SECTION C - STATEMENT OF WORK

C.1 <u>INTRODUCTION</u>

(a) Automated litigation support (ALS) encompasses a wide range of professional services and products that help attorneys acquire, organize, develop, and present evidence throughout the course of litigation, from pre-filing investigation, through complaint, discovery, and trial, through post-trial briefs and the appeals process. Through the use of professional litigation support services and advanced tools for litigation support, the litigating attorney can use evidence and information effectively to win lawsuits. Professional litigation support products and services enable the litigator to control and manage much larger volumes of case materials, and much more complex information, much more quickly, and to much greater effect, than would otherwise be possible.

(b) The Department of Justice currently has litigation support programs in six of its litigating components - Civil Division, Antitrust Division, Civil Rights Division, Criminal Division, Environment and Natural Resources Division, and the Executive Office for U.S. Attorneys. In addition, the Tax Division is presently in the process of developing a litigation support program. All six existing programs consist of Government specialists who define case- or investigation-specific requirements and then manage contractor-provided case support using contracts designed for automated litigation support. All six programs are presently making use of our "Mega 1" automated litigation support contracts awarded in November 1996 for this purpose. One of the four contracts is completing work-in-progress and is no longer currently available to the programs for new work. The Civil Division's program was begun in the early 1980's to support massive tort litigations such as asbestos, radiation and agent orange; the ENRD program grew in tandem with the enormous increase in environmental litigation since 1980; the Antitrust Division's litigation support effort was established in 1978 to support the AT&T and IBM cases; the Civil Rights Division's litigation support program began in the Spring of 1992 in response to the need for assistance with employment litigation Stage II proceedings; the Criminal Division's program originated in 1990 to support financial institutional fraud cases; and the program for the U.S. Attorneys was begun in 1993 in response to their growing need for nationwide automated litigation support services that would take advantage of the increased power of existing office automation resources within the US Attorneys' Offices.

(c) Each DOJ component has unique mission-driven needs which define its specific ALS program requirements. Decentralized, Division-specific programs allow each Assistant Attorney General to quickly assemble support resources to meet litigation demands. Division litigation support staff are familiar with and committed to the mission of the Division they work for, and have developed experience in supplying support tailored to the Division's specific litigation support needs.

(d) The exigencies of litigation do not easily allow for contracting on a case-by-case basis. As a result, each Division that has an ALS program contracts for a full range of litigation support services through indefinite-quantity fixed-unit price contracts (currently the Mega 1 contracts). The Department has developed units (CLINs) which serve as the components of support, allowing for the selection of units in specified quantities for inclusion on a task order. Contracting for ALS services

ensures that the drastic fluctuations in workload inherent in litigation can be managed most cost-effectively to the Government. Additionally, it permits the Government to have access to specialized expertise as needed. Most important, such a contract vehicle allows the Government to respond rapidly to urgent litigation needs.

C.1.1 Civil Division

(a) Automated litigation support began in the Civil Division in 1982 in response to a dramatic change in the nature of its case load. In particular, the Division faced a crisis in the review and preparation of evidence for three enormous "case families": asbestos, radiation and agent orange. Attorney and support staff increases were far too small to handle litigations with millions of pages of evidence located nationwide and involving thousands of parties. The size and complexity of these cases dictated the use of modern methods for managing massive amounts of potential evidence. There was, in fact, no other way to litigate these cases effectively.

(b) Over the years, the Civil Division's automated litigation support program has grown to include a staff of 19 people, who support 80 - 120 cases annually through the automated litigation support contracts. Expenditures over the last four years, including substantial reimbursement funding from other agencies, have averaged over $58 million per year. Cases are typically affirmative and defensive civil litigation, involving everything from torts class actions, to DoD contract disputes, to Medicare fraud, to immigration and employment litigation. The ALS program has played an instrumental role in winning major cases in the Division. With the success of the program, requests for ALS services far outstrip available funding every year.

(c) Additional background information on the Civil Division is available at the Department of Justice World Wide Web site, http://www.usdoj.gov.

C.1.2 Antitrust Division

(a) The Antitrust Division's initial litigation support efforts were established in 1978 in an effort to support the massive AT&T and IBM cases. For both of these cases an extremely large number of documents and evidence was prepared. The variety of needs identified during the various stages of these two cases resulted in the establishment of the Division's Litigation Support Unit (LSU).

(b) The Antitrust Division is tasked with the enforcement of federal laws related to the protection of competition and prohibition of restraints of trade and monopolization. The Division is responsible for enforcing the Federal Antitrust statutes (principally the Sherman Antitrust Act and the Clayton Antitrust Act). The staff of the Antitrust Division is much like any large law firm consisting of the various levels of attorneys, administrative staff, paralegals, and litigation specialists. The Litigation Support Unit (LSU) is located within the Information System Support Group (ISSG) of the Executive Office of the Antitrust Division. The Litigation Support Unit's mission is to provide automated litigation support to a myriad of projects within the Division. The demands of the projects

serviced by the LSU change continually. Each year the budget allotted for litigation support had grown in relation to these demands. Spending under the Mega 1 contract for automated litigation support has averaged about $2.5 million per year.

(c) Additional background information on the Antitrust Division is available at the Department of Justice World Wide Web site, http://www.usdoj.gov.

C.1.3 Civil Rights Division

(a) The Civil Rights Division was established in 1957 following the enactment of the first civil rights statutes since Reconstruction. The Division is the primary institution within the federal government responsible for enforcing federal statutes prohibiting discrimination on the basis of race, sex, handicap, religion, and national origin.

(b) Litigation support in the Civil Rights Division began in 1992, with the need to provide database support for Stage II proceedings in United States v. State of Florida, et al., an employment sex discrimination case. To date, the Litigation Support Group within the Civil Rights Division has grown to six case managers handling 142 cases during fiscal year 2000.

(c) Funding has stayed at a level of approximately $4.0 million per year in the past few years, but the number of cases supported has risen 20% per year. Cost effective support and efficient use of emerging technology has become the major cornerstone to continuing litigation support in the Division.   The Civil Rights Division is a major user of Oracle software for database management.

(d) Additional background information on the Civil Rights Division is available at the Department of Justice World Wide Web site, http://www.usdoj.gov.

C.1.4 Criminal Division

(a) The Criminal Division has spent approximately $3 million per year on contractor provided litigation support products and services over the past ten years. The Criminal Division primarily uses the litigation support contract to fulfill its need for quality personnel having a full range of paralegal training and experience for use on both long and short term assignments. The Criminal Division also procures technical support services such as NT Server configuration, troubleshooting and support, Novell, Concordance, Summation, db TextWorks, inData's Trial Director suite.

(b) Consistent with the nature of criminal investigations and prosecutions, the Criminal Division makes extensive use of professional expertise and state of the art tools for the management and presentation of audio and video evidence such as telephone communications intercepted pursuant to Title III of 18 U.S.C. 2510 et seq.

(c) The Criminal Division also does "big document" cases although this is an infrequent requirement. Projects requiring scanning, coding and other tasks related to the development of an

image-enabled document database have historically occurred once every three years. The cases supported by these projects are typically prosecuted out of the Criminal Division's Fraud Section. Coding projects may include a requirement for coding of foreign language documents.

