



# Jefferson Parish

## *Comprehensive Wage and Salary Pay Plan Studies*

SOQ No. 22-025

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## EXECUTIVE SUMMARY – SCOPE OF WORK

RightSourcing appreciates the opportunity to partner with Jefferson Parish to conduct comprehensive compensation studies, on an as needed basis.

Within this proposal, RightSourcing will develop recommendations and propose options for the compensation and classification systems of positions included in the current organizational structures, to ensure Jefferson Parish's competitiveness with relevant organizations in the marketplace. This shall include:

- Develop a plan to ensure designated elected officials, management, and employees are informed and involved throughout the study.
- Review existing pay plans with approximately 700 positions: Classified (approximately 525 positions), Executive (approximately 75 positions) Judicial (approximately 75 positions), and East Bank Consolidated Fire Department (approximately 25 positions)
- Conduct a comprehensive salary survey to include all relevant benchmark positions collecting data from representative and competitive pay sources from appropriate labor markets.
- Develop a pay plan that has external competitiveness and internal equity with proper regard for consistent and fair treatment for all employees.
- Completed pay plan recommendations will meet all federal and state labor laws including the Fair Labor Standards Act, minimum wage provision, and other pertinent regulations such as American with Disabilities Act Amendments Act and the Affordable Care Act.
- Develop an implementation plan that is fair, equitable, and within the financial resources of Jefferson Parish.
- Provide written recommendations resulting from the studies and include best practices and options as well as a detailed cost analysis for any recommendations.
- Provide implementation assistance for the proposed compensation plan which includes implementation options and the fiscal impact of these options along with follow-up assistance.
- Make presentation of findings and recommendations as appropriate to the study.

## EVALUATION CRITERIA

1) Experience with similar projects involving local governments/government agencies and/or non-profit agencies. (20 points possible)

Our technology solution that will house all of the compensation results for Jefferson Parish is RatePoint, (formerly known as PeopleTicker) our market labor rate tool, which focuses on rates and salaries specific to each study we conduct. RightSourcing's NorthStar HCM, provides more than facts and figures of a workforce program compared to market benchmarks. The team guides clients on how to proactively make decisions based on its workforce "data ocean", which includes billions of data points and 30 years of best practices and optimization strategies for total, real-time compensation analysis and market insights.

RightSourcing's RatePoint has delivered outstanding results to many customers of size and scope from government, higher education, healthcare, and commercial corporations. Our consultants are familiar with various states' federal and state laws related to government employees.

RightSourcing's proprietary and deeply experienced NorthStar HCM consulting analysts are dedicated to helping aggregate data and present it in understandable, prescriptive formats. Clients receive actionable intelligence coupled with strategic, executable recommendations to improve performance, cost, efficiency, and compliance.

Below please find a partial list of compensation studies that RightSourcing currently services on multi-year contracts today.

### John Deere-Human Resources

#### **Partnering since 2017**

Compensation Study (100) one hundred job library that will be created using RatePoint's Full-Service offering including:

- Standardize and build a certified job library for 100 jobs mapped to RatePoint's taxonomy with complete job titles and descriptions
- Build custom, validated salary rate cards in each location (50 total cities, US/Canada)
- Build a Private Compensation Index for 100 jobs in each location

### Ericsson-Head of Sourcing Excellence

#### **Partnering since 2015**

Compensation study for Temporary Staffing:

- A mature category was used to determine case use cases in larger \$50M, \$100M, and \$200M spend categories
- Job title and description optimization, internal rate card to market comparison, create new, Buy-Right cards to drive cost savings as a whole

### Suez Water

#### **Partnering since 2021**

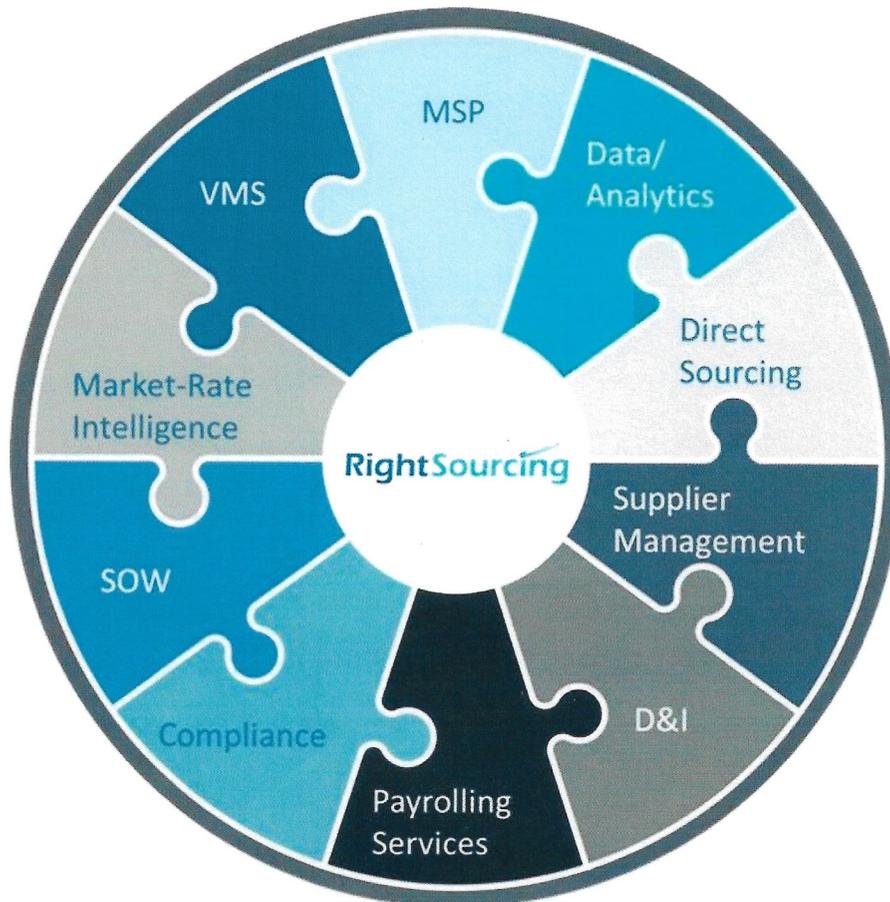
Compensation Study:

- Procurement and Human Resources professionals use RatePoint internally for market rate intelligence and salary and hourly market rates
- Standardize and build a certified job library for 1,000 jobs mapped to RatePoint's taxonomy with complete job titles and descriptions
- Build custom, validated hourly and salary rate cards in each location

## COMPANY INFORMATION

2) Demonstrated knowledge of compensation systems and related personnel/human resources practices including federal and state employment laws.

RightSourcing provides a Total Workforce Management platform with a complete portfolio of solutions and services. Throughout our response, we will demonstrate our confidence and capabilities to meet and exceed Jefferson Parish's goals with our Workforce Management Platform specific to your Compensation and Classification Study needs.



