

CONSULTANT: Economic Alliance Snohomish  
County  
CONTACT PERSON: Ray Stephanson  
ADDRESS: 3020 Rucker Ave. Ste.  
301 Everett, WA 98201  
PO Box 2040, Everett, WA  
98213  
FEDERAL TAX ID: 91-0647005  
UBI NUMBER: 600-194-164  
TELEPHONE: 425-248-4211  
COUNTY CONTACT: Grace Yoo  
COUNTY DEPARTMENT: Executive Office  
TELEPHONE NUMBER: (425) 583-1057  
PROJECT: Economic Development Services  
AMOUNT: \$100,000  
FUNDING SOURCE: 002.5014104103  
CONTRACT DURATION: Upon Execution to December 31,  
2026

### AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT (the “Agreement”) is made by and between SNOHOMISH COUNTY, a political subdivision of the State of Washington (the “County”), and ECONOMIC ALLIANCE SNOHOMISH COUNTY, a Washington nonprofit corporation (the “Contractor” or “EASC”). In consideration of the mutual benefits and covenants contained herein, the parties agree as follows:

1. Purpose of Agreement; Scope of Services. The purpose of this Agreement is to obtain economic development and technical assistance from the Contractor that stimulates economic growth throughout Snohomish County. The nature and scope of Services is as defined in **Schedule A** (“Services”) attached hereto and by this reference made a part hereof.

The Services shall be performed in accordance with the requirements of this Agreement and with generally accepted practices prevailing in the Western Washington region in the occupation or industry in which the Contractor practices or operates at the time the Services are performed. The Contractor shall perform the work in a timely manner and in accordance with the terms of this Agreement. Any materials or equipment used by the Contractor in connection with performing the Services shall be of good quality. The Contractor represents that it is fully qualified to perform the

Services in a competent and professional manner.

The Contractor will prepare and present status reports and other information regarding performance of the Agreement as the County may request.

2. Term of Agreement; Time of Performance. This Agreement shall be effective when authorized and executed by both parties (the “Effective Date”) and shall terminate on December 31, 2026 (the “Expiration Date”). The Contractor may be compensated, following the Effective Date, for work performed by it consistent with this Agreement between January 1, 2026, and the Effective Date. The Contractor shall complete the work required by this Agreement no later than the Expiration Date.

3. Compensation; Quarterly Reports.

a. Services. The County will pay the Contractor for Services as and when set forth in Section 3c of this Agreement.

b. Overhead and Expenses. The Contractor’s compensation for Services as set forth in this Section 3 includes overhead and expenses and no separate claims for reimbursement of overhead or expenses will be allowed under this Agreement.

c. Invoices. Together with the submission of each of the quarterly reports required by Section 3d of this Agreement, the Contractor shall submit to the County a properly executed invoice in the amount of no more than one-quarter of the total compensation to be paid under this Agreement, PROVIDED, HOWEVER, that all invoices except the last invoice may be submitted no later than fifteen (15) calendar days after submission of the corresponding report, and, PROVIDED, FURTHER, that the first invoice submitted after the Effective Date may include compensation for the period from January 1, 2026, to the Effective Date, and must be submitted with the Key Task 1 deliverable outlined in Schedule A. Each invoice shall indicate the work performed by the Contractor during the corresponding quarterly period(s). Subject to Section 8 of this Agreement, the County will pay the invoice within thirty (30) calendar days of receipt, PROVIDED, HOWEVER, that the final invoice shall, if timely submitted with the December 15 quarterly report and if acceptable to the County pursuant to Section 8, be paid in full by the Expiration Date.

d. Quarterly Reports. As a part of the deliverables under this Agreement and by no later than the dates indicated below (except for quarterly reports that would otherwise be due before the Effective Date), and in addition to regular contact between the County and the Contractor, the Contractor shall deliver quarterly reports and an annual report to the County of the activities funded pursuant to this Agreement. Any quarterly reports due before the Effective Date shall be delivered no later than the due date for the first quarterly report due following the Effective Date. The annual report shall include a summary of activities of the Contractor undertaken pursuant to this Agreement. The quarterly reports, shorter than the annual report and diagnostic in nature, shall track the Contractor’s progress towards meeting the objectives in the Scope of Services and

Deliverables under this Agreement and shall identify items in the Scope of Services and Deliverables that may need adjustment.

