

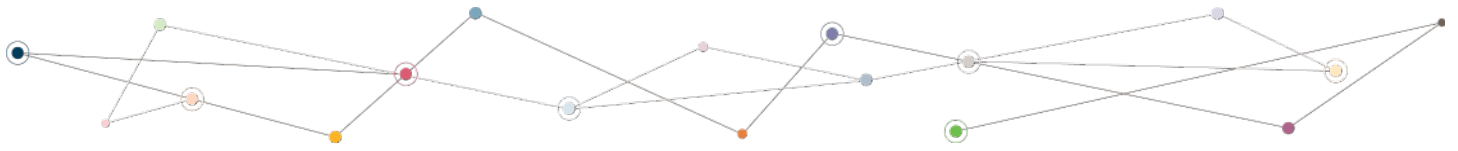
# Proposal

## Association for Advancing Physician and Provider Recruitment

February 12, 2024

**CONFIDENTIAL**

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February 12, 2024

Nichole Dennis  
Director of Membership and Program Services  
Association for Advancing Physician and Provider Recruitment  
2501 Jolly Road, Suite 110  
Okemos, MI 48864

Dear Nichole,

Thank you for your interest in DelCor Technology Solutions, Inc. as a resource to assist the Association for Advancing Physician and Provider Recruitment (AAPPR) with the selection of a new association management system (AMS). We enjoyed speaking with you recently regarding AAPPR's current situation with YourMembership and the organization's goals for future association management technology. We appreciate the opportunity to present this proposal for related consulting services.

DelCor is particularly well-qualified to fulfill AAPPR's requirements. Our team completes between 60 and 100 system assessment, selection, and implementation management engagements every year. We approach all AMS engagements from a business process perspective and provide best practice feedback on procedures, internal resources, staff adoption, effective data management, and risk management. Additionally—though DelCor is experienced with all major systems—we do not have ties to any specific vendors. We will use our deep knowledge of relevant products and vendors to help AAPPR select the system most suited to support current and future needs.

While we offer a proven and structured methodology for conducting a selection, we understand that no two organizations are alike. After your review, we look forward to discussing our approach and, if needed, refining the work plan to address your specific requirements and constraints.

Nichole, we very much appreciate the opportunity to present this proposal and believe we are well-suited to exceed your expectations on this project. If you have any questions or require additional information, please do not hesitate to contact us. We look forward to working with you and your associates on this initiative.

Best regards,

Dana Kohli  
Director, Client Partnerships

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# Executive Summary

Prepared and submitted by DelCor, this proposal is the result of the AAPPR’s interest in selecting a new AMS.

Please enjoy the custom AAPPR [Introduction to DelCor page](#) with a video address (see Figure 1). DelCor has also included several project-related resources that will provide value as AAPPR reviews DelCor’s proposal.

For more information about DelCor, see *Appendix A: About DelCor* and *Appendix B: DelCor Practices to Advance Equity*.



Figure 1. Link to Introduction Video

## Approach and Project Cost

For a detailed description of the anticipated project timeline and staff time commitment, see *Project Timeline and Staff Commitment*.

### AMS Selection

Table 1. Estimated Project Schedule and Costs

Phase	Estimated Timeframe
I: Selection Planning and Initiation	4-5 weeks
II: Discovery and Request for Proposal (RFP) Development	4-5 weeks
III: Vendor Demonstrations	4-5 weeks
IV: Vendor Selection	4-5 weeks
V: Contract Negotiations	3-4 weeks
<b>Total Cost</b>	<b>\$44,500</b>

### AMS Implementation Support

Table 2. Estimated Project Schedule and Costs

Phase	Estimated Timeframe	Estimated Cost
I: Implementation Planning and Discovery	TBD <sup>1</sup>	TBD
II: Implementation Project Management <i>Core Project Management</i> <i>Additional Implementation Support Services</i>	TBD <sup>2</sup>	TBD

<sup>1</sup> The implementation planning process is different for each vendor, so it is difficult to provide a good faith estimate for some of the discovery tasks. In DelCor’s experience, implementation initiation and planning will take four to eight weeks on average. Once the finalist is selected, DelCor will provide an estimate based on discussions with the vendor.

