

Scope of Services

Client: The BIG 4

Project: Phase 2 - Activation, Awareness, Partnership Development, Business Attraction & Growth

Prepared by: North Star Alliances (NSA)

Program Overview

Phase 1 successfully established the BIG 4 platform, creating a unified regional identity, communications foundation, digital presence, marketing assets, stakeholder awareness, and market visibility for the Cities of Commerce, Industry, Santa Fe Springs, and Vernon.

Through the development of the BIG 4 brand, participation in key industry conferences, launch of the BIG 4 Summit, targeted outreach efforts, strategic communications initiatives, and business attraction activities, the participating cities have established a strong foundation for long-term economic development collaboration and regional competitiveness.

As originally envisioned, many Phase 2 activities are already underway through business attraction efforts, stakeholder engagement, strategic partnerships, investor outreach, broker education, conference participation, and regional marketing initiatives. The purpose of Phase 2 is to build upon that foundation and transform awareness into action, relationships into opportunities, and opportunities into measurable economic development outcomes.

Phase 2 focuses on activating the infrastructure established during Phase 1 through coordinated communications, business attraction initiatives, stakeholder engagement, strategic partnerships, city-specific economic development marketing, and ongoing program management.

Success will be measured not only by increased visibility and engagement, but also by the development of strategic partnerships, business attraction opportunities, investment activity, tenant attraction, business recruitment, and economic development outcomes throughout the BIG 4 region.

The BIG 4 Economic Development Model

The BIG 4 initiative is built upon three integrated partners that work together to create a competitive advantage for the participating cities

Project Team Roles

City Leadership

The Cities of Commerce, Industry, Santa Fe Springs, and Vernon provide the leadership, vision, policy direction, incentive programs, streamlined processes, and economic development priorities that create an attractive environment for business growth, investment, and regional collaboration.

North Star Alliances (NSA)

NSA provides project management, strategic communications, stakeholder engagement, partnership development, relationship management, business attraction support, investor engagement coordination, industry outreach, and program activation services that increase regional visibility, cultivate strategic partnerships, generate business opportunities, and advance the long-term goals and sustainability of the BIG 4 initiative.

Why Phase 2?

Phase 1 focused on building the platform. Phase 2 focuses on *activating* the platform.

The BIG 4 has established regional visibility, industry awareness, strategic relationships, marketing infrastructure, and foundational economic development resources. Continued activation is necessary to capitalize on that momentum, strengthen relationships, cultivate new opportunities, and support measurable economic development outcomes.

The long-term success of the BIG 4 depends not only on marketing and awareness, but also on sustained relationship development, investor engagement, industry outreach, business attraction efforts, and strategic coordination among public and private sector stakeholders.

Phase 2 is designed to provide the structure, expertise, communications, relationships, and economic development resources necessary to support those efforts over the next two years.

Phase 2 Program Components

The BIG 4 Phase 2 Program is organized around six integrated components designed to transform the awareness, relationships, and infrastructure established during Phase 1 into measurable economic development outcomes.

1. Communications & Brand Activation
2. Strategic Partnerships, Stakeholder Engagement & Industry Activation
3. Business Attraction & Opportunity Development
4. City Economic Development Marketing
5. Program Sustainability & Revenue Generation
6. Program Management & Reporting

Each component leverages the combined expertise of the participating cities and North Star Alliances (NSA) to advance regional competitiveness, attract investment, cultivate strategic partnerships, and support business growth throughout the BIG 4 region.

Component 1: Communications & Brand Activation

Objective

Maintain and expand the visibility, credibility, and influence of the BIG 4 through strategic communications, media relations, thought leadership, content development, and brand management efforts that reinforce the region's competitive advantages and economic development goals.

