

STATEMENT OF OBJECTIVES

Section entitled "C.3.3 PROJECT OUTCOMES AND OBJECTIVES"

C.3.3 PROJECT OUTCOMES AND OBJECTIVES

Coupon Program outcomes and objectives are listed below and generally fall into the categories of Technical, Management, and Cost.

C.3.3.1 TECHNICAL SERVICES OUTCOMES AND OBJECTIVES

To meet the objectives of the Coupon Program, the contractor must develop, implement, and administer:

1. A Project Management Plan to include a start-up and roll out plan that meets the Act mandates for the processing of requests and distribution of coupons between January 1, 2008 and March 31, 2009 and through contract closeout in September 2009. Contractor must be ready to accept coupon requests on January 1, 2008.
2. The Consumer Education Plan should:
 - a. make recommendations for the design, targeting and distribution of Consumer Education concerning the Coupon Program
 - b. develop a strategy for creating partnerships to incorporate Consumer Education concerning the Coupon Program into the broader digital transition
 - c. provide support for NTIA partnership activities including materials, meeting logistics and organization
 - d. develop Consumer Education messages and design materials suitable for distribution through a wide range of media and partners
 - e. provide materials targeted to a wide variety of media and for diverse audiences, including Spanish and other non-English speakers, seniors, people with disabilities and low-literate households
 - f. ensure consistent and uniform messaging throughout the Coupon Program
 - g. devise measures of the Coupon Program's progress in educating consumers and report these metrics in the Coupon Program Dashboard
 - h. develop consumer education messages to include but not be limited to:
 - Explanation that analog televisions can remain operational after the transition to digital broadcasting by using a converter box
 - NTIA will help defray the purchase of an eligible converter box
 - Scope and time limits of Coupon Program operation
 - Directions for households to request one or two coupons
 - Terms, eligibility, expiration date, redemption policies, etc.

- Instructions on which boxes are eligible for purchase with coupons
 - Instructions on which retailers are certified to accept coupons and conditions concerning household eligibility, how many coupons a household may receive
 - Directions on how consumers can redeem coupons
3. A system to process consumer coupon requests and coupon distributions ensuring that:
- a. household requests are received and fulfilled, for no more than two coupons, in a timely manner
 - b. requests are verified for household eligibility and screened for duplicate requests
 - c. prevents fraudulent coupon requests
 - d. coupons and information on eligible converter boxes and certified retailers are sent timely via the United States Postal Service
 - e. consumer questions and complaints, including requests for replacement of coupon(s) that are lost or stolen, are handled efficiently
 - f. multiple language requests are supported
 - g. audit and exception reports are provided
4. A retailer participation and certification program for both large and small retailers to include:
- a. Working with existing store front retailers and on-line internet retailers to utilize current industry processing tools and systems, consistent with reasonable commercial standards including assistance for POS modifications
 - b. distributing, inputting, and updating lists of converter boxes that are eligible for the program
 - c. developing retailer management and employee training materials on how to identify valid coupons and accept coupons
 - d. developing training materials on how to redeem valid coupons and troubleshooting problems
 - e. providing alternative redemption and payment means if retailers do not have automated systems
 - f. ensuring a retailer can process split transactions so that cash, debit, or credit can be used with a coupon to pay for the total retail price if over \$40 per converter box
 - g. providing redemption and audit information and reports
 - h. maintain a registry of certified retailers
 - i. monitor retailer compliance
 - j. accept applications for retailer certifications
 - k. check and verify retailer credentials for participation
 - l. resolve retailer issues such as late application requests or denial or revocation of certification.
 - m. maintain viable relationships with a variety of retailers (e.g., large chains, small consumer electronic specialty shops, "bricks and mortar" and online) through appropriate, commercially acceptable agreements and/or practices
5. Financial processing for coupon redemption and payment while minimizing waste, fraud and abuse to include:
- a. designing a coupon to prevent counterfeiting and ensure electronic tracking