<sup>2</sup> In DelCor’s experience, the implementation process for a small to mid-sized organization can take between six months and one year. Once the finalist is selected, DelCor will provide an estimate based on discussions with the vendor and AAPPR.

# Project Background

Founded in 1990, AAPPR is dedicated to supporting the physician and provider recruitment industry. From headquarters in Okemos, MI, the organization's seven staff provide education, research, and engagement to empower experts in the field and improve healthcare access.

DelCor understands that AAPPR is experiencing issues with the organization's AMS, YourMembership, which include difficulty with reporting and web navigation. Accordingly, AAPPR is considering selecting a modern solution that resolves those pain points and works well with the organization's existing specialty systems (e.g., Higher Logic, Elevate, QuickBooks).

After reviewing the organization's needs internally, AAPPR reached out to DelCor to learn more about the expertise and project management support that DelCor could bring to a selection process. Based on that conversation, DelCor developed the following proposal for an AMS selection engagement.

## AMS Selection Approach

### I. Selection Planning and Initiation

#### A. Review AAPPR Background Information/Prepare for Discovery Meetings

DelCor will conduct a review of relevant organizational literature, any project-related documentation, the AAPPR website, and additional related background materials. It is DelCor's goal to become as familiar as possible with AAPPR as an organization prior to proceeding with subsequent project tasks. DelCor will work with AAPPR to identify and prioritize the background materials for review based on their relevancy to the project.

DelCor will also prepare for the discovery meetings. The DelCor project leader will communicate the format of the sessions to AAPPR in advance to allow for adequate preparation time.

#### B. Prepare for/Conduct Initial Meeting with Core AAPPR Project Team

DelCor will conduct an initial meeting with the core AAPPR team members. During the meeting, DelCor and AAPPR will discuss the following, the results of which will be used to develop a project charter:

- Basic ground rules for the project
- Project timeline and organizational calendars—including AAPPR's desired timeline for the selection project and system launch
- Business goals AAPPR would like to achieve through the implementation of a new data management system and criteria by which AAPPR will determine if goals are met
- Internal and external resources required to support the project, and appropriate roles and responsibilities for all project resources
- Budget considerations for the project, including the AMS solution and supporting resources
- Preliminary risks that may impact the project and options to mitigate risks
- Appropriate communication channels for the project

- AAPP's decision-making process
- System selection criteria to aid in initially narrowing the field of potential vendors, selecting finalists, evaluating proposals, and making the final vendor selection

### C. Develop Project Charter

DelCor will develop a project charter outlining the key elements discussed during the initial core team meeting. Based on DelCor's experience conducting numerous projects of this nature, DelCor has found that establishing this initial framework assures assumptions are stated and discussed, provides a common reference point for the project to the entire core team, and allows DelCor to frame requirements and recommendations appropriately.

## II. Discovery and RFP Development

### A. Conduct Discovery Meetings

DelCor will conduct up to 10 discovery meetings with functional areas listed below to discuss the following:

- Program goals and objectives
- Functional area responsibilities and related business processes, system uses, and corresponding issues
- Systems and applications used for data management outside of the current system
- Processes that may be made more efficient by incorporation into a new AMS
- Functional and non-functional (e.g., integration, performance, security, and user interface) requirements
- Perceived strengths and weaknesses of current systems in light of functional and technical requirements

At this time, DelCor anticipates that discovery meetings will include the following groups:

- Awards
- Certification
- Committee Management
- Customer Web Experience
- Events
- Finance
- IT, Integrations, and Ecosystem
- Learning
- Marketing
- Membership

Interviews will be conducted by functional area, which may be a crossover of various business units. For example, staff members involved in finance may also participate in the Events and Membership interviews.