Reports are due as follows:

- April 15: Quarterly report 1 for period 1 – Jan 1<sup>st</sup> to March 31<sup>st</sup>
- August 15: Quarterly report 2 for period – April 1<sup>st</sup> to June 30<sup>th</sup>
- October 15: Quarterly report 3 for the period July 1 –September 30<sup>th</sup>
- December 15: Annual report which also includes report for October 1<sup>st</sup> – December 31<sup>st</sup>

When the due date for a report falls on a non-business day, the report shall be due to the County by the close of the next business day. For the purposes of this section, “delivery” shall mean either physical delivery to the County by the due date, receipt by the County in electronic format by the due date or a postmark showing the report was mailed to the County by no later than the due date.

If physically delivered or mailed, reports shall be sent to:

Snohomish County  
Executive Office  
Economic Development  
3000 Rockefeller, M/S 411  
Everett, WA 98201

If transmitted by email, reports shall be sent to:

[grace.yoo@snoco.org](mailto:grace.yoo@snoco.org)

In addition to the physically delivered or mailed reports, “in person” or “face to face” quarterly and annual reports will also be provided to:

Snohomish County  
Executive Office  
Economic Development  
3000 Rockefeller, M/S 411  
Everett, WA 98201

The County may, by notice given to the Contractor hereunder, designate any further or different addresses to which subsequent reports shall be delivered.

*In addition to the in-person reports mentioned above, the Contractor shall deliver briefings to the County Council twice yearly. A September 2026 briefing will present a mid-year review of progress made towards meeting the Scope of Services and Deliverables under this Agreement, and any activities completed to-date. A January 2027 briefing shall summarize activities completed under the full 2026 Agreement and will present Contractor’s Scope of Work and Technical Assistance.*

*Additionally, the Contractor will provide quarterly reports to the Council Chair and the Chair of the Council Finance and Economic Development Committee, in September 2026. The briefing dates will be established through the Executive Director or another designated County representative.*

e. Contract Maximum. Total charges under this Agreement shall not exceed \$100,000.

4. Independent Contractor. The Contractor agrees that Contractor will perform the Services under this Agreement as an independent contractor and not as an agent, employee, or servant of the County. This Agreement neither constitutes nor creates an employer-employee relationship. The parties agree that the Contractor is not entitled to any benefits or rights enjoyed by employees of the County. The Contractor specifically has the right to direct and control Contractor's own activities in providing the Services in accordance with the specifications set out in this Agreement. The County shall only have the right to ensure performance. Nothing in this Agreement shall be construed to render the parties' partners or joint venturers.

The Contractor shall furnish, employ and have exclusive control of all persons to be engaged in performing the Contractor's obligations under this Agreement (the "Contractor Personnel"), and shall prescribe and control the means and methods of performing such obligations by providing adequate and proper supervision. Such Contractor Personnel shall for all purposes be solely the employees or agents of the Contractor and shall not be deemed to be employees or agents of the County for any purposes whatsoever. With respect to Contractor Personnel, the Contractor shall be solely responsible for compliance with all rules, laws and regulations relating to employment of labor, hours of labor, working conditions, payment of wages and payment of taxes, including applicable contributions from Contractor Personnel when required by law.

Because it is an independent contractor, the Contractor shall be responsible for all obligations relating to federal income tax, self-employment or FICA taxes and contributions, and all other so-called employer taxes and contributions including, but not limited to, industrial insurance (workers' compensation). The Contractor agrees to indemnify, defend and hold the County harmless from any and all claims, valid or otherwise, made to the County because of these obligations.

The Contractor assumes full responsibility for the payment of all payroll taxes, use, sales, income, or other form of taxes, fees, licenses, excises, or payments required by any city, county, federal or state legislation which are now or may during the term of the Agreement be enacted as to all persons employed by the Contractor and as to all duties, activities and requirements by the Contractor in performance of the work under this Agreement. The Contractor shall assume exclusive liability therefor and shall meet all requirements thereunder pursuant to any rules or regulations that are now or may be promulgated in connection therewith.

5. Ownership. Any and all data, reports, analyses, documents, photographs, pamphlets, plans, specifications, surveys, films or any other materials created, prepared, produced, constructed, assembled, made, performed or otherwise produced by the Contractor or the

Contractor's subcontractors or consultants for delivery to the County under this Agreement shall be the sole and absolute property of the County. Such property shall constitute "work made for hire" as defined by the U.S. Copyright Act of 1976, 17 U.S.C. § 101, and the ownership of the copyright and any other intellectual property rights in such property shall vest in the County at the time of its creation. Ownership of the intellectual property includes the right to copyright, patent, and register, and the ability to transfer these rights.

6. Changes. No changes or additions shall be made in this Agreement except as agreed to by both parties, reduced to writing and executed with the same formalities as are required for the execution of this Agreement.

