

SNOHOMISH COUNTY COUNCIL
Snohomish County, Washington

MOTION NO. 25-352

AUTHORIZING THE EXECUTIVE TO SIGN A CONTRACT FOR AN ECONOMIC
IMPACT ANALYSIS WITH COMMUNITY ATTRIBUTES, INC.

WHEREAS, Paine Field's (PAE) Airport Master Plan forecasts commercial travel demand exceeding 4 million passengers within the next 15 years; and

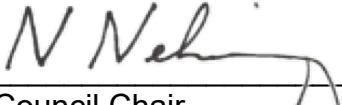
WHEREAS, Paine Field Airport is a major economic driver in Snohomish County; and

WHEREAS, the County desires to study the potential economic impacts of a Sustainable Aviation Fuel (SAF) research and development center located at Paine Field Airport and of expansion of commercial air service at Paine Field Airport;

NOW, THEREFORE, ON MOTION, the Snohomish County Council authorizes the County Executive to sign the attached contract with CAI to provide an economic impact analysis.

PASSED this 13th day of August, 2025.

SNOHOMISH COUNTY COUNCIL
Snohomish County, Washington



Council Chair

ATTEST:



Deputy Clerk of the Council

CONSULTANT: Community Attributes Inc.
CONTACT PERSON: Chris Mefford
ADDRESS: 119 Pine St, Suite 400
Seattle, WA 98101
FEDERAL TAX ID NUMBER/U.B.I. NUMBER: 20-2947763
TELEPHONE/FAX NUMBER: 206-617-9576
COUNTY DEPT: Executive Office
DEPT. CONTACT PERSON: Mike Fong
TELEPHONE/FAX NUMBER: 425-338-3350
PROJECT: Paine Field Economic Opportunity
Assessment Statement of Understanding
AMOUNT: \$75,000.00
FUND SOURCE: 002.5123114101
CONTRACT DURATION: July 1, 2025, through March 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 Community Attributes a Washington State for-profit organization (the “Contractor”). 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 provide an economic impact analysis associated with commercial terminal expansion at Paine Field and the development of the Sustainable Aviation Fuel (SAF) R&D Center, including an analysis of the occupations needed by both projects; and identify additional strategic opportunities for Snohomish County tied to commercial terminal expansion and the SAF R&D Center. The scope of services is as defined in Schedule A 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 to be performed under this Agreement 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 upon execution of the Agreement (the “Effective Date”) and shall terminate on March 31, 2026, PROVIDED, HOWEVER, that the term of this Agreement may be extended for up to one (1) one (1) year, at the sole discretion of the County, by written notice from the County to the Contractor. Notwithstanding the Effective Date this Agreement shall govern services provided from July 1, 2025, through March 31, 2026, PROVIDED, HOWEVER, that the County’s obligations after December 31, 2025 are contingent upon local legislative appropriation of necessary funds for this specific purpose in accordance with the County Charter and applicable law.

3. Compensation.

A. Services. The County will pay the Contractor for services as and when set forth in Schedule B, which is attached hereto and by this reference made a part of this Agreement.

B. Overhead and Expenses The Contractor’s compensation for services includes overhead but does not include specific reimbursable expenses, which will be allowed only as and to the extent set forth in Schedule B attached hereto and by this reference made a part of this Agreement.

C. Invoices. Upon completing a Deliverables, the Contractor shall submit to the County a properly executed invoice indicating that all of the Deliverable completed and the amount of the flat fee due from the County. Subject to Section 8 of this Agreement, the County will pay the invoice within thirty (30) calendar days of receipt.

D. Payment. The County’s preferred method of payment under this contract is electronic using the County’s “e-Payable” system with Bank of America. The Contractor is highly encouraged to take advantage of the electronic payment method.

In order to utilize the electronic payment method, the Contractor shall email SnocoEpaybles@snoco.org and indicate it was awarded a contract with Snohomish County and will be receiving payment through the County’s e-Payable process. The Contractor needs to provide contact information (name, phone number and email address). The Contractor will be contacted by a person in the Finance Accounts Payable group and assisted with the enrollment process. This should be done as soon as feasible after County award of a contract or purchase order, but not exceeding ten (10) business days.