NSA Lead Activities

- Strategic communications planning and implementation
- Media relations and earned media outreach
- Press releases, media advisories, and announcement support
- Social media management and content development
- Website content development and maintenance
- Executive positioning and thought leadership support
- Conference and event communications
- Development and promotion of BIG 4 success stories and investment announcements
- Press conferences and media events

Collaborative Activities

- Economic development storytelling
- Industry thought leadership
- Conference presentations
- Regional economic development campaigns

Deliverables

- Communications and media relations program
- Press releases and media advisories
- Website and digital content
- Social media campaigns
- Success story and economic impact communications
- Business attraction announcements
- Communications performance reports

Component 2: Strategic Partnerships, Stakeholder Engagement & Industry Activation

Objective

Build, strengthen, and activate the ecosystem of relationships necessary to support long-term economic development, business attraction, investment, and regional competitiveness.

NSA Lead Activities

- Relationship cultivation and stakeholder engagement
- Coordination with organizations such as LAEDC, NAIOP, Ports of Los Angeles and Long Beach, Union Pacific, Supply Chain Federation, workforce development organizations, and other strategic stakeholders
- Stakeholder outreach and relationship management
- Roundtables, convenings, and industry engagement activities
- Sponsorship and partnership development
- Stakeholder communications and engagement materials
- Identification of strategic partnership opportunities

Collaborative Activities

- Investor tours and familiarization visits
- Industry delegations and executive briefings
- Public-private partnership development
- Economic development partnerships
- Funding and sustainability initiatives
- Stakeholder events and activations

Deliverables

- Stakeholder engagement program
- Strategic partner database and tracking
- Investor tours and familiarization visits
- Executive briefings and presentations
- Partnership development reports
- Sponsorship and funding opportunities
- Strategic partnership activation plans

Component 3: Business Attraction & Opportunity Development

Objective

Develop and advance a pipeline of business attraction, investment, development, and economic growth opportunities throughout the BIG 4 region.

NSA Lead Activities

- Broker engagement and educational webinars
- Industry outreach and relationship cultivation
- Investor and developer engagement support
- Conference activation and follow-up
- Lead generation campaigns
- Opportunity identification and tracking
- Business attraction messaging and outreach materials
- Coordination of introductory meetings and follow-up activities
- Target industry identification and prioritization
- Prospect pipeline management and reporting

Collaborative Activities

- Investor recruitment initiatives
- Business attraction campaigns
- Site visits and property tours
- Opportunity evaluation and advancement
- Economic development presentations
- Investor and developer meetings
- Recruitment strategy development

Deliverables

- Broker webinar program
- Business attraction campaigns
- Investor and developer outreach materials
- Opportunity pipeline reports
- Target industry assessments
- Property positioning recommendations
- Site readiness analyses
- Business attraction performance reports
- Lead and opportunity tracking reports

Component 4: City Economic Development Marketing

Objective

Promote the unique strengths, opportunities, industries, and competitive advantages of each BIG 4 city through coordinated economic development marketing initiatives that support business attraction, investment, tenant recruitment, and regional competitiveness.

NSA Lead Activities

- Development and maintenance of BIG 4-aligned economic development webpages for each city
- Creation of city-specific investment attraction content
- Development and maintenance of economic development marketing collateral
- Success story and case study development
- Property and opportunity marketing support
- Content development highlighting city assets, industries, infrastructure, workforce, and business advantages
- Digital marketing support
- Coordination with city staff regarding content updates, priorities, and opportunities
- Development of city-specific promotional assets and presentations
- Economic development storytelling and content creation
- Marketing support for business attraction and recruitment initiatives

Collaborative Activities

- Development of city-specific economic development strategies
- Property marketing initiatives
- Investment attraction campaigns
- Target industry recruitment efforts
- Business retention and expansion support
- Development of city-specific messaging and positioning frameworks
- Investor-facing marketing materials and presentations

Deliverables

- BIG 4-aligned economic development webpages
- City-specific economic development collateral
- Investment attraction materials
- Success stories and case studies
- Property marketing assets
- Industry and market positioning materials
- Economic development presentations
- City-specific marketing campaigns
- Digital content and promotional materials
- Marketing performance reports

Component 5: Program Sustainability & Revenue Generation

Objective

Develop and implement a long-term revenue generation strategy that establishes the BIG 4 as a financially sustainable regional economic development initiative through strategic partnerships, sponsorships, and affiliate organizations. The objective is to build the program infrastructure during year one, enabling full implementation and expansion in year two.

