	0	268	17	8	20	0	45	18	7	5	0	30	555
12:15 - 12:30	2	191	19	0	212	10	218	14	0	242	15	6	6	0	27	11	17	9	0	37	518
12:30 - 12:45	4	177	29	0	210	18	207	13	0	238	24	7	17	0	48	17	12	7	0	36	532
12:45 - 1:00	5	177	25	0	207	11	221	13	0	245	16	13	15	0	44	15	9	3	0	27	523
1:00 - 1:15	2	167	23	0	192	10	193	10	0	213	20	15	16	0	51	21	12	11	0	44	500
1:15 - 1:30	8	156	23	0	187	7	213	10	0	230	17	11	12	0	40	20	10	6	0	36	493
1:30 - 1:45	4	213	21	0	238	9	181	14	0	204	14	10	21	0	45	15	4	9	0	28	515
1:45 - 2:00	5	197	15	0	217	8	163	13	0	184	17	4	9	0	30	15	11	6	0	32	463
3 Hr Totals	66	2196	269	0	2531	116	2550	158	0	2824	204	105	172	0	481	195	115	88	0	398	6234
1 Hr Totals																					
11:00 - 12:00	33	730	93	0	856	37	905	58	0	1000	64	31	56	0	151	63	33	32	0	128	2135
11:15 - 12:15	26	739	90	0	855	33	934	56	0	1023	61	31	63	0	155	67	32	32	0	131	2164
11:30 - 12:30	17	767	83	0	867	35	913	62	0	1010	61	29	50	0	140	62	41	33	0	136	2153
11:45 - 12:45	14	765	91	0	870	42	888	58	0	988	70	30	57	0	157	64	48	32	0	144	2159
12:00 - 1:00	14	733	94	0	841	45	895	53	0	993	72	34	58	0	164	61	45	24	0	130	2128
12:15 - 1:15	13	712	96	0	821	49	839	50	0	938	75	41	54	0	170	64	50	30	0	144	2073
12:30 - 1:30	19	677	100	0	796	46	834	46	0	926	77	46	60	0	183	73	43	27	0	143	2048
12:45 - 1:45	19	713	92	0	824	37	808	47	0	892	67	49	64	0	180	71	35	29	0	135	2031
1:00 - 2:00	19	733	82	0	834	34	750	47	0	831	68	40	58	0	166	71	37	32	0	140	1971
PEAK HOUR																					
11:15 - 12:15	26	739	90	0	855	33	934	56	0	1023	61	31	63	0	155	67	32	32	0	131	2164

S. Salisbury Blvd & Roland Street



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard
and: Hazel Avenue

Date: May 29, 2024

Wednesday

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
PM				
4:00 - 4:15	0	0	2	0
4:15 - 4:30	1	0	1	0
4:30 - 4:45	3	0	2	0
4:45 - 5:00	1	0	1	0
5:00 - 5:15	0	0	2	1
5:15 - 5:30	0	0	0	0
5:30 - 5:45	2	0	2	0
5:45 - 6:00	1	0	1	0
6:00 - 6:15	1	0	4	0
6:15 - 6:30	1	0	1	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	1	0
TOTALS	10	0	17	1

	EAST LEG		WEST LEG	
	Site Access		Hazel Avenue	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	0	0	3	1
4:15 - 4:30	0	0	7	0
4:30 - 4:45	4	0	5	1
4:45 - 5:00	1	0	4	0
5:00 - 5:15	0	0	5	4
5:15 - 5:30	0	0	3	0
5:30 - 5:45	2	0	2	0
5:45 - 6:00	0	0	2	1
6:00 - 6:15	0	0	1	0
6:15 - 6:30	0	0	0	1
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	7	0	32	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Hazel Avenue

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Site Access					on: Hazel Avenue					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	5	237	0	0	242	0	218	3	0	221	0	0	0	0	0	0	0	1	0	1	464
4:15 - 4:30	4	237	0	0	241	2	227	2	0	231	0	0	0	0	0	1	0	0	0	1	473
4:30 - 4:45	1	234	1	0	236	1	218	1	0	220	2	0	0	0	2	4	0	0	0	4	462
4:45 - 5:00	2	221	0	0	223	0	220	1	0	221	0	1	1	0	2	2	0	0	0	2	448
5:00 - 5:15	6	252	0	0	258	1	211	5	0	217	0	1	0	0	1	0	1	0	0	1	477
5:15 - 5:30	3	213	1	0	217	2	205	3	0	210	0	0	0	0	0	2	0	0	0	2	429
5:30 - 5:45	1	186	2	0	189	0	207	0	0	207	0	0	0	0	0	0	0	1	0	1	397
5:45 - 6:00	5	187	2	0	194	0	227	6	0	233	1	0	0	0	1	1	0	0	0	1	429
6:00 - 6:15	3	168	0	0	171	0	210	0	0	210	0	0	0	0	0	0	0	0	0	0	381
6:15 - 6:30	4	184	1	0	189	0	185	6	0	191	1	0	0	0	1	3	0	1	0	4	385
6:30 - 6:45	6	170	0	0	176	1	179	4	0	184	0	2	1	0	3	0	0	1	0	1	364
6:45 - 7:00	3	116	0	0	119	0	161	3	0	164	0	0	0	0	0	0	0	0	0	0	283
3 Hr Totals	43	2405	7	0	2455	7	2468	34	0	2509	4	4	2	0	10	13	1	4	0	18	4992
1 Hr Totals																					
4:00 - 5:00	12	929	1	0	942	3	883	7	0	893	2	1	1	0	4	7	0	1	0	8	1847
4:15 - 5:15	13	944	1	0	958	4	876	9	0	889	2	2	1	0	5	7	1	0	0	8	1860
4:30 - 5:30	12	920	2	0	934	4	854	10	0	868	2	2	1	0	5	8	1	0	0	9	1816
4:45 - 5:45	12	872	3	0	887	3	843	9	0	855	0	2	1	0	3	4	1	1	0	6	1751
5:00 - 6:00	15	838	5	0	858	3	850	14	0	867	1	1	0	0	2	3	1	1	0	5	1732
5:15 - 6:15	12	754	5	0	771	2	849	9	0	860	1	0	0	0	1	3	0	1	0	4	1636
5:30 - 6:30	13	725	5	0	743	0	829	12	0	841	2	0	0	0	2	4	0	2	0	6	1592
5:45 - 6:45	18	709	3	0	730	1	801	16	0	818	2	2	1	0	5	4	0	2	0	6	1559
6:00 - 7:00	16	638	1	0	655	1	735	13	0	749	1	2	1	0	4	3	0	2	0	5	1413
PEAK HOUR																					
4:15 - 5:15	13	944	1	0	958	4	876	9	0	889	2	2	1	0	5	7	1	0	0	8	1860

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Site Access - Hazel Avenue

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	5	0
11:15 - 11:30	2	0	5	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	3	0
12:00 - 12:15	3	0	7	0
12:15 - 12:30	3	0	2	0
12:30 - 12:45	0	0	6	1
12:45 - 1:00	0	0	4	1
1:00 - 1:15	1	0	1	0
1:15 - 1:30	0	0	2	0
1:30 - 1:45	0	0	2	0
1:45 - 2:00	1	0	2	0
TOTALS	11	0	39	2
	EAST LEG		WEST LEG	
	Site Access		Hazel Avenue	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	3	0	4	1
11:15 - 11:30	2	0	1	0
11:30 - 11:45	0	0	1	0
11:45 - 12:00	3	0	2	3
12:00 - 12:15	3	0	2	0
12:15 - 12:30	4	1	0	1
12:30 - 12:45	3	0	4	0
12:45 - 1:00	3	0	1	1
1:00 - 1:15	0	0	2	0
1:15 - 1:30	3	0	0	2
1:30 - 1:45	4	0	1	0
1:45 - 2:00	3	0	3	0
TOTALS	31	1	21	8