7. Contact Persons.

The assigned contact person (or project manager) for the County for this Agreement shall be:

Name: Grace Yoo  
Title: Aerospace & Strategic Sector  
Development Director  
Department: Executive Office  
Telephone: (425) 583-1057  
Email: [grace.yoo@snoco.org](mailto:grace.yoo@snoco.org)

The assigned contact person (or project manager) for the EASC for this Agreement shall be:

Name: Ray Stephanson  
Title: President & CEO  
Telephone: 425-422-1464  
Email: [rays@economicalliancesc.org](mailto:rays@economicalliancesc.org)

8. County Review and Approval. When the Contractor has completed any discrete portion of the Services, the Contractor shall verify that the work is free from errors and defects and otherwise conforms to the requirements of this Agreement. The Contractor shall then notify the County that said work is complete. The County shall promptly review and inspect the work to determine whether the work is acceptable. If the County determines the work conforms to the requirements of this Agreement, the County shall notify the Contractor that the County accepts the work. If the County determines the work contains errors, omissions, or otherwise fails to conform to the requirements of this Agreement, the County shall reject the work by providing the Contractor with written notice describing the problems with the work and describing the necessary corrections or modifications to same. In such event, the Contractor shall promptly remedy the problem or problems and re-submit the work to the County. The Contractor shall receive no additional compensation for time spent correcting errors. Payment for the work will not be made until the work is accepted by the County. The Contractor shall be responsible for the accuracy of work even after the County accepts the work.

If the Contractor fails or refuses to correct the Contractor's work when so directed by the County, the County may withhold from any payment otherwise due to the Contractor an amount that the County in good faith believes is equal to the cost the County would incur in correcting the errors, in re-procuring the work from an alternate source, and in remedying any damage caused by the Contractor's conduct.

9. Subcontracting and Assignment. The Contractor shall not subcontract, assign, or delegate any of the rights, duties or obligations covered by this Agreement without prior express written consent of the County. Any attempt by the Contractor to subcontract, assign, or delegate any portion of the Contractor's obligations under this Agreement to another party in violation of the preceding sentence shall be null and void and shall constitute a material breach of this Agreement.

10. Records and Access; Audit; Ineligible Expenditures. The Contractor shall maintain adequate records to support billings. Said records shall be maintained for a period of seven (7) years after completion of this Agreement by the Contractor. The County or any of its duly authorized representatives shall have access at reasonable times to any books, documents, papers and records of the Contractor which are directly related to this Agreement for the purposes of making audit examinations, obtaining excerpts, transcripts or copies, and ensuring compliance by the County with applicable laws. Expenditures under this Agreement, which are determined by audit to be ineligible for reimbursement and for which payment has been made to the Contractor, shall be refunded to the County by the Contractor. The Contractor shall use the funds that are the subject of this contract only for purposes set forth in this Contract.

11. Indemnification. To the maximum extent permitted by law and except to the extent caused by the sole negligence of the County and, if any funds for this Agreement are provided by the State, the Contractor shall indemnify and hold harmless the County and the State, their officers, officials, agents and employees, from and against any and all suits, claims, actions, losses, costs, penalties and damages of whatsoever kind or nature arising out of, in connection with, or incidental to the Services and/or deliverables provided by or on behalf of the Contractor. In addition, the Contractor shall assume the defense of the County and, if applicable, the State and their officers and employees in all legal or claim proceedings arising out of, in connection with, or incidental to such Services and/or deliverables and shall pay all defense expenses, including reasonable attorneys' fees, expert fees and costs incurred by the County and, if applicable, the State, on account of such litigation or claims.

The above indemnification obligations shall include, but are not limited to, all claims against the County and, if applicable, the State by an employee or former employee of the Contractor or its subcontractors, and the Contractor, by mutual negotiation, expressly waives all immunity and limitation on liability, as respects only the County and, if applicable, the State, under any industrial insurance act, including Title 51 RCW, other worker's compensation act, disability benefit act, or other employee benefit act of any jurisdiction which would otherwise be applicable in the case of such claim.

In the event that the County or, if applicable, the State incurs any judgment, award and/or cost

including attorneys' fees arising from the provisions of this section, or to enforce the provisions of this section, any such judgment, award, fees, expenses and costs shall be recoverable from the Contractor.

In addition to injuries to persons and damage to property, the term "claims," for purposes of this provision, shall include, but not be limited to, assertions that the use or transfer of any software, book, document, report, film, tape, or sound reproduction or material of any kind, delivered hereunder, constitutes an infringement of any copyright, patent, trademark, trade name, and/or otherwise results in an unfair trade practice.

