



PROFESSIONAL SERVICES AGREEMENT

This Professional Services Agreement (“**Agreement**”) is effective as of the date of last signature below and is between the City of Everett, a Washington municipal corporation (*the “City”*), and the Service Provider identified in the Basic Provisions below (“**Service Provider**”). This Agreement is for the purpose of the Service Provider providing services to the City as set forth in the Agreement. This Agreement includes and incorporates the Basic Provisions, the attached General Provisions, the attached scope of work (Exhibit A), and the attached method of compensation (Exhibit B).

BASIC PROVISIONS	
Service Provider	Nash Consulting Inc.
	1700 Westlake Ave N #200 Seattle, WA 98109
	ethan@nashconsulting.com
City Project Manager	Grant Moen
	City of Everett – Public Works 3200 Cedar St. Everett, WA 98201
	gmoen@everettwa.gov
Brief Summary of Scope of Work	Supervisor and management training for leadership development and healthy workplace culture initiative.
Completion Date	December 31, 2027
Maximum Compensation Amount	\$137,190.00

BASIC PROVISIONS	
Service Provider Insurance Contact Information	Natasha Jewell
	360-676-7418
	Natasha.ajewell@farmersagency.com
State Retirement Systems (must answer both questions)	<p>Does Service Provider have 25 or more employees?</p> <p style="text-align: center;">Answer: No</p> <p>If Service Provider has less than 25 employees, did any Service Provider Personnel who will work under this Professional Services Agreement retire under a DRS retirement system?</p> <p style="text-align: center;">Answer: No</p> <p>“DRS retirement system” refers to any of the following Public Employers’ Retirement System (PERS), School Employees’ Retirement System (SERS), Teachers’ Retirement System (TRS), and Law Enforcement Officers and Fire Fighters plan (LEOFF).</p> <p>“Service Provider Personnel” includes Service Provider employees and owners (such as shareholders, partners or members). If Service Provider is a sole proprietor, then “Service Provider Personnel” refers to the sole proprietor.</p>
Willful Wage Violation Certification	<p>By signing this Agreement, the Service Provider certifies that, within the five-year period immediately preceding the date of Service Provider’s signature, the Service Provider 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 chapter 49.46, 49.48, or 49.52 RCW. This certification covers any entity, however organized, that is substantially identical to Service Provider. Submission of an untrue certification by Service Provider is a material breach and cause for Agreement termination.</p>

END OF BASIC PROVISIONS

IN WITNESS WHEREOF, the City and Service Provider have executed this Agreement, which includes and incorporates the above Basic Provisions, the attached General Provisions, the attached scope of work (Exhibit A), and the attached method of compensation (Exhibit B).

**CITY OF EVERETT
WASHINGTON**

NASH CONSULTING INC.



Cassie Franklin, Mayor

Ethan Nash

Signature: _____

Name of Signer: Ethan Nash

Signer's Email Address:

ethan@nashconsulting.com Title of Signer: CEO

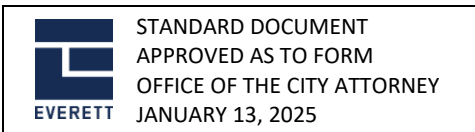
03/30/2026

Date

ATTEST



Office of the City Clerk



ATTACHMENT
PROFESSIONAL SERVICES AGREEMENT
(GENERAL PROVISIONS v.1.13.25)

1. **Engagement of Service Provider.** The City hereby agrees to engage Service Provider, and Service Provider hereby agrees, to perform the work in a competent and professional manner and provide the services described in the Scope of Work attached as Exhibit A. The Scope of Work so identified is hereafter referred to as “Work”. Without a written directive of an authorized representative of the City, Service Provider shall not perform any services that are in addition to, or beyond the scope of, the Work. If Service Provider’s proposal or other document generated by Service Provider is incorporated or attached as an exhibit or part of any exhibit to this Agreement or in any amendment or task or work order pursuant to this Agreement, then such proposal or document is part of this Agreement solely to the extent that it describes the Work, the Work schedule, and the amounts or rates to be paid for such Work, and Service Provider expressly agrees that no terms or conditions from such proposal or document are incorporated or included into this Agreement. In the event of difference or conflict between parts of this Agreement, Service Provider shall be bound by whichever is more stringent on Service Provider. If, and to the extent, the Work includes the design of a public work or improvement, in whole or in part, Service Provider’s design shall be reasonably accurate, adequate and suitable for its intended purpose.
2. **Intellectual Property Rights.** Reports, drawings, plans, specifications and any other intangible property created in furtherance of the Work are property of the City for all purposes, whether the project for which they are made is executed or not, and may be used by the City for any purpose. Any reuse by the City of these reports, drawings, plans, specifications and intangible property for purposes other than in connection with the Work is at the sole risk of the City. To the extent the Work includes material subject to copyright, Service Provider agrees that the Work is done as a “Work For Hire” as that term is defined under U.S. copyright law, and that as a result, the City shall own all copyrights in the Work. To the extent that the Work includes material subject to proprietary right protection but does not qualify as a “Work For Hire” under applicable law, Service Provider hereby assigns to the City all right, title and interest in and to the Work, including all copyrights, patents, trade secrets, and other proprietary rights therein (including renewals thereof). To the maximum extent permitted by law, Service Provider waives all moral rights in the Work. Notwithstanding the foregoing, Service Provider retains any intellectual property rights in documents and intangible property created by Service Provider prior to engagement, or not created by Service Provider for its performance of this Agreement.
3. **Time of Beginning and Completion of Performance.** This Agreement shall commence as of the date of mutual execution of this Agreement and the Work shall be completed by Completion Date stated in the Basic Provisions.
4. **Compensation.**
 - A. The City shall pay Service Provider only for completed Work and for services actually rendered which are described herein. Such payment shall be full compensation for Work performed or services rendered, including, but not limited to, all labor, materials, supplies, equipment and incidentals necessary to complete the Work.
 - B. Service Provider shall be paid such amounts and in such manner as described in Exhibit B.
 - C. Service Provider may receive payment as reimbursement for Eligible Expenses actually incurred. “Eligible Expenses” means those expenses as set forth in an exhibit to this Agreement or such expenses as are approved for reimbursement by the City in writing prior to the expense being incurred. An expense shall not be reimbursed if: (1) the expense is not

