



WE·US·THEM

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#Loremipsum123456
Waiting on Custom
Cover from Creative

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W E • U S • T H E M

— "NOT JUST AN AGENCY." —

WE = US + THEM is not just a formula, it's an ethos
that resonates and permeates everything we do.



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PART SIX

CONTRACTOR CERTIFICATION – WORKERS’ RIGHTS

**CONTRACTOR CERTIFICATION -
EXECUTIVE ORDER 18-03 – WORKERS’ RIGHTS -
WASHINGTON STATE GOODS & SERVICES CONTRACTS**

Pursuant to the Washington State Governor’s Executive Order 18-03 (dated June 12, 2018), the Washington State Department of Transportation is seeking to contract with qualified entities and business owners who certify that their employees are not, as a condition of employment, subject to mandatory individual arbitration clauses and class or collective action waivers.

Solicitation Title: Toll Division Educational Marketing and Advertising Services

I hereby certify, on behalf of the firm identified below, as follows (check one):

- NO MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm does NOT require its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

OR

- MANDATORY INDIVIDUAL ARBITRATION CLAUSES AND CLASS OR COLLECTIVE ACTION WAIVERS FOR EMPLOYEES.** This firm requires its employees, as a condition of employment, to sign or agree to mandatory individual arbitration clauses or class or collective action waivers.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

FIRM NAME: WeUsThem Inc.

Name of Contractor/Bidder – Print full legal entity name of firm

By: -



Signature of authorized person

Ashwin Kutty

Print Name of person making certifications for firm

Title: -

President & CEO

Title of person signing certificate

Place: Halifax, Nova Scotia

Print city and state where signed

Date: - January 31st, 2024

A black and white photograph of two women in an office setting. The woman on the left is looking towards the woman on the right, who is looking down at a laptop screen. They are both smiling. The office has cubicles in the background. A red water bottle is on the desk next to the laptop. The image is framed by a red border.

PART SEVEN

WAGE THEFT PREVENTION CONTRACTOR CERTIFICATION

CONTRACTOR CERTIFICATION
WAGE LAW COMPLIANCE – RESPONSIBILITY CRITERIA
WASHINGTON STATE GOODS & SERVICES CONTRACTS

Prior to winning contract, agencies are required to determine the bidder is 'responsible bidder.' See RCW 39.26.160(2) & (4). Pursuant to legislative enactment in 2017, the responsible bidder criteria include contractor certification that the contractor has not willfully violated Washington's wage laws. See Chapter 258, 2017 Laws (enacting SSB 5301).

Solicitation or Agreement Title: Toll Division Educational Marketing and Advertising Services

Solicitation Posting Date or Agreement Start Date: January 03, 2024

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the below certification is true and correct and that I am authorized to make the following certification on behalf of the firm listed herein.

CERTIFICATION:

This firm has NOT been determined by a final and binding citation and notice of assessment issued by the Washington Department of Labor and Industries or through a civil judgment entered by a court of limited or general jurisdiction to have willfully violated, as defined in [RCW 49.48.082](#), any provision of RCW chapters [49.46](#), [49.48](#), or [49.52](#) within three (3) years prior to the date of the above-stated date.

FIRM NAME: WeUsThem Inc.
Name of Consultant/Contractor – Print full legal entity name of firm

By: 
Signature of authorized person
Print Name of person making certifications for firm

Title: President & CEO
Title of person signing certificate
Place: Halifax, Nova Scotia
Print city and state where signed

Date: January 31st, 2024

Submittal Instructions:

- If submitting a proposal in response to a solicitation, a signed Certification Document for the Prime and all Subs must also be included in your proposal Packet B (see advertisement for additional requirements).
- If requesting to add a Sub to an existing agreement, submit the signed Certification Document to: ConsultantRates@wsdot.wa.gov.



PART EIGHT

**REFERENCES/PAST
PERFORMANCES**

REFERENCES

We would happily have this as a part of our contract negotiations process and will accept this as a requirement for the signing of a contract.



PART NINE

COST FACTORS

**Was i
Department of Transportation**

Proposed Billing Rates

Date: January 31st, 2024

Company Name: WeUsThem Inc.

Address: 402-1791 Barrington Street

City / State / Zip: Halifax, Nova Scotia, Canada, B3J 3K9

Subject: Proposed Labor Classifications and Hourly Billing Rates for <Enter Project Title>

Attention: Manager, Contract Services Office

Below are the highest anticipated hourly billing rates for the identified labor classifications.