(d) Additional background information on the Criminal Division is available at the Department of Justice World Wide Web site, http://www.usdoj.gov/criminal/.

C.1.5. Environment and Natural Resources Division (ENRD)

(a) The Environment and Natural Resources Division ("ENRD") is the nation's environmental lawyer, and the largest environmental law firm in the world. It is responsible for litigation ranging from protection of endangered species, to global climate change, to cleaning up the nation's hazardous waste sites. Nearly one-half of the Division's lawyers enforce the nation's civil and criminal environmental laws and the health and environment of all Americans. The Division also defends environmental challenges to government programs and activities. It represents the United States in all matters concerning the protection, use and development of the nation's natural resources and public lands, wildlife protection, Indian rights and claims, and the acquisition of federal property.

(b) ENRD's Office of Litigation Support ("OLS") was first created to support the massive Love Canal litigation in 1980. Since that time, OLS has been responsible for directing all activities in the design and management of litigation support systems developed to support the Division's trial attorneys in carrying out the mission of the Division. The Office is responsible for providing services to Division attorneys in the preparation for and conduct of trials. This is accomplished through the use of automated databases and other technologies, such as document imaging. OLS also provides support in the form of document centers on very large cases and trial support centers at sites around the nation. In this capacity, the Office monitors contract support requirements for the Division; manages contractor personnel; develops Division-wide automated document-management resources; and coordinates use of sophisticated tools necessary for litigation support operations.

(c) OLS supports anywhere from 50 to 300 cases or projects each year averaging $6 million in funding from all sources. ENRD's Clean Air Act ("CAA"), Clean Water Act ("CWA"), Indian/Tribal Claims, Tucker Act, Superfund and Water Rights cases are some of the most complex and document intensive litigated by the Department. These case families often have document collections containing millions of pages located at various sites across the nation that need to be acquired, automated and made accessible to trial teams, expert witnesses, consultants, and client agencies.

(d) Additional background information on the ENRD is available at the Department of Justice World Wide Web site, http://www.usdoj.gov.

C.1.6 Executive Office for United States Attorneys (EOUSA)

(a) The United States Attorneys serve as the nation's principal litigators, under the direction of the Attorney General. As such they conduct most of the trial work in which the United States is a party. The United States Attorneys have three statutory responsibilities under Title 28, Section 507 of the United States Code:

(1) the prosecution of criminal cases brought by the Federal government;

(2) the prosecution and defense of civil cases in which the United States is a party: and

(3) the collection of debts owed the Federal Government which are administratively uncollectible.

(b) There are 93 United States Attorneys located in 94 districts. One United States Attorney is assigned to each of the judicial districts, with the exception of Guam and the Northern Mariana Islands, where a single United States Attorney serves in both districts. Although the distribution of caseload varies between districts, each office has every category of cases and handles a mixture of simple and complex litigation.

(c) The Executive Office for United States Attorneys (EOUSA) is the administrative arm of the United States Attorneys' Offices throughout the country. The EOUSA provides a broad range of support services pertaining to personnel, procurement and numerous administrative and information management activities conducted with the United States Attorneys' Offices. In addition to its administrative support, EOUSA is responsible for providing comprehensive computer and information technology support for the United States Attorneys.

(d) In 1991, the EOUSA established a Litigation Support Services (LSS) unit to meet the growing needs of the litigating attorneys and their support staff. The LSS unit is responsible for the procurement and administration of litigation support and provides expertise, guidance and assistance on the use of these services for the duration of the case. The LSS unit is staffed with Case Managers who plan, direct, monitor and evaluate contractor activities in support of all cases requiring litigation support requested by any of the United States Attorneys' Offices. These Case Managers are specialists with a wide range of technical and legal expertise including information management and computer technology. The Case Managers report through the Assistant Director for Office Automation to the Deputy Director, Administrative Services, EOUSA.

(e) Additional background information on the EOUSA is available at the Department of Justice World Wide Web site, http://www.usdoj.gov.

C.1.7 Functions of Government Litigation Support Staff

(a) Government litigation support staff in each of these Divisions plan, direct, monitor, and evaluate contractor provided support. Functions of these staffs include:

(1) Obtaining and directing a contractor work force of flexible size and skills for using

case-specific systems to assist in conducting investigations and preparing pre-trial and trial evidence.

(2)   Designing and building databases and other litigation resources making use of document imaging and other technologies to provide management and control of case and investigation information.

(3)   Identifying potential cases for receiving support, analyzing the operational requirements for these candidate cases, and recommending the nature of the support needed and the relative level of priority of each case.

(4)   Developing procurements for the full spectrum of case-related information management services.

(5)   Implementing and managing litigation support contracts to ensure deliverables meet quality specifications and court-imposed schedules.

(6)   Preparing case support budget plans, monitoring spending, and recommending adjustments as cost and litigation priorities change.

(7)   Meeting weekly with Contractor and Division staff to review activities and problems and to provide financial information about the volume of work delivered and the balance of funds available on the task orders.

(8)   Educating the Division's legal staff on the use of litigation support so that attorneys consider its use when litigation circumstances warrant it.

(9)   Researching the use of new technology for ALS which would enhance the cost-effectiveness of support operations.

(10)   Providing access to, management of, and cost control for litigation support resources.

(11)   Providing technical personnel to prepare specialized litigation support databases and products on an as-needed basis (i.e., GIS and imaging).

(12)   Securing professional services for financial transaction analysis, translation of documents, and interpreters, and other case or investigation related needs.

(13)   Providing litigation support equipment for use by Division employees.

C.1.7.1 Information Systems

(a) One component of litigation support services is making automated litigation support tools

available to attorneys and to support staff. Most of the Department of Justice has now converted to the JCON 2 office automation network, in one form or another, so for the most part, access to these tools is through the JCON 2 system, whether the tools are desktop PC-based, or server-based, or even, in a few instances, browser or Internet based.

(b) Each Division has its own approach to providing automated litigation support services, based on the specific needs of the litigators in the Division, and on the resources available within the Division. The Divisions make use of different software packages, for example, and different host platforms.

C.1.7.1.1 Civil Division

(a) The Civil Division's office automation network is a component of the Justice Department's JCON 2 office automation network. It is an NT network with NT user workstations. Most workstation PCs are Dell Pentiums. The chief applications available to Civil Division users are Corel Legal Suite 2000 with WordPerfect for word processing and QuattroPro for spreadsheets, Microsoft Outlook for E-mail, access to attorney timekeeping and case tracking databases, access to litigation support databases, access to commercial legal research services, and internet access via the Department's internet server.

(b) The Division's litigation support databases are created and maintained by contract personnel for the Division's Office of Litigation Support. The databases reside on a variety of Sun Unix and Compaq and Dell NT servers located in a number of contractor staffed computer centers. The databases are typically very large document indexing databases with associated OCR text and document images, though many smaller and more specialized databases and other applications are supported as well. The primary database management systems presently employed are Oracle, Concordance, Summation, and Litigators Notebook. A few applications use BRS. Some databases are accessed through proprietary interfaces such as CACI's Oracle/ADIIS and Aspen's BRS/AspenView. All software is commercially licensed. The Summation text retrieval DBMS, in addition to being used for contractor maintained litigation support databases, is also made generally available to Division users as a self-help database management system. Some databases are accessible not only via the JCON 2 network but also remotely by direct data line or by modem.