The indemnification, protection, defense, and save harmless obligations contained herein shall survive the expiration, abandonment or termination of this Agreement.

Nothing contained within this provision shall affect or alter the application of any other provision contained within this Agreement.

12. Insurance Requirements. The Contractor shall procure by the time of execution of this Agreement, and maintain for the duration of this Agreement, (i) insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the Services hereunder by the Contractor, its agents, representatives, or employees, and (ii) a current certificate of insurance and additional insured endorsement when applicable.

a. General. Each insurance policy shall be written on an "occurrence" form, except that Professional Liability, Errors and Omissions coverage, if applicable, may be written on a claims-made basis. If coverage is approved and purchased on a "claims-made" basis, the Contractor warrants continuation of coverage, either through policy renewals or the purchase of an extended discovery period, if such extended coverage is available, for not less than three (3) years from the date of completion of the work which is the subject of this Agreement.

By requiring the minimum insurance coverage set forth in this Section 12, the County shall not be deemed or construed to have assessed the risks that may be applicable to the Contractor under this Agreement. The Contractor shall assess its own risks and, if it deems appropriate and/or prudent, maintain greater limits and/or broader coverage.

b. No Limitation on Liability. The Contractor's maintenance of insurance as required by this Agreement shall not be construed to limit the liability of the Contractor to the coverage provided by such insurance, or otherwise limit the County's recourse to any remedy available at law or in equity.

c. Minimum Scope and Limits of Insurance. The Contractor shall maintain coverage at least as broad as, and with limits no less than:

(i) General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage, and for those policies with aggregate

limits, a \$2,000,000 aggregate limit. CG 00 01 current edition, including Products and Completed Operations.

(ii) Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage. CA 0001 current edition, Symbol 1.

(iii) Workers' Compensation: To meet applicable statutory requirements for workers' compensation coverage of the state or states of residency of the workers providing services under this Agreement.

(iv) Employers' Liability or "Stop Gap" coverage: \$1,000,000.

d. Other Insurance Provisions and Requirements. The insurance coverages required in this Agreement for all liability policies except workers' compensation and Professional Liability, if applicable, must contain, or must be endorsed to contain, the following provisions:

(i) The County, its officers, officials, employees, and agents are to be covered as additional insureds as respects liability arising out of activities performed by or on behalf of the Contractor in connection with this Agreement. Such coverage shall be primary and non-contributory insurance as respects the County, its officers, officials, employees and agents. Additional Insured Endorsement shall be included with the certificate of insurance; "CG 2026 07/04" or its equivalent is required.

(ii) The Contractor's insurance coverage shall apply separately to each insured against whom a claim is made and/or lawsuit is brought, except with respect to the limits of the insurer's liability.

(iii) Any deductibles or self-insured retentions must be declared to, and approved by, the County. The deductible and/or self-insured retention of the policies shall not limit or apply to the Contractor's liability to the County and shall be the sole responsibility of the Contractor.

(iv) Insurance coverage must be placed with insurers with a Best's Underwriting Guide rating of no less than A: VIII, or, if not rated in the Best's Underwriting Guide, with minimum surpluses the equivalent of Best's surplus size VIII. Professional Liability, Errors and Omissions insurance coverage, if applicable, may be placed with insurers with a Best's rating of B+: VII. Any exception must be approved by the County.

Coverage shall not be suspended, voided, canceled, reduced in coverage or in limits until after forty-five (45) calendar days' prior written notice has been given to the County.

If at any time any of the foregoing policies fail to meet minimum requirements, the Contractor shall, upon notice to that effect from the County, promptly obtain a new policy, and shall submit the same to the County, with the appropriate certificates and endorsements, for approval.

e. Subcontractors. The Contractor shall include all subcontractors as insured under its policies or shall furnish separate certificates of insurance and policy endorsements for each

subcontractor. **Insurance coverages provided by subcontractors instead of the Contractor as evidence of compliance with the insurance requirements of this Agreement shall be subject to all of the requirements stated herein.**

13. County Non-Discrimination. It is the policy of the County to reject discrimination which denies equal treatment to any individual because of his or her race, creed, color, national origin, families with children, sex, marital status, sexual orientation, age, honorably discharged veteran or military status, or the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability as provided in Washington's Law against Discrimination, Chapter 49.60 RCW, and the Snohomish County Human Rights Ordinance, Chapter 2.460 SCC. These laws protect against specific forms of discrimination in employment, credit transactions, public accommodation, housing, county facilities and services, and county contracts.