In addition to the group interviews, an initial interview—usually at the executive level—will initiate the interview process by providing an executive-level perspective of the organization’s project-related business goals, budget, and constraints that may impact the project.

At the conclusion of the discovery meetings, as relevant, DelCor will conduct a meeting with the core team to discuss any key findings that could impact the selection effort.

## **B. Develop Preliminary RFP Document and Demonstration Agenda**

DelCor will compile and organize data collected and documented during the staff interviews to form a preliminary draft of the RFP.

The RFP will include the following:

- An introduction to AAPPR and the organization’s overall project goals and success factors
- An overview of the AAPPR ecosystem and how the AMS interacts with other partner systems and data sources
- An outline of functional area operations/processes and related issues
- Key business scenarios
- A prioritized requirements “checklist” in a table format, including functional and non-functional (e.g., integration, performance, security, and user interface) requirements
- A list of proposal submission criteria for vendor response

Before providing the RFP to vendors, AAPPR will review the document for suggested changes. DelCor will revise and resubmit the document for review up to two times. Once the RFP has been reviewed, DelCor will develop a demonstration agenda, which will help the vendors tailor their demonstrations to best address AAPPR’s priorities.

DelCor provides the RFP to vendors in advance of the vendor demonstrations and instructs vendors to use the preliminary document and the demonstration agenda to inform their presentations. In DelCor’s experience, this leads to the most customized demonstrations that cover the functionality that is most important to AAPPR. DelCor will not ask vendors to submit a complete proposal until after the demonstrations.

## **C. Identify Vendors for Demonstrations**

DelCor will pre-screen and identify the three most appropriate vendors to conduct demonstrations, which will be those whose products most closely match AAPPR’s requirements.

DelCor will present the three vendors to AAPPR along with the criteria for choosing the vendors and obtain agreement.

## **III. Vendor Demonstrations**

### **A. Schedule and Plan for Demonstrations**

DelCor will invite the three selected candidates to make formal presentations to describe their corporate capabilities and demonstrate their proposed solutions. DelCor will provide the preliminary

RFP document and demonstration agenda to the vendors and instruct each provider to tailor their demonstration to AAPPR's requirements. Unless otherwise desired by AAPPR, DelCor will name itself as the point of contact for all technical and administrative questions and will take responsibility for administering the process.

DelCor and AAPPR will also generate a demonstration evaluation form to assist in obtaining staff feedback.

#### **B. Manage Demonstrations (3)**

DelCor will manage the demonstrations, as the interaction of the vendor and AAPPR and the responsiveness of the vendor in addressing AAPPR's issues are important factors in helping determine the continued consideration of the vendor. The demonstrations will each last up to 8 hours.

DelCor will act on AAPPR's behalf, asking relevant questions and noting questions asked by other staff members as well to strive for uniformity during the demonstration process. DelCor will provide the demonstration evaluation form to AAPPR participants.

#### **C. Conduct Demonstration Debriefs**

After each demonstration, DelCor and AAPPR will meet for up to one hour to discuss the vendor offerings, evaluate how the systems will meet AAPPR's needs, and review the feedback in the demonstration evaluation forms submitted for review.

### **IV. Vendor Selection**

#### **A. Assist with Selecting Finalists**

Based on the established criteria and the feedback gathered during the demonstration debriefs, AAPPR will eliminate one vendor. DelCor will facilitate a discussion to assist AAPPR as the organization chooses the two finalists.

#### **B. Finalize RFP Document and Request Proposals**

DelCor will finalize the RFP document based on the feedback from the demonstrations and send the RFP to AAPPR for one final review. DelCor will then ask the selected finalists to respond to the RFP by compiling and submitting a proposal. DelCor recommends that the proposal due date be three to four weeks following the selection of finalists.

#### **C. Review Proposals (2)**

Once DelCor and AAPPR have received the two finalists' proposals, DelCor and AAPPR will conduct a thorough review of the proposals. DelCor will identify questions/outstanding issues for each proposal/vendor. Taking into consideration any additional information AAPPR may wish to add, DelCor will request vendor responses to the questions/outstanding issues.