Labor Classification	All Inclusive Billing Rate
Project Managment	\$125
Strategy	\$225
Creative	\$225
Media Strategy	\$225
Media Buying	15%

Note: Proposed Billing Rates, as submitted, shall be reviewed, accepted, and incorporated as an exhibit to the agreement. The Proposed Billing Rates shall be effective throughout the life of the agreement in accordance with the agreement payment provision.

Respectfully,


Signature _____
Title President & CEO



 weusthem.com

 twitter.com/weustheminc

 partner@weusthem.com

 [instagram.com/weustheminc](https://www.instagram.com/weustheminc)

 [linkedin.com/company/weustheminc](https://www.linkedin.com/company/weustheminc)

 [fb.com/weustheminc](https://www.facebook.com/weustheminc)



APPENDIX I

CULTURAL COMPETENCE & DIVERSITY POLICY

Purpose

The purpose of this policy is to ensure equal employment opportunity for all applicants and employees and to promote diversity at all occupational levels of WeUsThem's workforce. The overall objectives of this policy are twofold: (1) to attempt to achieve an employee profile at all levels and categories which reflects the racial and ethnic composition and regional representation of our region; and (2) hiring of culturally diverse staff that provide for that varied and diverse perspectives we so richly need and our clients require.)

Attainment of these objectives call for a prohibition of unlawful discrimination in employment because of race, colour, national origin, ancestry, sex, religious creed, age, mental or physical disability, socioeconomic status, medical condition, marital status, sexual orientation, sexual harassment, or pregnancy.)

Policy

WeUsThem is an equal employment opportunity, affirmative action employer. We are committed to the elimination of barriers that restrict the employment opportunities available to women, minorities, people with a disability and individuals representative of the geographic regions served by the agency. We recognize that equal employment opportunity requires affirmative steps to ensure the full utilization of people of all backgrounds who possess the best available skills.

WeUsThem provides equal employment opportunities for the good of the public without regard to race, colour, national origin, ancestry, sex, religious creed, age, mental or physical disability, socioeconomic status, medical condition, marital status, sexual orientation, sexual harassment, or pregnancy. Our commitment to equal employment opportunity extends to all job applicants and employees and to all aspects of employment, including recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, and termination.

The monitoring aspects of our cultural competence and diversity plan is the responsibility

of the President. The plan is evaluated and monitored regularly. WeUsThem is totally and irrevocably committed to a good faith effort to provide the opportunity for all employees to perform at full capacity in accordance with their qualifications, abilities, and interests.

Objective

The cultural competence and diversity plan attempts to achieve as closely as possible an employee profile at all levels which reflects the racial and ethnic composition and regional representation of our region and client service area. WeUsThem will attempt to seek personnel from all segments of the community for all job levels within the company through upgrading recruitment from minority group members and regionally represented individuals.

Procedure

WeUsThem will employ and promote persons of merit, regardless of their race, ethnicity, age, colour, religion, gender, national origin, sexual orientation, handicap, or socioeconomic status, in relation to the requirements of the position for which they are being considered. The company's cultural competence and diversity plan's goal is to attempt to have staff who reflect, as nearly as possible, the racial, ethnic and regional composition of its service area.

Dissemination of Policy

- » A copy of this document will be given to every employee.
- » The policy will be discussed in employee orientation and staff meetings.
- » All employment advertising will carry the statement: "Equal Opportunity Employer" or "EOE"

CULTURAL COMPETENCE & DIVERSITY POLICY

Responsibility for Implementation

The President shall:

- » Be responsible for the implementation of this policy and any related policies or programs.
- » Take positive measures to ensure that equal opportunity is available in all areas of employment including: recruitment, selection, hiring, promotion, demotion, compensation (including salary adjustments, relocations and performance increases), termination, reductions in force (layoffs), reemployment priorities, training, career development, transfer and other terms, conditions and privileges of employment.
- » Take measures to ensure the work environment is consistent with the intent of this policy and supports equal opportunity.
- » Communicate the company's commitment to EOE policies, plans, and procedures to all employees, applicants and the general public.
- » Provide necessary resources to ensure the successful implementation of the EOE program.
- » Ensure the development and implementation of policies, procedures, and programs necessary to achieve a workforce in each occupational category that reflects the geographic service area and population served.
- » Ensure the development and implementation of an equal employment opportunity plan and program.
- » Periodically assessing hiring and promotion trends toward the evaluation of progress and impediments in the attainment of goals.
- » Assisting in the identification of problems in administering this policy and helping to resolve them.

Action Programs

01 Recruitment: WeUsThem actively recruits qualified applicants, including diverse groups of people and individuals reflecting the geographic areas and individuals served, for all job postings.