- identified as an Eligible Expense; (2) the expense exceeds the per item or cumulative limits for such expense if it is identified as an Eligible Expense; or (3) the expense was not approved in writing by an authorized City representative prior to Service Provider incurring the expense. If, and to the extent, overnight lodging in western Washington is authorized, Service Provider is strongly encouraged to lodge within the corporate limits of City. When authorized, Service Provider will be reimbursed 100% of lodging expense, if lodged within the corporate limits of the City, but Service Provider will be reimbursed 50% of lodging expense when lodged outside the corporate limits of the City. If authorized, the City may (at its sole option) obtain or arrange air travel for Service Provider.
- D. Total compensation, including all services and expenses, shall not exceed the Maximum Compensation Amount in the Basic Provisions.
 - E. If Service Provider fails or refuses to correct its work when so directed by the City, the City may withhold from any payment otherwise due an amount that the City in good faith believes is equal to the cost to the City of correcting, re-procuring, or remedying any damage caused by Service Provider's conduct.
5. **Method of Payment.**
- A. To obtain payment, Service Provider shall (a) file its request for payment, accompanied by evidence satisfactory to the City justifying the request for payment; (b) submit a report of Work accomplished and hours of all tasks completed; (c) to the extent reimbursement of Eligible Expenses is sought, submit itemization of such expenses and, if requested by the City, copies of receipts and invoices; and (d) comply with all applicable provisions of this Agreement. Service Provider shall be paid no more often than once every thirty days.
 - B. All requests for payment should be sent to the City Project Manager Address in the Basic Provisions or to an address designated by the City Project Manager in writing.
6. **Submission of Reports and Other Documents.** Service Provider shall submit all reports and other documents as and when specified in the Scope of Work. This information shall be subject to review by the City, and if found to be unacceptable, Service Provider shall correct and deliver to the City any deficient Work at Service Provider's expense with all practical dispatch. Service Provider shall abide by the City's determinations concerning acceptability of Work.
7. **Termination of Contract.** City reserves the right to terminate this Agreement at any time by sending written notice of termination to Service Provider ("Notice"). The Notice shall specify a termination date ("Termination Date"). The Notice shall be effective ("Notice Date") upon the earlier of either actual receipt by Service Provider (whether by email, mail, delivery or other method reasonably calculated to be received by Service Provider in a reasonably prompt manner) or three calendar days after issuance of the Notice. Upon the Notice Date, Service Provider shall immediately commence to end the Work in a reasonable and orderly manner. Unless terminated for Service Provider's material breach, Service Provider shall be paid or reimbursed for: (a) all hours worked and Eligible Expenses incurred up to the Notice Date, less all payments previously made; and (b) those hours worked and Eligible Expenses incurred after the Notice Date, but prior to the Termination Date, that were reasonably necessary to terminate the Work in an orderly manner. The City does not by this Section waive, release or forego any legal remedy for any violation, breach or non-performance of any of the provision of this Agreement. At its sole option, and without limitation of or prejudice to any other available remedy or recourse, the City may deduct from the final payment due Service Provider (a) any damages, expenses or costs arising out of any such violations, breaches, or non-performance and (b) any other backcharges or credits.
8. **Changes.** The City may, from time to time, unilaterally change the scope of the services of Service Provider to be performed hereunder. Such changes, including any increase or decrease in the

scope of work (and resulting increase or decrease in compensation), shall: (a) be made only in writing and signed by an authorized City representative, (b) be explicitly identified as an amendment to this Agreement and (c) become a part of this Agreement.

9. **Subletting/Assignment of Contracts.** Service Provider shall not sublet or assign any of the Work without the express, prior written consent of the City.
10. **Indemnification.** Except as otherwise provided in this Section, Service Provider hereby agrees to defend and indemnify and save harmless the City from any and all Claims arising out of, in connection with, or incident to any negligent or intentional acts, errors, omissions, or conduct by Service Provider (or its employees, agents, representatives or subcontractors/subconsultants) relating to this Agreement, whether such Claims sound in contract, tort, or any other legal theory. Service Provider is obligated to defend and indemnify and save harmless the City pursuant to this Section whether a Claim is asserted directly against the City, or whether it is asserted indirectly against the City, e.g., a Claim is asserted against someone else who then seeks contribution or indemnity from the City. Service Provider's duty to defend and indemnify and save harmless pursuant to this Section is not in any way limited to, or by the extent of, insurance obtained by, obtainable by, or required of Service Provider. Service Provider's obligations under this Section shall not apply to Claims caused by the sole negligence of the City. If (1) RCW 4.24.115 applies to a particular Claim, and (2) such Claim is caused by or results from the concurrent negligence of (a) Service Provider, its employees, subcontractors/subconsultants or agents and (b) the City, then Service Provider's obligations under this Section shall be only to the extent of Service Provider's negligence. Solely and expressly for the purpose of its duties to indemnify and defend and save harmless the City, Service Provider specifically waives any immunity it may have under the State Industrial Insurance Law, Title 51 RCW. Service Provider recognizes that this waiver of immunity under Title 51 RCW was specifically entered into pursuant to the provisions of RCW 4.24.115 and was the subject of mutual negotiation. As used in this Section: (1) "City" includes the City, the City's officers, employees, agents, and representatives and (2) "Claims" include, but is not limited to, any and all losses, penalties, fines, claims, demands, expenses (including, but not limited to, attorney's fees and litigation expenses), suits, judgments, or damages, irrespective of the type of relief sought or demanded, such as money or injunctive relief, and irrespective of whether the damage alleged is bodily injury, damage to property, economic loss, general damages, special damages, or punitive damages or infringement or misappropriation of any patent, copyright, trade secret, or other proprietary right. If, and to the extent, Service Provider employs or engages subconsultants or subcontractors, then Service Provider shall ensure that each such subconsultant and subcontractor (and subsequent tiers of subconsultants and subcontractors) shall expressly agree to defend and indemnify and save harmless the City to the extent and on the same terms and conditions as Service Provider pursuant to this Section. The provisions of this Section shall survive the termination of this Agreement.
11. **Insurance.**
 - A. Service Provider shall comply with the following conditions and procure and keep in force during the term of this Agreement, at Service Provider's own cost and expense, the policies of insurance as set forth in this Section with companies authorized to do business in the State of Washington, which are rated at least "A-" or better and with a numerical rating of no less than seven (7), by A.M. Best Company and which are acceptable to the City.
 1. Workers' Compensation Insurance as required by Washington law and Employer's Liability Insurance with limits not less than \$1,000,000 per occurrence. If the City authorizes sublet work, Service Provider shall require each subcontractor to provide Workers' Compensation Insurance for its employees, unless Service Provider covers such employees.

