



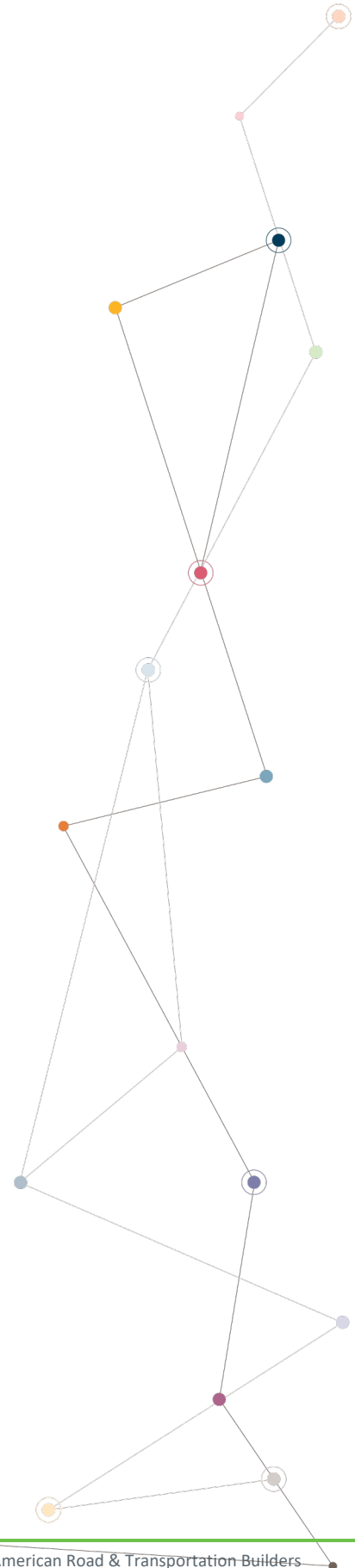
Proposal

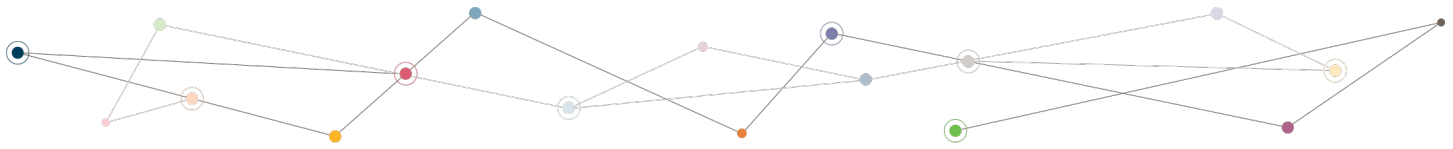
American Road & Transportation Builders Association

November 1, 2024

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November 1, 2024

Markus Proctor
Director, Technology and Information Security
American Road & Transportation Builders Association
250 E Street SW, Suite 900
Washington, DC 20024

Dear Markus,

Thank you for your continued interest in DelCor Technology Solutions, Inc. as a resource to assist the American Road & Transportation Builders Association (ARTBA) with the organization's information technology (IT) support needs. Our team has enjoyed our multiple discussions with you regarding the organization's current situation and goals. Based on our current understanding of ARTBA's needs, we offer this proposal for managed IT services and support through the DelCor Partner Support Program.

After our discussion, we are confident that DelCor is particularly well-qualified to fulfill ARTBA's requirements. Our extensive experience providing IT support and services to trade/professional associations and other nonprofits for more than 30 years has allowed us to accumulate a wealth of expertise specific to ARTBA's current needs. Drawing on that experience, we have designed a solution specific to ARTBA, which includes onboarding, support from a dedicated consultant, comprehensive network management, 24/7 phone and remote support, and comprehensive managed cybersecurity services.

Markus, we appreciate the opportunity to present this proposal to ARTBA and believe we are well-suited to exceed your expectations. If you have any questions or require any additional information, please don't hesitate to contact us.

Best regards,

Brian Sheehan
Executive Vice President

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Executive Summary

Prepared and submitted by DelCor, this proposal is the result of ARTBA’s interest in managed IT services.

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

Services and Cost

As ARTBA’s Managed Service Provider (MSP), DelCor will provide a total support solution for the organization’s IT environment, including onboarding, dedicated support, IT Service Desk support, and managed cybersecurity services (see Table 1).

Table 1. DelCor Services Summary

Service	One-Time Cost	Monthly Fee
Onboarding <ul style="list-style-type: none">Kickoff MeetingInventory and DocumentationTransition PlanningApplication DeploymentCommunication Planning	\$5,180	
Dedicated Support (One Day Every Month) <ul style="list-style-type: none">Account ManagementGeneral Network SupportData Backup and RestorationInternet Connectivity Monitoring and SupportEnd-User Support and ReportingQuarterly IT Planning		\$160 per user
IT Service Desk Support <ul style="list-style-type: none">Network Monitoring and Alerting24/7/365 Phone and Remote Support		
Managed Cybersecurity Services <ul style="list-style-type: none">Endpoint Threat Detection and ResponseVirus and Malware ProtectionEmail SecuritySecurity Patch ManagementSecurity Awareness Training<i>Managed Detection and Response (Optional)</i>		\$27 per user ¹

¹ This pricing does not include the optional Managed Detection and Response services.

Background

Founded in 1902, ARTBA brings together all facets of the transportation construction industry to responsibly advocate for infrastructure investment and policy to provide greater access to safe and efficient travel. The organization supports their members and the transportation construction industry at-large by advocating for expanded investment to meet current infrastructure challenges; framing the debate on federal transportation policy; providing information, continued education, and professional development; and collaborating with leaders in the community to bring innovative ideas to the national transportation policy arena.