Department approved invoices received in Finance will be processed for payment within seven calendar days for e-Payable contractors. Invoices are processed for payment by Finance two times a week for contractors who have selected the e-Payable payment option.

In the alternative, if the Contractor does not enroll in the electronic (“e-Payable”) payment method described above, contract payments will be processed by Finance with the issuance of paper checks or, if available, an alternative electronic method. Alternative payment methods, other than e-Payables, will be processed not more than 30 days from receipt of department approved invoices to Finance.

THE COUNTY MAY MAKE PAYMENTS FOR PURCHASES UNDER THIS CONTRACT USING THE COUNTY'S VISA PURCHASING CARD (PCARD).

Upon acceptance of payment, the Contractor waives any claims for the goods or services covered by the Invoice. No advance payment shall be made for the goods or services furnished by Contractor pursuant to this Contract.

E. Payment Method. In addition to Payment section above, the County may make payments for purchases under this contract using the County's VISA purchasing card (PCARD).

Are you willing to accept PCARD payments without any fees or surcharges?
Yes No

F. Contract Maximum. Total charges under this Agreement, all fees and expenses included, shall not exceed \$75,000.00 for the initial term of this Agreement (excluding extensions or renewals, if any).

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 agreed 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. Material which the Contractor uses to perform this Agreement but is not created, prepared, constructed, assembled, made, performed, or otherwise produced for or paid for by the County is owned by the Contractor and is not "work made for hire" within the terms of this Agreement.

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

Name: Trudy Soriano
Title: Economic Development Programs Manager
Department: Executive Office
Telephone: (425) 388-6603
Email: <trudy.soriano@snoco.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.

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 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;

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 insureds 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 twenty (20) business days of written notice to do so by the County, the County may terminate this Agreement, in which case the County shall pay the Contractor only for the services and corresponding reimbursable expenses, if any, accepted by the County in accordance with Sections 3 and 8 hereof.

C. The County may terminate this Agreement upon thirty (30) 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 and corresponding reimbursable expenses, if any, 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. 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
3000 Rockefeller Ave
Everett, Washington 98201
Attention: Mike Fong

If to the Contractor: Community Attributes
119 Pine St, Suite 400
Seattle, WA 98101
Attention: Chris Mefford

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.

26. 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.

27. 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.

28. 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.

29. 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.

30. 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.

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

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

SNOHOMISH COUNTY:

Fong, Michael

Digitally signed by Fong, Michael
Date: 2025.08.14 07:37:48
-07'00'

County Executive Director

Date

COMMUNITY ATTRIBUTES:

Chris Mefford

Chris Mefford

7/31/2025

Date

Approved as to insurance
and indemnification provisions:

Approved as to form only:

Baer, Diane

Digitally signed by Baer, Diane
Date: 2025.07.16 09:58:18
-07'00'

Risk Management

Date

Legal Counsel to the Contractor

Date

Approved as to form only:

Wendling, Rebecca

Digitally signed by Wendling, Rebecca
Date: 2025.07.14 15:33:16 -07'00'

Deputy Prosecuting Attorney

Date

Schedule A
Scope of Services

Paine Field Opportunity Assessment

Scope of Services

The Contractor Shall:

- Identify additional strategic opportunities for Snohomish County tied to commercial terminal expansion and the SAF R&D Center, including:
 - Paine Field Airport's continued service and lease to Boeing and positioning for production of Boeing's next new aircraft.
 - Identification of site constraints and opportunities associated with the potential expansion of commercial air service out of Paine Field and development of the SAF R&D Center.
 - Aerospace cluster activities, including the presence of Aviation Technical Services (ATS) at Paine Field.
 - Retaining and expanding businesses on-site and nearby (BRE). Supporting growth of existing business at Paine Field, nearby, and with close ties (partners and supply chain).
 - Strengthening Snohomish County's value proposition for new business attraction, with Paine Field serving as a magnet for attracting innovative businesses, including those operating within the SAF supply chain and sustainable aviation in general.
 - The opportunity to establish Snohomish County as a world-renowned hub for SAF and sustainable aviation talent.
 - Light rail connections. Within approximately 15 years, light rail service will open connecting Everett to Lynnwood, the regional light rail system, and SeaTac International Airport (SeaTac), providing a direct connection between Snohomish County and the flow of visitors and travelers that come to the region via SeaTac.
 - Connection to the Marysville-Arlington Manufacturing Industrial Center (MIC) and other industrial areas. Rail spurs and freight roadway connections and planned improvements will allow Paine Field sites to connect functionally to county and regional industrial locations for cluster synergies and cooperative economic development.
 - Potential growth in SW Everett, Mukilteo, and unincorporated areas around Paine Field airport.
- Conduct an economic impact analysis using a combination of existing data sources (e.g. Bureau of Labor Statistics), reports, and engagement with partners as listed herein focusing on commercial terminal expansion at Paine Field, and the development of the Sustainable Aviation Fuel (SAF) program, including direct and indirect economic impacts, and anticipated impacts on local and state tax revenues.
- Identify and analyze anticipated future workforce and occupations needed for commercial terminal expansion. Identify potential gaps between current workforce levels and expertise and what is needed for commercial expansion.
- Identify and analyze anticipated future workforce and occupations needed to develop, operate, and sustain the SAF R&D Center, as well as to support its continued innovation.
- Identify and assess opportunities for continued transformation, focusing on commercial terminal expansion the SAF program, and clean/sustainable energy, in the context of

Schedule A
Scope of Services

regional growth and enhanced light rail connectivity.

- Identify and recommend opportunities for immediate and longer-term business retention, expansion, and attraction strategies aimed at capitalizing on commercial terminal expansion and the SAF R&D Center and addressing any challenges associated with these two projects.
- Provide recommendations of strategies and investments for continued development.
- Provide a final detailed report comprised of the above elements.

PROJECT DESCRIPTION

A. Task 1: Project Kickoff & Management

Contractor shall coordinate a kickoff meeting with County staff to discuss the project scope, timeline, and major deliverables included in the project outline.

1. Task 1 shall include, but not be limited to:
 - a. Project kickoff meeting
 - b. Scheduling of regular meetings with the County staff
 - c. Ongoing administration as agreed to in Kickoff Meeting
 - d. Engagement Plan developed

Item Title	Description	Due date
Deliverable 1: Engagement Plan	Outreach plan including partners and timelines.	8/31/2025

B. Task 2: Outreach to and Engagement with Key External and Internal Partners

Contractor shall conduct both external and internal partner outreach and meetings.

1. Task 2 shall include but not be limited to:
 - a. Interviews with partners;
 - b. Identification and interviews with other area representatives,
 - c. Memos detailing interim findings, including summarization of major takeaways, considerations, and recommendations.

Partners include, but are not limited to:

1	Snohomish County Executive Office, Economic Development
2	Paine Field Airport
3	Propeller Aero Services
4	Earth Finance
5	Washington State University (WSU)
6	Snohomish County Office of Social Justice
7	Economic Alliance Snohomish County (EASC)

Schedule A
Scope of Services

8	Future Workforce Alliance (FWA)
9	Workforce Snohomish
10	Edmonds College
11	Everett Community College

Item Title	Description	Due Date
Deliverable 2: Outreach & Engagement Interim Fundings Memo v.1	A memo describing takeaways and recommendations from partner meetings.	9/30/2025
Deliverable 3: Outreach & Engagement Interim Fundings Memo v2	A second memo describing takeaways and recommendations from additional partner meetings	10/31/2025
Deliverable 4: Outreach & Engagement Interim Fundings Memo Final	A final memo summarizing all partner engagements.	11/30/2025

C. Task 3: Economic Impact Analysis and Strategic Assessment

This task shall include the following:

1. Economic Impact Analysis

Quantification of any economic benefits associated with commercial terminal expansion, and development of the SAF R&D program, to include:

- a. Identification of occupations needed to bring about and sustain commercial terminal expansion, and occupations needed to build, operate, and sustain the SAF R&D Center. Analysis shall also include a gap analysis comparing current employment levels in targeted occupations with future needs
- b. Economic and jobs impact associated with the expansion of commercial air service out of Paine Field
- c. Economic and jobs impact associated with the SAF R&D Center
- d. A forecast of the types of occupations and employment levels associated with clean energy sectors (e.g. hydrogen and fusion energy)
- e. A gap analysis that identifies the types of educational, training, and apprenticeship programs needed to meet goals of commercial terminal expansion and the SAF Program; if those programs are present in Snohomish County, and recommendations of any adjustments to the educational/training landscape needed to meet commercial terminal expansion and SAF Program goals.