RightSourcing and its parent company, PRO Unlimited, are proud industry leaders in workforce management services and solutions in their respective markets managing \$22 billion in labor spend across the world.

RightSourcing provides consulting, management services and technology services to help academic institutions, government entities & healthcare organizations manage their workforce. For over 2 decades we have helped our clients with reducing costs, improving efficiencies, and driving best in class processes. Today, we continue to deliver innovative approaches to serve as a strategic extension to our clients' human resource teams.

With over 30-years of Total Talent Workforce Management leadership in creating best-in-class workforce programs for Global 2000 companies, RightSourcing’s NorthStar Human Capital Management (HCM) has proven expertise in providing leading-edge workforce services and solutions.

As the make-up of the workforce has grown significantly larger, more complex, and intertwined with statewide strategic objectives, it has become increasingly important to align your workforce management with corporate goals. We will provide the insights needed to remain competitive in the marketplace while retaining top-quality talent – ensuring a strong, professional, engaged, and productive workforce for Jefferson Parish as a whole and for the long-term.

ASSESSING YOUR WORKFORCE	UNDERSTANDING YOUR WORKFORCE DATA	OPTIMIZING YOUR WORKFORCE
<p>We know how to assess the maturity and effectiveness of your workforce programs and where to find the data necessary to understand current program dynamics.</p>	<p>We understand what the data means in relation to the global workforce, client-specific verticals, and how to deliver best-in-class program solutions with tangible business outcomes.</p>	<p>We are your partner to help guide you through market expansion, workforce planning and forecasting, strategy, predictive modeling, and much more.</p>

RightSourcing’s NorthStar HCM leverages experts with decades of experience across all aspects of workforce management. This includes specialists in international compensation studies, compliance, services procurement, technical implementations, data analytics, and business processes.

Ensuring that internal pay equity is compliant with Equal pay Act, RightSourcing will develop a classification and compensation study that will align with Jefferson Parish’s mission, vision, values, keystone goals and business needs, while adhering to all state and federal laws and standards.

**RightSourcing is the standard for Global Market Rate data and benchmarking.**

As the economy fluctuates, salaries are subject to change. RightSourcing is the industry’s only rate benchmarking solution – keeping pace with economic fluctuations, market supply and demand, and market rate pay data for 160 Countries – by providing real-time data for full time rate labor markets.

RightSourcing's technology and services enable users to determine current market rates and rate data specific to industry, geographic region, skill set and experience level. To facilitate the compilation, tracking, and administration of commonly used job titles, related skill sets, experience levels, and applicable rate, RightSourcing will provide a comprehensive compensation and classification study to meet your goals and objectives.

Being we are at the helm of market rate data and associated analysis, we will stand committed to collecting, parsing, and delivering compensation data for you. We have proudly made it our mission to help companies right-price talent, reduce labor spend, and retain your workforce.

RightSourcing can provide industry benchmarking and proactively identify opportunities to improve program productivity – both are already built into our programs as best practices. We provide cross-client benchmark and industry data to our clients in understandable, prescriptive format with respect to supply and demand, industry updates, compensation reports, trend analysis, etc.

Behind RightSourcing's compensation results lives and breathes an organization of data compensation professionals dedicated to helping companies prosper and expand by making the most informed pricing and hiring decisions possible.

## **RIGHTSOURCING CLASSIFICATION & COMPENSATION SERVICE**

3) Experience designing and implementing pay plans and overall compensation systems, gathering data, performing job analysis and evaluation, and conducting and analyzing salary survey data. (20 points possible)

RightSourcing's Classification and Compensation Service, will provide a full range of consulting and developmental services necessary to help Jefferson Parish, implement, administer, and maintain a fully integrated and effective compensation program.

As part of this project, RightSourcing will wisely position Jefferson Parish to be competitive as an employer-of-choice, employee attraction, retention, engagement, achievement, and performance by Right-Pricing Jefferson Parish's job titles and descriptions properly.

RightSourcing will provide a Private Labor Index of the specific job roles, which are rooted in valid and auditable data that leverages your budget and HRIS capabilities.

RightSourcing's comprehensive compensation and classification study will meet the goals for Jefferson Parish and provide the following:

### **Strategy Development**

RightSourcing will provide a clear and concise compensation strategy which is critical to a successful plan design and administration. We help identify key organizational values and goals based on your compensation needs and objectives. These concepts serve as the foundation for developing a salary administration program that aligns compensation with business strategy, culture, and resources for Jefferson Parish.

### **Job Analysis & Benchmarking**

Job analysis is the process used to identify, collect, and examine current job information. We build a comprehensive understanding of your organization's operations and jobs by reviewing existing information (such as organization charts and job descriptions), interviewing leadership or jobholders, managing the completion of position questionnaires, or through a combination of multiple approaches. The collected job data informs compensation market analysis, base salary structure design, and other talent management initiatives, ensuring decisions are based on relevant and accurate job information.

- Standardize job levels and titles
- Develop career frameworks
- Develop job descriptions

### **Market Analysis**

Leveraging RightSourcing's broad and extensive market rate intelligence platform allows us to analyze your organization's current position within relevant labor markets. We provide a detailed summary report of your market position for applicable pay components at the employee base salary and job level.

Define your labor market comparators across various roles.

- Define competitive position
- Incorporate outside data into market analysis, as necessary

### **Salary Structure Audit**

Developing and maintaining current salary structures for your organization is crucial for ensuring internally fair and externally competitive pay programs. Using relevant market data along your compensation strategy can make this happen for Jefferson Parish by:

- Reviewing current salary structures and highlight areas of market disconnect
- Updating current salary structures to reflect new market rates or position moves within current grades
- Creating new market-competitive and internally equitable salary structures

## **TECHNICAL APPROACH USING RATEPOINT**

RightSourcing utilizes RatePoint, our SaaS platform, which provides on-demand rate intelligence for any position from basic roles to the most complex of jobs.

Data and analytics have become a way of life. Whether it is our use of the internet, how we drive, or how we like to shop, data and patterns are monitored and tracked. Shouldn't you have the same insights into your labor category?

With RatePoint, RightSourcing's proprietary rate intelligence platform, Procurement, Human Resource, and Information Technology professionals have access to intelligent insights that not only present market rate benchmarking, but also provides direct access to information that drives prescriptive behavior to efficiently manage the costs of internal and external talent.

In the fast-paced human capital technology sector, RatePoint has established its presence as both a market leader and an innovator. RightSourcing's extensive expertise with salary and contingent labor categories along with hands-on experience of labor markets, make us the trusted partner of many of the nation's leading companies.

RatePoint allows our consultants, working alongside Jefferson Parish to achieve a more mindful, accurate, and deep understanding of market salaries by leveraging our data repository — providing the most complete, far-reaching workforce data set in the world at your fingertips.