(c) The Office of Litigation Support also supports a number of special-purpose standalone and locally shared databases and several intranet-based Web applications. Its software lending program lends out single-user copies of PC-based database management software such as Summation, Access, and Paradox. Its extensive and very active portable computer lending program lends out laptop computers for use at home or on travel, and sends laptops, PCs, printers, and trial presentation equipment to trial sites for trial support. Small computer networks are sometimes set up at trial sites, and all or a portion of server-based litigation support databases may be downloaded to trial-site computers, or telecommunications links may be established from the trial sites to the databases on the servers. We currently make extensive use of the InData suite of trial support products, particularly Document Director and Trial Director, in conjunction with Summation, to provide trial and courtroom support.

C.1.7.1.2 Antitrust Division

(a) The Antitrust Division maintains a wide area network (WAN) of local area networks (LAN) based on the Novell NetWare system. The WAN encompasses seven regional field offices throughout the continental United States, each with one or more LANs, as well as six locations in Washington D.C. The Office Automation Unit (OAU) within ISSG manages the desktop and network support.   The primary desktop configuration is a Pentium PC and a 17 inch color monitor. Printing support is primarily via multiples of high speed laser units such as HP5si's, attached to each LAN. Electronic communication (e-mail) is supported throughout the WAN via the Novell GroupWise system. The Division uses the Corel suite for its standard applications. It is anticipated that during the course of this contract the Division will transition to the latest JCON configuration, using MS-Windows 2000 servers and desktop OS, as well as MS desktop applications.   The Office Automation Unit (OAU) of ISSG provides computerized legal and factual research tools to the Division, through desktop access to a variety of dial-up services such as Dialog, WestLaw, and Lexis/Nexis, etc. Remote dial-in access to the LAN is supported through the use of Reachout software.

(b) LSU employs a variety of software systems to meet the information management needs of the Division's litigators; needs ranging from full-text, indexed, and imaged data management to statistical analysis. The software systems exist primarily on the Division's Novell network. The primary litigation support product used is Summation, a litigation support database and full-text transcript searching tool. Additional software products used for litigation tasks include MS ACCESS, Concordance, Sanction and Trial Director.

(c) In sum, the Division's computer support requirements cover a broad range of both technical and non-technical services. The purpose of these contracts is to provide the Division with the contractor personnel and services necessary to meet the Division's automated litigation support requirements using its hardware and software systems in concert with the office automation and information management units uses of those same systems.

C.1.7.1.3 Civil Rights Division

(a) The Civil Rights Division office automation network is the Department standard JCON 2 environment. The Division moved to NT from a Unix platform. JCON, the Justice Consolidated Office Network, is a fully networked, office automation system for the Department of Justice's senior management, litigating and related legal Components.   The three primary goals of the JCON were to:

- Create a reliable, secure office automation system which allows DOJ attorneys, law enforcement officials and managers the immediate ability to exchange all electronic data within and between Components;
- Comply with the Attorney General's general policy of standardizing the legal and law enforcement tools used throughout the Department;
- Obtain implementation, operation and maintenance cost efficiencies.

(b) Interoperability is absolutely essential for the DOJ to carry out its mission successfully in the information age. There are a number of benefits to be gained from Components sharing mission-related information including more timely and effective law enforcement and least costly program administration. JCON provides a common set of core applications (e.g., electronic mail, and word processing), inter-Component access to DOJ's administrative systems (e.g., Financial Management Information System, People Soft personnel application) and facilitates the free flow of information between the JCON Components.

(c) JCON in the Civil Rights Division provides word processing (Corel WordPerfect), spreadsheet (Corel Quattro Pro), electronic mail (Microsoft Outlook), legal research (Westlaw), Interactive Case Management (ICM) and Oracle database applications to all employees via a desktop PC.

(d) The Division also maintains Unix servers to house most major database applications such as case management and litigation support databases. Oracle is the major database software for the Division.   The Division does run some applications off of NT such as Summation and Concordance.

C.1.7.1.4 <u>Criminal Division</u>

(a) The Criminal Division's offices are currently connected by the Justice Consolidated Office Network (JCON).   JCON is a TCP/IP networked office automation system, primarily providing electronic mail (GroupWise), word processing (Word Perfect), spreadsheet (Quattro Pro), legal research, and network printing capabilities to users throughout the Criminal Division.

(b) The system spans five buildings in Washington, D.C., one building in Boston, and smaller remote sites. It is comprised of network components, file and print servers, support servers, and PC and laptop clients (primarily Compaq) running Windows 95 and Windows 98. The system supports approximately 1100 clients. The system uses TCP/IP over 100BaseT Category 5 unshielded twisted pair (UTP) cabling within floors. It uses Multimode fiber between floors, and ATM (OC-3) between buildings. Connections to Boston and other remote locations are through a series of 9.6 Kbps to T1 links. Dial in connections are via Cylink.

(c) File and print servers are Sun machines running Solaris 2.5.1. The Criminal Division also employs support servers to provide the Oracle data bases, projected system fail over, backup, name lookup, authentication, and testing functions. Support servers include Sun and Compaq running Microsoft NT and Linux.

(d) The Criminal Division provides litigation support over the network from a Compaq 4000 server with 128 megabytes of memory and 10 gigabytes of hard disk storage. The server is currently running Summation 5.21 under Microsoft NT 4.0. Another Litigation Support LAN segment consists of two Dell Poweredge servers running Windows NT 4.0. This network segment hosts the DBTextWorks database application and data. Both of these network segments are connected to the JCON network but they are not part of the JCON logical network. Litigation support is also provided on a number of standalone PCs and laptops running Concordance 6.2 with the Opticon imaging

component and the inData Director Suite.

C.1.7.1.5 Environment and Natural Resources Division

(a) The Environment and Natural Resources Division's computing environment is based on the Justice Consolidated Network (implementation II) ("JCON II"). The network consists of application, file, print and database servers running Windows NT. All users have Pentium class PCs running Windows NT. ENRD's JCON II standard applications include Corel WordPerfect, Corel Quattro Pro, MS Outlook, Lotus Notes, Netscape Navigator, Inso Quick View Plus, Elite Informs, and DOCS Open. The network topology is shared 100Mbps Ethernet within buildings and 10mbps Ethernet between buildings in Washington D.C. TCP/IP is the only network protocol used. The JCON II is flexible by design and items listed above may change over time.

(b) The Environment and Natural Resources Division provides automated litigation support over its network from several NT Servers with high capacity RAID hard drive arrays for imaging and database applications. These servers run various image, text retrieval and document management packages including, but not limited to, Concordance and JFS Litigator's Notebook. Some servers have attached CR-ROM Jukebox hardware.

(c) ENRD's Office of Litigation Support maintains an in-house imaging lab for support of Division cases. Currently, the lab has one production scanner, one mid-range scanner, five high-end NT workstations and a high speed printer. The work of the computer lab staff include; scanning paper to digital image, image processing, OCR processing, data formatting, and database construction.