The Contractor shall comply with the substantive requirements of Chapter 2.460 SCC, which are incorporated herein by this reference. Execution of this Agreement constitutes a certification by the Contractor of the Contractor's compliance with the requirements of Chapter 2.460 SCC. If the Contractor is found to have violated this provision, or to have furnished false or misleading information in an investigation or proceeding conducted pursuant to this Agreement or Chapter 2.460 SCC, this Agreement may be subject to a declaration of default and termination at the County's discretion. This provision shall not affect the Contractor's obligations under other federal, state, or local laws against discrimination.

14. Federal Non-discrimination. Snohomish County assures that no persons shall on the grounds of race, color, national origin, or sex as provided by Title VI of the Civil Rights Act of 1964 (Pub. L. No. 88-352), as amended, and the Civil Rights Restoration Act of 1987 (Pub. L. No. 100-259) be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any County sponsored program or activity. Snohomish County further assures that every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

15. Employment of County Employees. SCC 2.50.075, "Restrictions on future employment of County employees," imposes certain restrictions on the subsequent employment and compensation of County employees. The Contractor represents and warrants to the County that it does not at the time of execution of this Agreement, and that it shall not during the term of this Agreement, employ a former or current County employee in violation of SCC 2.50.075. For breach or violation of these representations and warranties, the County shall have the right to terminate this Agreement without liability.

16. Compliance with Other Laws. The Contractor shall comply with all other applicable federal, state and local laws, rules, and regulations in performing this Agreement.

17. Compliance with Grant Terms and Conditions. The Contractor shall comply with any and all conditions, terms and requirements of any federal, state or other grant, if any, that

wholly or partially funds the Contractor's work hereunder.

18. Prohibition of Contingency Fee Arrangements. The Contractor warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Contractor, to solicit or secure this Agreement and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, the County shall have the right to terminate this Agreement without liability or, in its discretion, to deduct from the Agreement price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

19. Force Majeure. If either party is unable to perform any of its obligations under this Agreement as a direct result of an unforeseeable event beyond that party's reasonable control, including but not limited to an act of war, act of nature (including but not limited to earthquake and flood), embargo, riot, sabotage, labor shortage or dispute (despite due diligence in obtaining the same), or governmental restriction imposed subsequent to execution of the Agreement (collectively, a "force majeure event"), the time for performance shall be extended by the number of days directly attributable to the force majeure event. Both parties agree to use their best efforts to minimize the effects of such failures or delays.

20. Suspension of Work. The County may, at any time, instruct the Contractor in writing to stop work effective immediately, or as directed, pending either further instructions from the County to resume the work or a notice from the County of breach or termination under Section 21 of this Agreement.

21. Non-Waiver of Breach; Termination.

a. The failure of the County to insist upon strict performance of any of the covenants or agreements contained in this Agreement, or to exercise any option conferred by this Agreement, in one or more instances shall not be construed to be a waiver or relinquishment of those covenants, agreements or options, and the same shall be and remain in full force and effect.

b. If the Contractor breaches any of its obligations hereunder and fails to cure the same within fifteen (15) business days of written notice to do so by the County, the County may terminate this Agreement prior to the Expiration Date, in which case the County shall have the right to recover all amounts previously paid by the County pursuant to Section 3.

c. The County may terminate this Agreement prior to its Expiration Date upon fifteen (15) business days' written notice to the Contractor for any reason other than stated in subparagraph b above, in which case payment shall be made in accordance with Sections 3 and 8 hereof for the Services reasonably and directly incurred by the Contractor in performing this Agreement prior to receipt of the termination notice.

d. Termination by the County hereunder shall not affect the rights of the County as

against the Contractor provided under any other section or paragraph herein. The County does not, by exercising its rights under this Section 21, waive, release or forego any legal remedy for any violation, breach or non-performance of any of the provisions of this Agreement. At its sole option, the County may deduct from the final payment due the Contractor (i) any damages, expenses or costs arising out of any such violations, breaches or non-performance and (ii) any other setoffs or credits including, but not limited to, the costs to the County of selecting and compensating another contractor to complete the work of the Agreement.

22. Notices. Except as provided for the reporting and invoicing purposes set forth in Section 3 hereof, all notices and other communications shall be in writing and shall be sufficient if given, and shall be deemed given, on the date on which the same has been mailed by certified mail, return receipt requested, postage prepaid, addressed as follows:

If to the County:                Snohomish County Executive Office—Economic Development  
3000 Rockefeller Avenue, M/S 411  
Everett, WA 98201  
Attention: Grace Yoo

If to the Contractor:        Economic Alliance Snohomish County  
3020 Rucker Ave, Ste. 301  
Everett, WA 98204  
Attention: Ray Stephanson, President & CEO

The County or the Contractor may, by notice to the other given hereunder, designate any further or different addresses to which subsequent notices or other communications shall be sent.