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Site Access - Hazel Avenue

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Site Access					on: Hazel Avenue					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	6	208	3	0	217	4	261	2	0	267	3	0	0	0	3	4	0	2	0	6	493
11:15 - 11:30	6	196	3	0	205	0	257	5	0	262	2	0	2	0	4	3	0	1	0	4	475
11:30 - 11:45	4	193	3	0	200	4	263	5	0	272	2	0	2	0	4	2	0	0	0	2	478
11:45 - 12:00	2	233	3	0	238	2	240	6	1	249	2	0	0	0	2	0	0	0	0	0	489
12:00 - 12:15	4	200	3	0	207	4	275	4	0	283	7	0	0	0	7	1	0	0	0	1	498
12:15 - 12:30	3	193	3	0	199	4	246	4	0	254	6	0	1	0	7	3	0	0	0	3	463
12:30 - 12:45	4	215	1	0	220	4	239	4	0	247	3	0	0	0	3	0	0	0	0	0	470
12:45 - 1:00	3	187	2	0	192	6	249	2	0	257	6	0	1	0	7	3	0	0	0	3	459
1:00 - 1:15	7	197	2	0	206	0	235	4	0	239	6	0	1	0	7	0	0	0	0	0	452
1:15 - 1:30	4	184	0	0	188	5	244	5	0	254	1	0	0	0	1	2	0	1	0	3	446
1:30 - 1:45	8	224	3	0	235	0	223	5	0	228	4	0	1	0	5	2	0	0	0	2	470
1:45 - 2:00	5	237	1	0	243	6	221	3	0	230	2	0	0	0	2	3	0	3	0	6	481
3 Hr Totals	56	2467	27	0	2550	39	2953	49	1	3042	44	0	8	0	52	23	0	7	0	30	5674
1 Hr Totals																					
11:00 - 12:00	18	830	12	0	860	10	1021	18	1	1050	9	0	4	0	13	9	0	3	0	12	1935
11:15 - 12:15	16	822	12	0	850	10	1035	20	1	1066	13	0	4	0	17	6	0	1	0	7	1940
11:30 - 12:30	13	819	12	0	844	14	1024	19	1	1058	17	0	3	0	20	6	0	0	0	6	1928
11:45 - 12:45	13	841	10	0	864	14	1000	18	1	1033	18	0	1	0	19	4	0	0	0	4	1920
12:00 - 1:00	14	795	9	0	818	18	1009	14	0	1041	22	0	2	0	24	7	0	0	0	7	1890
12:15 - 1:15	17	792	8	0	817	14	969	14	0	997	21	0	3	0	24	6	0	0	0	6	1844
12:30 - 1:30	18	783	5	0	806	15	967	15	0	997	16	0	2	0	18	5	0	1	0	6	1827
12:45 - 1:45	22	792	7	0	821	11	951	16	0	978	17	0	3	0	20	7	0	1	0	8	1827
1:00 - 2:00	24	842	6	0	872	11	923	17	0	951	13	0	2	0	15	7	0	4	0	11	1849
PEAK HOUR																					
11:15 - 12:15	16	822	12	0	850	10	1035	20	1	1066	13	0	4	0	17	6	0	1	0	7	1940

S. Salisbury Blvd & Hazel Avenue/Site Access



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard
and: Roland Street (North)

Date: May 29, 2024

Wednesday

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
PM				
4:00 - 4:15	0	0	0	0
4:15 - 4:30	0	0	0	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	0	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	0
5:30 - 5:45	0	0	0	0
5:45 - 6:00	0	0	0	0
6:00 - 6:15	1	0	1	0
6:15 - 6:30	2	0	0	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	3	0	1	0

	EAST LEG		WEST LEG	
	Roland Street			
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15	0	1		
4:15 - 4:30	3	2		
4:30 - 4:45	0	1		
4:45 - 5:00	2	2		
5:00 - 5:15	0	0		
5:15 - 5:30	0	0		
5:30 - 5:45	2	0		
5:45 - 6:00	0	1		
6:00 - 6:15	1	0		
6:15 - 6:30	0	0		
6:30 - 6:45	2	0		
6:45 - 7:00	1	2		
TOTALS	11	9	0	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 29, 2024

Wednesday

and: Roland Street (North)

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street					on:					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	0	238	1	0	239	0	240	0	0	240	15	0	0	0	15	0	0	0	0	0	494
4:15 - 4:30	0	232	1	0	233	0	237	0	0	237	6	0	0	0	6	0	0	0	0	0	476
4:30 - 4:45	0	264	0	0	264	0	230	0	0	230	11	0	0	0	11	0	0	0	0	0	505
4:45 - 5:00	0	230	2	0	232	0	257	0	0	257	5	0	0	0	5	0	0	0	0	0	494
5:00 - 5:15	0	279	1	0	280	0	201	0	0	201	15	0	0	0	15	0	0	0	0	0	496
5:15 - 5:30	0	236	2	0	238	2	202	0	0	204	12	0	0	0	12	0	0	0	0	0	454
5:30 - 5:45	0	211	2	0	213	0	213	0	0	213	9	0	0	0	9	0	0	0	0	0	435
5:45 - 6:00	0	200	0	0	200	0	216	0	0	216	3	0	1	0	4	0	0	0	0	0	420
6:00 - 6:15	0	167	0	0	167	0	180	0	0	180	7	0	0	0	7	0	0	0	0	0	354
6:15 - 6:30	0	192	0	0	192	0	175	0	0	175	6	0	0	0	6	0	0	0	0	0	373
6:30 - 6:45	0	177	0	0	177	0	152	0	0	152	3	0	0	0	3	0	0	0	0	0	332
6:45 - 7:00	0	132	0	0	132	0	147	0	0	147	5	0	0	0	5	0	0	0	0	0	284
3 Hr Totals	0	2558	9	0	2567	2	2450	0	0	2452	97	0	1	0	98	0	0	0	0	0	5117
1 Hr Totals																					
4:00 - 5:00	0	964	4	0	968	0	964	0	0	964	37	0	0	0	37	0	0	0	0	0	1969
4:15 - 5:15	0	1005	4	0	1009	0	925	0	0	925	37	0	0	0	37	0	0	0	0	0	1971
4:30 - 5:30	0	1009	5	0	1014	2	890	0	0	892	43	0	0	0	43	0	0	0	0	0	1949
4:45 - 5:45	0	956	7	0	963	2	873	0	0	875	41	0	0	0	41	0	0	0	0	0	1879
5:00 - 6:00	0	926	5	0	931	2	832	0	0	834	39	0	1	0	40	0	0	0	0	0	1805
5:15 - 6:15	0	814	4	0	818	2	811	0	0	813	31	0	1	0	32	0	0	0	0	0	1663
5:30 - 6:30	0	770	2	0	772	0	784	0	0	784	25	0	1	0	26	0	0	0	0	0	1582
5:45 - 6:45	0	736	0	0	736	0	723	0	0	723	19	0	1	0	20	0	0	0	0	0	1479
6:00 - 7:00	0	668	0	0	668	0	654	0	0	654	21	0	0	0	21	0	0	0	0	0	1343
PEAK HOUR																					
4:15 - 5:15	0	1005	4	0	1009	0	925	0	0	925	37	0	0	0	37	0	0	0	0	0	1971

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (North)

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	S Salisbury Boulevard		S Salisbury Boulevard	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	0	0
11:15 - 11:30	2	0	0	0
11:30 - 11:45	0	0	0	0
11:45 - 12:00	1	0	1	0
12:00 - 12:15	0	0	0	0
12:15 - 12:30	0	0	0	0
12:30 - 12:45	0	0	0	0
12:45 - 1:00	1	0	0	0
1:00 - 1:15	0	0	0	0
1:15 - 1:30	0	0	0	0
1:30 - 1:45	1	0	0	0
1:45 - 2:00	0	0	0	0
TOTALS	5	0	1	0
	EAST LEG		WEST LEG	
	Roland Street (North)			
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0		
11:15 - 11:30	0	0		
11:30 - 11:45	3	0		
11:45 - 12:00	3	2		
12:00 - 12:15	0	0		
12:15 - 12:30	0	0		
12:30 - 12:45	0	1		
12:45 - 1:00	5	0		
1:00 - 1:15	1	2		
1:15 - 1:30	4	0		
1:30 - 1:45	1	0		
1:45 - 2:00	0	1		
TOTALS	17	6	0	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: S Salisbury Boulevard

Date: May 11, 2024

Saturday

and: Roland Street (North)