**The RatePoint platform enables our analysts to conduct the following:**

- Easily and accurately price labor for all positions
- Understand how labor costs vary in different markets and view trending information
- See how different skill sets, locations, rate types, engagement types, and job levels impact salaries
- Quickly perform real-time, rate comparisons

**Please find more about RatePoint along with report examples, located in 7) Thoroughness of material submitted**

## DATA GATHERING

### Our Sources of Data and Methodology

- The RatePoint data cycle is Source, Parse, Validate, Display
  - **Source** – RatePoint collects data from multiple sources, including transactional data from global staffing and ATS/ROP/MSP providers, purchased data from selected organizations, government, and public data
  - **Parse** – RatePoint data includes industry, job title, job description, location, and compensation parameters (base salary for employee data set, and pay rate, markup, bill rate for contingent data set). RatePoint aligns data with global taxonomy and job family structure.
  - **Validate** – RatePoint produces results that are validated via our global peer review process
  - **Display** – RatePoint displays market data for each role from lowest experience to highest (i.e., Levels 1-5)

### Data Methodology

RatePoint provides redacted or de-identified recruiting data points such as annual salary or hourly rates in various markets. It does not solicit subjective salary surveys. Most of the data

gathering activity utilizes unstructured publicly available data. Advanced modeling technology and analytics are applied to produce structured results. Data gathering methodologies and modeling techniques are proprietary technologies of RatePoint.

## Data Sources

RightSourcing's RatePoint encompasses over one hundred million data points, which grow daily. Our data sources include 2600+ sources from multi-national conglomerates, industry leaders, economists, industry experts & labor analysts such as RatePoint Skills Village, professional staffing & recruitment agencies, executive search/consulting firms, finance & insurance companies, and internet web crawlers for public data/private partnership and government records.

This data is then normalized and modeled into two separate databases (contingent and salary-based labor) that qualify the source, timeliness, quality, and accuracy based not only on job title but parsing of the job description, experience, and unique attributes of the hiring criteria to produce a local geographic rate at the Jefferson Parish level. All information or data from private sources is held in quarantine for a period to be legally compliant. Publicly available data is provided on a real-time basis.

No single source comprises more than 1% of our overall data set. Here is the current breakdown by source:

- Government Data: 9%
- Public Data: 13%
- Private Data (Purchased): 26%
- Partner Data (MSP, VMS): 22%
- Executive Search Data: 6%
- Staffing Agencies: 15%
- Other Misc. Sources: 9%

The data is validated based on industry and location through Skills Village. This continuous loop of data ingestion and validation provides you with real time market conditions.

## Data Validation

In addition to strict guidelines and algorithms for automated data validation, RatePoint also provides human validation through a stringent peer-reviewed process to further strengthen results.

This process is conducted via our expert consultants from Skills Village. Skills Village provides RatePoint with consulting expertise in recruiting, procurement, and human resources around the world.

## PROPOSED FEES

4) Proposed fees, individually, for the Classified (approximately 525 positions), Executive (approximately 75 positions), Judicial (approximately 75 positions), and East Bank Consolidated Fire Department (approximately 25 positions) pay plans

### COST PLAN DETAILS

Total Number of Job Titles/Roles: Approximately 700 @ \$150.00 per Unique Job Title
Start Date: Shortly after award, on an as needed basis
Contract End Date: Approximately June/July of 2023

### PHASE 1: DATA ANALYSIS

- Data analysis of presented, needed job titles be reviewed and compared to local institutions, etc.
- Confirm alignment of job titles versus actual work being done to job descriptions
- Provide an interactive platform to explore, search, filter, and discover job role title and function variances, cost analysis differences, job quality function assurance, and data in specific locations that will be benchmarked against market data
- RightSourcing compensation consultants will import Jefferson Parish data and ensure proper matching for all job titles and experience levels for comparison to market rates. The resulting data comparison will be available in Jefferson Parish's Private Index where the data can be cut into different views for the team's ease of analysis
- Human Resources and other executive or administrative-level training on the RatePoint platform, data analysis, short and long-term planning, and other compensation comprehension developmental projects relating directly to this proposal

### PHASE 2: TAXONOMY CREATION

- Our consultants will create a job taxonomy aligning to appropriate job families and experience levels across job titles
- Confirm job family pay structures
- Review current pay structures to RightSourcing's Market data intelligence platform

### PHASE 3: INDUSTRY BENCHMARKING, COUNTRY LIBRARY, AND RATE CARD MAINTENANCE

\*Jefferson Parish can create market-based rate cards. These rate cards will display market fluctuations every 30-45 days as new data is received into the RatePoint system and can be refreshed based upon your needs. Throughout the program, Jefferson Parish users will be able to Right-Price across the labor commodity and create an analysis. Once the salary rate cards are created, you will not have to perform this exercise any longer.

**\*\*All-inclusive, total Cost of Study: \$150.00 per Unique Job Title**

**\*Please note:** As a part of this proposal, RatePoint will be made available for Jefferson Parish to utilize for 12-months from the start of RightSourcing's engagement at no additional cost.

**Set it and forget it!** This maintenance program is complimentary for Jefferson Parish to use as data is updated on a consistent basis, which means that once our team creates the rate card comprised of the desired roles in RatePoint, it automatically updates changes in market rates that can be refreshed by Jefferson Parish’s users anytime.

**\*\*Total cost is determined by a cost per job title, which also includes meeting time, training, analysis, and report prep.**

We charge by each Unique Job Title within the classification study. This means that if there are different banding levels under one specific title, example: **java programmer Level 1 – Level 5**, you will only be charged for 1 (java programmer) and will be provided with salary/classification information for each level of the 5 levels within our compensation and classification study, associated with that role.

Consulting fees are included in pricing. RightSourcing is a dominantly remote company as most of our staff work virtually. If travel is necessary, rates will be negotiated and determined at that time.

## RIGHTSOURCING LEADERSHIP AND PROJECT TEAM

### 5) Qualifications of key personnel

## CREDENTIALLED STAFF

RightSourcing is a company that has prided itself in operational excellence. A key component to our success is understanding processes and applying a combination of deep industry knowledge along with expertise in continuous improvement and redesign.

Many RightSourcing’s staff members are credentialed in Six Sigma, ISO, CWPP, PMP, etc. This advantage allows us to incorporate more solutions into our programs in a streamlined and compliant manner for our clients.

The chart below is a representation of the support team members to be assigned to this study.