DelCor understands that ARTBA is interested in partnering with a new MSP. The organization's current partner has not been able to maintain a satisfactory level of support and ARTBA is looking for a partner that can provide a better IT service desk support experience that allows staff to quickly resolve issues and strive towards better serving their members. DelCor's comprehensive MSP services will support ARTBA as the organization continues to evolve and grow alongside the transportation and construction industry.

Approach

Onboarding

At the onset of the engagement, ARTBA's dedicated consultant will transition ARTBA to the Partner Support program. DelCor will conduct a project kickoff meeting with ARTBA key stakeholders, document ARTBA information, develop a transition plan, deploy monitoring agents, prepare an image for workstation configuration, and distribute a memo to relevant ARTBA staff members describing support procedures.

Microsoft 365 Services

As a Microsoft Direct Cloud Service Provider (CSP), DelCor operates as a reseller and administrator for clients' Microsoft licenses. DelCor will leverage partner resources and experience with Microsoft 365 and Azure to assist ARTBA as the organization reviews the current solution to determine if it still meets the organization's needs.

DelCor's partner status will also help ARTBA streamline the process of planning and paying for Microsoft licensing. Microsoft continually adjusts license levels, changes inclusions, and releases new features, so DelCor has a procurement team that will monitor those changes on ARTBA's behalf and provide timely notification of changes that may affect the organization. All licensing will be included in ARTBA's monthly invoice, so the organization will only have one bill even as licensing changes.

Even if ARTBA chooses to manage the organization's licensing in-house, DelCor will name ARTBA as a client. When DelCor submits tickets to the Microsoft Partner Center on a client's behalf, the ticket is placed in the top-level Premier Queue, so ARTBA will still experience shorter response and resolution times.

As each organization should audit their needs and associated Microsoft solutions prior to purchasing licenses, this proposal does not include Microsoft 365 licensing costs. During onboarding, DelCor will help ARTBA determine the best Microsoft solution for the organization, including licensing, backups, and administration.

Dedicated Support

The American Road & Transportation Builders Association (ARTBA) will be assigned a DelCor consultant to provide dedicated support one day per month. The organization's dedicated DelCor consultant will provide account management, data backup and restoration, general network administration, internet connectivity monitoring and troubleshooting, end user support and reporting, and quarterly IT planning. The DelCor consultant will also serve as the escalation point for user and system issues. For a detailed list of services, see ARTBA's custom *MSP Services* Checklist.

The organization's dedicated DelCor consultant will tailor support to ARTBA's technology, culture, staff, schedule, and specific needs to create and maintain a stable, secure operating environment with minimal downtime. The consultant will know everything necessary about ARTBA's IT systems, including those not under DelCor's management or control. For example, the consultant will gather relevant information about any externally hosted data management systems to inform recommendations and support. This streamlined approach allows for faster resolution of client issues and reduces the chance of technical issues arising.

DelCor's unique understanding of ARTBA's IT environment and goals will make ARTBA's dedicated consultant a valuable resource for strategic IT discussions. DelCor will conduct quarterly meetings with ARTBA leadership to review progress and assist with IT infrastructure strategy, budget, and planning.

Though ARTBA's dedicated DelCor consultant will be the organization's primary point of contact at DelCor, ARTBA will also be assigned a dedicated Director of Managed Services to supplement support as needed and assist with quarterly planning. If additional resources are necessary, DelCor's Director, IT Service Desk will provide the required support.

Laptop Configuration and Deployment

Laptop configuration and deployment is not included in DelCor's per user pricing. If ARTBA requires any laptop implementations, DelCor will provide a separate quote for that project.

IT Service Desk Support

In addition to dedicated support, DelCor's IT Service Desk will provide comprehensive network management support, which includes preventative monitoring and alerting and troubleshooting to resolution (see Figure 2).