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: S Salisbury Boulevard					on: S Salisbury Boulevard					on: Roland Street (North)					on:					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	0	211	0	0	211	0	248	0	0	248	6	0	1	0	7	0	0	0	0	0	466
11:15 - 11:30	0	227	0	0	227	0	283	0	0	283	5	0	0	0	5	0	0	0	0	0	515
11:30 - 11:45	0	225	0	0	225	0	245	0	0	245	15	0	0	0	15	0	0	0	0	0	485
11:45 - 12:00	0	240	1	0	241	0	253	0	0	253	6	0	0	0	6	0	0	0	0	0	500
12:00 - 12:15	0	232	0	0	232	0	273	0	0	273	13	0	0	0	13	0	0	0	0	0	518
12:15 - 12:30	0	222	0	0	222	1	232	0	0	233	15	0	0	0	15	0	0	0	0	0	470
12:30 - 12:45	0	236	0	0	236	0	238	0	0	238	10	0	0	0	10	0	0	0	0	0	484
12:45 - 1:00	0	234	0	0	234	0	264	0	0	264	9	0	0	0	9	0	0	0	0	0	507
1:00 - 1:15	0	211	1	0	212	1	245	0	0	246	9	0	1	0	10	0	0	0	0	0	468
1:15 - 1:30	0	200	0	0	200	0	251	0	0	251	10	0	0	0	10	0	0	0	0	0	461
1:30 - 1:45	0	223	0	0	223	0	233	0	0	233	16	0	0	0	16	0	0	0	0	0	472
1:45 - 2:00	0	240	0	0	240	0	233	0	0	233	12	0	0	0	12	0	0	0	0	0	485
3 Hr Totals	0	2701	2	0	2703	2	2998	0	0	3000	126	0	2	0	128	0	0	0	0	0	5831
1 Hr Totals																					
11:00 - 12:00	0	903	1	0	904	0	1029	0	0	1029	32	0	1	0	33	0	0	0	0	0	1966
11:15 - 12:15	0	924	1	0	925	0	1054	0	0	1054	39	0	0	0	39	0	0	0	0	0	2018
11:30 - 12:30	0	919	1	0	920	1	1003	0	0	1004	49	0	0	0	49	0	0	0	0	0	1973
11:45 - 12:45	0	930	1	0	931	1	996	0	0	997	44	0	0	0	44	0	0	0	0	0	1972
12:00 - 1:00	0	924	0	0	924	1	1007	0	0	1008	47	0	0	0	47	0	0	0	0	0	1979
12:15 - 1:15	0	903	1	0	904	2	979	0	0	981	43	0	1	0	44	0	0	0	0	0	1929
12:30 - 1:30	0	881	1	0	882	1	998	0	0	999	38	0	1	0	39	0	0	0	0	0	1920
12:45 - 1:45	0	868	1	0	869	1	993	0	0	994	44	0	1	0	45	0	0	0	0	0	1908
1:00 - 2:00	0	874	1	0	875	1	962	0	0	963	47	0	1	0	48	0	0	0	0	0	1886
PEAK HOUR																					
11:15 - 12:15	0	924	1	0	925	0	1054	0	0	1054	39	0	0	0	39	0	0	0	0	0	2018

S. Salisbury Blvd & Roland Street



PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY

Counted by: VCU

Intersection of: Roland Street

Date: May 29, 2024

Wednesday

and: Site Access

Weather: Sunny/Warm



Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	Roland Street		Roland Street	
PM				
4:00 - 4:15	0	0	0	0
4:15 - 4:30	0	0	1	0
4:30 - 4:45	0	0	0	0
4:45 - 5:00	0	0	1	0
5:00 - 5:15	0	0	0	0
5:15 - 5:30	0	0	0	0
5:30 - 5:45	0	0	0	0
5:45 - 6:00	0	0	2	0
6:00 - 6:15	0	0	4	0
6:15 - 6:30	0	0	2	0
6:30 - 6:45	0	0	0	0
6:45 - 7:00	0	0	0	0
TOTALS	0	0	10	0

	EAST LEG		WEST LEG	
	Pedestrians	Bicycles	Pedestrians	Bicycles
PM				
4:00 - 4:15			0	0
4:15 - 4:30			0	0
4:30 - 4:45			2	0
4:45 - 5:00			1	0
5:00 - 5:15			0	0
5:15 - 5:30			0	0
5:30 - 5:45			1	0
5:45 - 6:00			0	0
6:00 - 6:15			0	0
6:15 - 6:30			0	0
6:30 - 6:45			1	0
6:45 - 7:00			0	0
TOTALS	0	0	5	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: Roland Street

Date: May 29, 2024

Wednesday

and: Site Access

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4



TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: Roland Street					on: Roland Street					on:					on: Site Access					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
PM																					
4:00 - 4:15	0	13	0	0	13	0	9	0	0	9	0	0	0	0	0	0	0	0	0	0	22
4:15 - 4:30	0	9	0	0	9	0	5	0	0	5	0	0	0	0	0	0	0	1	0	1	15
4:30 - 4:45	0	6	0	0	6	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	14
4:45 - 5:00	0	8	0	0	8	0	10	0	0	10	0	0	0	0	0	1	0	0	0	1	19
5:00 - 5:15	0	6	0	0	6	0	8	0	0	8	0	0	0	0	0	1	0	0	0	1	15
5:15 - 5:30	0	13	0	0	13	0	6	0	0	6	0	0	0	0	0	0	0	0	0	0	19
5:30 - 5:45	0	11	0	0	11	0	7	0	0	7	0	0	0	0	0	0	0	0	0	0	18
5:45 - 6:00	0	7	0	0	7	0	6	0	0	6	0	0	0	0	0	0	0	0	0	0	13
6:00 - 6:15	0	7	0	0	7	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	9
6:15 - 6:30	0	4	0	0	4	0	8	0	0	8	0	0	0	0	0	0	0	0	0	0	12
6:30 - 6:45	0	6	0	0	6	0	4	0	0	4	0	0	0	0	0	1	0	0	0	1	11
6:45 - 7:00	0	2	0	0	2	0	7	0	0	7	0	0	0	0	0	0	0	0	0	0	9
3 Hr Totals	0	92	0	0	92	0	80	0	0	80	0	0	0	0	0	3	0	1	0	4	176
1 Hr Totals																					
4:00 - 5:00	0	36	0	0	36	0	32	0	0	32	0	0	0	0	0	1	0	1	0	2	70
4:15 - 5:15	0	29	0	0	29	0	31	0	0	31	0	0	0	0	0	2	0	1	0	3	63
4:30 - 5:30	0	33	0	0	33	0	32	0	0	32	0	0	0	0	0	2	0	0	0	2	67
4:45 - 5:45	0	38	0	0	38	0	31	0	0	31	0	0	0	0	0	2	0	0	0	2	71
5:00 - 6:00	0	37	0	0	37	0	27	0	0	27	0	0	0	0	0	1	0	0	0	1	65
5:15 - 6:15	0	38	0	0	38	0	21	0	0	21	0	0	0	0	0	0	0	0	0	0	59
5:30 - 6:30	0	29	0	0	29	0	23	0	0	23	0	0	0	0	0	0	0	0	0	0	52
5:45 - 6:45	0	24	0	0	24	0	20	0	0	20	0	0	0	0	0	1	0	0	0	1	45
6:00 - 7:00	0	19	0	0	19	0	21	0	0	21	0	0	0	0	0	1	0	0	0	1	41
PEAK HOUR																					
4:45 - 5:45	0	38	0	0	38	0	31	0	0	31	0	0	0	0	0	2	0	0	0	2	71

PEDESTRIAN AND BICYCLE OBSERVATIONS - SUMMARY



Counted by: VCU

Intersection of: Roland Street

Date: May 11, 2024

Saturday

and: Site Access

Weather: Sunny/Warm

Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	NORTH LEG		SOUTH LEG	
	Roland Street		Roland Street	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15	0	0	0	0
11:15 - 11:30	0	0	0	0
11:30 - 11:45	0	0	1	0
11:45 - 12:00	0	0	0	0
12:00 - 12:15	1	0	3	0
12:15 - 12:30	0	0	3	0
12:30 - 12:45	0	0	2	0
12:45 - 1:00	0	0	1	0
1:00 - 1:15	0	0	1	0
1:15 - 1:30	0	0	0	0
1:30 - 1:45	0	0	1	0
1:45 - 2:00	0	0	1	0
TOTALS	1	0	13	0
	EAST LEG		WEST LEG	
			Site Access	
	Pedestrians	Bicycles	Pedestrians	Bicycles
AM				
11:00 - 11:15			4	0
11:15 - 11:30			1	0
11:30 - 11:45			2	0
11:45 - 12:00			2	0
12:00 - 12:15			0	0
12:15 - 12:30			0	0
12:30 - 12:45			0	0
12:45 - 1:00			0	0
1:00 - 1:15			0	0
1:15 - 1:30			0	0
1:30 - 1:45			1	0
1:45 - 2:00			0	0
TOTALS	0	0	10	0