- » We will endeavor to hire employees from diverse backgrounds. Any testing or screening procedures will be reviewed on a continuing basis (within resources available) to ensure their job relatedness and validity. Information acquired from the position audits will be used to construct valid job related tests and screening procedures.
- » All employment interview questions will be reviewed for job relatedness. Non job related questions and those items which may tend to screen out a particular ethnic or racial group will be eliminated.
- » On-the-job training and cross-training will be provided to expose employees to a broad range of job duties and experiences.
- » When regular channels of recruitment are not supplying enough individuals to fairly represent the geographic areas and individuals being served, then alternative initiatives must be instituted to better identify, educate and encourage application of candidates of merit, including, but not limited to:
- » Contact with professional minority group employment and placement agencies;
 - » Recruitment through advertisement in minority group-oriented media;
 - » Identification and contact with university placement officers that have special programs for minorities; and
 - » Contact with groups specifically oriented to, and concerned with, minority groups and individual's representative of the geographic service areas.

CULTURAL COMPETENCE & DIVERSITY POLICY

02 Hiring:

- » Resumes will be requested from each applicant. An objective criteria and minimum qualifications will be pre-established for each vacancy. The resumes will be screened according to the pre-established criteria without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, or handicap.
- » Interviews and employment applications will be offered to qualified applicants. The immediate supervisor and/or the President will conduct the job interviews. After consultation with the President, the most qualified applicant will be offered the position.
- » When the finalists are equal in qualification but one represents a minority group or are representative of the geographic service area and/or those served, they will be offered the job.

03 Promotions: Every consideration will be given to internal promotion when seeking to fill vacancies

- » A review of present staff will be made in search of a pool of qualified staff.
- » Job openings and requirements will be posted and application encouraged.
- » Promotions will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, or handicap.
- » Factors to be considered when offering a promotion from within are: qualifications for the position, past work performance, and willingness of the employee.

04 Transfers: Transfers will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.

05 Demotions:

- » Demotions will be made without regard to race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.
- » May occur if the employee has demonstrated poor work performance in a position for which they are not qualified for any reason.
- » Demotions will be made only in cases where an employee was placed into a position of responsibility above their ability to perform.
- » Demotions will not be used for disciplinary reasons.

06 Training:

- » Training will not be influenced by race, ethnicity, age, gender, colour, religion, national origin, sexual orientation, socioeconomic status, or handicap.

Cultural Competence

WeUsThem will demonstrate cultural competency by designing and delivering services in a manner that will be most effective and respectful given the cultures of the individuals served.

Grievances

Any grievances or complaints should be directed to the President. Any employee acting in a manner contrary to the plan will be counselled and/or disciplined according to the disciplinary policy and procedures.

CULTURAL COMPETENCE & DIVERSITY POLICY

Monitoring

Annual reports will be used to monitor the plan. This report analyzes the workforce by race, country of origin, gender, and category. Accomplishments and shortcomings will be noted and corrective actions recommended to the President.)

Appeals and grievances are monitored by the President throughout the year.)

Timeframe

The President will review the program annually.)



CAMSC

Canadian Aboriginal and Minority Supplier Council
Conseil canadien des fournisseurs autochtones et de minorités visibles

CANADIAN ABORIGINAL AND MINORITY SUPPLIER COUNCIL

This certifies that

WeUsThem Inc.

Has met the requirements for certification as a bona fide Aboriginal or minority business enterprise as defined by the Canadian Aboriginal and Minority Supplier Council (CAMSC).

NAICS Code (s): 541810, 541613, 541910, 541850, 541890

June 30, 2023

000003800

Issue Date

Certificate Number

June 29, 2024

Expiration Date

Cassandra Dorrington
President

CAMSC is affiliated with the National Minority Supplier Development Council (NMSDC)





APPENDIX II

ACCESSIBILITY POLICY

Definitions

Authoring Tool - Includes WYSIWYG web page editing tools, content management tools, development tool for applet, scripts, or applications, non-text media (e.g. video, audio, images) editing tools, social media content authoring tools (e.g. blogs, wikis, social networks).)

Authoring Tool Accessibility Guidelines (ATAG) - Accessibility requirements for web authoring tools, including software and services that are used to produce web content, for example HTML editors, content management systems (CMS), or online forums. ATAG guidelines outline both how to make the tools accessible and also how the tools can be built to help create more accessible content.)

Internal Website - Website developed or procured to meet an internal WeUsThem Inc. business need, such as timesheet management. Access to such sites is only available to WeUsThem Inc. members of staff, both permanent and temporary.)