At the same time, DelCor will generate a cost comparison spreadsheet for budget analysis, listing costs in various categories. DelCor will also analyze the vendors' responses to the requirements tables



presented in the RFP. Using Excel, DelCor will consolidate the vendor responses into one spreadsheet to support a comparative review.

#### **D. Conduct Reference Checks**

DelCor will conduct thorough reference checks on the two finalists—a minimum of three reference checks for each vendor.

#### **E. Coordinate and Facilitate Vendor Executive Meetings (2)**

DelCor will coordinate 90-minute virtual executive meetings with the two finalists. The purpose of the meetings is to give AAPPR the opportunity to address any issues/concerns still unresolved and to give the vendor an opportunity to provide a high-level overview of company-related issues that impact the selection (e.g., future product plans, company and customer service philosophy/plans, research and development efforts).

#### **F. Support Final Vendor Selection**

As a result of the steps taken to this point, AAPPR may be in a position to select a finalist. DelCor will conduct up to two meetings with AAPPR to answer questions and help facilitate the selection decision.

### **V. Contract Negotiations**

#### **A. Review and Negotiate Contract**

DelCor will review the vendor's contract from a technical/business perspective and suggest changes/additions to the contract. DelCor will then conduct a meeting with AAPPR to discuss business- and technology-related issues and concerns (e.g., payment terms, vendor support) and recommend changes to the contract. Once the contract has been reviewed and discussed, DelCor will participate in contract negotiation discussions with AAPPR, AAPPR's legal counsel, and the vendor to address relevant issues for up to three rounds of revision.

The organization should understand that DelCor is not representing that it will provide or is able to provide legal advice on this matter. Of course, DelCor recommends that AAPPR obtain legal counsel to review, edit, and negotiate the final contract. DelCor's assistance is limited to helping AAPPR's attorney address business- and technology-related issues.

# AMS Implementation Support Approach

## I. Implementation Planning and Discovery

This phase is a necessary transition from the vendor selection to the system implementation. DelCor will be familiar with the organization's processes and requirements—as well as the vendors' products, methodologies, and system implementations—and will share the information collected during the requirements analysis to help facilitate a seamless transition. In DelCor's experience, implementation initiation and planning will take four to eight weeks on average.

As this process is different for each vendor, it is difficult to provide the cost for these services at this time. Once AAPPB has identified the finalist, DelCor can provide the cost and estimated timeframe based on discussions with the vendor.

### A. Develop and Discuss Implementation Transition Plan

A variety of both system and non-system issues will generally surface throughout the course of the project. Among others, these issues may be related to system functionality, business processes, risk management, appropriate internal resources, and effective data management.

DelCor will develop an Implementation Transition Plan that includes client-specific recommendations and best practices to inform the Core Team and help prepare stakeholders for the implementation of the new system. As relevant, the high-level plan will include recommendations for business processes, risk management, appropriate internal resources, and effective data management.

This is not an in-depth analysis, and, in some cases, issues may be complex and recommendations for improvement may require a level of effort beyond the scope of this report, in which case DelCor will indicate that further analysis is required.

DelCor will conduct a meeting (e.g., Zoom) with the core project team and other stakeholders as appropriate to review the plan.

### B. Participate in Vendor Discovery Preparation

DelCor will assist as needed in coordinating the vendor discovery process.

### C. Attend Vendor Discovery Meetings

Since DelCor will be familiar with the organization's processes and requirements—as well as the vendors' products, methodologies, and system implementations—DelCor will be ideally suited to participate in the discovery meetings with AAPPB. DelCor will participate in the meetings to facilitate the discussion and to assist in making decisions regarding product configuration and business processes.