TOTALS TURNING MOVEMENT COUNT - SUMMARY

Counted by: VCU

Intersection of: Roland Street

Date: May 11, 2024

Saturday

and: Site Access

Weather: Sunny/Warm



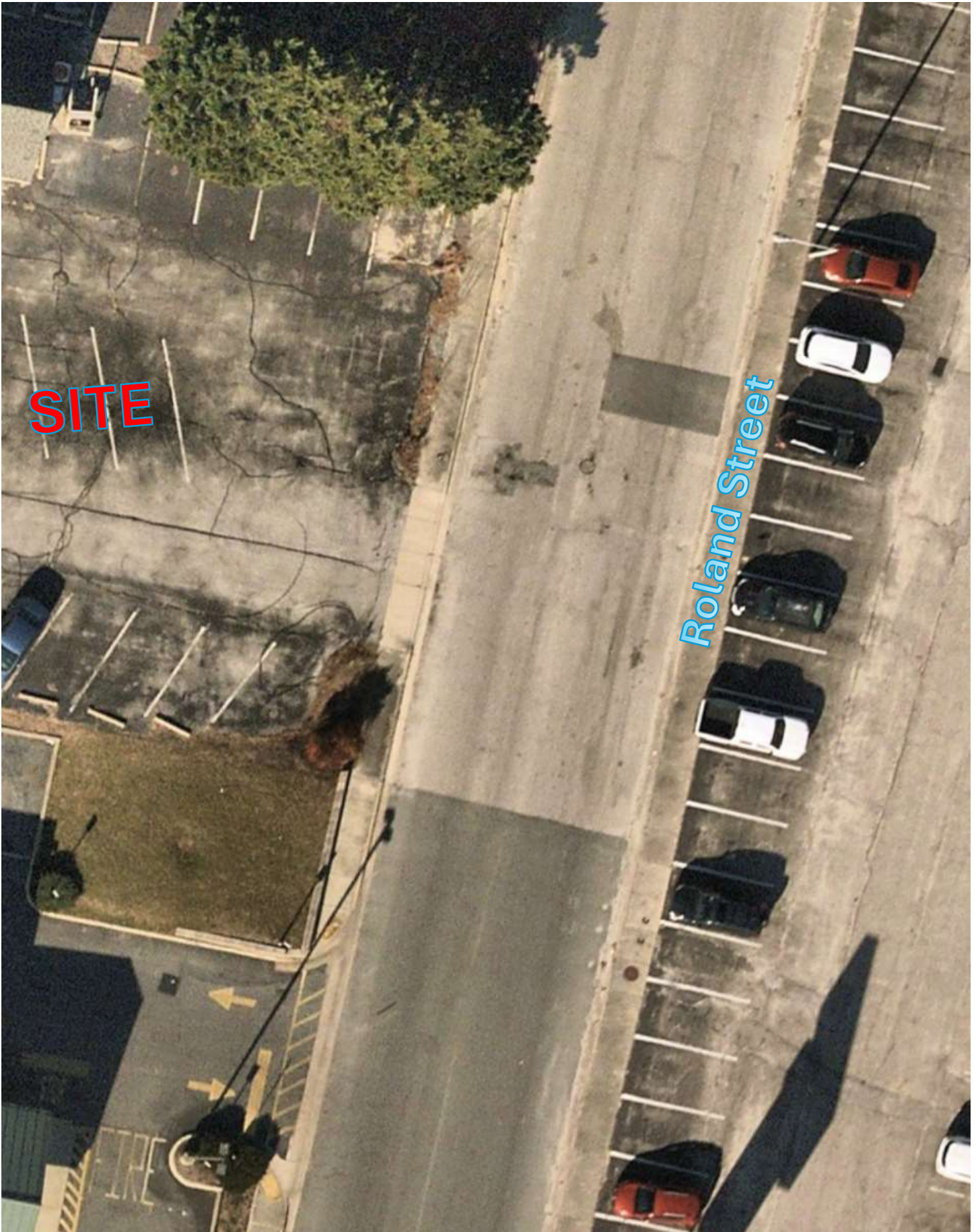
Location: Wicomico County, Maryland

Entered by: SN

Star Rating: 4

TIME	TRAFFIC FROM NORTH					TRAFFIC FROM SOUTH					TRAFFIC FROM EAST					TRAFFIC FROM WEST					TOT N + S + E + W
	on: Roland Street					on: Roland Street					on:					on: Site Access					
	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	RT	TH	LT	UT	TOT	
AM																					
11:00 - 11:15	0	10	0	0	10	0	12	1	0	13	0	0	0	0	0	3	0	2	0	5	28
11:15 - 11:30	0	10	0	0	10	0	10	0	0	10	0	0	0	0	0	5	0	1	0	6	26
11:30 - 11:45	0	10	0	0	10	0	16	0	0	16	0	0	0	0	0	0	0	1	0	1	27
11:45 - 12:00	0	15	0	0	15	0	13	1	0	14	0	0	0	0	0	2	0	0	0	2	31
12:00 - 12:15	0	6	0	0	6	0	12	2	0	14	0	0	0	0	0	3	0	0	0	3	23
12:15 - 12:30	0	7	0	0	7	0	7	1	0	8	0	0	0	0	0	1	0	1	0	2	17
12:30 - 12:45	0	12	0	0	12	0	13	0	0	13	0	0	0	0	0	1	0	0	0	1	26
12:45 - 1:00	0	11	0	0	11	0	16	0	0	16	0	0	0	0	0	2	0	0	0	2	29
1:00 - 1:15	1	16	0	0	17	0	16	1	0	17	0	0	0	0	0	0	0	1	0	1	35
1:15 - 1:30	0	7	0	0	7	0	8	0	0	8	0	0	0	0	0	1	0	0	0	1	16
1:30 - 1:45	1	9	0	0	10	0	12	1	0	13	0	0	0	0	0	3	0	0	0	3	26
1:45 - 2:00	0	4	0	0	4	0	14	0	0	14	0	0	0	0	0	3	0	1	0	4	22
3 Hr Totals	2	117	0	0	119	0	149	7	0	156	0	0	0	0	0	24	0	7	0	31	306
1 Hr Totals																					
11:00 - 12:00	0	45	0	0	45	0	51	2	0	53	0	0	0	0	0	10	0	4	0	14	112
11:15 - 12:15	0	41	0	0	41	0	51	3	0	54	0	0	0	0	0	10	0	2	0	12	107
11:30 - 12:30	0	38	0	0	38	0	48	4	0	52	0	0	0	0	0	6	0	2	0	8	98
11:45 - 12:45	0	40	0	0	40	0	45	4	0	49	0	0	0	0	0	7	0	1	0	8	97
12:00 - 1:00	0	36	0	0	36	0	48	3	0	51	0	0	0	0	0	7	0	1	0	8	95
12:15 - 1:15	1	46	0	0	47	0	52	2	0	54	0	0	0	0	0	4	0	2	0	6	107
12:30 - 1:30	1	46	0	0	47	0	53	1	0	54	0	0	0	0	0	4	0	1	0	5	106
12:45 - 1:45	2	43	0	0	45	0	52	2	0	54	0	0	0	0	0	6	0	1	0	7	106
1:00 - 2:00	2	36	0	0	38	0	50	2	0	52	0	0	0	0	0	7	0	2	0	9	99
PEAK HOUR																					
11:00 - 12:00	0	45	0	0	45	0	51	2	0	53	0	0	0	0	0	10	0	4	0	14	112

Roland Street & Site Access





A SERVICE DISABLED
VETERAN-OWNED
SMALL BUSINESS

CORPORATE OFFICE
Baltimore, MD

Suite H
9900 Franklin Square Drive
Baltimore, Maryland 21236
410.931.6600
fax: 410.931.6601
1.800.583.8411

DELMARVA OFFICE
443.290.4060

FIELD LOCATIONS

Arkansas
Florida
Georgia
Maine
Maryland
New York
North Carolina
Ohio
South Carolina
Texas
Utah
Virginia
West Virginia

October 13, 2021

Mr. Mark Mishler
Transportation Engineering Supervisor
Division of Planning & Permitting
Frederick County Government
30 N Market St
Frederick, MD 21701

RE: Medical Cannabis Distribution Facility
5420 Urbana Pike
Frederick County, Maryland
Our Agreement No.: 2018-1215

Dear Mr. Mishler:

As requested by Frederick County, we have prepared a trip generation study for the proposed Medical Cannabis Distribution Facility located at 5420 Urbana Pike in Frederick County, Maryland. The existing 3,733 SF Pizza Hut will be renovated and will be redeveloped to this Facility. The property has existing access along MD 355 (right in/right out) and a full movement access from Spectrum Drive. All the access points are shared with other users.

The 10th Edition of the Institute of Transportation Engineers (ITE) Trip Generation Manual does not have a Land Use Code specifically for a Medical Marijuana Facility. ITE has a Land Use Code for a Marijuana Dispensary, however, this includes medical and recreational uses. As discussed with the County, we would review local trip generation data information as appropriate.

Therefore, we conducted a trip generation studies at two existing Medical Marijuana Facilities in Frederick County. They are Kannavis located at 8709 Fingerboard Road and Wellness Solutions located at 4606 Wedgewood Boulevard. These Facilities are similar sized as the proposed Medical Cannabis Distribution Facility. As requested by Frederick County, the study should only focus on the PM Peak Hour since the existing facilities are not open during the morning peak hours. We collected driveway counts on Tuesday October 12 from 3 PM to 6 PM. The summary and full counts are attached to this letter.

As shown in the attachment, the average of the peak hour trips (1 hour between 4 and 6 PM) at two existing facilities is 65 evening peak hour trips. Since the facilities are of similar size, we would offer that the trip generation for the proposed Facility would be the same.

The 10th Edition of the ITE Trip Generation Manual was utilized to determine the existing trips for the 3,733 SF High Turnover (Sit-Down) Restaurant (ITE Code 932) and the existing trips are 36 PM Peak Hour Trips. Therefore, the projected increase in trips for this site would be 29 evening peak hour trips. It is our understanding that contributions to existing escrow accounts will be necessary based on the increase in trips.