C.1.7.1.6 Executive Office for US Attorneys

(a) EOUSA is in the process of implementing the information technology architecture as set forth by JMD for JCON II throughout all 94 Districts. The first phase of the integration was the installation of over 10,000 Dell Optiplex GX1 PC desktops with Windows NT Workstation 4.0 into all Districts. Additionally, Category 5 UTP cabling, connectors and patch panels were installed.

(b) The second phase includes upgrading the existing WAN architecture with a Justice Consolidated Network (JCN) compliant ATM solution. This JCN infrastructure will be secured through a Virtual Private Network (VPN). The messaging servers have been replaced with Windows NT and Exchange servers throughout all Districts. Additionally, each District will be designated as having one Windows NT 4.0 domain with one Primary Domain Controller and at least one Backup Domain Controllers based on number of users within a District.

(c) The third and final phase to bring US Attorneys into full JCON II compliance includes upgrading existing remote access, intrusion detection systems, firewalls, management tools and software distribution systems. Current scheduling for this is to be done in 2001.

C.2 **CONTRACT OBJECTIVE**

(a) The objective of this contract is to obtain nonpersonal professional litigation support services and products to meet the requirements of the Department of Justice. The primary users of this contract are expected to be the Civil Division, the Antitrust Division, the Civil Rights Division, the Criminal Division, the Environment and Natural Resources Division, and the Executive Office for United States Attorneys. Other components of the Department of Justice, such as the Tax Division, may also make use of the contract, as may other agencies.

(b) Litigation support activities can include, but are not limited to, the following broad categories:

(1)   Document acquisition
(2)   Database creation, including document coding, data entry, and database set up
(3)   Database utilization
(4)   Electronic data acquisition
(5)   Pre-trial and trial support, including courtroom presentation services
(6)   Resource planning, implementation, and administration
(7)   Specialized professional services in support of litigation, investigations, and case related administration, including language translation, auditing and accounting services, and statistical analysis
(8)   Contract and project management
(9)   Special Projects.

(c) In order to provide this support, the Contractor will be required to perform the following:

(1)   Assess services and information requirements
(2)   Design resource and staffing plans to meet these requirements
(3)   Prepare project-specific action plans and budgets
(4)   Hire and train staff
(5)   Develop procedures
(6)   Implement plans and monitor performance
(7)   Report on status, including financial status, resolve problems and redirect resources as needed
(8)   Meet objectives and deadlines
(9)   Evaluate project on completion
(10)   Acquire and manage subcontracted services as needed.

C.3 **SCOPE OF CONTRACT**

This contract will be used to provide professional litigation support products and services to the Department of Justice and other Federal agencies on an indefinite delivery, indefinite quantity task order basis. Individual task orders issued under this contract may support any Department of

Justice organization or Federal agency on a local and/or nationwide basis. Services may be required anywhere in or outside of the United States and its territories. This contract will also be used to support case- or investigation-related administrative functions.

C.4 GENERAL WORK REQUIREMENTS

C.4.1 Litigation Support Functions

(a) As described in Section C.1, automated litigation support encompasses a wide range of professional products and services, along with a variety of current technologies, that help attorneys or other professional staff members acquire, organize, analyze, and present evidence in conducting a lawsuit or investigation.

(b) The types of litigation support required under this contract will generally fall into the following areas:

(1)   **Document acquisition**, including researching, identifying, reviewing, and selecting relevant documents and other materials locally and in the field; organizing documents; numbering documents; creating file level indices; capturing document images; copying documents; preparing documents for production; developing and documenting procedures; and performing quality control.

(2)   **Database creation**, including review of documents for relevance; level of treatment analysis; development of vocabulary control and other indexing tools; document coding and data entry; OCRing documents; loading, updating and maintaining databases; information analysis and database design; setting up and implementing databases; developing and documenting procedures; preparing database design, document coding, and data entry documentation; preparing and processing geographical information; and performing quality control.

(3)   **Electronic data acquisition and production**, including extracting and converting data; restoration of email files; analyzing and reporting from a wide variety of data and formats received as a result of production from Government and non-Government sources, including adversaries; assistance in the production of electronic data to opposing counsel; and performing quality control.

(4)   **Database utilization**, including performing searches and producing reports; training and assisting Government staff; preparing end user manuals; creating tools to assist end users and other system users; maintaining databases; and performing quality control.

(5)   **Pre-trial and trial support**, including identifying, leasing, equipping, and staffing document center facilities, both locally and in the field; administering, operating, and maintaining equipment and other resources in support of litigation; providing

discovery, pre-trial and trial support as needed - exhibit preparation, courtroom presentation assistance, courtroom/interview audio/visual services, PC support, graphics support, etc.; providing support to trial attorney staff in preparing filings for submission; legal and factual research; trial site support, including setting up trial site support facilities; developing document center procedures manuals and case-specific procedures; providing courtroom presentation support, including equipment for in-courtroom presentation, staff for assisting the trial attorneys in developing graphics and scripting their presentations, and in-courtroom staff for operating presentation equipment; and performing quality control.

(6)   **Specialized professional services**, including professional language translation and interpretation, auditing and accounting services, statistical analysis and modeling, medical records review; and other consulting services requiring particular industry or subject matter expertise.

(7)   **Contract and project management**, including coordination of different contractor components - sometimes even coordination of the efforts of several contractors; communication with the Government, sometimes with several Government components at once; assessing automated litigation support requirements; identifying and obtaining necessary staff and other resources; training; establishing management plans and schedules, and managing contractor and subcontractor efforts to meet those objectives, both on specific projects and on a contract-wide basis; identifying problems and troubleshooting; preparing progress and status reports; quality control and quality assurance efforts required for contract performance; financial management; management of security, confidentiality, and conflict of interest issues.

(c) Each litigation support project will require the Contractor to provide different quantities and combinations of litigation support product and support service CLINs, and the requirements of each project will change over time, and as the project develops. The Contractor must be capable of providing any and all combinations and quantities of services as described in Section C. For the purpose of illustration only, the following are hypothetical examples of requirements for small, medium, large, "mammoth," and special projects.

(1)   **Small:** Provide staff to analyze banking data resident on seized computers, identifying such activities as unauthorized intrusions into individual account records or use of privileged information to skim accounts.

or

Provide a small paralegal team to review seized paper records to confirm patterns and activities uncovered by the staff analyzing machine readable records.

or

Provide full service automated litigation support to a case involving 20,000 pages of

documents, including image capture, building an image-enabled document database, deposition support, and preparation of trial exhibits.

(2)   **Medium:** Provide staff to assist in reviewing investigative materials in a drug sales and drug transportation conspiracy case referred to the Criminal Division's Narcotics and Dangerous Drug Section from the Drug Enforcement Administration (DEA), creating data base(s) and documentation as necessary. The potential evidence consists of 2,000 pages of Title III transcripts, two (2) years of telephone records for three (3) holding companies, a total of 100,000 pages of normal business records located in Washington, D.C., Brownsville, Texas, and Miami, Florida, and 500 packages of physical evidence with corresponding agent logs and index on dBase III. Translation of 100 key Spanish language documents is needed immediately both to focus review of the business records and to pinpoint action for follow-up by Asset Forfeiture and Money Laundering Section attorneys. During performance of the project, the Contractor evidence review team will identify materials useful for on-going aspects of the case handled by attorneys in the Asset Forfeiture and Money Laundering Section.

