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Aruba Tourism Authority and Zeno Group, Inc.
STATEMENT OF WORK
Crisis & Issues Management:
Selective Scenario Planning, Executive Preparation, and Real-time Support
March 1, 2020 – July 31, 2020

Pursuant to the Agreement by and between Aruba Tourism Authority ("Client") and Zeno Group, Inc. ("Zeno") dated January 1st, 2019, this Statement of Work is incorporated into and subject to the terms and conditions of the Agreement. The parties agree to the below Scope of Services and financial terms:

SCOPE OF SERVICES

Overview

Zeno will work with Client to provide strategic counsel and support for crisis and issues management.

Project 1: COVID-19 (a.k.a. Coronavirus) Strategy and Support
Specifically, to support with COVID-19 (a.k.a. Coronavirus) preparedness.

1. **Coronavirus Rapid Response Strategy and Preparation:** Ongoing support as needed to handle real time coronavirus preparedness, response and materials, including messaging for hotels, tour operators, media statements, etc. ATA to provide prompt and nimble responsiveness to information required.

2. **Executive Preparedness:** In-person interview preparedness and training sessions with an emphasis on navigating challenging situations, understanding crisis and risk, etc. for up to four (4) Client spokespeople.

3. **Real-time Issues Management Support (3 months):** Beginning April 1, ongoing support on an as-needed basis as various risks and issues that arise. (Examples include messaging around "changes to on-island events based on global health issues," ad-hoc counsel on controversial media activity, etc.).

Project 2: Additional Crisis-Preparedness Planning:

Proactive Preparedness Scenario Messaging/Planning: Primarily focused on identifying, assessing, and developing preparedness messaging and materials for three scenario portfolios (e.g., Major Health Outbreak, Economic Downturn). Materials are outlined further below in deliverables section.

Major crisis events that exceed significantly the agreed upon budget may incur additional costs and will be discussed in advance if necessary.

Deliverables/Milestones & Timeline

Description	Start & End Dates	Est. Fees	Est. Expenses
Coronavirus Rapid Response Strategy and Preparation Partner with Client to determine full list of necessary materials. • Developing materials for communication, including but not limited to media statements, partner communications, etc. • Support with developing, editing, and modifying	March 1, 2020 to March 31, 2020	$10,000	$N/A **billed as incurred*

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materials (i.e. cancellation messaging for initiatives, etc.).			

Executive Preparedness Session On-Island
• Preparation and coordination
• Two Zeno team members to deliver training presentation for up to four executives (up to four-hour session)
  o Messaging discussion
  o Interview techniques
• Message preparation for crisis and issues scenarios
• On-camera interview exercises
• Sample Q&A exercises
	April 1, 2020 to May 31, 2020	$14,500	$8,500
			**billed as incurred*

Real-time Issues Management Support **Minimum $8,000 monthly retainer for ongoing issues mgmt.* • Ongoing support for crisis and issues for up to 40 hours per month – can be used towards any crisis scenario that arises that month (not limited to coronavirus preparedness) • Coordination with media relations and social media functions with regard to inquiries, etc. on relevant issues. • Developing materials for communication, as needed in response to real-time crisis and issues. • Support with developing, editing, and modifying materials that may require counsel around current concerns (i.e. cancellation messaging for initiatives, etc.).	April 1, 2020 to June 31, 2020 Estimated at $8,000 per mo. (for 3 months)	$24,000	$N/A **billed as incurred*

Project Two: Long-term Scenario Messaging/Planning
Development of Portfolios (for up to three scenarios)
• Three scenarios to be defined by ATA but could include:
  o Major Health Outbreak (solidifying long term resources)
  o Recession/Economic Impact
  o Overtourism
• Zeno to develop draft, revise, and finalize the following materials:
  o Strategic Considerations
  o Core Messaging
  o Reactive Statements(s)
  o Tough Q&A
  o Sample Letters/Stakeholder Communication
	April 1, 2020 to April 30, 2020
	To be delivered on April 30.
		$15,000	$N/A
			**billed as incurred*

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Any items not contemplated above will be considered outside the Scope of Services. If Client expands the Scope of Services, the amount required to perform the additional services will be agreed upon and an Addendum will be attached to the current Statement of Work.

BUDGET

Professional Fees (Not to Exceed):	**$63,500**
Estimated Expenses:	**$8,500** *(billed as incurred)*
Total:	**$72,000**

Client authorizes Zeno to bill up to ten percent (10%) over the estimated expense amounts in the above Budget without seeking further approval. If expenses are anticipated to exceed ten percent (10%) over the estimated amounts, Zeno will issue an addendum to the current SOW for Client's approval.

TERMS

Fee Billing. Zeno shall invoice Client in accordance to the payment schedule set forth below. Fees are based on the Scope of Services above and not based on actual hours. As such, Zeno shall not be obligated to provide Client with hourly billing detail.

Invoices. Zeno will render invoices to include professional services in one lump sum and expenses by category. Documentation for out-of-pocket expenses will be provided within 90 days of reconciliation of quarter close. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

Name:	Sjeidy Feliciano
Company Name:	Aruba Tourism Authority
Address:	L.G. Smith Blvd 8. Oranjestad, Aruba

BILLING SCHEDULE

ESTIMATED INVOICE DATE (mm/dd/yyyy)	PROFESSIONAL FEES
3/01/2020	$10,000
4/01/2020	$30,250
5/01/2020	$15,250
6/1/2020	$8,000
	$63,500

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ACCEPTED AND AGREED TO ON THIS 5rd day of MARCH, 2020

Aruba Tourism Authority

By: _____

Printed Name: _____

Title: CEO

ZENO GROUP, INC.

By: _____ **for J. Morley**

Printed Name: Jason Morley

Title: Vice President, Crisis & Issues

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