23. Confidentiality. The Contractor shall not disclose, transfer, sell or otherwise release to any third party any confidential information gained by reason of or otherwise in connection with the Contractor's performance under this Agreement. The Contractor may use such information solely for the purposes necessary to perform its obligations under this Agreement. The Contractor shall promptly give written notice to the County of any judicial proceeding seeking disclosure of such information.

24. Public Records Act. This Agreement and all public records associated with this Agreement shall be available from the County for inspection and copying by the public where required by the Public Records Act, Chapter 42.56 RCW (the "Act"). To the extent that public records then in the custody of the Contractor are needed for the County to respond to a request under the Act, as determined by the County, the Contractor agrees to make them promptly available to the County. If the Contractor considers any portion of any record provided to the County under this Agreement, whether in electronic or hard copy form, to be protected from disclosure under law, the Contractor shall clearly identify any specific information that it claims to be confidential or proprietary. If the County receives a request under the Act to inspect or copy the information so identified by the Contractor and the County determines that release of the information is required by the Act or otherwise appropriate, the County's sole obligations shall be to notify the Contractor

(a) of the request and (b) of the date that such information will be released to the requester unless the Contractor obtains a court order to enjoin that disclosure pursuant to RCW 42.56.540. If the Contractor fails to timely obtain a court order enjoining disclosure, the County will release the requested information on the date specified.

The County has, and by this section assumes, no obligation on behalf of the Contractor to claim any exemption from disclosure under the Act. The County shall not be liable to the Contractor for releasing records not clearly identified by the Contractor as confidential or proprietary. The County shall not be liable to the Contractor for any records that the County releases in compliance with this section or in compliance with an order of a court of competent jurisdiction.

25. Interpretation. This Agreement and each of the terms and provisions of it are deemed to have been explicitly negotiated by the parties. The language in all parts of this Agreement shall, in all cases, be construed according to its fair meaning and not strictly for or against either of the parties hereto. The captions and headings of this Agreement are used only for convenience and are not intended to affect the interpretation of the provisions of this Agreement. This Agreement shall be construed so that wherever applicable the use of the singular number shall include the plural number, and vice versa, and the use of any gender shall be applicable to all genders.

26. Complete Agreement. This Agreement constitutes the entire understanding of the parties. Any written or verbal agreements that are not set forth herein or incorporated herein by reference are expressly excluded.

27. Conflicts between Attachments and Text. Should any conflicts exist between any attached exhibit or schedule and the text or main body of this Agreement, the text or main body of this Agreement shall prevail.

28. No Third-Party Beneficiaries. The provisions of this Agreement are for the exclusive benefit of the County and the Contractor. This Agreement shall not be deemed to have conferred any rights, express or implied, upon any third parties.

29. Governing Law; Venue. This Agreement shall be governed by the laws of the State of Washington. The venue of any action arising out of this Agreement shall be in the Superior Court of the State of Washington, in and for Snohomish County.

30. Severability. Should any clause, phrase, sentence or paragraph of this Agreement be declared invalid or void, the remaining provisions of this Agreement shall remain in full force and effect.

31. Authority. Each signatory to this Agreement represents that he or she has full and sufficient authority to execute this Agreement on behalf of the County or the Contractor, as the case may be, and that upon execution of this Agreement it shall constitute a binding obligation of the County or the Contractor, as the case may be.

32. Survival. Those provisions of this Agreement that by their sense and purpose should survive expiration or termination of the Agreement shall so survive.

33. Execution in Counterparts. This Agreement may be executed in counterparts, each of which shall constitute an original and all of which shall constitute on and the same Agreement.

*(Signature pages to follow)*

---

SNOHOMISH COUNTY:

ECONOMIC ALLIANCE SNOHOMISH COUNTY:

\_\_\_\_\_  
Executive Director

  
\_\_\_\_\_  
Ray Stephanson,  
President & CEO


Approved as to insurance/  
indemnification provision:

\_\_\_\_\_  
Risk Management

Date: \_\_\_\_\_

Approved as to form only:

Wendling,  
Rebecca

 Digitally signed by Wendling,  
Rebecca  
Date: 2026.02.04 08:28:57  
-08'00'

\_\_\_\_\_  
Deputy Prosecuting Attorney

## **Schedule A – Scope of Services and Deliverables**

The Scope of Services outlines the work to be completed by Economic Alliance Snohomish County (EASC) for Snohomish County in the year 2026. The Contractor shall submit reports related to the implementation of this Scope and relevant results pursuant to the schedule set forth in this Agreement.