Public Website - Website developed or procured to support or inform WeUsThem Inc. customers and members of the public.)

User Agent - Includes browsers, media players and applications that render web content.)

User Agent Accessibility Guidelines (UAAG) - Accessibility requirements for web browsers, media players, and some assistive technologies that process and present web content to users.)

Web Content - Includes electronic documents, websites, services, and applications delivered via the web.)

Web Content Accessibility Guidelines (WCAG) 2.0 - Accessibility requirements for web content, including text, images, audio-visual materials, and the code used for structure, style, and interactions.)

Website - Includes websites, services, and applications created using Open Web Platform technologies. Note this includes web applications developed solely for mobile platform delivery.)

Policy

- » All new and redesigned web content published after the effective date of this policy by WeUsThem Inc., both for public and internal websites and services, will conform to WCAG 2.0 Level AA success criteria.
- » All existing web content published prior to the effective date of this policy will either be archived or modified to conform to WCAG 2.0 Level AA success criteria. Web content hosted on WeUsThem Inc. public websites will be addressed no later than August, 2019. Web content hosted on internal websites will be addressed no later than September, 2019.
- » All internal content management systems (CMS) and web content authoring tools will conform to ATAG Level AA success criteria by Jan, 2016. Where websites, services, or applications provide users with the opportunity to generate content, the interfaces provided will conform to ATAG Level AA.
- » All internal user agents will conform to UAAG Level AA success criteria by Jan, 2016. Where user agents are used as part of a website, service, or application, such as a media player, they will conform with UAAG Level AA success criteria by Oct, 2019.
- » This policy does not stipulate any particular technology or design approach. The aim is to maximize access to and use of WeUsThem Inc. websites by people with disabilities.

Need for Policy

- » The June 2011 World Health Organization (WHO) Report on Disability estimated that there are a billion people with disabilities. Many of these disabilities can affect access to information technologies, and/or can benefit from the use of information technologies including the Web.
- » Accessibility of the Web is of critical importance to people with disabilities around the world, including people with auditory, cognitive, physical, neurological, and visual disabilities, and is likewise important to those with accessibility needs due to aging.

ACCESSIBILITY POLICY ,

- » Providing accessible web content can also benefit people who do not have disabilities but who are experiencing situational barriers. For instance, when accessing the Web from devices with small screens or in low bandwidth situations, or when experiencing barriers due to language or literacy levels, accessibility solutions can also support improved access.
- » WeUsThem Inc. is committed to ensuring equal access for people with disabilities. As potential customers and employees they are important contributor to WeUsThem Inc. business success and should not be excluded.
- » As a consequence of this policy, WeUsThem Inc. will meet its obligations as defined by its internal mandates and those governing legislations for our clients.

Responsibilities

It is the responsibility of all members of WeUsThem involved with projects requiring an Accessibility lens to be responsible and accountable as follows:)

- » Ensure compliance with this policy.)
- » Prepare and provide accessibility testing completion and guidance to all clients.)
- » Promote web accessibility awareness internally.)
- » Respond to client enquiries related to web accessibility.)
- » Organize on-going assessment of the accessibility of websites, content, services, and applications identified as in scope.
- » Ensure user feedback mechanisms are included as part of project deliverables.
- » Ensure all staff receive appropriate and regular accessibility training.
- » Choose and implement tools that conform to this policy.
- » Remedy identified accessibility barriers.
- » Ensure submitted content is compliant with this policy.
- » Identify, Recommend and Remediate accessibility issues in authored web content.

Exclusions

- » Web content that has been archived is not subject to the standards referenced in this policy.
- » Should there be a specific request for access to archived content by any individual with a disability, that content will be made available in a suitable format within 10 business days. Where it is not technically possible to make the content available, a suitable alternative should be agreed with the individual. The department or team responsible for the creation of the content is responsible for making it accessible.

Syndicated Content

- » Elements of WeUsThem Inc. websites might include web content syndicated from other providers. For example, a social media stream.
- » When considering a syndication service for inclusion in any of WeUsThem Inc. websites, any service review should include an evaluation of the accessibility of the service. Such evaluations must form a part of the service selection criteria.
- » Where a service is selected with known accessibility issues, WeUsThem Inc. will develop or procure a solution that ensures the content delivered via WeUsThem Inc. websites meets the policy standards.

Reporting

Each department with responsibility for web content, websites, services, or applications must submit an annual status report to the President.

The status report will summarize the efforts and progress towards the aims defined by this policy.