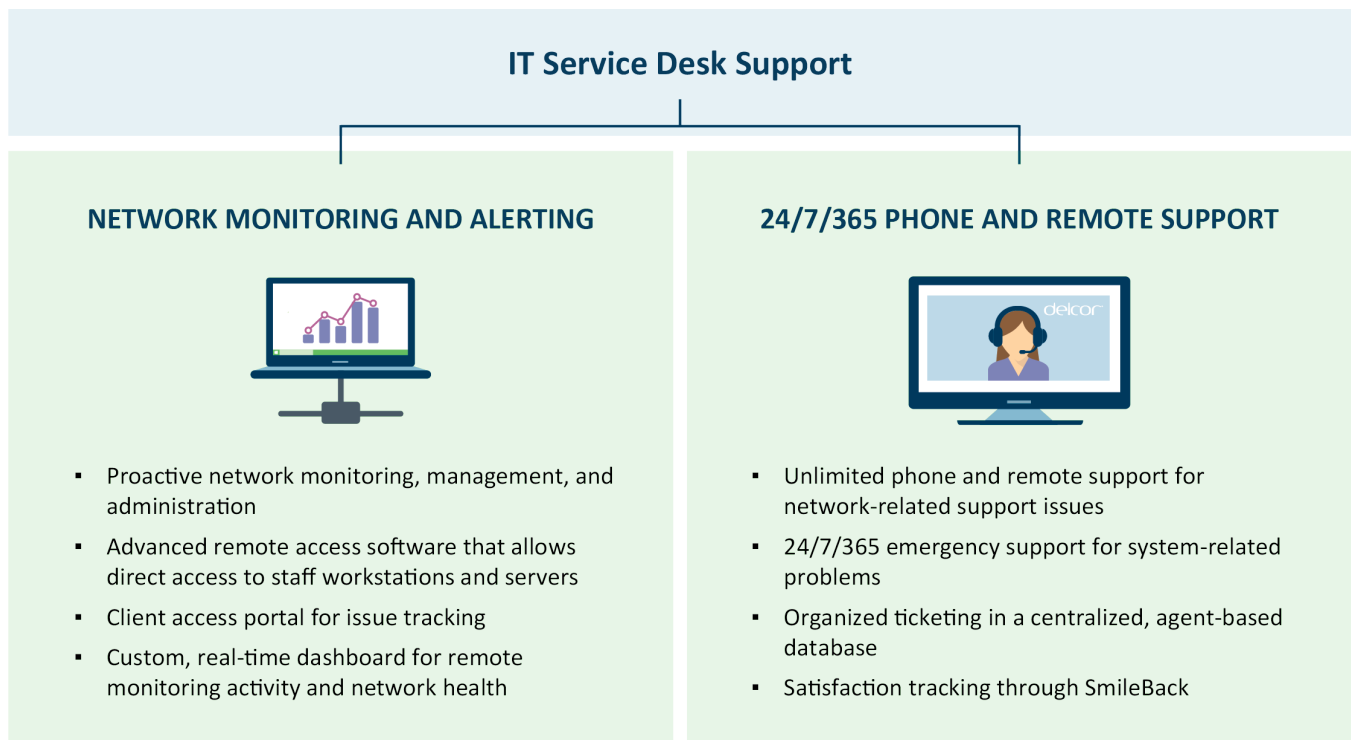


Figure 2. DelCor's Comprehensive IT Service Desk Support

Network Monitoring and Alerting

During onboarding, DelCor will deploy agents to monitor ARTBA's network operations and stop issues before they impact ARTBA staff. DelCor's Professional Service Automation (PSA) database—a centralized, agent-based solution—provides the toolset for DelCor to efficiently perform overall network monitoring, management, and administration. The American Road & Transportation Builders Association (ARTBA) will have access to a client access portal for issue tracking as needed.

The PSA database supports ticketing, inventory management, and activity requests. The database also provides up-to-the-minute access for all open and past issues and billing information and automatically notifies senior consultants and managers if issues remain unresolved over a pre-set period of time. The American Road & Transportation Builders Association (ARTBA) will have a real-time dashboard available to review monitoring activity and the organization's overall network health (see Figure 3 on the following page).

If a workstation fails, or an issue requires extensive troubleshooting, staff may need to replace the failed workstation immediately. DelCor will work with ARTBA to create a pool of spare workstations that are already configured and ready for deployment.

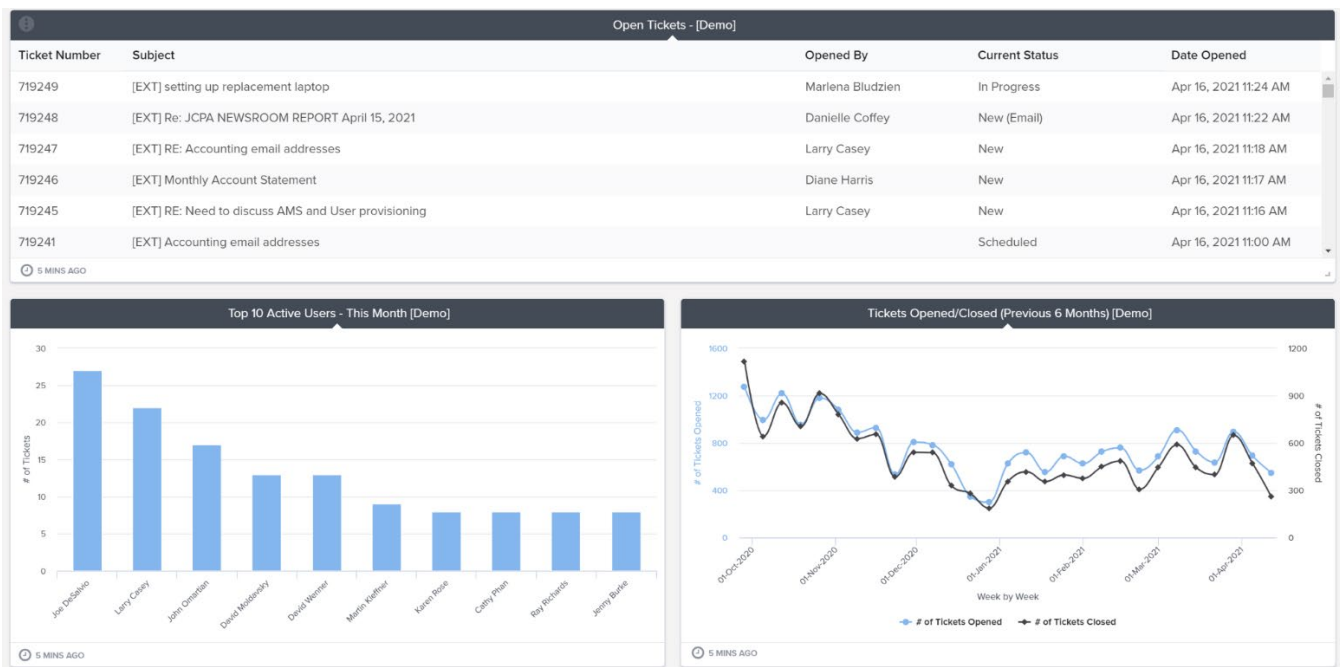


Figure 3. Custom Real-Time Dashboard

24/7/365 Phone and Remote Support

DelCor's IT Service Desk will provide unlimited phone and remote support for network-related support issues during standard business hours as well as 24/7/365 emergency support for system-related problems. The IT Service Desk is staffed during standard business hours—Monday through Friday from 7:00 am to 7:00 pm—by a team of IT consultants dedicated solely to the IT Service Desk.