2. Commercial General Liability (CGL) Insurance on an occurrence basis in an amount not less than \$1,000,000 per occurrence and at least \$2,000,000 in the annual aggregate, including but not limited to: premises/operations (including off-site operations), blanket contractual liability and broad form property damage.
 3. Business Automobile Liability Insurance in an amount not less than \$1,000,000 per occurrence, extending to any automobile. A statement certifying that no vehicle will be used in accomplishing this Agreement may be substituted for this insurance requirement.
 4. Professional Errors and Omissions Insurance in an amount not less than \$2,000,000 per occurrence and \$2,000,000 in the annual aggregate. Such coverage may be written on a claims made basis.
- B. The above CGL and auto liability policies shall be primary as to the City and shall contain a provision that the policy shall not be canceled or materially changed without 30 days prior written notice to the City. No cancellation provision in any insurance policy shall be construed in derogation of the continuous duty of Service Provider to furnish the required insurance during the term of this Agreement.
 - C. Upon written request by the City, the insurer or its agent will furnish, prior to or during any Work being performed, a copy of any policy cited above, certified to be a true and complete copy of the original.
 - D. The Description of Operations on the Certificate of Insurance must substantially read as follows: "The above commercial general and auto liability policies are primary as to the City of Everett; have the City of Everett, its officers, employees, agents, and volunteers as additional insureds; and contain a provision that the policy shall not be canceled or materially changed without 30 days prior written notice to the City of Everett."
 - E. Prior to Service Provider performing any Work, Service Provider shall provide the City or the City's designee with a Certificate of Insurance acceptable to the City Attorney evidencing the required insurance. Service Provider shall provide the City or the City's designee with either (1) a true copy of an endorsement naming the City of Everett, its officers, employees, agents and volunteers as Additional Insureds on the Commercial General Liability Insurance policy and the Business Automobile Liability Insurance policy with respect to the operations performed and services provided under this Agreement and that such insurance shall apply as primary insurance on behalf of such Additional Insureds or (2) a true copy of the blanket additional insured clause from the policies. Receipt by the City or the City's designee of any certificate showing less coverage than required is not a waiver of Service Provider's obligations to fulfill the requirements of this Section. No statement on a third-party website (such as a Trustlayer) that a requirement is "waived" or "overridden" is a waiver of Service Provider's obligations to fulfill the requirements of this Section.
 - F. If the Professional Errors and Omissions Insurance is on a claims made policy form, the retroactive date on the policy shall be the effective date of this Agreement or prior. The retroactive date of any subsequent renewal of such policy shall be the same as the original policy provided. The extended reporting or discovery period on a claims made policy form shall not be less than 36 months following expiration of the policy.
 - G. Service Provider certifies that it is aware of the provisions of Title 51 of the Revised Code of Washington that requires every employer to be insured against liability of Workers' Compensation, or to undertake self-insurance in accordance with the provisions of that Title. Service Provider shall comply with the provisions of Title 51 of the Revised Code of Washington before commencing the performance of the Work. Service Provider shall provide

the City with evidence of Workers' Compensation Insurance (or evidence of qualified self-insurance) before any Work is commenced.

H. In case of the breach of any provision of this Section, the City may, at its option and with no obligation to do so, provide and maintain at the expense of Service Provider, such types of insurance in the name of Service Provider, and with such insurers, as the City may deem proper, and may deduct the cost of providing and maintaining such insurance from any sums which may be found or become due to Service Provider under this Agreement or may demand Service Provider to promptly reimburse the City for such cost.

12. **Risk of Loss.** Service Provider shall be solely responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at Service Provider's own risk, and Service Provider shall be solely responsible for any loss of or damage to Service Provider's materials, tools, or other articles used or held for use in connection with the work.

13. **Independent Contractor.**

A. This Agreement neither constitutes nor creates an employer-employee relationship. Service Provider must provide services under this Agreement as an independent contractor. Service Provider must comply with all federal and state laws and regulations applicable to independent contractors including, but not limited to, the requirements listed in this Section. Service Provider agrees to indemnify and defend the City from and against any claims, valid or otherwise, made against the City because of these obligations.

B. In addition to the other requirements of this Section, if Service Provider is a sole proprietor, Service Provider agrees that Service Provider is not an employee or worker of the City under Chapter 51 of the Revised Code of Washington, Industrial Insurance for the service performed in accordance with this Agreement, by certifying to the following:

- (1) Service Provider is free from control or direction over the performance of the service; and
- (2) The service performed is outside the usual course of business for the City, or will not be performed at any place of business of the City, or Service Provider is responsible for the costs of the principal place of business from which the service is performed; and
- (3) Service Provider is customarily engaged in an independently established business of the same nature as the service performed, or has a principal place of business for the service performed that is eligible for a business deduction for federal income tax purposes; and
- (4) On the effective date of this Agreement, Service Provider is responsible for filing a schedule of expenses, for the next applicable filing period, with the internal revenue service for the type of service performed; and
- (5) By the effective date of this Agreement or within a reasonable time thereafter, Service Provider has established an account with the department of revenue and other state agencies, where required, for the service performed for the payment of all state taxes normally paid by employers and businesses and has registered for and received a unified business identifier number from the state of Washington; and
- (6) By the effective date of this Agreement, Service Provider is maintaining a separate set of records that reflect all items of income and expenses of the services performed.

C. Any and all employees of Service Provider, while engaged in the performance of any Work, shall be considered employees of only Service Provider and not employees of the City.

Service Provider shall be solely liable for any and all claims that may or might arise under the Worker's Compensation Act on behalf of such employees or Service Provider, while so engaged and for any and all claims made by a third party as a consequence of any negligent act or omission on the part of Service Provider's employees, while so engaged on any of the Work.

- D. Service Provider shall comply with all applicable provisions of the Fair Labor Standards Act and other legislation affecting its employees and the rules and regulations issued thereunder insofar as applicable to its employees and shall at all times save the City free, clear and harmless from all actions, claims, demands and expenses arising out of such act, and rules and regulations that are or may be promulgated in connection therewith.
 - E. Service Provider assumes full responsibility for the payment of all payroll taxes, use, sales, income, or other form of taxes (such as state and, city business and occupation taxes), fees, licenses, excises or payments required by any city, federal or state legislation which are now or may during the term of the Agreement be enacted as to all persons employed by Service Provider and as to all duties, activities and requirements by Service Provider in performance of the Work and Service Provider shall assume exclusive liability therefor, and meet all requirements thereunder pursuant to any rules or regulations that are now or may be promulgated in connection therewith.
14. **Employment/Conflict of Interest.** Service Provider warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Service Provider, 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 Service Provider, 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 City shall have the right to annul 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. Further, it is recognized that Service Provider may or will be performing professional services during the term of this Agreement for other parties; however, such performance of other services shall not conflict with or interfere with Service Provider's ability to perform the Work. Service Provider agrees to resolve any such conflicts of interest in favor of the City.
15. **Audits and Inspections.** At any time during normal business hours and as often as the City may deem necessary, Service Provider shall make available to the City for the City's examination all of Service Provider's records and documents with respect to all matters covered by this Agreement and, furthermore, Service Provider will permit the City to audit, examine and make copies, excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment and other data relating to all matters covered by this Agreement.
16. **City of Everett Business License.** Service Provider agrees to obtain a City of Everett business license prior to performing any work pursuant to this Agreement.
17. **State of Washington Requirements.** Service Provider agrees to register and obtain any State of Washington business licenses, Department of Revenue account and/or unified business identifier number as required by RCW 50.04.140 and 51.08.195 prior to performing any work pursuant to this Agreement.
18. **Compliance with Federal, State and Local Laws/Prevailing Wages.** Service Provider shall comply with and obey all federal, state and local laws, regulations, and ordinances applicable to the operation of its business and to its performance of work hereunder. If any Work by Service Provider or a subcontractor is subject to prevailing wages under chapter 39.12 RCW, all wages to

