

Veterans Services Corporation d/b/a Vital Services Contractors (VSC) Responses to Mobile Sports Wagering License Application Required Diversity Plan

Required Diversity Plan: Requirements 1 - 6

1. Strategies for obtaining a diverse group of owners, investors, employees (including executive and managerial positions), and contractors:

- a. VSC is a 100% MBE-owned and operated business founded in 2009.
- b. VSC's sole owner is a minority investor who paid the \$500k license fee and has earmarked an additional \$2M-\$4M in investment capital for this project.
- c. Ninety-two percent of VSC's employees are a minority; 38% are women; and 82% of the VSC management team are minorities and women.
- d. VSC conducted an exhaustive search of small business and MBE databases, including: the National Minority Supplier Development Council, the Maryland Business Express and the MDOT Directory of Certified Firms. We also met with the CEO of the Bi-County Roundtable to solicit recommendations for potential minority investors and individuals who satisfy the personal net worth requirements under COMAR 36.11.02.19. Given these outreach efforts, we met with (11) eleven potential indirect and direct equity participants, with a specific focus on identifying individual small business owners with demonstrated past performance providing industry-relevant goods/services that we would be able to incorporate in our actual Sportsbook operations. VSC has engaged two (2) 100%



minority and minority women-owned firms to provide direct services to the planned Maryland Sports Wagering operations. Both firms have proven expertise in core and support business operations for which we plan to utilize our Sportsbook operations.

- e. Respectfully, given the above-referenced information and demographics, VSC submits that it meets the Diversity objectives of SWARC under these provisions.

2. Diversity objectives adopted by the Applicant and methods for tracking the achievement of those objectives:

- a. Based on well-documented industry demographics for the Information Technology and Gaming industries, the demographics of VSC's workforce and management team far exceed industry norms.
- b. VSC's ongoing objective is to maintain its current highly diverse workforce and to attract majority talent to expand and grow its knowledge base and talent pool going forward.
- c. VSC will accomplish both goals by:
 - i. Collaborating with the Maryland Department of Labor, Professional Outplacement Assistance Center (POAC) to identify potential job seekers and assist with career change training for a career change.
 - ii. Utilizing Diversity Job Boards (i.e., Women in Technology) and leading IT and Gaming Associations and Trades to recruit talent.
 - iii. Connect with local universities and schools, including the University of Maryland and Bowie University.
 - iv. Actively recruit talent from the National/Global Sports Wagering brands.



3. A Plan for diversity-related outreach or events the Applicant will conduct to support its diversity objective in ownership, investment, management, employment, and contracting:

- a. VSC is 100% minority-owned and has awarded a combined (5%) five-percent Net Revenue Interest to a Maryland-based, MDOT-certified, minority-owned firm and a Woman-owned, minority small business.
- b. VSC has entered into contractual agreements with both minority and woman-owned businesses to provide contract based operational services for the proposed Mobile Sports License, thereby providing long-term business growth and revenue generation opportunities to these firms.
- c. VSC has signed a Memorandum of Understanding with the esteemed and well-respected Bowie University to provide internships, training, IT certifications, and summer and full-time career opportunities with VSC for the proposed Maryland Mobile Sports Wagering License.
- d. VSC’s overall strategy to support its continued Diversity plans described in Table 1:

Table 1.

MDOT MBE and WSOB Strategy	Utilization of Maryland Subcontractors, Suppliers, and Joint Ventures.
VSC Commitment	VSC commits subcontract dollars to small businesses, MBEs, MWOBs, DBEs, and CBEs for facilities, supplies, equipment, communication, and technology infrastructure.



**Benefits to the
State of
Maryland**

- Contract dollars will recycle into Maryland's economy derived from MBE, Maryland business utilization.
- Small business, MBEs, and Maryland-based supplier utilization.
- VSC far exceeds the 5% requirement since our application included a sports betting license 100% owned by an MBE firm.
- VSC plans to contract with Minority Business Enterprises to provide services to support our planned Operations. One of the firms holds a Maryland MDOT MBE certification and the other holds an MBE, woman-owned certification in the District of Columbia. Each of these firms' Principals will hold a combined five-percent net equity stake in LetsBetMD. We believe that this structure further demonstrates our commitment to minority business participation.
- VSC expects to retain, by contract, both firms to provide services in NAICS codes critical to the success of the planned operation thereby, assisting in the growth and development of the firms.
- Our Economic Development and Diversity Program incorporates the requirements and creates economic wealth in underserved communities. by providing long-term business opportunities to build sustainable wealth.