To ensure that DelCor can connect to ARTBA staff workstations to troubleshoot and solve problems, DelCor will deploy remote access mechanisms on all computers. With these mechanisms in place, technical staff can connect to ARTBA staff workstations and servers remotely, utilizing advanced remote access software to troubleshoot and solve problems.

DelCor categorizes incoming ticket requests into priorities based on the client request and DelCor's professional judgment. For example, emergency server down alerts are categorized with a higher priority than a request to add an alias to a user email account (see Figure 4).

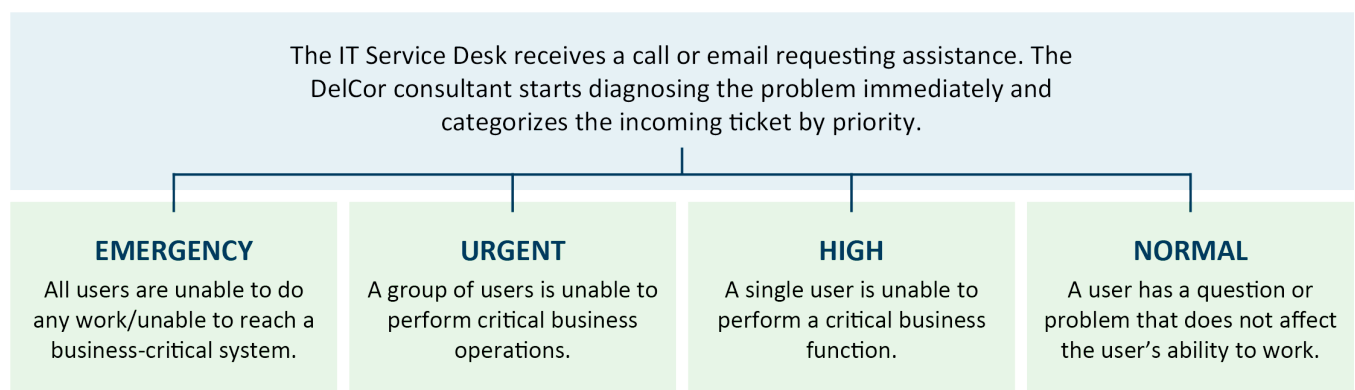


Figure 4. DelCor Ticket Prioritization

After submitting a ticket, ARTBA staff will connect with either ARTBA’s dedicated support consultant or one of DelCor’s full-time IT Service Desk consultants. DelCor consultants all have the skill sets required to perform advanced troubleshooting and resolution—including firewall issue resolution, network security forensics, and network routing and configuration issue resolution. The consultants who will be answering ARTBA’s calls are all qualified to provide Tier 2 and 3 Help Desk support based on ITIL best practices.

The consultant will start diagnosing and solving the problem immediately by connecting to ARTBA’s network and troubleshooting remotely using DelCor’s managed services tools. The consultant will resolve the issue or follow up with ARTBA staff until the issue is resolved.

DelCor monitors customer satisfaction with IT Service Desk ticket resolution through the SmileBack Customer Satisfaction Platform. When a ticket is resolved, ARTBA employees will have the opportunity to share feedback and leave reviews for DelCor consultants. DelCor strives to maintain a high level of satisfaction. See Figure 5 for DelCor’s recent satisfaction ratings.

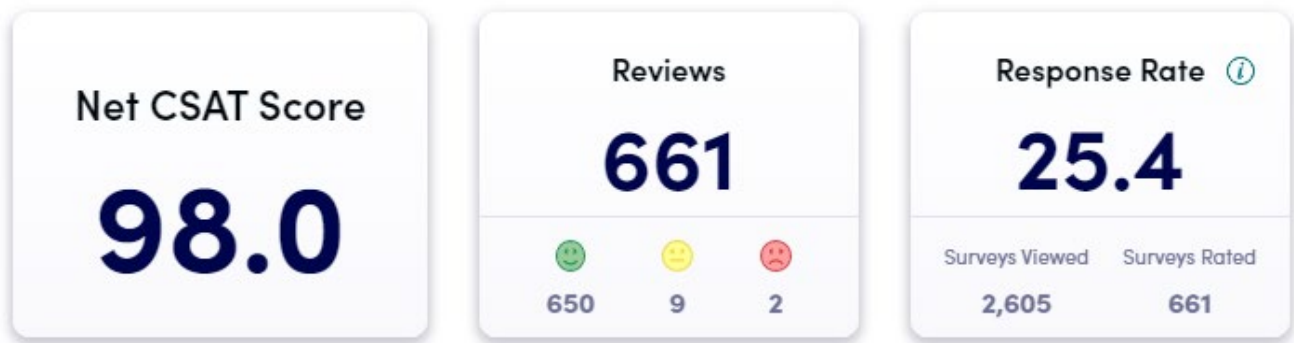


Figure 5. DelCor SmileBack Results

Managed Cybersecurity Services

DelCor will provide a fully managed cybersecurity solution with multiple layers of protection—including endpoint threat detection and response, virus and malware protection, email security, security patch management, and security awareness training. If requested, DelCor can also provide managed detection and response services.

Endpoint Threat Detection and Response (Powered by CrowdStrike)

Cyber threats are becoming more sophisticated, and today’s hackers are using more than just malware to breach networks. Organizations also need to protect their infrastructure from exploits, zero days, credential theft, and other hard-to-detect threats.

To protect ARTBA’s endpoints, DelCor will provide CrowdStrike’s full suite of endpoint threat and identity protection with expert monitoring and remediation. CrowdStrike Falcon Complete includes next-generation anti-virus (NGAV), endpoint detection and response (EDR), and a 24/7 threat hunting service.