### D. Review/Edit Deliverables

It will be the vendor's task to provide deliverables that detail the gap between its product and AAPPB's requirements, including proposed solutions and associated costs, proposed timelines, and, potentially,

an implementation roadmap/work plan. DelCor will review the deliverables and provide feedback to confirm the deliverables reflect AAPPR's requirements as discussed during the implementation planning and discovery meetings.

#### **E. Conduct Planning Calls/Meetings**

DelCor and AAPPR will conduct planning calls or virtual (e.g., Zoom) meetings. For example, DelCor and AAPPR will make joint decisions as to the following:

- Questions regarding the implementation planning and discovery deliverables
- Preferred routes to take regarding the selected solution (e.g., the level of customization, business processes that may be modified)
- Participants in any relevant contract negotiations and project management phases and their roles
- Appropriate project phasing

#### **F. Revise Cost Estimate**

After DelCor's review of the deliverables, DelCor will update the cost spreadsheet created during the proposal review to reflect the outcome.

#### **G. Conduct Project Debriefing**

DelCor and AAPPR will conduct a virtual (e.g., Zoom) meeting to discuss the next logical course of action.

## **II. Implementation Project Management**

Once implementation begins, it is critical to pay proper attention to project management. If the project is not properly managed and internal resources are insufficient to support the project, there is a high probability that it will not be successful. While the vendor will provide project management services, they are intended for the management of their own resources. AAPPR must have internal resources available as well—with the understanding that it is common for the initial phases of implementation to require 80 to 100 percent of an individual's time. If internal resources are not available, DelCor can act as an extension of AAPPR's staff in this capacity.

DelCor has several Project Management Institute (PMI) certified Project Management Professionals (PMP) on staff, all highly experienced in providing ongoing core project management and additional implementation support. DelCor is flexible in terms of participation and has provided many different levels of service to clients.

Once the AMS is selected, DelCor will provide a separate proposal and estimate, customized to meet AAPPR's project management and additional implementation support needs. The estimate depends on a variety of factors unknown at this time, including:

- The selected vendor's project management methodology, capabilities, and ability to meet deadlines
- AAPPR's internal staff resources and availability to perform required tasks

- Complexity of the product/AAPPR's requirements
- Amount and condition of data to be converted

#### **A. Core Project Management**

DelCor will provide core project management throughout the duration of the implementation. The following is an overview of DelCor's core project management services for implementation:

- Manage the implementation through participation in all relevant project status and update meetings, phone calls, and additional communications with AAPPR, the selected vendor, and the internal DelCor team
- Conduct weekly high-level reviews of relevant project components to assess the project's progress and identify areas that may require further attention
- Develop periodic status updates and provide to AAPPR
- Update the vendor project implementation plan throughout the duration of the implementation
- If specifically requested, review and validate monthly invoices

#### **B. Additional Implementation Support Services**

DelCor also provides the following additional implementation support services; however, the services required will depend on the vendor selected and the complexity of the implementation:

- Data conversion guidance
- General implementation/data management
- Training support
- Standard operating procedures (SOPs) development
- Testing support
- Integration support
- Launch support

### **III. Post-Implementation Audit (Optional)**

To ensure system health, maximize system effectiveness, and promote staff confidence in the system, routine maintenance is required. Therefore, DelCor recommends regular system audits at key milestones during the lifecycle of the system, with the first audit occurring approximately six months after the new AMS has gone live. As an option, DelCor can conduct this initial audit to include the following components:

- Review overall staff adoption of system
- Review outstanding post-go-live project tasks/issues
- Assist staff in prioritizing outstanding tasks/issues
- Identify future initiatives and corresponding system uses
- Summarize next steps for continuing system maintenance, promoting staff confidence in the system, successfully utilizing the system and expanding system use

# Project Timeline and Staff Commitment

The estimated phase durations are based on DelCor’s experience conducting AMS selections with organizations of a similar size and complexity. **The information in Tables 3 and 4 should be used for planning purposes only.**