workers, laborers, or mechanics employed in the performance of such work shall be not less than prevailing wages under chapter 39.12 RCW. State of Washington prevailing wage rates published by the Washington State Department of Labor and Industries (L&I) are obtainable from the L&I website address: <https://www.lni.wa.gov/licensing-permits/public-works-projects/prevailing-wage-rates/>, and the effective prevailing wage date is the same date as the date of last signature on this Agreement. A copy of the applicable prevailing wage rates are also available for viewing at Owner's office located at City of Everett Public Works, 3200 Cedar St, Everett, WA, and the City will mail a hard copy of the prevailing wage rates upon written request.

19. **Compliance with the Washington State Public Records Act.** Service Provider acknowledges that the City is subject to the Public Records Act, chapter 42.56 RCW (the "Act"). All records owned, used or retained by the City are public records subject to disclosure unless exempt under the Act, whether or not such records are in the possession or control of the City or Service Provider. Service Provider shall cooperate with the City so that the City may comply with all of its obligations under the Act. Within ten (10) days after receipt of notice from the City, Service Provider shall deliver to the City copies of all records relating to this Agreement or relating to the Work that the City determines qualify as the City's public records under the Act. If the City receives a public records request relating to this Agreement or relating to the Work, the City shall seek to provide notice to Service Provider at least ten (10) days before the City releases records pursuant to such public records request, but in no event will the City have any liability to Service Provider for any failure of the City to provide such notice. In addition to its other indemnification and defense obligations under this Agreement, Service Provider shall indemnify and defend the City from and against any and all losses, penalties, fines, claims, demands, expenses (including, but not limited to, attorney's fees and litigation expenses), suits, judgments, or damage arising from or relating to any failure of Service Provider to comply with this Section.
20. **Compliance with Grant/Loan Terms and Conditions.** Service Provider shall comply with any and all terms, conditions, terms and requirements of any federal, state or other agency grant or loan that wholly or partially funds Service Provider's work hereunder. If the grant or loan requires that the agency be a third-party beneficiary to this Agreement, then the agency is a third party beneficiary to this Agreement.
21. **Equal Employment Opportunity.** Service Provider shall not discriminate against any employee, applicant for employment, or other person on the basis of race, color, religion, sex, age, disability, marital state, or national origin or other circumstance prohibited by applicable federal, state, or local law or ordinance. Service Provider shall comply with and shall not violate any applicable provisions of Chapter 49.60 RCW, Title VI of the Civil Rights Act of 1964, and all applicable federal, state, or local law or ordinance regarding non-discrimination.
22. **Waiver.** Any waiver by Service Provider or the City or the breach of any provision of this Agreement by the other party will not operate, or be construed, as a waiver of any subsequent breach by either party or prevent either party from thereafter enforcing any such provisions.
23. **Complete Agreement.** This Agreement contains the complete and integrated understanding and agreement between the parties and supersedes any understanding, agreement or negotiation whether oral or written not set forth herein. The title of this Agreement and the headings used in this Agreement, are for ease of reference only and shall not in any way be construed to limit or alter the meaning of any provision.
24. **Modification of Agreement.** This Agreement may only be modified as provided in Section 8, or by a writing explicitly identified as a modification or amendment of this Agreement that is signed by authorized representatives of the City and Service Provider.

25. **Severability.** If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void, insofar as it is in conflict with said laws, and the remainder of the Agreement shall remain in full force and effect.
26. **Notices.**
- A. Notices to the City shall be sent to the City Project Manager address in the Basic Provisions.
 - B. Notices to Service Provider shall be sent to its address in the Basic Provisions.
27. **Venue.** Venue for any lawsuit arising out of this Agreement shall be in the Superior Court of Snohomish County, Washington.
28. **Governing Law.** The laws of the State of Washington, without giving effect to principles of conflict of laws, govern all matters arising out of or relating to this Agreement.
29. **City Marks.** Service Provider will not use any trade name, trademark, service mark, or logo of the City (or any name, mark, or logo confusingly similar thereto) in any advertising, promotions, or otherwise, without the City's express prior written consent.
30. **No Personal Liability.** No officer, agent or employee of the City shall be personally responsible for any liability arising under this Agreement, whether expressed or implied, nor for any statement or representation made or in any connection with this Agreement.
31. **Federal Debarment.** Service Provider shall immediately notify the City of any suspension or debarment or other action that excludes Service Provider or any Service Provider subcontractor from participation in Federal contracting. Service Provider shall verify all subcontractors that are intended and/or used by Service Provider for performance of Work are in good standing and are not debarred, suspended or otherwise ineligible by the Federal Government. Debarment shall be verified at <https://www.epls.gov/eplsearch.do>. Service Provider shall keep proof of such verification within Service Provider records.
32. **Signature/Counterparts.** This Agreement and any amendment thereto may be signed in counterparts, each of which shall be deemed an original, and all of which, taken together, shall be deemed one and the same document. AdobeSign signatures are fully binding. Any ink, electronic, faxed, scanned, photocopied, or similarly reproduced signature of either party on this Agreement or any amendment hereto will be deemed an original signature and will be fully enforceable as an original signature.
33. **Standard Document.** This General Provisions document is a standard City form document. No changes by Service Provider are authorized to the General Provisions. Notwithstanding anything to the contrary in this Agreement, in the event that Service Provider makes unauthorized changes to the General Provisions, such changes are deemed to have never been made and the contract between the City and Service Provider is deemed to be the unchanged standard City form General Provisions in version stated below, regardless of whether the City signs this Agreement in a form that may contain the unauthorized changes.