NSA Lead Activities

- Research best practices and comparable affiliate partnership programs
- Develop a comprehensive Affiliate Partner Program framework
- Establish partnership levels, benefits, and participation opportunities
- Create sponsorship packages and partnership materials
- Develop the communications and marketing strategy
- Identify prospective partners, sponsors, and funding opportunities
- Conduct partner outreach and business development

- Secure partnership and sponsorship commitments
- Manage partner onboarding, fulfillment, and communications
- Integrate partners into BIG 4 programs, events, and initiatives
- Evaluate additional revenue generation opportunities

Collaborative Activities

- Identify prospective partners and sponsorship opportunities
- Review partnership priorities and funding strategies
- Refine the Affiliate Partner Program.
- Coordinate partner engagement across participating cities

Deliverables

- Affiliate Partner Program
- Sponsorship & Affiliate Revenue
- Partnership & Sponsorship Framework
- Partnership Benefits Guide
- Sponsorship Marketing Materials
- Target Partner Prospect List
- Executed Partnership Agreements
- Partner Management & Fulfillment Program
- Annual Revenue Generation Report
- Network of Strategic Partners & BIG 4 Advocates

Component 6: Program Management & Reporting

Objective

Provide strategic oversight, coordination, performance measurement, and program administration necessary to ensure successful implementation of the BIG 4 initiative and alignment among participating cities, partners, stakeholders, and economic development activities.

NSA Lead Activities

- Program administration and coordination
- Cross-city communication and collaboration support
- Stakeholder coordination and engagement management
- Meeting planning, facilitation, and follow-up
- Development and maintenance of project work plans and implementation schedules
- Lead and opportunity tracking
- Strategic partnership tracking and reporting
- Activity and performance reporting
- Coordination of initiatives, and timelines
- Documentation, meeting summaries, and action tracking
- Strategic planning support
- Sustainability planning and funding opportunity coordination

Collaborative Activities

- Annual strategic planning and goal setting
- Program performance reviews
- Opportunity pipeline reviews
- Partnership and stakeholder evaluations

- Sustainability and funding strategy development
- Identification of future initiatives and growth opportunities
- Continuous improvement planning
- Development of annual priorities and implementation strategies

Deliverables

- Monthly coordination meetings
- Quarterly program performance reports
- Lead and opportunity pipeline reports
- Strategic partnership tracking reports
- Meeting summaries and action logs
- Annual program review and recommendations
- Economic development performance summaries
- Sustainability and funding strategy recommendations

Optional City-Specific Services

While the core Phase 2 Program is designed to advance the collective goals of the BIG 4 initiative, participating cities may elect to pursue additional city-specific economic development, business attraction, marketing, or strategic planning initiatives based on individual priorities and opportunities.

The following services may be authorized separately and implemented on an as-needed basis.

1. Conference & Industry Event Activation

Objective

Expand city visibility and business attraction efforts through participation in industry conferences, trade shows, and targeted economic development events.

Potential Services

- Conference strategy development
- Event planning and coordination
- Meeting scheduling and prospect engagement
- Marketing collateral development
- Conference activation support
- Post-event follow-up and reporting

Potential Deliverables

- Conference activation plans
- Meeting schedules
- Marketing materials
- Post-event summaries and recommendations

2. Economic Development Website & Marketing Enhancements

Objective

Further develop city-specific economic development marketing resources that support investment attraction and business recruitment objectives.

Potential Services

- Dedicated economic development webpages
- Interactive site and property content
- Industry-specific landing pages
- Enhanced investment attraction materials
- Video and digital content development
- Case studies and success stories
- Property marketing campaigns

Potential Deliverables

- Website enhancements
- Marketing collateral
- Digital content
- Investment attraction campaigns
- Property marketing assets

3. Property & Development Opportunity Analysis

Objective

Provide targeted analysis and strategic recommendations for priority sites, development opportunities, redevelopment areas, and investment-ready properties within a participating city.