## AMS Selection

Table 3. Sample Project Timeline and Staff Commitment for AAPPR AMS Selection

Project Information			Staff Time Commitment	
Phase	Timeframe	AAPPR Staff Task	Core Team	Stakeholders
<b>I: Selection Planning and Initiation</b>	4-5 weeks	Prepare Background Information for Review	2 hours	
		Participate in Initial Meeting	2 hours	
<b>II: Discovery and RFP Development</b>	4-5 weeks	Participate in Discovery Meetings	1-2 hours per relevant session	1-2 hours per relevant session
		Review and Edit Preliminary RFP Document and Demonstration Agenda	2 hours per section	2 hours per relevant section
		Participate in Meeting to Discuss Vendors	1 hour	
<b>III: Vendor Demonstrations</b>	4-5 weeks	Assist with Scheduling and Planning for Demonstrations	1 hour	
		Participate in Demonstrations (3)	24 hours	12-16 hours
		Participate in Demonstration Debriefs	3 hours	<i>Optional</i>
<b>IV: Vendor Selection</b>	4-5 weeks	Participate in Discussion to Identify Finalists	1 hour	
		Assist with Finalizing the RFP Document and Requesting Proposals	1 hour	
		Review Proposals (2)	2 hours min.	
		Participate in Vendor Executive Meetings (2)	4 hours	
		Participate in Final Vendor Selection Discussions	4 hours	
<b>V: Contract Negotiations</b>	3-4 weeks	Participate in Contract Negotiations	TBD	

The project timeline and staff commitment for AMS implementation support depends on the selected system. After AAPPR selects the final vendor, DelCor and AAPPR will discuss the level of effort required by AAPPR’s core team and other stakeholders.

# Estimated Effort and Cost

## AMS Selection

Table 4. AMS Selection Estimated Effort and Cost

Phase	Total Cost
Phase I: Selection Planning and Initiation	\$44,500
Phase II: Discovery and RFP Development	
Phase III: Vendor Demonstrations	
Phase IV: Vendor Selection	
Phase V: Contract Negotiations	

## AMS Implementation Support

Table 5. AMS Implementation Support Estimated Effort and Cost

Phase	Total Cost
Phase I: Implementation Planning and Discovery	TBD
Phase II: Implementation Project Management	TBD
Phase III: Post-Implementation Audit	TBD

The proposed project work plan and associated level of effort may be modified to meet the organization’s specific needs and constraints. After AAPPR’s review, DelCor looks forward to discussing the approach and, if needed, refining the work plan and level of effort.

DelCor’s proposal is firm for a period of 60 days from the date of this document. After that time, there may be minor adjustments in costs, which will be addressed prior to project commencement.

The project cost does not include any applicable sales tax, billable travel time, administrative expenses, or direct expenses. Should AAPPR wish to have additional services added to the scope of the project (e.g., additional demonstration), DelCor will utilize a change control process to address any changes and obtain approval from AAPPR before providing additional services.

Should AAPPR wish to proceed, DelCor will provide a Master Services Agreement and Statement of Work for signature.

# References

DelCor takes the commitment to service seriously. While DelCor’s skills and philosophy may be progressive, DelCor is quite old-fashioned when it comes to relationships. DelCor is in it for the long haul—always there for clients when they need support, always looking out for them, and always willing to take that extra step. When DelCor consultants say “your mission is our mission,” they mean it, and it’s proven in their commitment to the 501(c) community.

DelCor clients include trade associations, professional societies, foundations, unions, and nonprofits—all mission-driven organizations working on behalf of causes that matter. While DelCor operates out of Silver Spring, MD and Chicago, IL, DelCor clients come from all around the globe. Empowered by effective network support and comprehensive technology management, DelCor clients make a difference in the world and for their constituents.

Please feel free to contact the following client organizations to learn more about the value of working with DelCor. Additional references are available as needed.