END OF GENERAL PROVISIONS
(v.1.13.25)

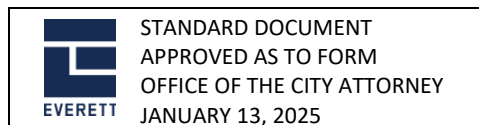


EXHIBIT A
PROFESSIONAL SERVICES AGREEMENT
(SCOPE OF WORK -- ATTACHED)

SCOPE OF WORK

Project Outline

We are pleased to submit our proposal to partner with Everett Public Works in implementing a continuing leadership development and healthy workplace culture initiative.

One of our core beliefs is that organizations function at their best when everyone in a leadership role—from senior leaders to frontline supervisors—aligns around shared leadership principles and practices. By fostering this alignment and committing to sustaining it, organizations can begin to unlock their full potential.

At the core of our approach is a commitment to developing and sustaining essential, best-practice leadership skills, including the "Top 15 Management Skills" detailed later in this proposal. When implemented effectively, it catalyzes remarkable transformation, setting the stage for a healthier, more positive workplace culture.

The bottom line is that these organizational transformations can only happen if people-leaders practice and sustain strong leadership *skills*.

We are proposing that Nash Consulting:

1. Continue to partner with your top leadership to build sponsorship and support for the engagements described below.
2. Collect data, using Nash Consulting's *Employee Engagement & Leadership*.
3. Offer one additional *Managing with Mind and Heart* series to include leads, emerging leaders, and anyone who missed particular days of the six-day workshop in 2025.
4. Implement follow-up workshops (Phase 2) toward the end of 2026 to the people-leaders who have completed the *Managing with Mind and Heart* workshops.
5. Provide skill-building "common commitment" workshops for all employees to help build accountability and buy-in and to provide skills for creating a healthy and positive workplace culture.
6. Partner with your Executive Team to create a multi-month executive team development process.
7. Partner with your sustainability committee during and after the process to strengthen ongoing sponsorship and create a sustainability plan.

Our Leadership Development Strategies

Our leadership/management development strategies include several different phases and areas of focus. Of course, no two organizations are alike. There are several different ways to map out the process – it would be in our initial planning session with your executive leadership that we would make decisions as to which components to include, the order of events, and more.

A. Data collection

Employee Engagement & Leadership Survey

To complement the work we would be doing together, Nash Consulting offers a customizable Employee Engagement and Leadership Survey designed to gather organization-wide input. This tool helps establish a clear understanding of current conditions and provides data-driven insights to guide the development effort. Key objectives of the survey include:

- Assessing employee morale, engagement, and perceptions of leadership effectiveness
- Identifying strengths and areas of concern across teams and departments
- Informing the design and focus of leadership workshops to align with real organizational needs
- Establishing a baseline to track progress and impact over time

Survey topics typically include:

- Leadership & Management: Supervisor relationships, feedback quality, accountability, leadership behaviors
- Communication & Culture: Gossip and negativity, interpersonal communication, team meetings, clarity of expectations
- Systems & Structure: Role clarity, policy effectiveness, and internal communication pathways

We also recommend administering a follow-up survey approximately six to twelve months after the initial training series. This allows the organization to evaluate progress, measure sustainability of changes, and identify emerging priorities to support ongoing leadership and cultural development. *This follow-up survey is included at no additional cost.*

B. An additional Cohort of *Managing with Mind and Heart*

This workshop would be required for new leaders, leads, managers who missed particular days of the 2025 workshop series, and would be offered to emerging/potential leaders.

C. Phase 2 Leadership Development

Our three-day Phase II leadership/management development workshops are designed to encourage, remind, and review for those who have completed the *Managing with Mind and Heart* series. There are several different ways to map out the process. It would be in our planning session with executive leadership at Everett Public Works that we would make decisions as to which components to include, the order of events, and more. This series is custom-fit to ensure sustainability where it's needed most.

Nash Consulting will work with Everett Public Works to:

- Creatively review and dive deeper into the most important concepts from the first series to make sure they “stick.”
- Add some new best-practice management skills, based on your organization’s needs and goals.
- Check-in to see what’s working and what needs support or fine-tuning.
- Review and reimagine sustainability, custom-fit to your organization.

Some of the topics we’ll cover may include:

- How do I build and maintain morale?
- What are the best communication strategies to employ?
- How do I maintain a culture of collaboration and connection?
- How do I ensure high productivity and personal accountability?
- SCARF: The brain science of workplace engagement.
- Improving our one-on-one meeting skills.
- Giving and receiving feedback, and becoming comfortable with conflict.
- What gets in the way of accountability?
- The hows, whens, and whats of decision-making.

D. Skill-Building "Common Commitment" Workshops for Non-Supervisory Employees

We recommend that all employees attend three or four half-day skill-building "common commitment" workshops. These workshops help organizations get everyone on the same page in terms of best-practice skills that promote a culture of high morale, collaboration, accountability, and engagement. Your team members will leave these workshops with practical skills that support healthy, authentic, respectful work relationships, and high-functioning teams.

We will work with leaders during or before the *Managing with Mind and Heart* series to determine what topics we will cover during these sessions. Some of the topics may include:

- Understand workplace morale – what it is, why it matters, and your part in creating it
- Learn key adaptive and emotional IQ skills for building trust and respect
- Learn to listen so others feel heard
- Learn to give feedback in a way that maintains trust
- Practice receiving feedback with non-defensiveness

- Discover the five healthy ways to deal with workplace triangulation and negativity
 - Explore that concept of "gratitude made easy"
 - Learn to lead and participate in effective and enjoyable meetings
 - Discover the six decision-making options for building team collaboration and cohesion
 - Build trust and respect through:
 - Discovering and gaining an appreciation for your own behavior style
 - Understanding your impact on others as a co-worker
 - Identifying and appreciating different behavior styles among team members
 - Learning to maximize your strengths and identify your growth opportunities
-

E. Executive Team Development

Executive team interviews (Optional)

To support the executive team development process (see below), your Nash Consulting partner will conduct a series of confidential, one-on-one interviews (approximately 45-60 minutes each) with all members of the executive team.

These interviews will explore:

- Organizational context and team culture
- Strengths and growth areas
- Perceived leadership and communication styles
- Morale, engagement, and behavioral patterns
- Overall team dynamics

The overall interview results would then be shared with the executive sponsor(s) in order to increase awareness and facilitate collaboration between leadership and the consultant in customizing the upcoming executive team workshops.

Executive team workshops

Organizations that prioritize the health and cohesion of their executive teams see long-term gains in morale, effectiveness, sustainability, and overall employee engagement.

To support this, Nash Consulting will engage with the executive team for six to eight days over the course of several months. These sessions are designed to advance the executive team toward a standard of excellence that positively shapes organizational culture at all levels as well as reinforce and sustain the Managing the Mind and Heart leadership principles introduced to the broader leadership community.