If you have any questions or comments, please let me know.

Sincerely,

A handwritten signature in black ink that reads "Joseph J. Caloggero". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Vice President

JJC:mlj

(F:\2018\2018-1215_5420 Urbana Pike\DOCS\CORRESP\ANALYST\Medical Cannabis Dist Facility_Ltr_Mishler.docx)

Trip Generation Comparison for Proposed Medical Cannabis

Distribution Facility @ 5420 Urbana Pike

TRIP TOTALS	PM Peak Hour		
	In	Out	Total
Average of 2 Surveyed sites (Kannavis+Wellness Solutions)			
Peak hour of Kannavis	27	26	53
Peak hour of Wellness Solutions	40	36	76
Average of PM Peak Hour Trips (4-6 PM)	34	31	65
Existing Pizza Hut 3,733 sq.ft. (ITE 932)	22	14	36
Net Increase of Trips	12	17	29

IN & OUT TOTALS

Kannavis
8709 Fingerboard Road
October 12, 2021
Tuesday

TIME	TOTAL VEHICLES		
	IN	OUT	TOTAL
PM			
3:00-3:15	3	5	8
3:15-3:30	7	3	10
3:30-3:45	10	7	17
3:45-4:00	4	10	14
4:00-4:15	5	4	9
4:15-4:30	5	7	12
4:30-4:45	7	4	11
4:45-5:00	0	5	5
5:00-5:15	6	3	9
5:15-5:30	7	6	13
5:30-5:45	9	12	21
5:45-6:00	5	5	10
3 Hr Totals	68	71	139
1 Hr Totals			
2:15-3:15	3	5	8
2:30-3:30	10	8	18
2:45-3:45	20	15	35
3:00-4:00	24	25	49
3:15-4:15	26	24	50
3:30-4:30	24	28	52
3:45-4:45	21	25	46
4:00-5:00	17	20	37
4:15-5:15	18	19	37
4:30-5:30	20	18	38
4:45-5:45	22	26	48
5:00-6:00	27	26	53
PEAK HOURS			
5:00-6:00	27	26	53

IN & OUT TOTALS

Wellness Solutions
 4606 Wedgewood Boulevard
 October 12, 2021
 Tuesday

TIME	TOTAL VEHICLES		
	IN	OUT	TOTAL
PM			
3:00-3:15	7	8	15
3:15-3:30	7	3	10
3:30-3:45	7	8	15
3:45-4:00	13	10	23
4:00-4:15	11	6	17
4:15-4:30	11	11	22
4:30-4:45	11	11	22
4:45-5:00	7	8	15
5:00-5:15	7	10	17
5:15-5:30	9	6	15
5:30-5:45	6	7	13
5:45-6:00	5	7	12
3 Hr Totals	101	95	196
1 Hr Totals			
2:15-3:15	7	8	15
2:30-3:30	14	11	25
2:45-3:45	21	19	40
3:00-4:00	34	29	63
3:15-4:15	38	27	65
3:30-4:30	42	35	77
3:45-4:45	46	38	84
4:00-5:00	40	36	76
4:15-5:15	36	40	76
4:30-5:30	34	35	69
4:45-5:45	29	31	60
5:00-6:00	27	30	57
PEAK HOURS			
3:45-4:45	46	38	84

[View Map](#)[View GroundRent Redemption](#)[View GroundRent Registration](#)

Special Tax Recapture: None

Account Identifier:

District - 01 Account Number - 025368

Owner Information

Owner Name:

WV&F CO LLC

Use:

COMMERCIAL

Principal Residence:

NO

Mailing Address:

113 ARGOSY DR
GAITHERSBURG MD 20878-

Deed Reference:

/11961/ 00062

Location & Structure Information

Premises Address:

4606 WEDGEWOOD BLVD
0-0000

Legal Description:

LOT 16-A SEC 1 PL 2
1.200 ACRES
WEDGEWOOD BUSINESS PARK

Map:	Grid:	Parcel:	Neighborhood:	Subdivision:	Section:	Block:	Lot:	Assessment Year:	Plat No:	47104
0086	0014	0230	10000.11	0000	1		16A	2022	Plat Ref:	0047/ 0104

Town: None

Primary Structure Built

1992

Above Grade Living Area

6,528 SF

Finished Basement Area

Property Land Area

1.2000 AC

County Use

Stories	Basement	Type	Exterior	Quality	Full/Half Bath	Garage	Last Notice of Major Improvements
		OFFICE BUILDING	/	C3			

[New Search](#) [Previous](#)

[View Map](#)

[View GroundRent Redemption](#)

[View GroundRent Registration](#)

Special Tax Recapture: None

Account Identifier:

District - 07 Account Number - 195044

Owner Information

Owner Name:

TEVIS REAL ESTATE INC

Use:
Principal Residence:

COMMERCIAL
NO

Mailing Address:

PO BOX 26
WESTMINSTER MD 21158-0926

Deed Reference:

/02314/ 00223

Location & Structure Information

Premises Address:

8709 FINGERBOARD RD
0-0000

Legal Description:

1.011 AC
S/S RT. 80

Map:	Grid:	Parcel:	Neighborhood:	Subdivision:	Section:	Block:	Lot:	Assessment Year:	Plat No:
0096	0021	0186	10000.11	0000				2022	Plat Ref:

Town: None

Primary Structure Built	Above Grade Living Area	Finished Basement Area	Property Land Area	County Use
	2,548 SF		1.0100 AC	

Stories	Basement	Type	Exterior	Quality	Full/Half Bath	Garage	Last Notice of Major Improvements
		RETAIL STORE	/	C3			

APPENDIX B

Capacity Analysis Worksheets



HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Existing PM

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	44	24	60	49	19	40	46	787	24	80	866	33
Future Volume (veh/h)	44	24	60	49	19	40	46	787	24	80	866	33
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	46	25	62	51	20	42	48	820	25	83	902	34
Peak Hour Factor	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	144	39	96	124	37	79	402	1740	53	449	1782	67
Arrive On Green	0.08	0.08	0.08	0.07	0.07	0.07	0.05	0.49	0.49	0.06	0.51	0.51
Sat Flow, veh/h	1781	476	1181	1781	538	1129	1781	3521	107	1781	3492	132
Grp Volume(v), veh/h	46	0	87	51	0	62	48	414	431	83	459	477
Grp Sat Flow(s),veh/h/ln	1781	0	1658	1781	0	1667	1781	1777	1851	1781	1777	1847
Q Serve(g_s), s	1.5	0.0	3.1	1.7	0.0	2.2	0.8	9.4	9.4	1.3	10.5	10.5
Cycle Q Clear(g_c), s	1.5	0.0	3.1	1.7	0.0	2.2	0.8	9.4	9.4	1.3	10.5	10.5
Prop In Lane	1.00		0.71	1.00		0.68	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	144	0	134	124	0	116	402	878	915	449	907	942
V/C Ratio(X)	0.32	0.00	0.65	0.41	0.00	0.53	0.12	0.47	0.47	0.18	0.51	0.51
Avail Cap(c_a), veh/h	526	0	489	526	0	492	475	878	915	499	907	942
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	26.6	0.0	27.3	27.3	0.0	27.6	7.5	10.2	10.2	7.2	9.9	9.9
Incr Delay (d2), s/veh	1.3	0.0	5.2	2.2	0.0	3.8	0.1	1.8	1.7	0.2	2.0	1.9
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	1.2	0.0	2.5	1.4	0.0	1.7	0.5	6.4	6.6	0.8	7.0	7.2
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.8	0.0	32.5	29.5	0.0	31.3	7.6	12.0	12.0	7.4	11.9	11.9
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		133			113			893			1019	
Approach Delay, s/veh		30.9			30.5			11.8			11.5	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.3	34.8		9.5	7.3	35.8		8.8				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.5	30.3		18.1	5.3	30.5		18.1				
Max Q Clear Time (g_c+I1), s	3.3	11.4		5.1	2.8	12.5		4.2				
Green Ext Time (p_c), s	0.0	5.3		0.4	0.0	5.9		0.3				
Intersection Summary												
HCM 7th Control Delay, s/veh			13.8									
HCM 7th LOS			B									

HCM 7th TWSC
 2: Hazel Avenue /Site Access & S Salisbury Boulevard

Existing PM

Intersection												
Int Delay, s/veh	0.2											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕			↕		↕	↕		↕	↕	
Traffic Vol, veh/h	0	1	7	1	2	2	9	876	4	1	944	13
Future Vol, veh/h	0	1	7	1	2	2	9	876	4	1	944	13
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	0	1	7	1	2	2	9	903	4	1	973	13