**Project Leadership**

<p><b><u>Executive Lead</u></b>  <b>Mr. Joseph Musacchio</b>  <b>Senior Vice President</b>  <b>O: 916 297-1417</b>  <a href="mailto:jmusacchio@prounlimited.com">jmusacchio@prounlimited.com</a></p>	<p><b><u>Project Lead</u></b>  <b>Mr. Marc Wong</b>  <b>SVP Data Science</b>  <b>M: 619-679-1680</b>  <a href="mailto:mwong@prounlimited.com">mwong@prounlimited.com</a></p>
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Please see the bios below of the proposed staff’s experience and qualifications that will be utilized in performing the study:

**Executive Leadership**

*Joseph Musacchio*

Mr. Musacchio is the founder and visionary behind the only global real-time compensation data platform, PeopleTicker (now known as RatePoint, acquired by Pro Unlimited/RightSourcing on December 31, 2020). His salary benchmarking solution has paved the way for how much your firm should pay. His leadership, which spans over 30+ successful years in the compensation industry has led the way for some of the world’s largest and fastest growing companies who are benchmarking salary compensation with RatePoint. Joe joined Pro Unlimited/RightSourcing at the time of the PeopleTicker acquisition, he is responsible for day-to-day operations, as well as thought leadership in leading the company’s compensation product development, services, and data strategy.

**Lead Compensation Data Scientist (CDS)**

*Marc Wong*

Marc has developed solutions utilizing employment data for 25+ years. His expertise includes salary classifications, validations, and taxonomies. Marc has worked with PeopleTicker/RatePoint compensation data since its inception providing compensation solutions to many industries and oversees taxonomy management and validated market results for each client engagement.

**Lead Compensation Analyst**

*Patryk Molczan*

A seasoned compensation professional, with over 20+ years of experience in multiple industries around the world. He constructs and maintains successful relationships with our clients by ensuring customer satisfaction and aligning client compensation specific needs and services with their business goals. Patryk is a specialist in analyzing and researching labor industry salaries in U.S. and international labor markets.

**Lead Compensation Data Analysis**

*Marian Palionis*

Marian is a savvy business expert with 35 years of compensation analysis and service delivery. Marian spent 14 years driving achievements in product design and implementation, client

support, and operations. Marian now guides compensation product development and relationship management for RightSourcing. Marian's expert skills include research, analysis of market factors and trends, reporting, and partnering with clients to benchmark salaries across multiple industries in the US and international labor markets.

#### **Lead Compensation Technology Lead (CTL)**

*Richard Vargas*

Rich is lead Technology Engineer that drives the software architecture behind our real-time compensation data platform. He plays an instrumental role in driving development on several customer projects and leads all development for RightSourcing's compensation platform.

## **RIGHTSOURCING LEADERSHIP, OFFICERS**

#### ***Kevin Akeroyd, Chief Executive Officer, PRO Unlimited***

Kevin serves as PRO Unlimited's Chief Executive Officer and leads the vision and strategy for the company. He is recognized as one of the technology industry's most tenured and trusted experts. Kevin has held executive leadership roles at some of the world's most notable brands that were category leaders in Cloud Software, Services and Data. Prior to PRO, Kevin served as Global CEO at an industry leading SaaS Marketing and Communications software provider, where he took the company public on the NYSE before selling it for \$2.8B.

#### ***Ben Barstow, Chief Financial Officer, PRO Unlimited***

Ben has a wealth of experience in corporate finance, operations, and strategy with companies ranging from global Fortune 500 enterprises to startups. A member of the senior leadership team at PRO since 2001, Ben oversees all financial aspects of PRO and RightSourcing. Since joining PRO, Ben has had various roles including leading the development of the industry's preeminent Strategy, Analytics and Metrics (SAM) team. Before coming to PRO, Ben served as a Director of Finance at a billion dollar privately held company.

#### ***Leanne Oatman, Co-Founder & President, RightSourcing***

President and Co-Founder of RightSourcing, widely recognized within the healthcare industry as a Visionary, Pioneer, and Strategist. In 2001, Leanne introduced the industry's first Managed Service Program. From the ground up, Leanne has created a company of 200+ employees that has changed the landscape of contingent workforce management. From business development to program implementation and client service delivery, Leanne is accountable for full program success. Under her leadership, RightSourcing has successfully implemented over 250 different hospitals, universities, and other facilities. Leanne is a frequent speaker at industry conferences and published author. Leanne's status as an industry leader has been acknowledged by numerous awards, including recently being identified by Staffing Industry Analyst as one of the top 100 most influential people within the staffing industry as well as the Global Power 150 - Women in Staffing.

#### ***Maria Luoni, President of Operations, RightSourcing***

Innovative. Strategic. Thorough. Maria, Senior Vice President of Operations, has a proven track record of success in the healthcare community with more than a decade of leadership in

consulting and services. Throughout her career, Maria has been instrumental in the development, oversight, direction and leadership for complex, large-scale professional services projects, teams, departments, and divisions for inpatient and ambulatory solutions. Maria's experiences in Practice Optimization, Revenue Cycle Management, Coding/Denial Management, Strategic Planning, Electronic Health Records Implementation and Change Management play a crucial role as she oversees RightSourcing's Operations team.

## PROJECT MANAGEMENT AND SUPPORT

6) Ability to manage and coordinate projects, including the ability to train the staff in administering a program

As with all workforce solutions, experience brings enhanced capability. RightSourcing has more than two decades of experience providing data analytics to clients in the academia, government, and the healthcare space. By partnering with RightSourcing, Jefferson Parish can expert execution and management of this project that includes the following components:

- Provide dedicated resource(s) to meet agreed upon program deliverables and timelines
- Provide project plan and other project documents for status tracking
- Conduct weekly project meetings to discuss status and action items and participate in weekly project meetings and any necessary break out meetings
- Identify and mitigate program risks
- Provide subject matter expertise and recommendations regarding key issues of your workforce management
- Jointly define program requirements
- Provide a dedicated project manager or program representative as primary point of contact
- Provide data, information, and other project deliverables as agreed on the project plan
- Coordinate necessary internal resources
- Provide ongoing training throughout the engagement and contract timeframe

To ensure the success of the program, RightSourcing requests that a project manager or primary point of contact from Jefferson Parish be identified to manage and champion the program. In addition, subject matter experts within your organization may be called upon to provide information and guidance to RightSourcing. We are committed to minimizing Jefferson Parish team's time to that which is necessary for a successful project.

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### 3 PHASED APPROACH - PROJECT PLAN

7) Thoroughness of material submitted, including any work plans and types of services provided in the past

#### I. Job Data Analysis/Assessment

Our analysts will immediately create a Private Labor Analytics Report for Jefferson Parish unique jobs. This report will provide Jefferson Parish with many salary data points pertaining to the unique job role and its function. Jefferson Parish will have the tools to analyze salaries and make changes rapidly based on market conditions.

Jefferson Parish professionals will then be able to drilldown into labor rate information and examine the market by job, location, and industry. This will help us to proceed into the comparing and contrasting of roles present, their compensation information, and what ought to be modified and why.