The focus and content of these days will be determined in part by the interview results and through a collaborative process before the actual workshops. Possible components for Nash Consulting's executive team development work are:

Sustaining the *Managing with Mind and Heart* leadership development skills and mindsets. The goal here would be supporting Everett Public Works in avoiding the "flavor-of-the-year" trap in terms of the best-practice management skills the entire leadership community will be learning during this time period. The key factor in sustaining these types of leadership development initiatives is an executive team that is fully committed to both living out the skills and behaviors being taught and to sponsoring (reminding and requiring) these same skills and behaviors throughout the leadership community.

Individual self-awareness and group dynamic awareness. This component incorporates individual assessments, team dynamics assessments, and group discussions.

Team skill-building. It's important that executive teams are adept at a variety of team skills, including making great decisions and whole-heartedly committing to those decisions, managing conflict and disagreement in order to facilitate the free flow of ideas and creativity, holding effective executive team meetings, practicing mutual accountability, being committed to one another's success (understanding the "First Team" concept), and more. To help an executive team achieve a level of peak performance, we creatively and effectively walk them through a modified version of the five stages of Patrick Lencioni's "Five Dysfunctions of a Team" model, providing practical skills, deep insights, and sustainable commitments.

This skill building must be based on a foundation of mutual trust, psychological safety, and shared accountability. The work we do on this level is not a "touchy-feely" process involving trust falls or hugging. Here we walk the team through a series of discussions and activities that will increase the executive team's ability to show up authentically, create psychological safety, embrace healthy disagreement, support one another with both grace and accountability, lead the organization with cohesion, and more.

Topics and skill-building may include:

- **Trust building:** Explore ways to create and maintain psychological safety within an executive team, including discussions on "group elasticity" (the ability to let go and move forward), receiving feedback non-defensively, giving feedback with clarity and compassion, engaging in open and healthy disagreement, and effectively managing the "power differentials" that exist within your team.
- **Accountability:** Understanding the importance and skills around agreeing to shared standards, setting clear expectations, avoiding letting things slide, getting comfortable with holding others accountable, and following up and following through.
- **Effective decision-making:** Getting clear on the different decision-making styles, who decides, and ensuring follow-through and ownership of decisions, and a focus on how to discuss, debate, compromise, and decide.
- **Enjoyable and productive meetings:** Learn some of the secrets of holding highly effective executive team meetings, with a focus on effective use of time, mutual influence, creativity, shared commitments, productivity, "smart" agendas, and more.

- **Behavior styles:** Here we will dive deeper into the four spectrums of human behavior as applied to this specific executive team as a way to help members increase their own self-awareness, build greater trust and respect in this team and in their individual departments, and improve their effectiveness as team members and leaders.

Organizational Systems Thinking. It's important that executive teams understand the deeper "truths" behind how organizations function and what makes them thrive. Here, we'll take a thirty thousand-foot level view of Everett Public Works using the "Waterline Model," assessing strengths and growth opportunities in terms of *structure* (roles, goals, policies, leadership skills, etc.), *group processes* (communication methods, accountability practices, meetings, decision-making, etc.), *interpersonal dynamics* (interpersonal conflict, triangulation, respect, feedback, etc.) and *intrapersonal behaviors* (emotional I.Q., resilience, growth versus fixed mindset, etc.). This exploration will result in action plans and intentions for both individual executive team members and for the group as a whole.

Leadership skill development. An effective executive team must provide effective leadership throughout the organization in terms of change management, sponsorship, communication, motivation, morale building, accountability, and much more. Time may be spent on honing these skills and making sure that the members of the executive team are on the same page in terms of how they are leading their individual teams.

Common commitments. Throughout the executive team development process, we incorporate a "Common Commitments" approach. This process results in a set of agreed upon guidelines that support the practices of accountability, decision-making, teamwork, respect, attention to results, and overall cohesion. These commitments are developed collaboratively and revisited regularly throughout the process to support the team's growth and alignment.

F. Sustainability Coaching

Our firm is committed to avoiding a "flavor-of-the-year" approach because we are convinced that this fosters a sense of cynicism and resistance. To avoid this sort of impact and to create sustainability, Nash Consulting would work with your sustainability committee in the following ways:

- Direct training in sustainability concepts
- Help with the creation of specific sustainability practices, processes, and action plans throughout and following the workshop series
- Consultation and action planning with executive sponsors and the change team to develop a leadership-skill **sustainment plan and roadmap**—covering sponsorship, ongoing learning, support, and routine practice of skills and processes

Delivery options

Our *Managing with Mind and Heart* series can also be formatted in creative ways to accommodate the needs of our clients.

Part 1: The Manager's Mindset | Managing with Mind & Heart

Learning Objective: Embrace the core commitments of an effective people-leader

Here we explore how managers can effectively create healthy workplaces (whether on-site, remote, or hybrid) by focusing on workplace morale, emotional IQ, and psychological safety. We also introduce the Top 15 Management Skills for building healthy, highly engaged organizations and begin the journey of developing and practicing a set of specific adaptive skills, such as the ability to receive feedback non-defensively and listen so others feel heard.

The Six Commitments of Effective People Management

1. **Personal Growth for Managers** | *Key learning: Developing a growth mindset*
2. **The Morale Mandate** | *Key learning: Recognizing leadership's role in creating and maintaining morale*
3. **The Top 15 Management Skills** | *Key learning: Identifying key people-management "deliverables"*
4. **Show Caring and Respect** | *Key learning: Demonstrating to employees that you have their best interests at heart*
5. **Grow Your Adaptive Skills** | *Key learning: Developing emotional intelligence and listening so people feel heard*
6. **Manage Your Power Differential** | *Key learning: Maximizing approachability and receiving feedback nondefensively*

Part 2: Proactive Management | Systems Thinking

Learning Objective: Learning systemic solutions that improve workplace culture

In this workshop, we'll continue our journey through the Top 15 Management Skills and explore the challenge and the privilege of building and maintaining a professional and positive workplace culture through utilizing the "Waterline Model," a proactive approach to organizational health. We'll learn practical skills around setting clear expectations, holding effective one-on-one meetings, giving feedback clearly and compassionately, and more.