If CrowdStrike detects a compromised endpoint, CrowdStrike’s Endpoint Recovery Services will access the endpoint, kill the malicious processes, delete any infected files, and run recovery scripts—all with zero downtime for ARTBA. CrowdStrike will also notify DelCor of any attempts and escalate issues to ARTBA’s dedicated consultant and director as needed.

Virus and Malware Protection (Powered by Cisco Umbrella)

Every time a user connects to a website or an internet-enabled application, they interact with a domain-name system (DNS) server. These servers are designed to work behind the scenes to seamlessly facilitate internet browsing, so they often go unnoticed by organizations. Unfortunately, this also means they often go unsecured, which makes them an easy target for cyberattacks.

DelCor will deploy Cisco Umbrella to all ARTBA workstations to proactively stop malware, phishing, botnets, and other threats at the DNS-layer before they ever reach the organization’s network. Cisco Umbrella is a secure web gateway that leverages real-time monitoring of the latest breaches to protect devices. The solution runs on each machine, so ARTBA’s computers will be fully protected even if they are removed from the network.

Email Security (Powered by Mimecast)

Email communication is mission-critical for most organizations, which makes it the prime target for cyberattacks. As the majority of breaches begin with a single click of a link, DelCor takes a proactive approach to block email attacks before they reach ARTBA’s staff.

DelCor will implement Mimecast to scan all of ARTBA’s inbound and outbound email to identify attacks and block all email-based threats. The tool protects against the most sophisticated and dangerous attacks facing organizations, including phishing, spam, malware, ransomware, social engineering, payment fraud, and impersonation.

Hackers are constantly adjusting and improving on their strategies—so DelCor does the same. In addition to providing the tool, DelCor consultants are constantly monitoring the Mimecast system to identify trends in breach attempts so DelCor can research strategies that are working effectively for other organizations and quickly apply updated policies and settings for added protection.

Security Patch Management (Powered by NinjaOne RMM)

Software companies remedy cybersecurity vulnerabilities and technical issues with short-term “patches.” Patches—which come in the form of service packs, security patches, and critical updates—are a temporary solution to known weaknesses and are intended to protect organizations until the next full software release.

Using outdated software poses a serious risk to an organization’s cybersecurity, which is why DelCor tracks all vendor patching schedules and responds quickly in the event of a release. DelCor reviews the patches, prioritizes the most critical updates, evaluates the patches in a testing environment, and then deploys the appropriate patches to the client site (see Figure 6).

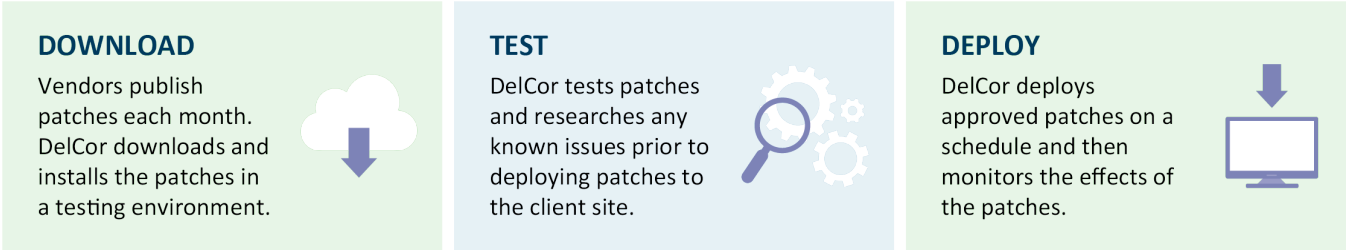


Figure 6. System Patching Process

As stated, DelCor will deploy approved patches to ARTBA endpoints based on the vendor release schedule. See Table 2 for the release schedules of relevant systems and applications.

Table 2. System Patching and Schedules

Category	Description	Schedule
Microsoft Systems and Applications	DelCor will provide patching for Windows server operating systems and Windows client operating systems running on desktops, laptops, and tablets as well as typical Microsoft client applications (e.g., Microsoft Office, Internet Explorer).	Microsoft patches are tested in a sandbox environment and scheduled for installation within six weeks of approval from testing. Higher priority patches may be deployed more rapidly.
Apple macOS Systems	DelCor will patch the operating system and other relevant applications, including, but not limited to, QuickTime, iTunes, and Safari.	Due to the different release schedule for macOS updates, macOS systems may require less frequent patching.
Common Third-Party Applications	DelCor will provide third-party application patching, which currently includes: <ul style="list-style-type: none"> ▪ Adobe: Reader, Acrobat, and AIR ▪ Sun: Java Runtime Environment ▪ Mozilla: Firefox 	Patched via automated routines
Server Applications and Network Hardware	Critical and security updates for servers	Every six weeks
	BIOS and firmware updates, if needed	Every six months
	Server network operating system service/support pack	Patches are tested in a sandbox environment and scheduled for installation within six weeks of approval from testing. Higher priority patches may be deployed more rapidly.

Security Awareness Training (Powered by KnowBe4)

One of the weakest links in IT security is the human element. Social engineering attacks become more sophisticated every day, which is why it is imperative that ARTBA invests in the proper security awareness training and testing for staff.

DelCor will implement KnowBe4—the world’s largest security awareness training and simulated phishing platform—to prepare ARTBA’s staff to handle social engineering attacks (i.e., phishing, spear phishing, CEO fraud, and ransomware). KnowBe4 is a new-school, integrated platform designed to train and phish users, track the percentage of success, and enable organizations to learn from the results.

DelCor will discuss education requirements, campaign options, and reporting workflows with ARTBA in order to develop the training and phishing campaigns that will serve the organization most effectively. Based on discussions with ARTBA, DelCor will create a security awareness campaign with on-demand, interactive training and unlimited simulated social engineering attacks delivered through email, phone, and text.