Major/Minor	Minor2		Minor1		Major1		Major2					
Conflicting Flow All	1453	1908	493	1413	1912	454	987	0	0	907	0	0
Stage 1	982	982	-	924	924	-	-	-	-	-	-	-
Stage 2	471	926	-	489	989	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	91	68	521	98	67	553	696	-	-	746	-	-
Stage 1	267	325	-	290	346	-	-	-	-	-	-	-
Stage 2	542	346	-	529	323	-	-	-	-	-	-	-
Platoon blocked, %								-	-	-	-	-
Mov Cap-1 Maneuver	87	67	521	94	66	553	696	-	-	746	-	-
Mov Cap-2 Maneuver	87	67	-	94	66	-	-	-	-	-	-	-
Stage 1	267	325	-	286	342	-	-	-	-	-	-	-
Stage 2	530	341	-	519	323	-	-	-	-	-	-	-

Approach	EB		WB		NB		SB			
HCM Control Delay, s/v18.18			38.57		0.1		0.01			
HCM LOS	C		E							

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	696	-	-	281	112	746	-	-
HCM Lane V/C Ratio	0.013	-	-	0.029	0.046	0.001	-	-
HCM Control Delay (s/veh)	10.2	-	-	18.2	38.6	9.8	-	-
HCM Lane LOS	B	-	-	C	E	A	-	-
HCM 95th %tile Q(veh)	0	-	-	0.1	0.1	0	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Existing PM

Intersection						
Int Delay, s/veh	0.3					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	37	925	0	4	1005
Future Vol, veh/h	0	37	925	0	4	1005
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	98	98	98	98	98	98
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	38	944	0	4	1026

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	472	0	0	944
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	538	-	-	722
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	538	-	-	722
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v12.19		0	0.12
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	538	14
HCM Lane V/C Ratio	-	-	0.07	0.006
HCM Control Delay (s/veh)	-	-	12.2	10
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.2	0

HCM 7th TWSC
4: Site Access & Roland Street

Existing PM

Intersection						
Int Delay, s/veh	0.2					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	0	2	0	31	38	0
Future Vol, veh/h	0	2	0	31	38	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	2	0	33	41	0























Major/Minor	Minor2	Major1		Major2	
Conflicting Flow All	74	41	41	0	0
Stage 1	41	-	-	-	-
Stage 2	33	-	-	-	-
Critical Hdwy	6.42	6.22	4.12	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-
Follow-up Hdwy	3.518	3.318	2.218	-	-
Pot Cap-1 Maneuver	929	1030	1569	-	-
Stage 1	982	-	-	-	-
Stage 2	989	-	-	-	-
Platoon blocked, %				-	-
Mov Cap-1 Maneuver	929	1030	1569	-	-
Mov Cap-2 Maneuver	929	-	-	-	-
Stage 1	982	-	-	-	-
Stage 2	989	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.5	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	1569	-	1030	-	-
HCM Lane V/C Ratio	-	-	0.002	-	-
HCM Control Delay (s/veh)	0	-	8.5	-	-
HCM Lane LOS	A	-	A	-	-
HCM 95th %tile Q(veh)	0	-	0	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Existing SAT

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	32	32	67	63	31	61	56	934	33	90	739	26
Future Volume (veh/h)	32	32	67	63	31	61	56	934	33	90	739	26
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	33	33	69	65	32	63	58	963	34	93	762	27
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	158	48	100	158	50	98	442	1672	59	383	1717	61
Arrive On Green	0.09	0.09	0.09	0.09	0.09	0.09	0.05	0.48	0.48	0.06	0.49	0.49
Sat Flow, veh/h	1781	539	1128	1781	563	1108	1781	3501	124	1781	3501	124
Grp Volume(v), veh/h	33	0	102	65	0	95	58	489	508	93	387	402
Grp Sat Flow(s),veh/h/ln	1781	0	1667	1781	0	1671	1781	1777	1848	1781	1777	1848
Q Serve(g_s), s	1.1	0.0	3.8	2.2	0.0	3.5	1.0	12.7	12.7	1.6	9.1	9.1
Cycle Q Clear(g_c), s	1.1	0.0	3.8	2.2	0.0	3.5	1.0	12.7	12.7	1.6	9.1	9.1
Prop In Lane	1.00		0.68	1.00		0.66	1.00		0.07	1.00		0.07
Lane Grp Cap(c), veh/h	158	0	148	158	0	148	442	849	883	383	872	906
V/C Ratio(X)	0.21	0.00	0.69	0.41	0.00	0.64	0.13	0.58	0.58	0.24	0.44	0.44
Avail Cap(c_a), veh/h	505	0	473	505	0	474	517	849	883	418	872	906
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	27.0	0.0	28.2	27.5	0.0	28.1	7.9	12.0	12.0	8.6	10.6	10.6
Incr Delay (d2), s/veh	0.6	0.0	5.6	1.7	0.0	4.6	0.1	2.8	2.7	0.3	1.6	1.6
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	0.9	0.0	3.0	1.8	0.0	2.7	0.6	8.6	8.9	1.0	6.2	6.4
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.7	0.0	33.9	29.2	0.0	32.7	8.1	14.9	14.8	8.9	12.2	12.2
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		135			160			1055			882	
Approach Delay, s/veh		32.3			31.3			14.4			11.9	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.5	35.0		10.2	7.7	35.8		10.2				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.3	30.5		18.1	5.9	29.9		18.1				
Max Q Clear Time (g_c+I1), s	3.6	14.7		5.8	3.0	11.1		5.5				
Green Ext Time (p_c), s	0.0	6.0		0.4	0.0	4.9		0.5				
Intersection Summary												
HCM 7th Control Delay, s/veh			15.7									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.4											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕			↕		↕	↕		↕	↕	
Traffic Vol, veh/h	1	0	6	4	0	13	21	1035	10	12	822	16
Future Vol, veh/h	1	0	6	4	0	13	21	1035	10	12	822	16
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	1	0	6	4	0	13	22	1067	10	12	847	16

Major/Minor	Minor2		Minor1		Major1		Major2					
Conflicting Flow All	1457	2001	432	1564	2004	539	864	0	0	1077	0	0
Stage 1	880	880	-	1115	1115	-	-	-	-	-	-	-
Stage 2	577	1121	-	448	889	-	-	-	-	-	-	-
Critical Hdwy	7.54	6.54	6.94	7.54	6.54	6.94	4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Critical Hdwy Stg 2	6.54	5.54	-	6.54	5.54	-	-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32	3.52	4.02	3.32	2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	91	59	572	75	59	487	775	-	-	643	-	-
Stage 1	308	363	-	221	281	-	-	-	-	-	-	-
Stage 2	469	280	-	559	360	-	-	-	-	-	-	-
Platoon blocked, %								-	-	-	-	-
Mov Cap-1 Maneuver	84	56	572	71	56	487	775	-	-	643	-	-
Mov Cap-2 Maneuver	84	56	-	71	56	-	-	-	-	-	-	-
Stage 1	302	356	-	215	274	-	-	-	-	-	-	-
Stage 2	444	272	-	543	353	-	-	-	-	-	-	-

Approach	EB	WB	NB	SB
HCM Control Delay, s/v16.79		24.19	0.19	0.15
HCM LOS	C	C		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	WBLn1	SBL	SBT	SBR
Capacity (veh/h)	775	-	-	313	205	643	-	-
HCM Lane V/C Ratio	0.028	-	-	0.023	0.085	0.019	-	-
HCM Control Delay (s/veh)	9.8	-	-	16.8	24.2	10.7	-	-
HCM Lane LOS	A	-	-	C	C	B	-	-
HCM 95th %tile Q(veh)	0.1	-	-	0.1	0.3	0.1	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Existing SAT

Intersection						
Int Delay, s/veh	0.3					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	39	1054	0	1	924
Future Vol, veh/h	0	39	1054	0	1	924
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	40	1087	0	1	953

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	543	0	0	1087
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	484	-	-	638
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %			-	-	-
Mov Cap-1 Maneuver	-	484	-	-	638
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	13.12	0	0.03
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	484	4
HCM Lane V/C Ratio	-	-	0.083	0.002
HCM Control Delay (s/veh)	-	-	13.1	10.7
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.3	0

Intersection						
Int Delay, s/veh	1.2					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	4	10	2	51	45	0
Future Vol, veh/h	4	10	2	51	45	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	90	90	90	90	90	90
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	4	11	2	57	50	0























Major/Minor	Minor2	Major1		Major2	
Conflicting Flow All	111	50	50	0	0
Stage 1	50	-	-	-	-
Stage 2	61	-	-	-	-
Critical Hdwy	6.42	6.22	4.12	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-
Follow-up Hdwy	3.518	3.318	2.218	-	-
Pot Cap-1 Maneuver	886	1018	1557	-	-
Stage 1	972	-	-	-	-
Stage 2	962	-	-	-	-
Platoon blocked, %				-	-
Mov Cap-1 Maneuver	884	1018	1557	-	-
Mov Cap-2 Maneuver	884	-	-	-	-
Stage 1	971	-	-	-	-
Stage 2	962	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.75	0.28	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBL	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	68	-	976	-	-
HCM Lane V/C Ratio	0.001	-	0.016	-	-
HCM Control Delay (s/veh)	7.3	0	8.7	-	-
HCM Lane LOS	A	A	A	-	-
HCM 95th %tile Q(veh)	0	-	0	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Total PM