2. Strategic Assessment

Schedule A
Scope of Services

Contractor shall develop a strategic assessment suitable for serving on-going and future strategic planning discussions countywide. Key components of this portion of the overall report shall include the following:

- a. An assessment of current conditions, risks/challenges, and opportunities associated with commercial terminal expansion at Paine Field and the development of the SAF R&D Center.
- b. Identification of site constraints and opportunities associated with the potential expansion of commercial air service out of Paine Field and development of the SAF R&D Center.
- c. Identification of business growth, expansion, and attraction opportunities. Provide a forward looking assessment of opportunities as well as potential challenges facing businesses that could be associated with commercial terminal expansion and the SAF R&D Center.
- d. Strategy and implementation considerations. Create and compile strategies, and recommendations for continued development, stemming from partner interviews and economic impact analysis.

Item Title	Description	Due Date
Deliverable 5: Preliminary Impact Analysis & outline of subtasks	Draft economic impact analysis focused on commercial terminal expansion	9/30/2025
Deliverable 6: Interim Impact Analysis w/Memo or Working Draft Report Chapter, v1	Draft economic impact analysis focused on SAF R&D Center	10/31/2025
Deliverable 7: Interim Impact Analysis w/Memo or Working Draft Report Chapter, v2	Draft economic impact analysis inclusive of commercial terminal expansion, SAF R&D Center and strategic recommendations	11/30/2025
Deliverable 8: Interim Impact Analysis w/Memo or Complete Draft Report Chapter	Complete economic impact analysis or complete draft report.	12/31/2025

3. Final Report

Due date for final report, in addition to presentation materials to facilitate future meetings and engagement: no later than 1/31/2026.

Item Title	Description	Due Date
Deliverable 9: Draft Outline for Final Report	Draft outline of report including preliminary strategic themes.	11/30/2025
Deliverable 10: Draft Final Report	A draft final report including Outreach & Engagement findings; economic impact analysis, and	12/31/2025

Schedule A
Scope of Services

	strategic assessment.	
Deliverable 11: Final Report	A final report reflecting County edits.	1/31/2026

Schedule B
Expenses

COMPENSATION AND EXPENSES

Contractor shall submit to Snohomish County a properly executed invoice indicating the Deliverable completed and the flat fee due from the County at the completion of each Deliverable.

The billing schedule and deliverable milestones due dates are presented below. Upon prior written request, and subject to County approval of the same, the due dates for any Deliverable, except Deliverable 11 the Final Report due January 31, 2026, may be extended up to two (2) weeks.

Due Date	Deliverables	Billing Schedule
August 31, 2025	• Deliverable 1: Engagement Plan	\$12,500
September 30, 2025	• Deliverable 2: Outreach & Engagement Interim Findings Memo v1 • Deliverable 5: Preliminary Impact Analysis & Outline of subtasks	\$15,000
October 31, 2025	• Deliverable 3: Outreach & Engagement Interim Findings Memo v2 • Deliverable 6: Interim Impact Analysis w/ Memo or Working Draft Report Chapter, v1	\$15,000
November 30, 2025	• Deliverable 4: Outreach & Engagement Interim Findings Memo Final • Deliverable 7: Interim Impact Analysis w/ Memo or Working Draft Report Chapter, v2 • Deliverable 9: Draft Outline for Final Report with preliminary strategic themes	\$15,000
December 31, 2025	• Deliverable 8: Interim Impact Analysis w/ Memo or Complete Draft Report Chapter • Deliverable 10: Draft Final Report	\$12,500

Schedule B
Expenses

January 31, 2026	• Deliverable 11: Final Report	\$5,000
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