Once every year, staff will participate in online training modules to reinforce best practices for security. Throughout the year, staff will be tested with simulated email phishing campaigns, allowing ARTBA to track the reaction of the staff and watch their percentage of success improve over time. DelCor will monitor the security awareness delivery platform to confirm automated events are occurring, staff members are actively participating and completing training, and the hit rate of the phishing campaign testing. DelCor will review results with ARTBA as the campaigns proceed.

Managed Detection and Response (Powered by Arctic Wolf) (Optional)

Without a dedicated Security Operations Center (SOC), it’s difficult for even the most fortified organization to address the millions of security alerts generated by their applications each day—and nearly impossible to proactively counter threats. In response to this need, Arctic Wolf developed a security operations (SecOps) solution that brings outsourced SOC services to organizations without in-house cybersecurity teams.

If requested, DelCor can partner with Arctic Wolf to provide managed detection and response services for ARTBA’s core security stack. Arctic Wolf will cover ARTBA’s Microsoft 365 platform, CrowdStrike, Cisco Umbrella, Duo, and Mimecast. Arctic Wolf will analyze the millions of alerts generated by ARTBA’s activity every day—as seen in the sample observation pipeline in Figure 7.

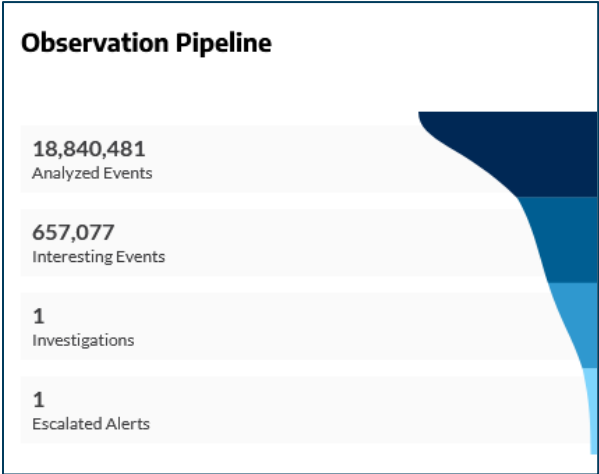


Figure 7. Sample Arctic Wolf Observation Pipeline

If any alerts require further action, Arctic Wolf will escalate those alerts to DelCor’s 24/7/365 IT Service Desk. DelCor will work with Arctic Wolf’s Concierge Security® Team to resolve any issues. See *Cost and Coverage* for more details regarding mitigation and remediation.

MSP Services Checklist

MSP Services

As ARTBA’s MSP, DelCor will provide onboarding, dedicated support, network management, and comprehensive cybersecurity services to support the organization’s IT environment (see Table 3).

Table 3. DelCor MSP Services for ARTBA

Service
Onboarding
Conduct Project Kickoff Meeting <ul style="list-style-type: none"> Conduct a project kickoff meeting to discuss transition and service onboarding specifics
Inventory and Record ARTBA Information <ul style="list-style-type: none"> Inventory hardware assets that allow for installation of agents Obtain a staff contact list and pre-populate the PSA with this information, including points of contact (POC) for off hours Obtain, inventory, and record all necessary security credentials provided to DelCor in the PSA database, including internal active directory credentials, building management passcodes, external access information for DNS management, SSL certificates, and domain name registrations Verify existing image or create image for workstation configuration
Develop Transition Plan <ul style="list-style-type: none"> Develop and execute a plan for transitioning the system to DelCor support from the existing provider, including a focus on changing, testing, and documenting all security credentials identified in the previous step
Deploy Agents <ul style="list-style-type: none"> Deploy the remote monitoring, management application, and managed cybersecurity tools
Develop Communication Plan <ul style="list-style-type: none"> Develop a communication plan with the ARTBA POC(s) on how to obtain technical support from DelCor—including phone numbers, email addresses, and contact information for the dedicated DelCor Consultant—and deliver to staff
Develop Microsoft 365 Solution <ul style="list-style-type: none"> Discuss and identify the best Microsoft solution for ARTBA, including licensing, backups, and administration Provide separate quote for Microsoft 365 licensing and backup costs
Dedicated Support (One Day Every Month)
Manage User Accounts and Email <ul style="list-style-type: none"> Manage user accounts, including account creation, password resets, group membership, data repository access permissions, and drive mappings Administer email (i.e., create/update mailboxes, email addresses, distribution lists, groups, storage policies, and limits) Provide management and administration of ARTBA’s Office/Microsoft 365 tenant and environment
Monitor and Manage Servers <ul style="list-style-type: none"> Monitor and manage all onsite/premise- and cloud-based servers Respond to all alerts on the server that keep it from performing its normal function (e.g., service stoppages, low disk space issues, hardware failures, blue screens)
Review System Logs <ul style="list-style-type: none"> Proactively review system logs for errors and take corrective action as required
Monitor Uninterruptible Power Supply (UPS) Units <ul style="list-style-type: none"> Monitor UPS units for voltage input issues and failed battery alerts Resolve issues that arise with UPS units