### **I. PURPOSE**

The purpose of this performance-based contract is to strengthen the economic development ecosystem in Snohomish County to achieve the following countywide goals:

- Economic Opportunity: Develop a strong talent pipeline through a nimble and responsive workforce system.
- Inclusive Growth: Expand equitable access to economic opportunity across communities and geographies, including rural and underrepresented areas.
- Industry Diversification: Support existing industries and cultivate emerging sectors, with emphasis on Snohomish County priority sectors.
- Dynamic Economy: Foster innovation, entrepreneurship, and investment to create high-quality jobs and a resilient business climate.

### **II. OVERVIEW OF CONTRACTOR’S ROLE**

The Contractor is committed to the economic vitality and sustainability of Snohomish County and the region.

### **III. OBJECTIVES**

The Contractor is expected to undertake work in the following three focus areas. Each focus area has deliverables that are included in this Agreement. Contractor shall collaborate with Team SnoCo (EASC, Greater Seattle Partners, Workforce Snohomish, Northwest Innovation Resource Center, and Snohomish County Public Utility District) to support the Snohomish County economic development ecosystem, but all deliverables under this Agreement are the sole responsibility of EASC. The focus areas are:

- Business Retention & Expansion Technical Assistance Program: Continue implementing the business solutions technical assistance program menu of providers to support business growth and retention with a special focus on the ten priority industry sectors: aerospace and aviation, agriculture and forest product innovation, creative and arts economy, information and communication technologies, life sciences, maritime, small business, healthcare, clean tech, and tourism.
- Economic Development Ecosystem: Strengthen the partnership among Team SnoCo (Economic Alliance Snohomish County, Snohomish County, Workforce Snohomish, Northwest Innovation Resource Center, and Snohomish County Public Utility District) and other county and regional economic development partners to improve service delivery to local businesses, increase economic resilience through industry diversification, strengthen the nine priority industry sectors and support the county-wide economic recovery and growth goals through hosting and reporting back to the County on quarterly Team SnoCo check ins and additional meetings as needed.

- Projects of Countywide Significance: Provide industry engagement, education, coordination, and implementation support for Business Expansion, Attraction, and Retention (BEAR) activities related to projects of countywide significance, consistent with County priorities and direction.

### **Related Convening and Liaison Activities**

EASC has established the following Committees in support of economic development initiatives around the County, the intention here is to ensure County has the ability to attend and participate in the following committees. This additionally recognizes that EASC will provide information and educational resources to support the business community in preparation for and response to natural disasters.

- Advocacy Committee
- Military Affairs Committee (MAC)
- Snohomish County Chamber Coalition
- In the event of natural disaster, EASC will serve as the business community liaison in support of Snohomish County Emergency Management

## **IV. SCOPE OF WORK & DELIVERABLES**

The Contractor shall provide the following services:

### **A. Key Task 1 — Implement the 2025–2028 Snohomish Countywide Business Expansion, Attraction, and Retention (BEAR) Strategy.**

The 2025–2028 Snohomish Countywide Business Expansion, Attraction, and Retention (BEAR) Strategy was developed under the 2025 Agreement. This section focuses on implementing the relevant components of the 2025-2028 Snohomish Countywide BEAR Strategy.

#### **1. Business Retention & Expansion (BRE)**

EASC shall:

- Deliver proactive BRE outreach and visitation, targeting 60 visits annually;
- Institutionalize Team SnoCo roles and engagement in BRE;
- Build Team SnoCo partner capacity to support BRE outreach, including chambers and municipalities;
- Integrate BRE findings into business attraction and policy advocacy;
- Promote inclusive outreach across rural and underrepresented areas.

#### **2. Business Attraction & Recruitment**

EASC shall:

- Maintain and further implement a Countywide business attraction process;
- Serve as the lead point of contact for business recruitment;
- Develop lead management, response protocols, and partner coordination;
- Integrate retention and expansion into attraction to reduce churn and maximize local growth.

#### **3. Sector Strategies**

EASC shall:

- Align sector strategies with County goals and regional initiatives;
- Prioritize the ten priority industry sectors as defined in the section III “Objectives”.

#### 4. Partner Engagement

EASC shall:

- Coordinate with utilities, ports, airports, Snohomish STEM, Small Business Development Center, APEX Accelerator, tribal governments, municipalities, workforce development organizations, transportation providers, chambers, and trade associations;
- Partner with the APEX Accelerator to improve skills and capacity at businesses seeking contracting opportunities (goods and services) with federal, state and local governments;
- Lead the Snohomish County Chamber Coalition;
- Host quarterly Team SnoCo coordination meetings and report outcomes.