												
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	44	24	60	66	19	42	46	803	24	80	865	33
Future Volume (veh/h)	44	24	60	66	19	42	46	803	24	80	865	33
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	46	25	62	69	20	44	48	836	25	83	901	34
Peak Hour Factor	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96	0.96
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	144	39	96	130	38	83	400	1734	52	441	1775	67
Arrive On Green	0.08	0.08	0.08	0.07	0.07	0.07	0.05	0.49	0.49	0.06	0.51	0.51
Sat Flow, veh/h	1781	476	1181	1781	520	1144	1781	3523	105	1781	3492	132
Grp Volume(v), veh/h	46	0	87	69	0	64	48	422	439	83	458	477
Grp Sat Flow(s),veh/h/ln	1781	0	1658	1781	0	1664	1781	1777	1851	1781	1777	1847
Q Serve(g_s), s	1.5	0.0	3.1	2.3	0.0	2.3	0.8	9.7	9.7	1.3	10.5	10.5
Cycle Q Clear(g_c), s	1.5	0.0	3.1	2.3	0.0	2.3	0.8	9.7	9.7	1.3	10.5	10.5
Prop In Lane	1.00		0.71	1.00		0.69	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	144	0	134	130	0	121	400	875	911	441	903	939
V/C Ratio(X)	0.32	0.00	0.65	0.53	0.00	0.53	0.12	0.48	0.48	0.19	0.51	0.51
Avail Cap(c_a), veh/h	524	0	487	524	0	489	472	875	911	491	903	939
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	26.7	0.0	27.4	27.5	0.0	27.5	7.6	10.4	10.4	7.3	10.0	10.0
Incr Delay (d2), s/veh	1.3	0.0	5.2	3.3	0.0	3.5	0.1	1.9	1.8	0.2	2.0	2.0
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	1.2	0.0	2.5	1.9	0.0	1.8	0.5	6.6	6.9	0.8	7.1	7.3
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.9	0.0	32.6	30.9	0.0	31.0	7.7	12.3	12.2	7.5	12.1	12.0
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h	133		133				909			1018		
Approach Delay, s/veh	31.0		31.0				12.0			11.7		
Approach LOS	C		C				B			B		
Timer - Assigned Phs	1	2	4		5	6	8					
Phs Duration (G+Y+Rc), s	8.3	34.8	9.5		7.3	35.8	9.0					
Change Period (Y+Rc), s	4.5	4.5	4.5		4.5	4.5	4.5					
Max Green Setting (Gmax), s	5.5	30.3	18.1		5.3	30.5	18.1					
Max Q Clear Time (g_c+I1), s	3.3	11.7	5.1		2.8	12.5	4.3					
Green Ext Time (p_c), s	0.0	5.4	0.4		0.0	5.9	0.4					
Intersection Summary												
HCM 7th Control Delay, s/veh			14.2									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.2											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕					↕	↕		↕	↕	
Traffic Vol, veh/h	0	1	7	0	0	0	11	876	20	20	944	13
Future Vol, veh/h	0	1	7	0	0	0	11	876	20	20	944	13
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	0	1	7	0	0	0	11	903	21	21	973	13

Major/Minor	Minor2			Major1			Major2					
Conflicting Flow All	1495	1968	493				987	0	0	924	0	0
Stage 1	1021	1021	-				-	-	-	-	-	-
Stage 2	474	946	-				-	-	-	-	-	-
Critical Hdwy	6.84	6.54	6.94				4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	5.84	5.54	-				-	-	-	-	-	-
Critical Hdwy Stg 2	5.84	5.54	-				-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32				2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	114	62	521				696	-	-	735	-	-
Stage 1	309	312	-				-	-	-	-	-	-
Stage 2	592	338	-				-	-	-	-	-	-
Platoon blocked, %								-	-		-	-
Mov Cap-1 Maneuver	109	0	521				696	-	-	735	-	-
Mov Cap-2 Maneuver	109	0	-				-	-	-	-	-	-
Stage 1	303	0	-				-	-	-	-	-	-
Stage 2	576	0	-				-	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v12.01		0.12	0.21
HCM LOS	B		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	SBL	SBT	SBR
Capacity (veh/h)	696	-	-	521	735	-	-
HCM Lane V/C Ratio	0.016	-	-	0.016	0.028	-	-
HCM Control Delay (s/veh)	10.3	-	-	12	10	-	-
HCM Lane LOS	B	-	-	B	B	-	-
HCM 95th %tile Q(veh)	0	-	-	0	0.1	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Total PM

Intersection						
Int Delay, s/veh	0.4					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	58	923	0	4	1024
Future Vol, veh/h	0	58	923	0	4	1024
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	98	98	98	98	98	98
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	59	942	0	4	1045

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	471	0	0	942
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	539	-	-	724
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	539	-	-	724
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	12.5	0	0.12
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	539	14
HCM Lane V/C Ratio	-	-	0.11	0.006
HCM Control Delay (s/veh)	-	-	12.5	10
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.4	0

HCM 7th TWSC
4: Site Access & Roland Street

Total PM

Intersection						
Int Delay, s/veh	3.4					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations	T			↑		↑
Traffic Vol, veh/h	21	21	0	31	38	0
Future Vol, veh/h	21	21	0	31	38	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	93	93	93	93	93	93
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	23	23	0	33	41	0

Major/Minor	Minor2	Major1	Major2			
Conflicting Flow All	74	41	-	0	-	0
Stage 1	41	-	-	-	-	-
Stage 2	33	-	-	-	-	-
Critical Hdwy	6.42	6.22	-	-	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-	-
Follow-up Hdwy	3.518	3.318	-	-	-	-
Pot Cap-1 Maneuver	929	1030	0	-	-	-
Stage 1	982	-	0	-	-	-
Stage 2	989	-	0	-	-	-
Platoon blocked, %				-	-	-
Mov Cap-1 Maneuver	929	1030	-	-	-	-
Mov Cap-2 Maneuver	929	-	-	-	-	-
Stage 1	982	-	-	-	-	-
Stage 2	989	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	8.86	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBT EBLn1	SBT	SBR
Capacity (veh/h)	- 977	-	-
HCM Lane V/C Ratio	- 0.046	-	-
HCM Control Delay (s/veh)	- 8.9	-	-
HCM Lane LOS	- A	-	-
HCM 95th %tile Q(veh)	- 0.1	-	-

HCM 7th Signalized Intersection Summary
 1: S Salisbury Boulevard & North Boulevard/Roland Street

Total SAT

Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations												
Traffic Volume (veh/h)	32	32	67	82	31	61	56	954	31	90	735	26
Future Volume (veh/h)	32	32	67	82	31	61	56	954	31	90	735	26
Initial Q (Qb), veh	0	0	0	0	0	0	0	0	0	0	0	0
Lane Width Adj.	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Ped-Bike Adj(A_pbT)	1.00		1.00	1.00		1.00	1.00		1.00	1.00		1.00
Parking Bus, Adj	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Work Zone On Approach		No			No			No			No	
Adj Sat Flow, veh/h/ln	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870	1870
Adj Flow Rate, veh/h	33	33	69	85	32	63	58	984	32	93	758	27
Peak Hour Factor	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97	0.97
Percent Heavy Veh, %	2	2	2	2	2	2	2	2	2	2	2	2
Cap, veh/h	158	48	100	162	51	101	442	1673	54	376	1712	61
Arrive On Green	0.09	0.09	0.09	0.09	0.09	0.09	0.05	0.48	0.48	0.06	0.49	0.49
Sat Flow, veh/h	1781	539	1128	1781	563	1108	1781	3512	114	1781	3500	125
Grp Volume(v), veh/h	33	0	102	85	0	95	58	498	518	93	385	400
Grp Sat Flow(s),veh/h/ln	1781	0	1667	1781	0	1671	1781	1777	1850	1781	1777	1848
Q Serve(g_s), s	1.1	0.0	3.8	2.9	0.0	3.5	1.0	13.1	13.1	1.6	9.0	9.0
Cycle Q Clear(g_c), s	1.1	0.0	3.8	2.9	0.0	3.5	1.0	13.1	13.1	1.6	9.0	9.0
Prop In Lane	1.00		0.68	1.00		0.66	1.00		0.06	1.00		0.07
Lane Grp Cap(c), veh/h	158	0	148	162	0	152	442	846	881	376	869	904
V/C Ratio(X)	0.21	0.00	0.69	0.52	0.00	0.63	0.13	0.59	0.59	0.25	0.44	0.44
Avail Cap(c_a), veh/h	503	0	471	503	0	472	516	846	881	411	869	904
HCM Platoon Ratio	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Upstream Filter(I)	1.00	0.00	1.00	1.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Uniform Delay (d), s/veh	27.1	0.0	28.3	27.8	0.0	28.1	8.0	12.2	12.2	8.8	10.7	10.7
Incr Delay (d2), s/veh	0.6	0.0	5.6	2.6	0.0	4.2	0.1	3.0	2.9	0.3	1.6	1.6
Initial Q Delay(d3), s/veh	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
%ile BackOfQ(95%),veh/ln	0.9	0.0	3.0	2.3	0.0	2.7	0.6	8.9	9.1	1.0	6.2	6.4
Unsig. Movement Delay, s/veh												
LnGrp Delay(d), s/veh	27.7	0.0	34.0	30.4	0.0	32.2	8.1	15.2	15.1	9.1	12.3	12.2
LnGrp LOS	C		C	C		C	A	B	B	A	B	B
Approach Vol, veh/h		135			180			1074			878	
Approach Delay, s/veh		32.4			31.4			14.8			11.9	
Approach LOS		C			C			B			B	
Timer - Assigned Phs	1	2		4	5	6		8				
Phs Duration (G+Y+Rc), s	8.5	35.0		10.2	7.7	35.8		10.3				
Change Period (Y+Rc), s	4.5	4.5		4.5	4.5	4.5		4.5				
Max Green Setting (Gmax), s	5.3	30.5		18.1	5.9	29.9		18.1				
Max Q Clear Time (g_c+I1), s	3.6	15.1		5.8	3.0	11.0		5.5				
Green Ext Time (p_c), s	0.0	6.0		0.4	0.0	4.8		0.6				
Intersection Summary												
HCM 7th Control Delay, s/veh			16.0									
HCM 7th LOS			B									