- 1) Upload Jefferson Parish Unique jobs into Jefferson Parish Private Labor Index of unique roles with current pay data
- 2) Map Jobs to RatePoint's Global Jobs Library
- 3) Alignment of Jefferson Parish job title/functions of actual work being done mapped to RatePoint Global Jobs Taxonomy

#### II. Global Taxonomy Creation and Global Job Library Standardization

- 1) Job Library Standardization: Our team will analyze, match, and certify all Jefferson Parish job information within RatePoint through our audit and assessment tool, Private Labor Index
- 2) RatePoint will build a comprehensive library specific to Jefferson Parish job roles complete with Jefferson Parish specific job titles and job descriptions as you define them.
- 3) Our analysts will ensure 'exact fit' matching to insure alignment with our market data

#### III. Right Pricing, Benchmarking & Maintenance Program

- 1) Program assessment
- 2) Rate card manufacturing
- 3) Ongoing program support and monthly refresh of data

### HIGH-LEVEL PROJECT PLAN / TIMELINE

Below is a standard, plan of action in three phases, which is fully customizable by Jefferson Parish, and our consultants based upon the start and end dates of this study. Being that this study would be on an as needed basis this table will give you an idea of what our process looks like.

Phase	Task	RightSourcing	Customer
<b>Phase 1: Data Analysis</b>	Kickoff, TBD by Jefferson Parish staff and RightSourcing	CDS/CTL Define data dimensions	Define data dimensions
	Data Analysis of job titles and descriptions	CDS/CTL Accept data Provide repeatable process for data import.	Provide data via file template or API feed. Confirm dimensions.
		CDS/CTL Map Jefferson Parish data to RightSourcing taxonomy.	
	Confirm alignment job title to actual work being done/ job description	Compensation Team research	Relevant contact and engagement information provided in initial import.
<b>Phase 2: Taxonomy Creation</b>	Create a job taxonomy aligning to appropriate 'job families' and experience levels across job titles	Compensation Team research: Jefferson Parish Exp Level structure and aligns with market structure for expertise levels. Compensation Team provides Job Family Library.	
	Confirm job family pay structures	Compensation team delivers Job Family Library, Exp Level alignment, Market Data.	Confirm
	Review pay structures versus universe of jobs		Leverage RightSourcing Private Index as needed.
	Adjust and supplement as needed (ex, L0,1 type roles) and data sources	Compensation Team supporting	Provide information as needed.
	Review and check against external provider pay data		Leverage RightSourcing Private Index as needed.
<b>Phase 3: Industry Benchmarking &amp; Maintenance</b>	Benchmark base salaries with industry leading standards		

	Creating standards and guidelines for new roles that might emerge in the future	Compensation Team	Jefferson Parish Team
	Workforce optimization		Leverage RightSourcing Private Index as needed. Leverage salary market data.

## RATE POINT - REPORT EXAMPLES

RightSourcing’s RatePoint is a proven technology providing the most up-to-date and accurate rate data so that companies, large and small, can make the right, most accurate decisions. Here is closer look at the capabilities located within the platform, which our consultants will gladly guide you through.

### Job Library

This software feature manages all Jefferson Parish Jobs for each Jobs requested. Each Job includes Jefferson Parish’s titles and job descriptions and is Certified within the RatePoint taxonomy.

With the Jobs Library, Jefferson Parish will help our consultants create numerous sub-libraries for special projects and create full or partial taxonomy rate cards for any location within a Jobs. Jefferson Parish custom pecking order and 3-level banding are included on all rate cards created in the Jobs Library. RatePoint will certify enter all Jefferson Parish Jobs into the appropriate Jobs Library as requested.

Through the consultant team, Jefferson Parish will have access to rate research through the Jobs Library upon completion of RatePoint’s certification of each Job.

Search Libraries... All Libraries Search

Libraries Country Libraries

Managed by PeopleTicker  
Automotive

48 Jobs

Healthcare  
For training and demo purposes.

82 Jobs

Healthcare Urgent

7 Jobs

IT

Search Titles Search

ID	Title	Latest Search
▶ 262989	Application Architect Application Architect	Hourly Pay Rate
▶ 262666	Application Developer (Premium Apps) Application Developer (Premium Apps)	
▶ 263441	Application Developer (Standard Apps) Application Developer (Standard Apps)	

### Negotiation Wizard

Jefferson Parish will also have full access to fixed and variable costs to better under costs when building out compensation plans through the Negotiation Wizard results provided by consultants.

- Estimate Fixed and Variable Costs, Margins, and Additional Costs in a simple, easy-to-use form
- Visualize costs with infographics that update automatically
- Get accurate calculations for costs with tax formulas
- Save your worksheets for access anytime, or export to multiple file formats (i.e., Excel and PDF)
- Tool tips for each section and form field help guide users through each step of completing the worksheet

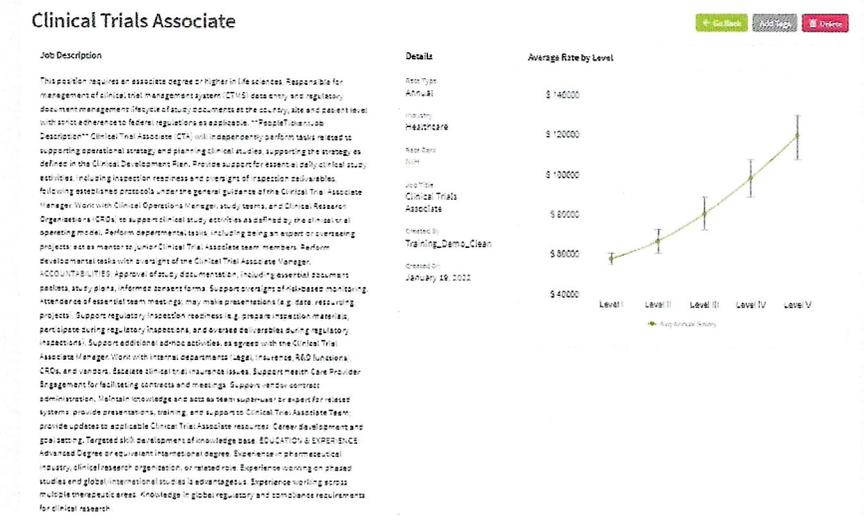
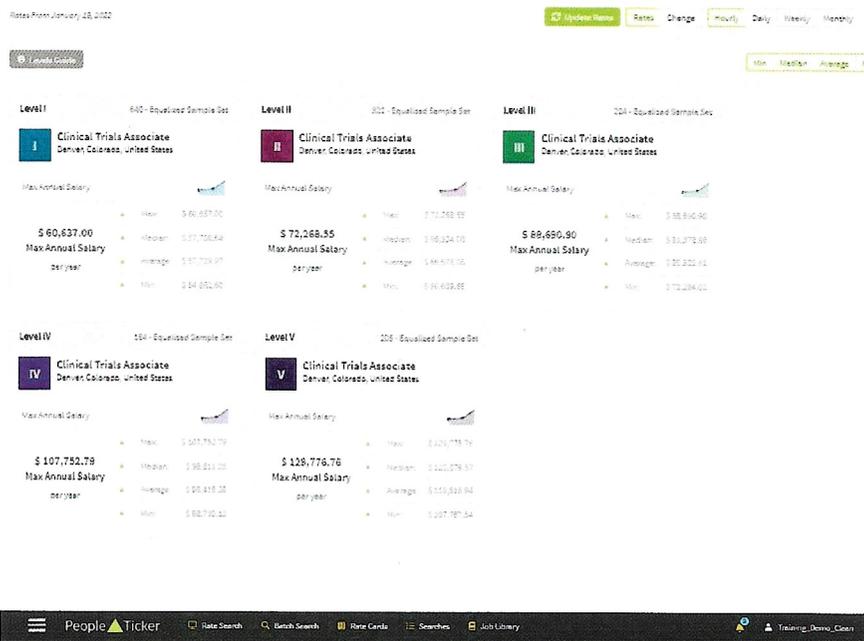
The screenshot shows the 'Negotiation Wizard' interface with the following sections:

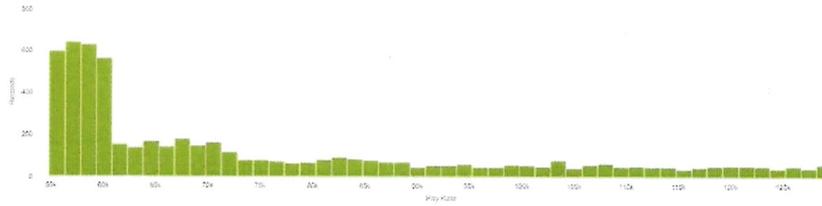
- Create Worksheet Label:** A text input field containing 'Sample Job'.
- Choose Rate Type & Worker Type:** A table with columns for Rate Type (Hourly, Sali, Weekly) and Worker Type (Temporary Staff, Sub-Fully Staff, Active Staff).
- Social Insurance Benefits:** A table with columns for Benefit Type (Pension, Medical, Unemployment, Occupational) and values.
- Temporary Staff:** A section with an 'Overview' tab and detailed text regarding minimum wages, working hours, and public holidays.

At the bottom, a summary row shows: \$1224.00 • 85.00% • \$1059.12 • 4.00% • \$1080.00

## Salary Card Management

- RatePoint's Salary Rate Card feature is used for building rate cards for one or multiple Jobs. Rate Cards may be built in a model (RatePoint creates the Rate Card) or a Self-Service model where Jefferson Parish will create the Rate Card using the Jobs Library.
- The Rate Cards will display Jefferson Parish custom pecking order and 3-level banding. Over time, these Rate Cards will display "ticks" (market rate changes) every 30-45 days as new data is received. The "ticks" are part of the RatePoint data process.
- The "ticks" are an indicator of market fluctuations and not subject to Jefferson Parish pecking order customizations. These rate cards may be downloaded as Excel or csv files for Jefferson Parish use in internal systems.





### Base Rate Refresh Service

Rate Refresh Services are the process of updating Jefferson Parish Rate Structures to the current Market Salaries. Any RatePoint Rate Card may be refreshed upon email request by our consultants. This proposal provides Rate Refresh Services for each RatePoint Rate Card by RightSourcing. Rate Refreshes rely upon information from the “tick” to track market rate fluctuations.

This information is then integrated into Jefferson Parish custom pecking order and made available using Jefferson Parish 3-level banding into a fully refreshed Rate Card. Historical rate fluctuation information is also available for viewing within the Rate Card.

### The “Tick”: Tracking Market Rate Fluctuations

The “tick” is RatePoint’s indicator of current market rate fluctuation that is visible in all saved Rate Cards (see Figure 6). RatePoint’s “tick” is derived from our proprietary data process which manages millions of records of data that are gleaned, parsed, validated, and mapped to each Jefferson Parish job.

This process examines each existing rate and the corresponding new data. “Ticks” are created based upon proprietary algorithms that measure both the volume of data outside the current rate ranges and its impact (market pressure). Jefferson Parish can utilize this data on a job-by-job basis to discover if your rates are above or below market.



Figure 6: RatePoint rate card examples.

### Private Index Market Analyzer

The Private Index provides Jefferson Parish with an interactive platform to explore, search, filter and discover savings opportunities and retention assurance.

This powerful software feature provides Jefferson Parish with the ability to look at all its programs by Jobs, by job, by supplier, etc. and determine your position relative to the overall market. You will be able to instantly see whether you are above or below market versus.

To fully utilize the capabilities of this software feature, Jefferson Parish is asked to provide data to populate your Private Index. Your data is always confidential and is only for Jefferson Parish usage in the Private Index.

RatePoint automatically populates the Private Index with all Jefferson Parish Jobs both existing and new. Our consultant team will also upload your internal data to activate this feature. Jefferson Parish may utilize this feature when data is provided for comparison.

#### Salaries View (visible)

[Export to Excel](#) [Back To Index Page](#)

created at Monday, September 18th 2017, 7:47:50 pm

freshness date Monday, March 13th 2017, 10:17:05 pm

View Editor (View only)

Savings Per Year



Potential Savings  
65.51 %  
\$ 885,785.84

Achieved Savings  
34.49 %  
\$ 466,287.35

View Name:

Salaries

Display Currency:

United States Dollar (USD, \$)

*How are savings per year calculated*

\* Table contains values in original currency

Actions		Your Data / Comparison	Compare With Market <span>⚙</span> Show Current Spend Rates <span>⚙</span> Show Market Rates <span>⚙</span> Custom Table Config <span>⚙</span>						
Actions	Job Title	State/Province	Country	Region	Market Exp. Level	Rate Type	Your Annual Salary	Your Burden %	Your Total Cost For Year
	Game Machinima Artist	California	United States		III	Annual	\$ 79,000	30 %	\$ 102,700
	Game Machinima Artist	Nevada	United States		III	Annual	\$ 79,000	30 %	\$ 102,700