#### 5. Workforce Development

To reduce silos and align talent with employer demand, EASC shall:

- Incorporate workforce needs into BEAR;
- Collaborate with Snohomish STEM, Workforce Snohomish, Future Workforce Alliance, and WorkSource;
- Coordinate research and labor market intelligence with Workforce Snohomish;
- Convene joint employer engagement and planning sessions;
- Integrate referrals to workforce programs, apprenticeships, and education partners.

#### 6. Marketing & Digital Collaboration

EASC shall:

- Maintain a modern economic development website;
- Assess the feasibility of a multi-jurisdictional site selection landing page, including cost-sharing models;
- Develop coordinated countywide marketing and promotional materials;
- Coordinate with County staff on economic development related updates to the County website.
- Participate at minimum in 2 domestic and international trade shows and missions;

#### 7. Reporting & Customer Relationship Management (CRM)

EASC shall:

- Submit quarterly reports to Team SnoCo and biannual reports to County Council;
- Share reports from their CRM for BRE tracking;
- Coordinate Key Performance Indicators (KPI) with Greater Seattle Partners related to Foreign Direct Investment (FDI), trade missions, and export promotion.

### **Key Task 2 — Economic Development Ecosystem Coordination**

EASC shall coordinate and support a clear, consistent, and seamless BEAR service pathway for businesses by defining, maintaining, and institutionalizing roles and responsibilities among Team SnoCo partners and other relevant economic and workforce organizations. In carrying out this work, EASC shall :

- Maintain a seamless BEAR experience for businesses;

- Foster collaboration among economic development and workforce partners, with defined roles and responsibilities for Team SnoCo participants;
- Integrate workforce and business services across partner organizations to support business growth and retention;
- Support small business and entrepreneurship through referrals, technical assistance, and funding navigation;
- Promote inclusive access for rural and underrepresented areas;
- Continue to identify and develop options for financing mechanisms based on the changing federal and state policies (i.e. revolving loan fund, industrial revenue bonds, incentives);

### **Key Task 3 — Projects of Countywide Significance**

- A. EASC shall support planning, coordination, business engagement, and partner collaboration for projects including but not limited to:
- Countywide Economic Development Strategic Planning
  - Paine Field Airport commercial terminal expansion
  - SAF R&D Center
  - FIFA World Cup
  - Rural and unincorporated area development
  - Transportation & infrastructure projects (e.g., light rail, rapid bus transit, U.S.-2 trestle)
- B. Support in Key Task 3. A. includes:
- Coordination of partner roundtables
  - Stakeholder engagement and education
  - BEAR programming to recruit and expand businesses aligned with projects
  - Project-specific communications and marketing
  - Serving as a liaison between Snohomish County Emergency Management and the business community during preparedness, emergency response, and recovery.

## **V. KEY PERFORMANCE INDICATORS**

- A. EASC shall report quarterly and annually on:
- BEAR activity related to the ten industry sectors: aerospace and aviation, agriculture and forest product innovation, creative and arts economy, information and communication technologies, life sciences, maritime, small business, healthcare, clean tech, and tourism.
  - Jobs supported/retained/created
  - BRE visitation totals (target: 60 per year)
  - Program referrals to workforce, utilities, APEX Accelerator, export programs, etc.
  - Project tracking and status updates
  - Support for a minimum of two inbound delegations

## **VI. PERFORMANCE REPORTING & COMPENSATION**

- A. Invoices and reports will be submitted no later than the dates listed in this Section. Payments will be made for progress on reported deliverables in accordance with Section IV of the Agreement:
- April 15, 2026 — Q1 (Jan 1<sup>st</sup> – March 31<sup>st</sup>)
  - August 15, 2026 — Q2 (April 1<sup>st</sup> – June 30<sup>th</sup>)
  - October 15, 2026 — Q3 (July 1<sup>st</sup> – September 30<sup>th</sup>)
  - December 15, 2026 — Q4 and Final Report (October 1<sup>st</sup> – December 15<sup>th</sup>)

- B. EASC will provide the following updates to Snohomish County Council, highlighting program work to date, findings and technical assistance provided to businesses through the business retention and expansion program, and projects to support strengthening the economic development ecosystem:
- i. September 2026: for contract period January 1, 2026, to June 30, 2026.
  - ii. January 2027: for contract period July 1, 2026, to December 31, 2026.