Waterline Level 1: Structure

- **Single-Point Accountability** | *Key learning: Understanding "systems" using an example of single-point accountability*
- **Clear Expectations (The PSP)** | *Key learning: Establishing clear and collaborative expectations with employees*
- **Accountability Defined** | *Key learning: Differentiating proactive accountability from simply addressing poor performance*

Waterline Level 2: Group Processes

- **One-on-Ones** | *Key learning:* Building trust and connection through regular, scheduled one-on-ones
- **Lines of Communication** | *Key learning:* Managing healthy communication channels
- **By-Whens** | *Key learning:* Committing to reliability and follow-through

Waterline Level 3: Interpersonal

- **The Art of Giving Feedback** | *Key learning:* Giving feedback clearly, compassionately, and effectively

Part 3: Understanding People | Behavior Styles

Learning Objective: Building trust and respect through understanding our behavior styles

This fun and interactive workshop explores the four spectrums of human behavior and reveals how leaders can use Behavior Styles Theory, combined with a growth mindset, to increase their own self-awareness, build greater trust and respect in their work group, and improve their effectiveness as leaders.

- **The Four Spectrums of Human Behavior** | *Key learning:* Appreciating our diverse behavioral expressions
- **Discovering Your Behavior Style(s)** | *Key learning:* Identifying your own combination of styles
- **What's Your Vibe?** | *Key learning:* Gaining a working understanding of the four styles and how we impact others
- **Morale, Meetings, and Managers** | *Key learning:* Exploring each style's basic wants, needs, and expectations
- **Ranges of Expressions** | *Key learning:* Digging deeper into the ways people express themselves emotionally
- **Building Trust and Respect** | *Key learning:* Discovering ways to help others show up as their best selves
- **Creating Your "User Manual"** | *Key learning:* Practicing self-advocacy and increasing others' understanding of you
- **Your Growth Opportunities** | *Key learning:* Committing to three customized learning and growth strategies

Part 4: Performance Management | Partnering with Employees to Improve Performance

Learning Objective: Mastering the art of holding employees accountable while maintaining trust and respect

Managers provide feedback in hopes of getting employees to do more of what's working and less of what's not. But let's be honest: that doesn't always happen. Efforts to

provide feedback, even if well-intentioned, can easily backfire and cause hurt, confusion, and apathy among employees. This workshop equips managers with techniques that maximize the effectiveness of workplace feedback and coaching.

- **Accountability Revisited** | *Key learning:* Reviewing accountability as a continuum from proactive to remedial
- **Navigating Organizational Concerns** | *Key learning:* Learning to select from five key manager responses
- **The Four Keys to Effective Performance Management** | *Key learning:* Balancing accountability with supportive leadership
- **Progressive Conversations** | *Key learning:* Practicing the art of challenging conversations
- **Staying Connected Relationally (QALE)** | *Key learning:* Maintaining curiosity and empathy in your corrective conversations
- **Dealing with Challenging Responses** | *Key learning:* Navigating defensiveness and resistance while fostering trust

Part 5: Employee Engagement | Meeting Employees' Needs

***Learning Objective:* Applying the five core social needs - status, certainty, autonomy, relatedness, and fairness - to enhance employee well-being and engagement**

In this workshop, we will start out the day by digging into some important information about the brain, human needs, and the psychology of workplace engagement in our continuing journey toward management excellence. Then we'll begin exploring practical and effective ways to build employee engagement with the five core social needs in mind. *Status*

- **Recognition and Appreciation** | *Key learning:* Effectively validating employees' contributions, value, and worth

Certainty

- **Information Distribution** | *Key learning:* Building communication channels that reduce uncertainty and increase trust

Autonomy

- **The Outcome-Based Mindset** | *Key learning:* Adjusting our mindset toward employee autonomy
- **Decision-Making Styles** | *Key learning:* Using “smart autonomy” to situationally adapt our decision-making approach

Relatedness

- **Creating Connection at Work** | *Key learning:* Incorporating the three-part strategy for building workplace community
- **Triangulation in the Workplace** | *Key learning:* Reducing workplace triangulation and free-floating negativity

- **Effective and Enjoyable Meetings** | *Key learning:* Facilitating meetings that maximize effectiveness and engagement

Fairness

- **Actual and Perceived Favoritism** | *Key learning:* Establishing a culture of fairness and belonging

Part 6: Sustaining Change

Key Objective: Learn the foundation of leading change *and* create a sustainable leadership development plan

In this section, we'll turn our attention to the vital topic of sustainability and how to avoid the "flavor-of-the-year syndrome" in terms of applying The Top 15 Management Skills to your workplace. Our goal is to work with you to help ensure that you and your fellow management team members implement and sustain the skills from this workshop in order to achieve long-term success.

- **Sponsorship** | *Key learning:* Establishing and maintaining upper management commitment to change
- **How Systems Change (or Don't)** | *Key learning:* Understanding the dynamics of resistance, persistence, and sustainability
- **Avoiding the "Flavor-of-the-Year" Syndrome** | *Key learning:* Embedding leadership skills into an organization's culture
- **Sustainability Group Project** | *Key learning:* Designing a leadership skills sustainability plan for your organization
- **Final Commitments and Action Planning**

**EXHIBIT B
PROFESSIONAL SERVICES AGREEMENT**

SELECT ONE OF THE FOLLOWING METHODS OF COMPENSATION, EACH OF WHICH IS SUBJECT TO THE MAXIMUM COMPENSATION AMOUNT

HOURLY RATE. The City shall pay Service Provider a sum equal to the amount of hours actually worked multiplied by the rate identified below for staff performing the Work.

Name	Title	Rate
enter name	Owner	\$75/hr.
enter name	enter title	enter rate
enter name	enter title	enter rate
enter name	enter title	enter rate
enter name	enter title	enter rate
enter name	enter title	enter rate
enter name	enter title	enter rate

If there are more staff than rows in the table above, then those staff names, titles, and rates shall be provided in the Scope of Work.

PROGRESS PAYMENTS. The City shall pay Service Provider the following amounts upon the completion of the following tasks.

Task	Amount Paid on Task Completion
enter task	enter amount
enter task	enter amount
enter task	enter amount
enter task	enter amount
enter task	enter amount
enter task	enter amount
enter task	enter amount

If there are more tasks than rows in the table above, then those tasks and payment amounts shall be provided in the Scope of Work.

LUMP SUM. The City shall pay Service Provider \$ enter amount upon the completion of the Work.

METHOD CONTAINED IN SCOPE OF WORK. The City shall pay Service Provider as set forth in the Scope of Work.

METHOD CONTAINED IN ATTACHED PAGE(S). The City shall pay Service Provider as set forth in the spreadsheets or other documents attached to this Exhibit B.