Actions	Savings: Salary	Freshness Date	Category	Job Title	Industry	City	State/Province	Country
	\$ 124,21k min \$ 143k your rate \$ 153,33k max	03-13-2017	IT	Application Architect	Computers and Technology (#5)	Austin	Texas	United States
	\$ 73,57k min \$ 101,71k max \$ 109k your rate	03-13-2017	IT	Back-End Developer	Computers and Technology (#5)	Bowling Green	Kentucky	United States
	\$ 77,65k min \$ 140,49k max \$ 96k your rate	03-13-2017	IT	BI Developer	Computers and Technology (#5)	Princeton	New Jersey	United States
	\$ 87,25k min \$ 92k your rate \$ 107,03k max	03-13-2017	IT	Big Data Developer	Computers and Technology (#5)	New York	New York	United States
	\$ 98,46k min \$ 105k your rate \$ 110,94k max	02-13-2017	IT	Big Data Engineer	Computers and Technology (#5)	Richmond	Virginia	United States
	\$ 81,01k min \$ 89k your rate \$ 104,46k max	03-13-2017	IT	Build Engineer	Computers and Technology (#5)	Lakewood	Ohio	United States
	\$ 45,92k min \$ 45k your rate \$ 60,08k max	03-13-2017	IT	Desktop Support Analyst	Computers and Technology (#5)	Chicago	Illinois	United States
	\$ 43,56k min \$ 45k your rate \$ 55,56k max	03-13-2017	IT	Desktop Support Analyst	Computers and Technology (#5)	New York	New York	United States
	\$ 78,78k min \$ 75k your rate \$ 97,62k max	03-13-2017	IT	Digital Asset Manager	Computers and Technology (#5)	Dallas	Texas	United States
	\$ 56,51k min \$ 80k your rate \$ 73,96k max	03-13-2017	Marketing	Digital Content Specialist	Computers and Technology (#5)	Seattle	Washington	United States

### Custom Pecking Order

Jefferson Parish’s Custom Pecking Order report generation and result is a stack ranking within each Job Family from the highest to lowest paid jobs in the order that Jefferson Parish views each Job in the surrounding and wider markets.

RatePoint’s actual market data will often show an overlap between rates on certain jobs based upon current market data and input from Skills Village. The RightSourcing team will ensure Jefferson Parish’s seniority and pay scale pecking orders are aligned with appropriate market data. By tracking changes over time, the market may fluctuate pecking orders depending on role and seniority level. Keeping Jefferson Parish’s internal Rate and Pay structure aligned with changing market conditions is also provided.

Pecking Order	Client Title
1	Laboratory Assistant
2	Business Analyst
3	Laboratory Manager
4	Agile Coach
5	IT Business Analyst
6	IT Project Manager

These differences are normal and indicate changes in the labor market. RatePoint works with Jefferson Parish to identify each Job within the pecking order for proper alignment and re-validate any Job that does not meet Jefferson Parish pecking order requirements.

This process utilizes Skills Village expertise and additional data gleaning/analysis specific to each Jobs. For example, if one Job in the middle of the Job Family is overlapping another Job, RatePoint

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may have to re-validate each Job in the family both preceding and following the Job in question which could result in cascading changes.

RatePoint will provide Jefferson Parish custom pecking order for all Rate Cards created by RatePoint or by Jefferson parish via the Jobs Library, Private Index, and Rate Refresh Services. Jefferson Parish will provide to RatePoint the pecking order for each Job Family.

### Data Credibility Reports

RatePoint will provide Data Credibility Reports which include industry level redacted information on data sources, size of companies, number of sources, etc. One report per Jobs is included in the proposed services.

## MINIMUM CRITERIA

1) Proposer must have at least five (5) years of experience in providing the type of services requested in this SOQ.

As described above RightSourcing meets this criterion.

2) Proposer must have experience in providing these types of services to governmental agencies, municipalities, or non-profit organizations with 3,000 plus employees.

As described above RightSourcing meets this criterion.

3) Proposer must provide a minimum of three (3) references for projects of similar scope of work from agencies of similar size to Jefferson Parish Government, i.e. 3,000 plus employees.

The clients noted under the Evaluation Criteria section will serve as our references.

John Deere

Ericsson

Suez Water

Due to privacy and disclosure agreements associated with each study, we are not permitted to give out contact names or full study details. Upon becoming a successful applicant, we would be happy to schedule a reference meeting with contacts at the companies above.

## CONCLUSION

RightSourcing appreciates the opportunity to respond to the Jefferson Parish Comprehensive Wage and Salary Plan Pay Studies, SOQ. We hope you will find our approach not only meets the needs of Jefferson Parish, but also exceeds expectations, goals, and outcomes for the long-term.

In our previous engagements, our clients, who were overwhelmed with the tasks of data and related compensation analysis, were set at ease once our partnership began to take shape over

the course of studies and projects alike. Through discovery and consultative conversations, and the creation of a supportive work climate, client teams quickly developed a confidence in our expertise.

By choosing to partner with RightSourcing's NorthStar HCM Consultant's and our SaaS platform, RatePoint, our real-time compensation tool, Jefferson Parish will be supportively and positively met with opportunities to meet your goals of market competitiveness, and increased employee attraction and retention while providing fair salaries for all employees.

We stand with you to ultimately have Jefferson Parish become an employer of choice for the betterment of people, the greater and local economy, and most importantly, your counties as a whole.

Thank you.

## General Professional Services Questionnaire

**A. Project Name and Advertisement Resolution Number:**  
Comprehensive wage and salary pay studies, SOQ No. 22-025

**B. Firm Name & Address:**  
RightSourcing  
1150 Iron Point Road  
Suite 100  
Folsom, CA 95630

**C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:**  
Joseph Donnelly  
Vice President | Workforce Management Solutions  
M-732-616-9010  
jdonnelly@prounlimited.com

**D. Address of principal office where Project work will be performed:**  
The majority of staff at RightSourcing work remote. We have many consultants across the country that may be involved.

**E. Is this submittal by a JOINT-VENTURE? Please check:** YES  NO

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

**F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.**

1.

2.

## General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES  NO

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. N/A		
2.		
3.		
4.		
5.		

## General Professional Services Questionnaire

**I. Please specify the total number of support personnel that may assist in the completion of this Project:**  
TBD

**J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.**

### PROFESSIONAL NO. 1

**Name & Title:**

Joseph Musacchio  
Senior Vice President

**Name of Firm with which associated:**

RightSourcing

**Description of job responsibilities:**

Executive Lead

**Years' experience with this Firm:**

1.5 Years  
7.5 Years/PeopleTicker, see below

**Education: Degree(s)/Year/Specialization:**

Bachelors of Science, Teaching/Physical Education

**Other experience and qualifications relevant to the proposed Project:**

Mr. Musacchio is the founder and visionary behind our real-time compensation data platform, PeopleTicker (acquired by Pro Unlimited/RightSourcing on December 31, 2020, now known as RatePoint). His salary benchmarking solution has paved the way for how much your firm should pay. His leadership, which spans over 30+ successful years in the compensation industry has led the way for some of the world's largest and fastest growing companies who are benchmarking salary compensation with RatePoint. He is responsible for day-to-day-operations, as well as thought leadership in leading the company's compensation product development, services, and data strategy. Joe joined Pro Unlimited/RightSourcing at the time of the PeopleTicker acquisition.