Policy Review

This policy shall be reviewed at least once a year.)

The review should include input from ICT, Marketing, HR, and Legal.)



APPENDIX III

QUALITY ASSURANCE POLICY ,

Purpose

The purpose of this policy is to provide expected processes for ensuring that work done for clients is of high quality and that we achieve that high quality efficiently.

General

Before work is considered "Complete" you have put in your best efforts to ensure it is ready for a client to see it in its current form. You are not assuming someone else will fix any mistakes you may have made, or proofread your work for you. When you have "Completed" a task you have done the work to the best of your abilities and do not expect any issues to come back to you.

If you see an issue with someone else's work you flag it for correction and either correct it yourself or provide them with the feedback that needs to be corrected.

Design

Design Process

- » All designers must follow the design process for every project (e.g. research, mood board, sketch etc)
- » Each step must be approved before moving on to the next step.

Accessibility

- » All designs and visuals must follow WCAG 2.0 (i.e. colour, font sizes etc)
- » Use accessible tools or accessible checker websites to review visual work.

Design Hand-off

- » Designers must create a guideline (Kitchen Sink Doc) for the Tech Ops team to reference back to for design elements, design rules, typography rules etc.

- » Designers must make sure every element that will go on the site will be in the guideline they will provide to the Tech Ops team.
- » All visual elements must be in the proper format (e.g. SVG for icons)
- » Designers must provide designs for all screen sizes.

Animations

- » Designers must create, if possible, an animation reference in Adobe XD. Along with the animation reference, the designer must provide an example of where they found the inspiration for the animation, as well as provide an explanation of how it should look and function to the Tech Ops team.

Responsive Elements

- » When creating websites and web applications always consider how an element behaves at ALL screen sizes. It must look good on all, not just the ideal screen sizes.

Reviews of Websites

- » Make sure you have cleared your cache.
- » Use Asana for logging issues when reviewing a website. It will allow you to provide all feedback to the staff responsible for correcting the issues. When using Asana:
 - » Take a screenshot of the issue, or make it very clear which element you are referencing.
 - » If relevant to animation or functionality take a video
 - » If spacing, font, colour, etc is wrong, be specific and say what it should be (i.e. the number of pixels, the colour code, font size number, etc), not just that it is wrong.
- » Any and all changes not shown in the designs are to either be requested on Asana for tracking purposes

QUALITY ASSURANCE POLICY ,

Development

Implementation - When implementing a design make sure the following are observed:

- » All fonts, font sizes, font weights, font colours, and font styles are implemented as described in the design documents.
- » All elements are spaced as shown and described in the designs.
- » All colours for elements, backgrounds, buttons, links, bullet points, etc match the colour codes provided in the design.
- » Images match either what was provided by the client, or the designs provided.
- » All assets are provided by designers, not made by you or replaced by similar assets you have found on your own.
- » All elements look good at all screen sizes and are checked for edge cases.

Visual Test

- » The site and the designs should be placed side by side to catch differences visually.
- » Any differences found should be corrected in the implementation.

Unit Testing

- » Unit tests are to be implemented based on the size of project. Or if we are expecting to maintain the solution long-term.
- » Unit testing should be done for all non-visual functionality (Non-visual because it would be impractical to test if an element looks right using code)
- » Tests are to be created before functionality is created.
- » Testing suite to be used:
 - » Tests should be added to the testing suite so that they can be run between releases.
 - » Tests should be prioritized based on the time to run the test and dependency. Eg. If a test to see to convert a date isn't working correctly any test relying on that function will also fail. If a test requires a request to be made to a server it could take a few seconds to run, and if it was using the faulty convert date function we already know it will fail.
- » A test should be written for each function/Class created.

- » A piece of functionality is only considered complete when it passes the test written for it and the rest of the test suite still passes.
- » Designers must make sure every element that will go on the site will be in the guideline they will provide to the Tech Ops team.
- » All visual elements must be in the proper format (e.g. SVG for icons)
- » Designers must provide designs for all screen sizes.

Visual Regression Testing

- » To be implemented based on the size of the project.
- » This is generally used for an existing project to ensure changes don't cause unexpected problems. This is the process of using software to compare previous screenshots with the current screenshots.
- » Use as a last part of the testing suite using data that has been identified for use with visual regression testing (Data that is different could cause different content to be displayed, this will trip an issue using visual regression testing)
- » Fix any issues that the testing flags.
- » If changing a visual element verifies only the new element gets flagged by the test, then save the new screenshot as your testing reference.
- » Visual Regression testing should be done across different browsers.