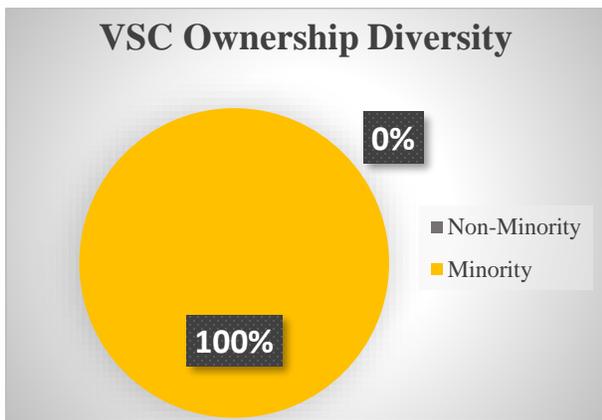
4. Proposed timelines and benchmarks for achieving the diversity objectives:

- a. VSC respectfully submits that we have achieved the Diversity goals of the SWARC as outlined and remain committed to maintaining them going forward.
- b. Additionally, VSC is committed to providing career opportunities to Maryland residents of all races, ethnicities, genders, and sexual orientations/identification and will focus on recruiting, training, and developing the best, most skilled talent available to maximize Revenues, in a responsible manner, for the State of Maryland.
- c. VSC will review progress against our Diversity and Inclusion goals on a quarterly basis with its Executive Leadership Teams (ELT) and will incorporate performance-based goals into each Executive's compensation plan.
- d. Tracking Methods:
 - i. VSC has access to leading Gaming industry associations and research firms' databases and will track/compare our performance against available industry data quarterly and, importantly, add this metric as one of the assessment criteria for management performance goals.
 - ii. By the third fiscal quarter after the "Go-Live" of our proposed Gaming Platform, VSC expects to have hired and trained up to (10) ten minority IT professionals to support our business operations via our partnership with Bowie University alone.

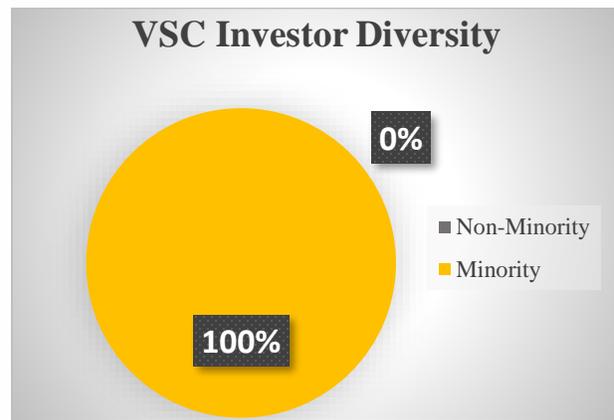


5. To the extent available, the diversity status of each owner, investor, employee, and contractor:

- a. VSC ownership, investors, employees, and contractors have the following diversity status:

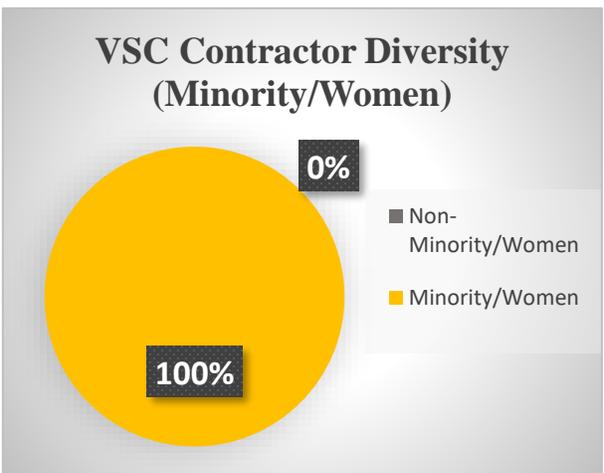
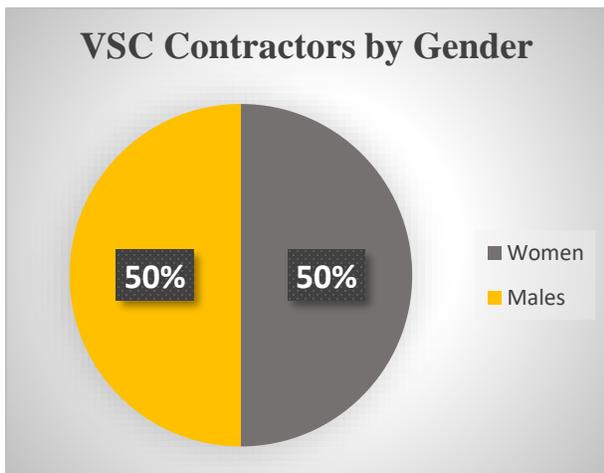
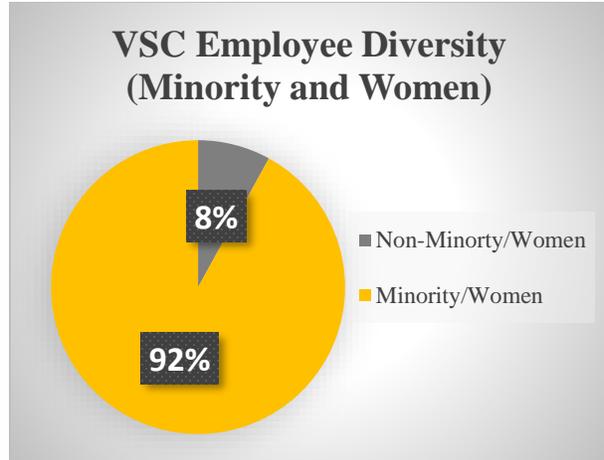
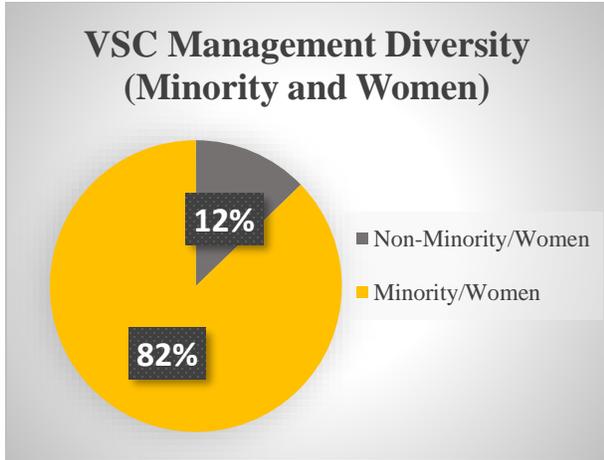


VSC Owner: Mr. Emmanuel S. Bailey



VSC Investor: Mr. Emmanuel S. Bailey





b. VSC Contractors:

WOSB & MBE: **The Shuttle Bus Company (SBC)**

MBE: **Ezra Technologies (eTi)**





EZRA Technologies, Inc.
Est. 2000

EZRA Technologies, Inc. (ETi) is a Certified Minority Business Enterprise (MBE) and a Certified County Based Small Business (CBSB) based in Lanham, MD founded in 2000. Since ETi's inception they have provided expertise in designing information security systems with the ability to enhance existing infrastructures with the latest technologies and providing information security services in Risk Assessment, Vulnerability Scanning and Analysis, Information Security Architecture and Engineering, Help Desk/Support, Information Assurance, Network Security Design, Network Engineering, Facility Management, Training and Access Control Credentialing. ETi also offers direct experience in the State of Maryland with Prince Georges County supporting the Office of Information Technology (OIT). ETi has also provided support as a Prime contractor to the Office of the CIO for the Federal Emergency Management Agency and to the OCIO for the Department of Education providing Application Development and Sustainment support, and most recently supported the OCIO for the Department of Defense Joint Service Provider (JSP) supporting the instantiation of an Enterprise Configuration and Change Management Program. VSC plans to utilize the ETi to provide Information Technology Support and Project/Program Management services to the Maryland Mobile Sports Wagering Operations.



SBC Corporation (DBA: The Shuttle Bus Company) is a DC Certified Business Enterprise (CBE), Minority Business Enterprise (MBE), transportation and logistics company that provides shuttle transportation, fleet management services, and hauling services to commercial and government organizations. The Shuttle Bus Company currently provides fleet management services supporting the DC Office of Lottery and Charitable



Games. VSC plans to utilize the Shuttle Bus Company to support our player acquisition and retention activities and events, particularly for our VIP Player Engagement program. Additionally, VSC will use the Shuttle Bus Company to support our IT training program by providing transportation to BSU participants who do not have a means of transportation to our offices in DC and/ or Lanham, MD.

- 6. Any other information that demonstrates the Applicant's commitment to ownership, investment, management, employment, and contracting diversity.**
 - a. None.