Exhibit B:

Fees

Our rates without expenses and other associated costs are:

Full-day workshops and meetings	1-2 days	\$6200
Half-day workshops and meetings	3-4 days	\$6000
Organizational assessment survey (includes follow-up)		\$5000
Individual interviews		\$420/person
Direct client hourly work (remote and in-person meetings)		\$390/hour
Non-direct client hourly work		\$160/hour
Coaching contracts		\$10,000/6 months \$8,000/4 months

Estimate for Everett Public Works

Materials:

We ask that our clients assemble the training materials/workbooks we will be using during our workshop(s) using materials we will make available, and in exchange, we offer our clients free limited access to select materials for use in their current and future efforts toward sustainability. (Also, see terms and conditions for a brief description of our "Train the Trainer" and perpetual use license agreement offering.)

For remote workshops, we ask that clients provide all workshop participants with a hard copy of the workshop notebook, in lieu of workshop participants accessing the notebook electronically during class.

Travel and other expenses:

Per diem for meals: We charge a per diem for all full and half-day engagements based on the current GSA rates.

Other travel expenses: Depending on travel time and distance for the consultant(s) you're partnered with, travel expenses may include mileage (at the current federal rate), airfare, hotels, ground transportation, parking, and a meal per diem for non-training travel days.

Billing for coaching:

1. We bill for the entire coaching contract around the time of the first coaching session. (Additional costs, such as 360-degree interviews and certain assessments are billed if/as needed.)

2. If either the client or the consultant deems the coaching relationship not a good fit following an initial discussion, we will work with you to find the best match among our other coaches in order to successfully fulfill the contract.
3. If the coaching client does not complete the full contract, the remainder of the contract will be transferred to a different person within the same organization.

Cancellation/missed appointment policy:

100% of the fees associated with any half or full-day will still be billed to the client if the engagement is canceled with less than a seven-day notice, even if that specific day is rescheduled.

If the client does not show up to a scheduled appointment (i.e., a missed interview or meeting time that was scheduled in advance), Nash Consulting will still bill the client for that missed session. If the client cannot make it to a scheduled appointment, they should let their Nash Consulting partner know at least 12 hours in advance to avoid being billed for it.

Exceptions to this policy due to extenuating circumstances can be (and often are) made on a case-by-case basis.

Other Notes:

- These costs do not include printing or any agency-internal costs.
- Hourly/daily rates will apply for additional sessions/meetings. The below cost is only an estimate.
- Nash Consulting only bills for completed work. If items reflected in the below estimate are not rendered, the client will not be billed for them.
- For coaching contracts, we bill for the entire contract around the time of the first coaching session, except for 360-degree interviews, which will be billed on a monthly basis as they're completed.
- The interview fees include the interview and the estimated time required for interview data review and analysis.
- Depending on time and budget needs, Nash Consulting may be able to adjust scope and/or fees.

Leadership Development Estimate

Subtotal

\$137,190.00

Description	Item	Quantity	Price
Planning and Coordinating			
Sponsorship Conversation	\$390.00	2 Hours	\$780.00
On-going conversations for planning, coordinating, sponsorship coaching, and logistics throughout the engagement (only used as needed)	\$390.00	6 Hours	\$2,340.00
Employee Engagement Survey			
Employee Engagement Survey	\$5,000.00	1 Survey	\$5,000.00
<i>(Follow-up survey is included at no additional cost)</i>			
An Additional Leadership Development Workshop			
Managing with Mind and Heart series	\$5,700.00	6 Full Days	\$34,200.00
Phase 2 Leadership Development			

Description	Item	Quantity	Price
Refresh, Review, and Recommit - late 2026	\$390.00	3 Full Days	\$1,170.00

Employee Workshops

Half-Day Skill Building "Common Commitment" Workshops	\$5,700.00	10 Full Days	\$57,000.00
---	------------	--------------	-------------

(Each full-day represents two half-day workshops)

Executive Team Development

Executive Team Workshop Series	\$5,700.00	4 Full Days	\$22,800.00
--------------------------------	------------	-------------	-------------

Sustainability Coaching

Sustainability training and support for the sustainability committee	\$390.00	10 Hours	\$3,900.00
--	----------	----------	------------

Additional Travel and Printing Expenses	\$10000.00		\$10000.00
--	------------	--	------------

Total \$137,190.00









Nash Consulting_Management and Interpersonal Skills Training_PSA_GM_2026.03.25_SD


Final Audit Report

2026-03-30


Created:	2026-03-26
By:	Marista Jorve (mjorve@everettwa.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAAOdr5FqiVVkbcv_O8qgE-NsT_KTMmzliM

"Nash Consulting_Management and Interpersonal Skills Training_PSA_GM_2026.03.25_SD" History


-  Document created by Marista Jorve (mjorve@everettwa.gov)
2026-03-26 - 9:37:59 PM GMT
-  Document emailed to Grant Moen (GMoen@everettwa.gov) for approval
2026-03-26 - 9:38:36 PM GMT
-  Email viewed by Grant Moen (GMoen@everettwa.gov)
2026-03-26 - 10:17:58 PM GMT
-  Document approved by Grant Moen (GMoen@everettwa.gov)
Approval Date: 2026-03-26 - 10:18:39 PM GMT - Time Source: server
-  Document emailed to ethan@nashconsulting.com for signature
2026-03-26 - 10:18:43 PM GMT
-  Email viewed by ethan@nashconsulting.com
2026-03-26 - 11:37:36 PM GMT
-  Signer ethan@nashconsulting.com entered name at signing as Ethan Nash
2026-03-28 - 1:03:32 AM GMT
-  Document e-signed by Ethan Nash (ethan@nashconsulting.com)
Signature Date: 2026-03-28 - 1:03:34 AM GMT - Time Source: server
-  Document emailed to Tim Benedict (TBenedict@everettwa.gov) for approval
2026-03-28 - 1:03:37 AM GMT

 Email viewed by Tim Benedict (TBenedict@everettwa.gov)

2026-03-28 - 1:20:20 AM GMT

 Document approved by Tim Benedict (TBenedict@everettwa.gov)

Approval Date: 2026-03-28 - 1:20:39 AM GMT - Time Source: server

 Document emailed to Cassie Franklin (cfranklin@everettwa.gov) for signature


2026-03-28 - 1:20:41 AM GMT

 Email viewed by Cassie Franklin (cfranklin@everettwa.gov)

2026-03-30 - 2:30:46 PM GMT

 Document e-signed by Cassie Franklin (cfranklin@everettwa.gov)

Signature Date: 2026-03-30 - 2:31:02 PM GMT - Time Source: server

 Document emailed to Marista Jorve (mjorve@everettwa.gov) for signature

2026-03-30 - 2:31:04 PM GMT

 Document e-signed by Marista Jorve (mjorve@everettwa.gov)

Signature Date: 2026-03-30 - 5:28:05 PM GMT - Time Source: server

 Agreement completed.

2026-03-30 - 5:28:05 PM GMT