2: Hazel Avenue /Site Access & S Salisbury Boulevard

Intersection												
Int Delay, s/veh	0.3											
Movement	EBL	EBT	EBR	WBL	WBT	WBR	NBL	NBT	NBR	SBL	SBT	SBR
Lane Configurations		↕					↕	↕		↕	↕	
Traffic Vol, veh/h	1	0	6	0	0	0	21	1035	30	33	822	16
Future Vol, veh/h	1	0	6	0	0	0	21	1035	30	33	822	16
Conflicting Peds, #/hr	0	0	0	0	0	0	0	0	0	0	0	0
Sign Control	Stop	Stop	Stop	Stop	Stop	Stop	Free	Free	Free	Free	Free	Free
RT Channelized	-	-	None	-	-	None	-	-	None	-	-	None
Storage Length	-	-	-	-	-	-	80	-	-	300	-	-
Veh in Median Storage, #	-	0	-	-	0	-	-	0	-	-	0	-
Grade, %	-	0	-	-	0	-	-	0	-	-	0	-
Peak Hour Factor	97	97	97	97	97	97	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2	2	2	2	2	2	2
Mvmt Flow	1	0	6	0	0	0	22	1067	31	34	847	16

Major/Minor	Minor2			Major1			Major2					
Conflicting Flow All	1501	2065	432				864	0	0	1098	0	0
Stage 1	924	924	-				-	-	-	-	-	-
Stage 2	577	1141	-				-	-	-	-	-	-
Critical Hdwy	6.84	6.54	6.94				4.14	-	-	4.14	-	-
Critical Hdwy Stg 1	5.84	5.54	-				-	-	-	-	-	-
Critical Hdwy Stg 2	5.84	5.54	-				-	-	-	-	-	-
Follow-up Hdwy	3.52	4.02	3.32				2.22	-	-	2.22	-	-
Pot Cap-1 Maneuver	113	54	572				775	-	-	631	-	-
Stage 1	347	346	-				-	-	-	-	-	-
Stage 2	525	274	-				-	-	-	-	-	-
Platoon blocked, %								-	-		-	-
Mov Cap-1 Maneuver	104	0	572				775	-	-	631	-	-
Mov Cap-2 Maneuver	104	0	-				-	-	-	-	-	-
Stage 1	337	0	-				-	-	-	-	-	-
Stage 2	497	0	-				-	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v15.58		0.19	0.42
HCM LOS	C		

Minor Lane/Major Mvmt	NBL	NBT	NBR	EBLn1	SBL	SBT	SBR
Capacity (veh/h)	775	-	-	348	631	-	-
HCM Lane V/C Ratio	0.028	-	-	0.021	0.054	-	-
HCM Control Delay (s/veh)	9.8	-	-	15.6	11	-	-
HCM Lane LOS	A	-	-	C	B	-	-
HCM 95th %tile Q(veh)	0.1	-	-	0.1	0.2	-	-

HCM 7th TWSC
 3: Roland Street & S Salisbury Boulevard

Total SAT

Intersection						
Int Delay, s/veh	0.5					
Movement	WBL	WBR	NBT	NBR	SBL	SBT
Lane Configurations		↗	↕			↖
Traffic Vol, veh/h	0	70	1041	0	1	945
Future Vol, veh/h	0	70	1041	0	1	945
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	-	0	-	-	-	-
Veh in Median Storage, #	0	-	0	-	-	0
Grade, %	0	-	0	-	-	0
Peak Hour Factor	97	97	97	97	97	97
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	0	72	1073	0	1	974

Major/Minor	Minor1	Major1	Major2		
Conflicting Flow All	-	537	0	0	1073
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-
Critical Hdwy	-	6.94	-	-	4.14
Critical Hdwy Stg 1	-	-	-	-	-
Critical Hdwy Stg 2	-	-	-	-	-
Follow-up Hdwy	-	3.32	-	-	2.22
Pot Cap-1 Maneuver	0	489	-	-	645
Stage 1	0	-	-	-	-
Stage 2	0	-	-	-	-
Platoon blocked, %					
Mov Cap-1 Maneuver	-	489	-	-	645
Mov Cap-2 Maneuver	-	-	-	-	-
Stage 1	-	-	-	-	-
Stage 2	-	-	-	-	-

Approach	WB	NB	SB
HCM Control Delay, s/v	13.64	0	0.03
HCM LOS	B		

Minor Lane/Major Mvmt	NBT	NBRWBLn1	SBL	SBT
Capacity (veh/h)	-	-	489	4
HCM Lane V/C Ratio	-	-	0.148	0.002
HCM Control Delay (s/veh)	-	-	13.6	10.6
HCM Lane LOS	-	-	B	B
HCM 95th %tile Q(veh)	-	-	0.5	0

Intersection						
Int Delay, s/veh	3.6					
Movement	EBL	EBR	NBL	NBT	SBT	SBR
Lane Configurations						
Traffic Vol, veh/h	35	29	0	51	45	0
Future Vol, veh/h	35	29	0	51	45	0
Conflicting Peds, #/hr	0	0	0	0	0	0
Sign Control	Stop	Stop	Free	Free	Free	Free
RT Channelized	-	None	-	None	-	None
Storage Length	0	-	-	-	-	-
Veh in Median Storage, #	0	-	-	0	0	-
Grade, %	0	-	-	0	0	-
Peak Hour Factor	90	90	90	90	90	90
Heavy Vehicles, %	2	2	2	2	2	2
Mvmt Flow	39	32	0	57	50	0

Major/Minor	Minor2	Major1	Major2			
Conflicting Flow All	107	50	-	0	-	0
Stage 1	50	-	-	-	-	-
Stage 2	57	-	-	-	-	-
Critical Hdwy	6.42	6.22	-	-	-	-
Critical Hdwy Stg 1	5.42	-	-	-	-	-
Critical Hdwy Stg 2	5.42	-	-	-	-	-
Follow-up Hdwy	3.518	3.318	-	-	-	-
Pot Cap-1 Maneuver	891	1018	0	-	-	-
Stage 1	972	-	0	-	-	-
Stage 2	966	-	0	-	-	-
Platoon blocked, %				-	-	-
Mov Cap-1 Maneuver	891	1018	-	-	-	-
Mov Cap-2 Maneuver	891	-	-	-	-	-
Stage 1	972	-	-	-	-	-
Stage 2	966	-	-	-	-	-

Approach	EB	NB	SB
HCM Control Delay, s/v	9.12	0	0
HCM LOS	A		

Minor Lane/Major Mvmt	NBT	EBLn1	SBT	SBR
Capacity (veh/h)	-	944	-	-
HCM Lane V/C Ratio	-	0.075	-	-
HCM Control Delay (s/veh)	-	9.1	-	-
HCM Lane LOS	-	A	-	-
HCM 95th %tile Q(veh)	-	0.2	-	-

43 having been published as required by law, in the meantime, was finally passed by the Council of the City
44 of Salisbury on the __ day of __, 2024.

45
46 ATTEST:

47
48
49 _____
50 Kimberly R. Nichols, City Clerk

_____ D'Shawn M. Doughty, City Council President

51
52
53 Approved by me, this _____ day of _____, 2024.

54
55
56
57 _____
58 Randolph J. Taylor, Mayor