Service
Track and Coordinate Infrastructure Upgrades <ul style="list-style-type: none"> Recommend software upgrades as part of the software lifecycle management process, including identifying applications due for support expiration by the vendor and planning for upgrades Coordinate infrastructure upgrade and additions (e.g., cabling, switches) Track warranty status and related information, and proactively provide warranty renewal quotes Track software license status and proactively provide renewal quotes and pricing Track third-party infrastructure services and proactively renew and/or consult with ARTBA about their renewals (e.g., domain name registration and SSL certificates)
Manage Data Backups <ul style="list-style-type: none"> Monitor backup integrity Restore files and data for staff as required
Monitor Internet Performance and Connectivity <ul style="list-style-type: none"> Monitor network performance and Internet bandwidth usage Monitor Internet connectivity Troubleshoot connectivity problems
Provide End-User Support <ul style="list-style-type: none"> Install and support applications on desktop workstations Monitor and update printer drivers and support printing (i.e., add, update, organize, and standardize drivers) Function as the designated liaison between ARTBA and various technology vendors
Develop and Document Standards <ul style="list-style-type: none"> Develop a documented standard for desktop installations and configurations
Provide Informative Reports <ul style="list-style-type: none"> Report on monitoring activity Report on support activities (i.e., the number of tickets opened and closed, average response time for tickets, resolution time for tickets) Review weekly tickets and reporting to determine if there are any trending issues that need to be addressed on a larger scale Communication to provide awareness of any short-term or high-profile issues Report on operating system patch status and operating system versions installed Provide real-time dashboard of monitoring activity and overall network health
Provide Quarterly IT Planning Support <ul style="list-style-type: none"> Conduct quarterly meetings to review progress and assist with IT infrastructure strategy, budget, and planning
IT Service Desk Support
Provide Network Monitoring and Alerting <ul style="list-style-type: none"> Ensure remote access mechanisms are available and operational so technical staff can connect to ARTBA staff workstations and servers remotely to troubleshoot and solve problems Assist ARTBA in creating a pool of spare workstations ready for deployment Implement the PSA database to support ticketing, inventory management, activity requests, and network monitoring, and serve as a client portal
Provide 24/7/365 Phone and Remote Support <ul style="list-style-type: none"> Provide unlimited phone and remote support for network-related support issues from the IT Service Desk during standard business hours (i.e., Monday through Friday, 7:00am to 7:00pm) Provide 24/7/365 emergency support for system-related problems Provide help desk support based on best practices
Managed Cybersecurity Services
Provide Endpoint Threat Detection and Response Services <ul style="list-style-type: none"> Implement CrowdStrike Falcon Complete—CrowdStrike’s most comprehensive endpoint protection Monitor attempts made on ARTBA’s endpoints and assist with resolution as needed
Provide Virus and Malware Protection <ul style="list-style-type: none"> Deploy security Cisco Umbrella for all ARTBA workstations Monitor attempts on ARTBA workstations and assist with resolution as needed

Service
Provide Email Security Services <ul style="list-style-type: none"> ▪ Provide inbound and outbound filtering for all ARTBA email ▪ Scan for and identify spam, viruses, and phishing attempts ▪ Block identified spam, viruses, and phishing attempts ▪ Apply proven policies and settings to protect ARTBA against unwanted email
Apply and Manage Security Patches <ul style="list-style-type: none"> ▪ Review and test vendor patch releases ▪ Apply approved service packs, security patches, and critical updates to ARTBA’s client/end user systems, server applications, and network hardware
Provide Security Awareness Training <ul style="list-style-type: none"> ▪ Train staff on how to handle social engineering attacks ▪ Test staff with customized, simulated email phishing campaigns and review staff results with ARTBA

Optional Services

Table 4. Optional MSP Services

Service
Provide Managed Detection and Response Services <ul style="list-style-type: none"> ▪ Implement Arctic Wolf to provide managed detection and response services for ARTBA’s Microsoft 365, CrowdStrike, Cisco Umbrella, Duo, and Mimecast platforms ▪ Partner with Arctic Wolf’s Concierge Security® Team to resolve any escalated issues

Cost and Coverage

MSP Services

Table 5. Cost and Coverage

Service	One-Time Cost	Monthly Fee
Onboarding <ul style="list-style-type: none"> Kickoff Meeting Inventory and Documentation Transition Planning Application Deployment Communication Planning 	\$5,180	
Dedicated Support (One Day Every Month) <ul style="list-style-type: none"> Account Management General Network Support Data Backup and Restoration Internet Connectivity Monitoring and Support End-User Support and Reporting Quarterly IT Planning 		\$160 per user
IT Service Desk Support <ul style="list-style-type: none"> Network Monitoring and Alerting 24/7/365 Phone and Remote Support 		
Managed Cybersecurity Services <ul style="list-style-type: none"> Endpoint Threat Detection and Response Virus and Malware Protection Email Security Security Patch Management Security Awareness Training 		\$27 per user
Estimated Total (based on 29 users)	\$5,180	\$5,423/month

The cost includes network support during standard business hours as follow:

Dedicated/Onsite Support: 8:30 am to 5:30 pm
 Phone and Remote Support: 7:00 am to 7:00 pm

During off hours, phone and remote support will be provided at 1.5 times standard hourly rates.

Separately identified and proposed projects (e.g., laptop deployment) are not included as part of the Partner Support Program. Any additional services outside the scope of the Partner Program will be preceded by a proposal or quote for review by ARTBA when possible.

Non-support-related activities (e.g., network upgrades, projects, off hours) are charged the standard consulting rates as outlined in DelCor's Master Services Agreement and the relevant Statement of Work.

Additional Onsite and Off Hours Support

Through the Partner Program, DelCor will monitor system status and technical staff will be available for remote and phone support assistance. If DelCor is not capable of remotely troubleshooting a problem that prevents a

user from being productive, DelCor will recommend an alternative solution and/or provide onsite support as deemed necessary by DelCor.

Table 6. Additional Onsite and Off Hours Support

Additional Support	Hourly Rates
Senior Consultant, Managed Services	\$250
Consultant, Managed Services	\$225
Onsite, Phone, and Remote (off hours)	1.5x standard hourly rates

Should ARTBA wish to proceed, DelCor will provide a Master Services Agreement and Statement of Work outlining DelCor's Billing Rates and Terms. Services are billed on a monthly basis.