(3)   **Large:** Establish a full-service document center in Washington, D.C., to support investigations and cases involving nationwide financial institution fraud. Lease and fully equip 20,000 square feet of space. Hire and train staff of 50, including systems staff, financial transaction analysts, evidence acquisition teams, and other document center personnel. Coordinate with investigators and agents handling related matters for the FBI and other agencies. Screen and acquire over five (5) million pages of materials from 10 sites. Build image-enabled document database indices to selected subsets of these materials, totaling 1,000,000 documents. The document center team will provide a rapid litigation support deployment force for multiple grand jury actions and subsequent rapid response under the Speedy Trial Act for five (5) trials over a two-year period. Establish remote site trial support centers for these trials. Translation of documents and interpreter services for potential witnesses are needed occasionally in Washington, D.C., and at remote discovery sites.

(4)   **Mammoth:** Establish a full-service, 30,000 square-foot document center in Washington, DC, to support the needs of an enormous civil litigation with potential liability to the Government of $1.5 billion. Facility must be DSS-approved for storage of classified materials. The lawsuit is expected to last five to seven years; more than 20 document discovery sites are involved, including overseas sites. A total of 20 million pages of documents will be scanned and stored in digital form. The Contractor must set up dedicated office equipment and other resources to support the case. Document discovery will require 20 full time staff to be on the road for two years. All OCRing and CD burning will take place at contractor facilities. All document coding will be performed at contractor facilities, by 300 coders working on three shifts. The document center will be fully staffed at 75 contractor employees within one year of inception.

(5)   **Special Projects:** Maintain and operate a consent decree library for all employment

litigation consent decrees. Staff and equip this library. Provide services to "customers" via phone, fax, and letter.

C.4.2 **Task Orders**

(a) The primary user Divisions have procedures which govern the process for requesting and receiving litigation support services. Procedures vary within the Divisions; however, they are intended to ensure that: 1) long-range litigation support requirements are identified as part of the annual budget process for each Division; 2) each Division reviews its litigation support program and requirements on an annual basis, and provides case support recommendations to its Assistant Attorney General; and, 3) a formal request procedure is in place to respond to rapidly emerging requirements during the year.

(b) Typically, cases requesting litigation support are described in a brief writeup, along with a description of, and cost estimate for, the support requested. Decisions to provide or not provide the support requested are based on Division budget, case priorities within the Division/Section/Branch, and feasibility.

(c) If a decision is made to provide litigation support to one or more cases, the Division litigation support staff prepares a Task Order for signature by the designated Division COTR for this contract. The Task Order will then be issued by the Contracting Officer, Justice Management Division. The Task Order will include the CLINs and the estimated quantities as deemed appropriate by the Division. See Section H.2.3 for the complete list of information to be included on the Task Order, and Section H.2.2 for information regarding Task Order award. The Task Order may be issued to cover a single project or cover multiple projects. After issuance of the Task Order, the Division litigation support staff will provide the Contractor with such materials as required to develop a detailed litigation support plan for each project.

(d) Within a maximum of three (3) working days after issuance of the Task Order (or even sooner in emergency situations), the Contractor shall be available to meet with the COTR and/or any other Government litigation representatives to discuss the specifications and to assure a thorough understanding of the project and/or Task Order requirements. The precise date and time for the meeting shall be as mutually agreed upon.

(e) When a preliminary written plan is required, the plan shall be prepared by the Contractor and shall include, but not be limited to, the following information:

(1)   A brief discussion of the scope of the anticipated support requirements and a detailed plan for accomplishing the task, including an outline of the steps, a schedule, a budget, all proposed case specific reports, and a quality control plan.

(2)   CLINs and estimated quantities (by CLIN) required.

(3)   Names of proposed key personnel listed by CLIN.

(4)   Type and amount of equipment and materials required.

(5)   Location(s) where work will be performed.

(6)   Any problems or concerns anticipated and corresponding recommended actions.

(f) For projects of a complex or long-term nature, the litigation support plans shall be maintained and modified/updated as necessary. The timetable for subsequent updates or revisions shall be as determined by the COTR or his/her delegated representative.

(g) For Task Orders which include work to be done under time critical deadlines (such as requirements to go forward to trial under the Speedy Trial Act), accelerated delivery of support products may be required. All use of accelerated CLINs must be approved in advance by the COTR.

(h) For Task Orders that include requirements to work at field sites outside the Washington, D.C., metropolitan area, the decision to utilize CLINs from Table B-4 (Washington, D.C.- based contractor employees) with authorized travel expenses in lieu of contractor personnel hired locally (Table B-5) will depend on the planned duration of the required services. Generally, Washington, D.C.-based contractor employees will be utilized with authorized travel for any services which can be completed in a period up to three (3) months.

(i) At the completion of a project, a Task Order, or a series of Task Orders for a single project, the Contractor may be required by the COTR to submit a summary report containing a history of the project(s), important statistics for each project, operational lessons learned from the project(s), and recommendations for improving its own contribution to future projects. For long-lived projects of exceptional significance, a more detailed project evaluation report may be requested by the COTR.

(j) At the completion of a Task Order, or a series of Task Orders for a single project, the Contractor will ensure a master set of case file documentation for each project is held in an archive at the Contractor's site for a length of time to be determined by the COTR. The Contractor must retain both hard copy and word processing versions of the documentation; word processing versions must be compatible with the Division's word processing system. In addition to the summary report cited above, the documentation must include: all screening, coding, document handling and user manuals; systems design manuals, including file layouts and decode tables; archive location for any original media or copies of original media (in any form) still in the Contractor's possession; and identification and location of all data files. Storage of the case file documentation is not separately billable.

(k) The Contractor shall be responsible for ensuring that all support product(s)/service(s) delivered/performed under this contract conform to the appropriate performance standards set forth in Section C and the delivery time specified in the Task Order.

C.4.3 **Contractor Resources**

This section describes required contractor resources and functional responsibilities. Unless

specifically stated to the contrary, none of the resources or support functions described in this section are separately billable.

C.4.3.1 Overall Contract Management

(a) The Contractor shall be responsible for providing contract and corporate level resources for performing all work ordered under this contract, including management of those resources. High quality management of the contract is of paramount importance to the Government, and is essential to the Contractor's ability to perform under the contract.

(b) The Contractor shall provide an unbillable overall contract management structure for the contract, and for contract work for each of the primary user Divisions as delineated in the Contractor's proposal. The unbillable contract management structures should be flexible so as to accommodate varying levels of activity and volumes of work. Offerors should propose unbillable contract management structures and staffing plans based on the following levels of activity per Division:

(1) Up to $ 1 million ALS billed per year

(2) $ 1 million to $ 5 million ALS billed per year

(3) $ 5 million to $ 10 million ALS billed per year

(4) $ 10 million to $ 20 million ALS billed per year

(5) $ 20 million to $40 million ALS billed per year

(6) Over $40 million ALS billed per year.