## **American Herbal Products Association**

Services Provided:           AMS Selection  
Reference:                    Rachel Haas  
                                      (301) 588-1171 ext 107  
                                      [rhaas@ahpa.org](mailto:rhaas@ahpa.org)

## **Society of Environmental Toxicology and Chemistry**

Services Provided:           AMS Selection, ITMM Assessment  
Reference:                    Tamar Schlekat  
                                      (919) 641-1780  
                                      [tamar.schlekat@setac.org](mailto:tamar.schlekat@setac.org)

## **Pediatric Infectious Diseases Society**

Services Provided:           AMS Selection  
Reference:                    Terri Christene Phillips  
                                      (703) 299-9865  
                                      [cphillips@idsociety.org](mailto:cphillips@idsociety.org)

# Appendix A: About DelCor

*Immersed in the culture and operations of the association and nonprofit community, we will remain uniquely qualified to expand each client's vision of the possibilities technology offers and partner with them to realize these possibilities for their greater success.*

Since 1984, DelCor has successfully assisted more than 700 associations, nonprofits, foundations, and unions in the evaluation, design, selection, implementation, and support of information technologies. DelCor's longevity is representative of DelCor's leadership, commitment to the association community, and constant desire for improvement.

DelCor is guided by three partners—Loretta M. DeLuca (founder), David Coriale, and Brian Sheehan—who remain active consultants and participants within the association community. DelCor's founder is an American Society of Association Executives (ASAE) Fellow—recognition of her leadership and contribution to the association community. She is also a recipient of the Academy of Leaders Award, ASAE's highest honor given to industry partners who have demonstrated exemplary support of ASAE and the association community.

For over 35 years, DelCor has connected organizations like AAPPR with progress through the strategic use of technology. The approach is simple, but the impact is profound. DelCor measures how well organizations leverage technology to advance their cause and helps organizations chart a path to progress, bringing technology into alignment with mission and goals.

## Services

DelCor has the experience to support AAPPR's goals and bring the organization's mission to life. For more information about DelCor's services, see Figure 2 or visit [Network Management](#) and [Technology Consulting](#).



Figure 2. DelCor's Services



## DelCor's Team

The DelCor team is much more than a collection of Project Management Professionals (PMP), Certified Association Executives (CAE), and Disciplined Agile Scrum Masters (DASM); DelCor consultants share a passion for the association and nonprofit community. That's why DelCor invests in professional development, supports technology training and conferences, and maintains industry-standard certifications—so DelCor can help AAPPR use technology to accomplish goals and live the organization's mission.

To provide the greatest value, DelCor employs a team approach for all engagements. Not only will AAPPR have the attention of a dedicated consultant, but the organization will also benefit from the expertise of the entire DelCor team.

## Association and Nonprofit Experience

DelCor consultants understand the business of associations and nonprofits. The DelCor team consists of over 90 professionals with backgrounds in association administration, consulting, management system development, and management firm administration, including the former:

- CIO and IT Director, Dental Assisting National Board
- Vice President of Membership, International Sign Association
- Director of Digital Communications, American Speech-Language-Hearing Association
- Director of Membership Development, National Trust for Historic Preservation
- IT Director, American Hospital Association
- Director of Membership, United States Parachute Association

## Vendor Certifications

DelCor is authorized by the industry's major software and hardware manufacturers (see Figure 3); however, DelCor has no vested interest in any external product or vendor. DelCor consultants provide candid advice focused entirely on each client's success.



Figure 3. DelCor Vendor Certifications

## Technical Expertise

The DelCor team has hands-on experience with information systems and understands how they can be applied to support AAPPR's business goals. Recommendations from DelCor are based on a true understanding of technology through application rather than on theory alone. See Table 6 on the following page for a list of DelCor staff certifications.