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 2</b>
<b>Name &amp; Title:</b>
Marc Wong Senior Vice President - Data Science
<b>Name of Firm with which associated:</b>
RightSourcing
<b>Description of job responsibilities:</b>
Project Lead - Lead Compensation Data Scientist
<b>Years' experience with this Firm:</b>
1.5 Years 6 Years/PeopleTicker, see below
<b>Education: Degree(s)/Year/Specialization:</b>
Bachelors of Science, Intellectual History, 1993
<b>Other experience and qualifications relevant to the proposed Project:</b>
<p>Marc has developed solutions utilizing employment data for 25+ years. His expertise includes salary classifications, validations, and taxonomies. Marc has worked with compensation data since its inception providing compensation solutions to many industries and oversees taxonomy management and validated market results for each client engagement.</p> <p>Marc is a former employee of PeopleTicker where he worked for 6 years. He joined the Pro Unlimited/RightSourcing family shortly after PeopleTicker was acquired.</p>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 3</b>
<b>Name &amp; Title:</b> Ptryk Molczan Lead Compensation Analyst
<b>Name of Firm with which associated:</b> RightSourcing
<b>Description of job responsibilities:</b> Analyst
<b>Years' experience with this Firm:</b> 1.5 Years 7.5 Years PeopleTicker, see below
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b> <p>A seasoned compensation professional, with over 20+ years of experience in multiple industries around the world. He constructs and maintains successful relationships with our clients by ensuring customer satisfaction and aligning client compensation specific needs and services with their business goals. Ptryk is a specialist in analyzing and researching labor industry salaries in U.S. and international labor markets.</p> <p>Ptryk is a former employee of PeopleTicker where he worked for 7.5 years. He joined the Pro Unlimited/Rightsourcing family shortly after PeopleTicker was acquired.</p>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 4</b>
<b>Name &amp; Title:</b> Marian Pallionis Director - Compensation Analytics
<b>Name of Firm with which associated:</b> RightSourcing
<b>Description of job responsibilities:</b> Lead Compensation Data Analyst/Research Analyst
<b>Years' experience with this Firm:</b> 1.5 Years 7.5 Years/PeopleTicker, see below
<b>Education: Degree(s)/Year/Specialization:</b> Bachelors of Science - Criminal Science
<b>Other experience and qualifications relevant to the proposed Project:</b> <p>Marian is a savvy business expert with 35 years of compensation analysis and service delivery. Marian spent 14 years driving achievements in product design and implementation, client support, and operations. Marian guides compensation product development and relationship management for the project. Marian's expert skills include research, analysis of market factors and trends, reporting, and partnering with clients to benchmark salaries across multiple industries in the US and international labor markets.</p> <p>Marian is a former employee of PeopleTicker where she worked for 7.5 years. She joined the Pro Unlimited/Rightsourcing family shortly after PeopleTicker was acquired.</p>

## General Professional Services Questionnaire

<b>PROFESSIONAL NO. 5</b>
<b>Name &amp; Title:</b>
Richard Vargus Lead Compensation Technology Lead
<b>Name of Firm with which associated:</b>
RightSourcing
<b>Description of job responsibilities:</b>
Development
<b>Years' experience with this Firm:</b>
1.5 Years 7.5 Years PeopleTicker, see below
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>
<p>Rich is lead Technology Engineer that drives the software architecture behind our real-time compensation data platform. He plays an instrumental role in driving development on several customer projects and leads all development for RightSourcing's RatePoint compensation platform.</p> <p>Rich is a former employee of PeopleTicker where he worked for 7.5 years. He joined the Pro Unlimited/RightSourcing family shortly after PeopleTicker was acquired.</p>

## General Professional Services Questionnaire

**K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.**

### PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
John Deere Human Resources	<p>Compensation Study for a 100 count Job Library, which will be created using PeopleTicker's Full-Service offering including the following:</p> <p>Standardize and build a certified job library for 100 jobs mapped to PeopleTicker's taxonomy with complete job titles and descriptions</p> <p>Build custom, validated salary rate cards in each location (50 total cities, US/Canada)</p> <p>Build a Private Compensation Index for 100 jobs in each location</p>
Length of Services Provided:	Cost of Services Provided:
Partnering since 2017	Ongoing Client

### PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
Ericsson Head of Sourcing Excellence	<p>Compensation study for Temporary Staffing</p> <p>A mature category was used to determine case use cases in larger \$50M, \$100M, and \$200M spend categories</p> <p>Job title and description optimization, internal rate card to market comparison, create new, Buy-Right cards to drive cost savings as a whole</p>
Length of Services Provided:	Cost of Services Provided:
Partnering since 2015	Ongoing Client

**General Professional Services Questionnaire**

<b>PROJECT NO. 3</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Suez Water	Standardize and build a certified job library for 1,000 jobs mapped to RatePoint's taxonomy with complete job titles and descriptions  Build custom, validated hourly and salary rate cards in each location
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
Partnering since 2021	Ongoing Client

<b>PROJECT NO. 4</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>

**General Professional Services Questionnaire**

**L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.**

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. None		
2.		
3.		
4.		

**M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.**

RightSourcing's Classification and Compensation Service, will provide a full range of consulting and developmental services necessary to help Jefferson Parish, implement, administer, and maintain a fully integrated and effective compensation program.

As part of this project, RightSourcing will wisely position Jefferson Parish to be competitive as an employer-of-choice, employee attraction, retention, engagement, achievement, and performance by Right Pricing Jefferson Parish's job titles and descriptions properly.

RightSourcing will provide a Private Labor Index of the specific job roles, which are rooted in valid and auditable data that leverages your budget and HRIS capabilities.

Please see our response for more information.

**N. To the best of my knowledge, the foregoing is an accurate statement of facts.**

Signature:  Print Name: Joe Donnelly  
 Title: Vice President Date: June 2, 2022



AGENCY CUSTOMER ID: \_\_\_\_\_

LOC #: \_\_\_\_\_



**ADDITIONAL REMARKS SCHEDULE**

<b>AGENCY</b> Willis Towers Watson Northeast, Inc.		<b>NAMED INSURED</b> PrO Unlimited, Inc. 999 Stewart Ave Suite 100 Bethpage, NY 11714	
<b>POLICY NUMBER</b> See Page 1		<b>EFFECTIVE DATE:</b> See Page 1	
<b>CARRIER</b> See Page 1	<b>NAIC CODE</b> See Page 1		

**ADDITIONAL REMARKS**

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,  
**FORM NUMBER:** 25 **FORM TITLE:** Certificate of Liability Insurance

**INSURER AFFORDING COVERAGE:** ACE Fire Underwriters Insurance Company **NAIC#:** 20702  
**POLICY NUMBER:** SCF C67814873 **EFF DATE:** 07/01/2021 **EXP DATE:** 07/01/2022

<b>TYPE OF INSURANCE:</b>	<b>LIMIT DESCRIPTION:</b>	<b>LIMIT AMOUNT:</b>
Workers Compensation	EL - Each Accident	\$1,000,000
& Employers Liability	EL - Disease-limit	\$1,000,000
Per Statute	EL - Disease-Each Emp	\$1,000,000