(c) At a minimum, the Contractor's management structure shall include the following positions:

(1)   DOJ-Wide Technical Director. The DOJ-Wide Technical Director is a senior manager responsible for coordinating the management of Division-specific work performed under the Division Contract Director(s). While, for the most part, work under this contract will be performed independently for each Division served, there will be occasional requirements for coordination of efforts and resources. The DOJ-Wide Technical Director is ultimately responsible for coordinating these efforts. The DOJ-Wide Technical Director shall meet with each COTR at least once a month, for Division-level IPRs (in progress reviews). Other periodic meetings may also be required; for example, joint meetings with all COTRs and the Contracting Officer.

(2)   Division Contract Directors. The Division Contract Director shall be responsible for the overall management and coordination of all work for a DOJ Division under this contract and shall act as the central point of contact with the Government, primarily

with the Division's COTR, but also with the Lead Agent COTR and the Contracting Officer. The Division Contract Director shall have the full authority to act for the Contractor in the performance of the required work and services under all task orders. The Division Contract Director works independently or under the general direction of senior level Contractor business management on all phases of performance, including contract management, project/task management, preparation of litigation support project plans, coordination of Division workloads and resource needs, coordination with corporate resources and management, and has direct accountability for the technical correctness, timeliness and quality of deliverables. The Division Contract Director (and all Deputy Division Directors) shall have broad and deep knowledge of litigation support, business administration, human resource management, information resources management, and data processing, and have excellent oral and written communications skills, thus ensuring that the Contractor has the capability of performing all the work.

The Division Contract Director shall meet with the COTR and/or his/her designee on a weekly basis to review scheduling, priorities, funding, performance issues, and the like. In addition, there will be monthly in-process reviews (IPRs) presented to the COTR to ascertain planned versus actual progress. It is also anticipated that there will be frequent face-to-face case-specific meetings, as requested by the COTR, between the appropriate Contractor managers, members of the COTR's Litigation Support Staff, and the attorneys. Brief written minutes for each of these meetings will be required; the minutes should be produced within two work days of the meeting, state all agreements reached, list all pending action items, and attach all relevant handouts used at the meeting. Minutes shall be distributed to all meeting attendees; minutes may also be required in ASCII or word processing (WordPerfect) form.

(3)   <u>Deputy Division Directors</u>. Deputy Division Directors assist the Division Contract Director in managing high volumes of work for a particular Division. Deputies may be delegated authority over a functional area - e.g., "pipeline" work or data processing support - or over a particularly large project, or group of projects, should the volume of work warrant it. Deputies must be capable of performing all Division Contract Director management and coordinating functions, as assigned by the Division Contract Director, and will be required to attend numerous periodic and ad hoc face to face meetings with the COTR and Government Case Managers.

> *Note:*   *As a guideline, it has been the Government's experience that at a billing level of $20 million per year for a Division, one full-time, dedicated, unbillable Division Contract Director, and three full-time, dedicated, unbillable Deputy Division Contract Directors directing case support efforts will be required to manage the contract work for that Division adequately.*

(d) The DOJ-Wide **Technical** Director, Division Contract Directors and the Deputy Division

Directors are considered Key Personnel, as are the Division-specific Key Personnel described in C.4.3.2, below. The Contractor shall provide the services of the specific individuals as delineated in its proposal. Any changes proposed are subject to the approval of the COTR.

C.4.3.1.1 Management, Administrative, and Logistical Functions and Responsibilities

(a) The Contractor shall provide all management, staffing, planning, scheduling, procuring, pick-ups and deliveries for all items/services required by the task order. This shall include, but is not limited to:

(1)   All activities associated with recruiting and hiring staff, such as advertising, screening applicants, interviewing, reference checking, etc.

(2)   Screening and processing prospective contract staff to ensure all Contractor employees used under this contract meet personnel hiring and employment security approval requirements (See Section H.4).

(3)   All activities associated with management of Contractor's facilities, including obtaining space, equipment, furniture, supplies, maintenance, etc. This includes Contractor space required for performance of functions such as scanning, coding, data processing work, overall contract management, etc.

(4)   Ensuring facilities used for the Contractor's performance of this contract meet all physical security requirements of the contract (see Section H.4).

(5)   All activities associated with Contractor management and handling of interim and deliverable pipeline products, such as CDs containing images, electronic data files, etc. For example, the Contractor must forward, monitor, and track each "container" of documents, from receipt, through image capture, through processing and duplication and delivery; the Contractor must control and coordinate all document processing steps, from receipt of documents to be coded, through coding and quality control, through creation of data files for processing.

(6)   Planning, scheduling, and procuring airfare, lodging accommodations, and ground transportation for all approved travel by Contractor personnel. Ensuring that invoiced travel costs are itemized in accordance with the Government travel guidelines in effect at the time of travel. See Part 31 of the Federal Acquisition Regulations, and Section B.4.2.

(7)   Planning for and making all necessary arrangements to ensure that Contractor personnel performing field work have all necessary supplies and equipment in advance of or simultaneous with their arrival at the site.

(8)   Procuring items/services on behalf of the Government (e.g., space/furniture for a

document center). Ensuring that open market procurements are properly documented to prove price competition was obtained, or justification for not obtaining competition; if use of GSA schedules is authorized, the Contractor shall follow the requirements of FAR Part 8.

(9)   Providing daily courier pick-ups and deliveries of media and contract correspondence to and from the COTR, and other DOJ locations in Washington, DC, as specified by the COTR. Specified locations will include Contractor management offices, Contractor headquarters offices, if any, subcontractor offices, Washington, DC Document Centers, and court offices, as well as various DOJ offices. The Contractor shall provide both courier and vehicle for this service. As many as three pickups/deliveries per day at each location may be required. Depending on workload, more than one courier may be required.

(10)   Assembling billing data and billing back-up materials, including all time and materials needed for preparing any responses to Government billing rejection letters. Generating, distributing, and tracking invoices, including generating reports, responding to inquiries, tracking which deliverables and/or units have been invoiced and which have not, etc.

(11)   Tracking and reporting on Government furnished materials, including equipment, furniture, image collections, data files, documentation libraries, and other materials. The Contractor is responsible for adequate care and safekeeping of all Government furnished materials, including inventorying, tracking and reporting, etc. The Contractor shall reimburse the Government for any Government furnished materials lost or stolen while in the Contractor's safekeeping. (See Section H.10.1, and Section J, Attachment No. 9.)

(12)   All activities associated with managing subcontractors, such as identifying and qualifying them, negotiating subcontracts, obtaining Government approval for their use, reviewing invoices, ensuring compliance with the security and other requirements of this Contract, etc. Work ordered by the Government may require the Contractor to subcontract portions of the work which it (the prime Contractor) is not qualified to handle.

(13)   All activities associated with the Contractor's Quality Assurance programs; all activities required for coordination with the Government's Quality Assurance Contractor.

(14)   Overall Contract Management and support staff for management, such as clerical, secretarial, and administrative support.

(b) The items in paragraph (a) above are not separately billable. The Contractor should describe how it intends to staff, organize and perform these functions at the billing levels listed in

C.4.3.1.

> *Note: As a guide, based on past experience, following is the Government's estimate of the minimum level of full time, non-billable management and supervisory positions which would be required for acceptable performance by a Contractor at a billing level of $20 million per year.*
>
> > *Operations Manager*
> > *Reprographics Supervisor*
> > *Scanning Supervisor*
> > *Document Processing Supervisor*
> > *Data Processing Manager*
> > *Quality Assurance Coordinator/Manager*
> > *Documentation Manager*
> > *Administration Manager*
> > *Billing Manager.*

(c) Higher levels of activity may require additional non-billable management hours and/or other contract resources.