- b. tracking all coupons throughout their life cycle from creation, requests, distribution, redemption, and payment authorization as defined in Section J Attachment J.VIII
 - c. preventing misuse of coupons for non-certified unit purchases
 - d. preventing the redemption of lost or stolen coupons
 - e. preventing non-certified retailers from redeeming coupons or receiving payment for redeemed coupons
 - f. ensuring coupons expire 90 days after issuance
 - g. providing timely payment authorization to retailers consistent with reasonable commercial standards
 - h. providing detailed audit and exception reports, including an automatically generated exception report based on suspicious pattern of coupon usage or retailer payments
 - i. ensuring payment authorization to the retailer for only the actual retail sale price if the converter box unit price is under \$40 and
 - j. accounting for balances on not used, stolen, expired, and any redeemed coupon used to purchase a converter box priced at less than the coupon value of \$40.
6. Provide twenty-four hours per day, seven days per week (24x7) operations of the Coupon Program system processing to include:
- a. preventive and corrective hardware, software and network maintenance
 - b. application management
 - c. database management
 - d. configuration management
 - e. toll free service center (services such as phone, web access, mail, fax processing) operations
 - f. mail processing and distribution
 - g. disaster recovery and continuity of operations plan (COOP)
 - h. covers all 50 states and U.S. territories
7. Provide secure processing services that meet or exceed standards and requirements applicable to the Coupon Program by NTIA, the Department of Commerce, and the National Institute of Standards and Technology.
8. Develop and administer a closeout plan that accounts for all program transactions; retains all program data; and, provides complete final financial audits and reconciliation reports.

C.3.3.2 MANAGEMENT OUTCOMES AND OBJECTIVES

The primary management objective is twofold: (a) allow the Contractor maximum flexibility to innovatively manage program cost, schedule, performance, risks, subcontracts, vendors, and data required to deliver an effective and affordable Coupon Program and (b) maintain clear government visibility, understanding, and information access into program cost, schedule, performance, and risk. The Contractor shall furnish all necessary resources in order to meet or exceed these objectives. The most complex project assignments may require special expertise in a range of subject matters, service centers, and project management capabilities and encompass all of the work described in the Contractor's PWS.

To meet these objectives the Contractor must:

1. Possess, or have access to, multi-disciplined skilled professional expertise such that a multitude of project assignments can be performed simultaneously without compromise in quality
2. Provide the necessary resources as defined in the Contractor's Project Management Plan to meet the task requirements of the PWS.
3. Plan and coordinate necessary staff and perform the activities defined, including developing plans, making personnel assignments, implementing services, tracking schedules, evaluating risks and preparing required reports
4. Maintain full technical coordination and interchange of information with NTIA program leadership and CO
5. Provide real time access to program status and performance via an electronic web based dashboard type management information system as defined in Section J Attachment J.VII.
6. Establish appropriate and effective performance measures and quality program to ensure contractor delivered services align with the Coupon Program goals and objectives.
7. Meet program objectives while providing innovative and flexible management of project cost, schedule, performance, risks, and subcontracts.
8. Utilize effective subcontract and teaming arrangements to meet small business goals as defined in Section J Attachment J.III.
9. React to coupon request and redemption surges as necessary
10. Maintain confidential treatment of non-aggregated sales, inventory, or other competitively sensitive information
11. Provide retailer oversight to ensure Coupon Program integrity and minimize waste, fraud, and abuse
12. Support urgent, unforeseen project assignments directly related to this program to quickly mobilize an adequate workforce to initiate performance of the new assignment
13. Provide appropriate data rights and use agreements to NTIA as needed

C.3.3.3 COST OUTCOMES AND OBJECTIVES

Cost outcomes and objectives for the Coupon Program are defined by law. Throughout the life of the Coupon Program contract, the Contractor is expected to maintain a high level of service delivery. Service delivery shall be consistent, cost-effective, achieve improved performance over time, reliable, and secure.

Because the total number of coupons to be distributed and redeemed is not predictable, the Contractor is to include transaction volume based cost components to ensure cost-effectiveness for NTIA. Ongoing financial transaction analysis and reporting must be utilized to provide a predictable cost profile throughout the life of the project.

A successfully completed transaction for Coupon Distribution is defined as the system processing of a consumer request for up to two coupons, activation of the coupon(s) in the Contractor's database and the mailing of the coupon(s) to the consumer household.

A successfully completed transaction for Coupon Redemption and Payment is defined as the financial processing of properly authorized coupon(s) redemption by the certified retailer and the Contractor's Reimbursement File is successfully processed for NIST to make payment to the certified retailer for redemption of the valid coupon(s).