Optional Services

Table 7. Optional Cost and Coverage

Optional Service	One-Time Cost	Monthly Fee
Managed Cybersecurity Services <ul style="list-style-type: none"> ▪ Arctic Wolf Implementation ▪ Managed Detection and Response Management <ul style="list-style-type: none"> ▫ <i>Security Team and Platform Management</i> ▫ <i>Bi-Annual Arctic Wolf Review Meeting</i> ▫ <i>Quarterly Comprehensive Reporting</i> ▫ <i>SOC Ticket Oversight</i> ▪ Core Managed Detection and Response Service <ul style="list-style-type: none"> ▫ <i>24/7/365 MDR for Organization-Wide Tools</i> ▫ <i>SIEM with One Year of Log Retention</i> 	\$7,500	\$1,500 \$28/user
Estimated Total (based on 29 users)	\$7,500	\$2,312/month

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

Please note that the per-user monthly cost only includes routine mitigations. Complex remediations that require intervention from senior staff will be billed at the appropriate hourly rates.

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 DelCor managed IT services. Additional references are available as needed.

American Iron and Steel Institute

Services Provided: Managed IT Services, Cloud Hosting Services, SharePoint Migration, Multi-Factor Authentication (MFA) Implementation, Hardware Deployment

Reference: Liz Vago
(202) 452-7126
evago@steel.org

National Institute of Governmental Purchasing

Services Provided: Managed IT Services, Microsoft 365 Migration, Server Hardware Deployment, Hardware Deployment

Reference: Tony Yu
(703) 736-8900, ext. 264
tyu@nigp.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 40 years, DelCor has connected organizations like ARTBA 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 ARTBA’s goals and bring the organization’s mission to life. For more information about DelCor’s services, see Figure 8 or visit www.delcor.com.

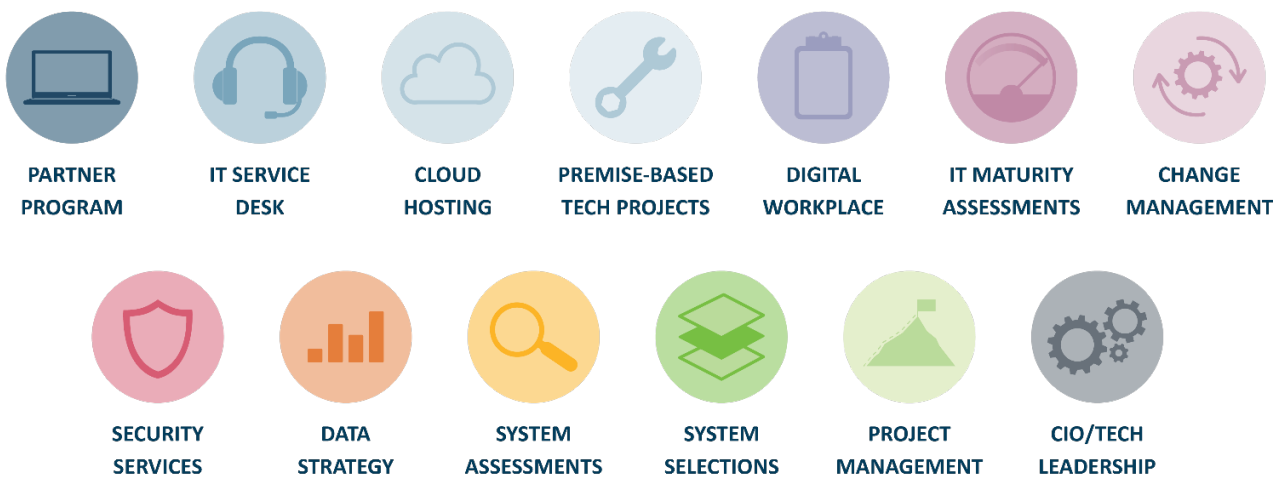


Figure 8. DelCor’s Services

The 501(c) IT Maturity Model

DelCor created [The 501\(c\) IT Maturity Model \(ITMM\)](#), a tool for aligning the four main functions of technology—management, data, digital, and infrastructure—with an organization’s business objectives. IT Maturity applies a holistic approach focusing on technology in its entirety throughout the organization and employs a strategic perspective to further each organization’s mission through the effective and innovative use of technology.

The ITMM has been adopted throughout the association and nonprofit community, most notably by ASAE as a framework for the ASAE Technology Readiness Assessment conducted in 2017.

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 ARTBA 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 ARTBA have the attention of a dedicated consultant, but the organization will also benefit from the expertise of the entire DelCor team of over 90 staff members.

Vendor Certifications

DelCor is authorized by the industry’s major software and hardware manufacturers (see Figure 9); however, DelCor has no vested interest in any external product or vendor. DelCor consultants provide candid advice focused entirely on your success.



Figure 9. DelCor Vendor Certifications

Technical Expertise

The DelCor team has hands-on experience with information systems and understands how they can be applied to support ARTBA’s business goals. Recommendations from DelCor are based on a true understanding of technology through application rather than on theory alone. See Table 8 on the following page for a list of DelCor staff certifications.

Table 8. DelCor Staff Certifications

BUSINESS AND MANAGEMENT	<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>
CLOUD	<p>AWS Certified Solutions Architect – Associate CompTIA Cloud Admin Professional CompTIA Cloud+ VMware Certified Associate – Cloud Management and Automation</p>
DATA CENTER	<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>
INFORMATION TECHNOLOGY SUPPORT	<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>
NETWORK	<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>
SECURITY	<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>
WEB AND APP DEVELOPMENT	<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.