C.4.3.2 Division-Specific Management and Staffing

(a) The Contractor must understand that the six primary user Divisions for this Contract operate separate Automated Litigation Support programs, which require separate Contractor support staffs. The Contractor shall implement and maintain management and staff structures to support these six programs separately. For example, the Government does not want or intend to use one Division's Document Center, or one Division's Document Center staff, to perform work for other Divisions. The following lists of Key Personnel are not shared resources among the Divisions.

(b) The following positions are considered Key Personnel for the six primary user Divisions.

(1)   Civil Division:

- Torts Document Center
  Lead Project Manager
  Project Manager (2).

- Commercial Document Center
  Lead Project Manager
  Project Manager (3).

- **Winstar**
  Lead Project Manager (3)
  Project Manager (11)
  Field Discovery Manager
  Systems Manager
  Technical Analyst (2)
  Senior Systems Analyst (4).

- **Tobacco**
  Lead Project Manager
  Project Manager
  Field Discovery Manager
  Systems Manager
  Technical Analyst
  Senior Systems Analyst.

- **Data Processing Support**
  (The Data Processing Group provides both unit rate and hourly rate support as required. The Contractor will be expected to dedicate full time staff to data processing support regardless of level of billable work.)

  Systems Manager (Lead for OLS Servers)
  Senior Systems Analyst.

(2) <u>Antitrust Division</u>

  Project Manager.

(3) <u>Civil Rights Division:</u>

  Project Manager
  Technical Analyst
  Senior Systems Analyst.

(4) <u>Criminal Division:</u>

  Project Manager
  Technical Analyst
  Senior Systems Analyst.

(5) <u>Environment and Natural Resources Division:</u>

  Project Manager
  Technical Analyst
  Senior Systems Analyst

(6) Executive Office for US Attorneys

Lead Project Manager
Project Manager
Senior Systems Analyst.

(c) The number of personnel performing work under any of the above labor categories will likely fluctuate during the term of this contract. Any individual performing work under the above labor categories is subject to the following:

(1)   Replacement of any key personnel is subject to the prior approval of the COTR.

(2)   Requests for replacement shall include a detailed resume containing a description of position duties and mandatory qualifications, as well as information about the qualifications of the individual(s) proposed.

(3)   Contractor proposals to move any key personnel off the Contract or from one portion of the Contract to another shall be submitted at least 30 days in advance of proposed move, and are subject to the approval of the relinquishing COTR, including approval of proposed replacement.

(d) The Government reserves the right to review the qualifications of all staff selected to work on the Contract before assignment, including the individuals proposed (in the Contractor's proposal) and any replacements for these individuals, and to reject individuals who do not meet the qualifications set forth in this contract.

(e) In cases of Contractor initiated reassignment of any personnel, written notice shall be provided to the COTR at least thirty (30) days prior to reassignment; such reassignment must also allow sufficient time for any Contractor-provided training of replacement personnel. This notice shall also include the resume(s) and employment security approval status (if any) of the proposed replacement personnel. All replacement personnel are subject to the prior written approval of the COTR.

(f) The Government reserves the right to require the Contractor to reassign from this Contract any Contractor employees who are deemed incompetent, careless, unsuitable or otherwise objectionable, or whose continued use under the contract is deemed contrary to the best interests of the Government.

(g) The Contractor shall remove any employee from performance of Contract tasks within five working days of receiving notice from the Contracting Officer that the employee's performance is unsatisfactory. The Contractor shall reimburse the Government for the cost of any Government provided or funded training given to Contractor employees who cease to perform Contract duties within six months after receiving that training.

C.4.3.3 Staffing/Training

(a) The Contractor shall be responsible for providing trained, experienced staff for performing the work ordered under this Contract, and for continuously monitoring, managing and controlling the work. The Contractor shall make its best efforts to retain staff members who have gained experience on this Contract, and to minimize staff turnover. All staff assigned to perform work for the Civil Division, the Civil Rights Division, or the Environment and Natural Resources Division, under this Contract shall be United States citizens or have been legal permanent residents for at least four years. All staff assigned to Criminal Division, Executive Office for US Attorneys, or Antitrust Division work under this Contract shall be United States citizens.

(b) The Contractor shall train its own staff so as to ensure that all personnel are able to perform their duties under each Task Order satisfactorily. For example, the Contractor shall train its own staff in image scanning requirements and procedures, in document coding rules, in database search techniques, in database setup procedures and conventions, and in specific software packages, including database and imaging software such as Summation and Concordance, and courtroom presentation software such as Trial Director and Sanction. The Contractor shall also provide training for its staff should any hardware or software upgrades occur. The Contractor will furnish the COTR with formal documentation of the training provided to each labor category under the Contract as requested by the COTR, including testing tools, documentation of training provided (certifications, etc.), and demonstrations that individual employees have achieved competence in their labor categories. Except where specifically approved by the COTR, training is not separately billable. Specialized training requested by the COTR beyond that which would normally be required to perform under the contract will usually be approved by the COTR as billable.

(c) In addition to job-specific or professional training, the Contractor shall ensure its employees on this contract are trained on "contract-specific" issues such as DOJ ethics, standards of conduct, individual conflicts of interest, confidentiality requirements, DOJ security requirements (including both facility and computer security), understanding of litigation processes and terminology, understanding of the function of reporting, and the importance of quality control and quality assurance. In addition, Contractor managers shall be educated in the terms and conditions of the contract.

(d) The Government will be responsible for providing training on the primary DOJ computer-assisted legal research system (such as WestLaw), and on the JCON/JCON 2 office automation systems and their successors.   Contractors shall submit training requests for specific individuals to the COTR for approval on an as-needed basis.

C.4.3.4 Facilities/Equipment

(a) The Contractor shall provide fully furnished and equipped facilities acceptable to the Government for contract work to be performed at Contractor facilities in the Washington, D.C. area. These secure facilities must be easily accessible (nearby and served by public transportation)

to the COTR, litigation support case managers and attorneys working on the cases being supported. The facilities for document processing, data base support, non-Document Center trial/deposition support, and contract management must be within a 30 mile radius of the Main Justice Building, 10th and Constitution Ave., NW, Washington, DC. Cost for these facilities is not separately billable.

(b) Access to such Contractor-provided secure facilities must be restricted to Government staff and those Contractor and Subcontractor employees who have signed appropriate confidentiality agreements (see Section J, Attachment No. 3), and are authorized to have access to the documents. For work being performed for the Criminal Division, access will be limited to Government staff and to those Contractor and Subcontractor employees who have been granted employment security approval by DOJ, and who are authorized to have access to the documents.

(c) Physical separation of materials from other Contractor projects, including projects under other Government contracts, and between DOJ component users under this Contract, is required. Some Contractor facilities and employees may require DSS clearance.