Table 6. DelCor Staff Certifications

<p><b>BUSINESS AND MANAGEMENT</b></p>	<p>Certified Association Executive                  Innovation Black Belt                  ITIL v3 Foundation                  Disciplined Agile Scrum Master                  Project Management Institute – Agile Certified Practitioner                  Project Management Institute – Project Management Professional                  Six Sigma Green Belt</p>
<p><b>CLOUD</b></p>	<p>AWS Certified Solutions Architect – Associate                  CompTIA Cloud Admin Professional                  CompTIA Cloud+                  VMware Certified Associate – Cloud Management and Automation</p>
<p><b>DATA CENTER</b></p>	<p>Cisco Certified Network Associate Data Center                  Cisco Certified Network Professional Data Center                  Microsoft Certified IT Professional                  Microsoft Technology Associate: Windows Server Administration Fundamentals                  VMware Certified Associate – Data Center Virtualization                  VMware Certified Professional 5 – Data Center Virtualization                  VMware Certified Professional 6 – Data Center Virtualization</p>
<p><b>INFORMATION TECHNOLOGY SUPPORT</b></p>	<p>CompTIA A+                  CompTIA IT Operations Specialist                  Google – IT Support Specialist                  Microsoft Certified IT Professional: Enterprise Desktop Support Technician                  Microsoft Certified Professional                  Microsoft Certified Solutions Associate: Office 365                  Microsoft Certified Solutions Associate: Windows 7                  Microsoft Certified Technology Specialist: Windows 7, Configuration                  Microsoft 365 Enterprise Administrator Expert                  VMware Certified Associate – Desktop and Mobility</p>
<p><b>NETWORK</b></p>	<p>Brocade Certified Ethernet Fabric Professional                  Certified Meraki Network Operator                  Cisco Certified Entry Networking Technician                  Cisco Certified Network Associate Routing and Switching                  Cisco Certified Network Associate Wireless                  Cisco Certified Network Professional                  CompTIA Network+</p>
<p><b>SECURITY</b></p>	<p>Certified Ethical Hacker                  Cisco Certified Network Associate Security                  CompTIA Secure Cloud Professional                  CompTIA Secure Infrastructure Specialist                  CompTIA Security+                  Microsoft 365 Security Administrator Associate                  Microsoft Technology Associate: Security Fundamentals                  SonicWall Security Administrator</p>
<p><b>WEB AND APP DEVELOPMENT</b></p>	<p>AWS Developer - Associate                  Udacity: Full Stack Developer Nanodegree</p>

# Appendix B: DelCor Practices to Advance Equity

## Diversity, Equity, and Inclusion (DEI) Statement

DelCor embraces diversity, equity, and inclusion (DEI) as an organization and supports and advances the DEI missions of our clients. We champion a healthy, positive culture and consistent employee experience through our policies, systems, programs, and services. We model DEI through our actions and advocacy for everyone in our workplace and in our client communities.

## Team IDEA

DelCor established Team IDEA (i.e., Inclusion, Diversity, Equity, Awareness) to promote diversity, equity, and inclusion in all aspects of DelCor's work and activities within the organization, with DelCor's clients, and with the association and nonprofit community. Team IDEA reviews DelCor policies, holiday celebrations, recruiting practices, community partnerships, and communications to ensure all activities model DelCor's DEI values.

## Accessibility Statement

As part of our commitment to diversity, equity, and inclusion, we strive to make our proposals as accessible and usable as possible. If you experience any issues accessing any of our content, please contact us and we will help you access the information you need.

## Equal Employment Opportunity Policy Summary

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at DelCor are based on merit, qualifications, and abilities. DelCor does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, sexual orientation, or any other characteristic protected by federal, state, or local law.

All employees are expected to abide by these policies as well as all other applicable federal and state laws which prohibit discrimination against any employee or applicant for employment because of race, color, religion, gender, national origin, age, disability, or status as a qualified, disabled veteran, or veteran of the Vietnam era. DelCor also requires employees to abide by such laws in their dealings with customers, visitors, vendors, and suppliers.

DelCor is committed to employing only United States citizens and aliens who are authorized to work in the U.S. (but does not unlawfully discriminate on the basis of citizenship or national origin). In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employee Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility.

DelCor makes reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy covers all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

DelCor pledges confidentiality in its dealings with applicants and employees with disabilities.