Potential Services

- Property and tenant analytics
- Site readiness evaluations
- Development opportunity assessments
- Highest and best use analysis
- Market feasibility reviews
- Investment attraction recommendations
- Property positioning strategies
- Site-specific marketing recommendations
- Development prospect identification

Potential Deliverables

- Site analysis reports
- Development opportunity assessments
- Property positioning recommendations
- Market and feasibility summaries
- Investment attraction strategies

4. Investor Recruitment & Familiarization Tours

Objective

Introduce prospective investors, developers, brokers, site selectors, and industry representatives to opportunities within a participating city through customized engagement activities.

Potential Services

- Investor recruitment support
- Site tours and familiarization visits

- Property showcases
- Executive briefings
- Investor presentations
- Stakeholder meetings
- Opportunity assessments
- Follow-up coordination

Potential Deliverables

- Investor tour itineraries
- Property briefing materials
- Investor presentations
- Follow-up reports and recommendations

5. Strategic Economic Development Studies & Planning

Objective

Provide focused economic development planning, research, and strategic advisory services to support long-term city priorities and economic development initiatives.

Potential Services

- Economic development strategy development
- Market assessments
- Industry analyses
- Economic impact evaluations
- Competitive positioning reviews
- Opportunity assessments
- Strategic planning workshops
- Policy and incentive evaluations

Potential Deliverables

- Strategic planning documents
- Economic development studies
- Market reports
- Industry assessments
- Policy recommendations

Proposed Schedule & Cost Proposal

Program Term

The proposed Phase 2 Program shall commence upon authorization by the participating cities and continue for a period of twenty-four (24) months with a review at the twelve month mark. Should the scope or scale of the project increase materially, the compensation for the project will be reviewed after the first year and adjusted as appropriate, subject to mutual agreement between the parties.

As outlined throughout this Scope of Work, many Phase 2 activities are already underway through business attraction initiatives, stakeholder engagement efforts, strategic partnership development, conference participation, investor outreach, broker education programs, and regional marketing activities. Phase 2 formalizes and expands these efforts into a coordinated economic development activation program designed to support long-term growth and measurable outcomes throughout the BIG 4 region.

Fee Structure

Work applies collectively to all four (4) cities and includes the General BIG 4 Scope of Work outlined herein. Billing shall be based on actual services performed and invoiced monthly.

North Star Alliances (NSA)

Components 1-6	Monthly Cost Per City
Ongoing Program (Year-Round)	\$5,000

Total Annual Investment Per City: \$60,000

Component 5: Program Sustainability & Revenue Generation

NSA shall receive thirty percent (30%) of gross revenue generated from all new, renewal, recurring, and ongoing sponsorships and strategic partnerships.

Opt-In Services

Opt-In Services shall be authorized individually by each city on an as-requested and as-needed basis. Prior to commencing any Opt-In work, North Star Alliances shall provide a written scope, schedule, and cost estimate for review and approval.

Other Considerations

- North Star Alliances (NSA) shall work collaboratively with participating cities to efficiently deliver the services outlined in this Scope of Work while making every effort to maximize value and minimize unnecessary project expenses.
- Services identified within the General BIG 4 Scope of Work are intended to provide ongoing program support throughout the contract term. Actual work activities and priorities may be adjusted by mutual agreement to respond to evolving opportunities, economic development priorities, or emerging project needs.
- Optional City-Specific Services shall be authorized individually by each participating city. A written scope, schedule, and cost estimate will be provided and approved prior to commencement of any optional work.
- Printing, advertising, venue expenses, sponsorship costs, third-party consultant services, and other project-related expenses are not included unless specifically identified within the approved scope of work. All reimbursable expenses require prior written client authorization.
- NSA services included within the General BIG 4 Scope of Work shall be provided under the agreed-upon monthly professional services retainer. Optional City-Specific Services outside the General Scope will be separately scoped and approved prior to commencement.
- Consulting fees are subject to reasonable annual adjustments upon mutual agreement of the parties.
- Either party may terminate this Agreement at any time by providing written notice to the other party in accordance with the terms of the Professional Services Agreement.