(d) For Contract work at a Government facility, the Contractor will be provided secure space by the Government. Access to such space will be restricted to Government staff, to Contractor and Subcontractor employees who have signed appropriate confidentiality agreements and are authorized to have access to the documents, and to other personnel approved by the Government. For Criminal Division work, access will be restricted to Government staff and to Contractor and Subcontractor employees who have been granted employment security approval by DOJ, and who are authorized to have access to the documents. Contractor and Subcontractor personnel shall comply with all applicable Department of Justice and Division security regulations and guideline regarding facility security and automated information system security. See H.4 and Section J, Attachment 3 and Attachment 4.

(e) The Contractor shall provide all furniture, equipment, supplies, etc. needed for the performance of this Contract, except for equipment provided by the Government in a Document Center or in Government-provided space. The Contractor shall provide, for example, all furniture, equipment, supplies, etc., needed for the performance of unit rate image scanning work, or unit rate photocopying, or work performed by data processing staff in Contractor-provided space. Cost for these items is not separately billable.

C.4.3.5 Management Reports

(a) The Contractor shall be responsible for reporting progress on each task and subtask for each case and project it is working on. The COTR may require a wide variety of daily, weekly, and monthly progress and status reports. Examples include document processing pipeline reports, data processing status reports, daily task reports, daily, weekly, and monthly progress and financial status reports, monthly narratives of accomplishments, etc. Samples of selected illustrative pages of some of these reports are provided in Section J, Attachment No. 9 to show the level of detail required. Actual reports required for individual cases will vary with the needs of the case; the

Contractor shall modify all reports to accommodate the needs of the individual cases. The Contractor should note that numerous specialized reports may be required, particularly on large and complex projects, and particularly as regards the progress of batches of documents through the database creation process. The Contractor shall also provide case-specific ad hoc reports and timely written minutes of ad hoc case-specific meetings as required by the COTR.

(b) All reports must be generated in a timely fashion; for example, weekly reports will generally be due by COB Monday following the week covered in the report. Report deadlines will be specified by the COTR. Weekly, or even daily, face-to-face meetings with the COTR and DOJ Case Managers will often be required, often with little or no advance notice, to discuss these reports and project status. Fiscal reporting must conform to the Government's fiscal year, October 1 through September 30.

(c) All reports described in this section are considered part of overall Project Management, and are not separately billable. Costs for copying reports for distribution are not separately billable. Reports may also be required in electronic form (usually ASCII, WordPerfect, or QuattroPro on a 3.5" diskette; sometimes .pdf or HTML formats will be sufficient) as specified by the COTR.

(d) The Contractor shall, at a minimum, establish and maintain appropriate tracking systems which shall enable it to prepare and submit the management reports required. Creation and maintenance of these tracking systems is not separately billable.

(e) Paragraphs (f) through (j) contain descriptions of some of the basic reports which will be required.

(f)   Weekly or Bi-Weekly Status Reports. The Contractor shall prepare and submit weekly or bi-weekly status reports to the COTR, as requested by the COTR, for each case or project. The reports shall include, at a minimum, the following:

(1)   A narrative section on the progress of the work performed (see Section J, Attachment 9 for a sample of a weekly narrative report). This narrative description shall include, but not be limited to, the following:

●   Significant progress made during the reporting period under each major requirement of the individual project and/or task order. Identify cumulative weekly and total project statistics for litigation support products delivered; identify significant deliverables produced by hourly rate staff and the names of the staff used.

●   All activities which were scheduled to be completed during the reporting period, but were not completed as of the end of the period.

●   Identification of any problem encountered or anticipated that will affect the on-going work requirements and/or completion of the work within the time

constraints as set forth in the task order, together with recommended solutions to such problems.

●   Significant work planned for the next reporting period for each major requirement of the project and/or order.

(2)   A tracking report showing the progress of all database creation tasks, including scanning, coding, OCRing, database loading, etc. A sample identifying major production steps in building traditional DOJ litigation support databases is given at Section J, Attachment 9.   Specific stages and milestones reported will vary with the case methodology and complexity, as directed by the COTR.

(3)   A summary by CLIN of the units delivered and funds expended for this reporting period, the invoice period, the cumulative to date for the individual project(s) and a total for the task order, and balances remaining (see Section J, Attachment 9 for a sample weekly financial report).

(g) Monthly Summary Task Order Report. The purpose of this report is to ensure that both the Government and the Contractor maintain an accurate record and common understanding of all task orders issued under this contract and their financial status. In preparation for the formal monthly In-Process Review meeting (IPR), the Contractor will submit to the COTR this monthly financial summary report at the beginning of the business day prior to the IPR. The Monthly Summary Task Order Report shall contain, at a minimum, for each project and/or task order:

(1)   Task order number
(2)   Government-assigned Document Control Number (DCN)
(3)   Current amount obligated and history of all modifications of the total amount
(4)   Case or project names
(5)   Funding source
(6)   Total amount obligated by task area (e.g., document acquisition, document processing)
(7)   Amount expended by task area for the reporting period
(8)   Cumulative amount expended by task area for the task order
(9)   Accrued costs (unbilled Contractor obligations)
(10)   Rebates, credits, and penalties
(11)   Balance remaining by task area for the task order
(12)   Planned/actual date of completion
(13)   Updated projected annual cost
(14)   Task order date
(15)   DJ Number (where applicable)
(16)   Contractor assigned project number.

Using these categories of information, other specialized financial reports shall be produced as requested (such as total funds obligated, spent and remaining for the entire contract). See Section J, Attachment No. 9 for a sample monthly IPR financial report format. Contractors may also be

required to produce obligation/funding summaries by Division, across the entire contract.

(h) <u>Contractor Personnel Security Status Report</u>. The purpose of this report is to maintain current and accurate records of the hiring and related employment security approval status of all Contractor personnel who have submitted security packages (see Section J, Attachment No. 9 for sample personnel hiring/security tracking report). To support this function, the Contractor shall conduct a weekly review of its personnel actions and update the following information for each individual:

(1)   Employee name
(2)   Contract labor category (CLIN number and name)
(3)   Date request letter sent to COTR
(4)   Date pre-hiring security package sent to DOJ
(5)   Case assignment
(6)   Date employment security approval granted
(7)   Work site
(8)   Start and termination dates
(9)   Dates building pass issued and revoked
(10)   Comments.

The Contractor Personnel Security Status Report may be requested on an <u>ad hoc</u> or periodic basis (typically weekly or monthly), and shall be delivered to the COTR as requested. Note that contractors may also be required to produce reports showing that all employees whose hours are invoiced in a given month have been entered into the personnel security status tracking system.

(i) <u>Government Owned Property Report</u>. The purpose of this report is to maintain current and accurate records of the property type, location, identification number, quantity of any property furnished to the Contractor by the Government or acquired by the Contractor on behalf of the Government for use under this contract (see Section J, Attachment 9 for a sample equipment tracking report). Contractors should note that this may include furniture, ADP and other equipment, computer software, etc. To support this function, the Contractor shall conduct a monthly review of all Government owned property in its custody and document and update the holdings. The Government Owned Property Report shall be delivered to the COTR at the close of business on a day to be specified by the COTR following the close of the reporting period. The Government Owned Property Report shall contain, at a minimum, the following information:

(1)   Item type
(2)   Item description
(3)   Make and model
(4)   Serial number
(5)   DOJ inventory numbers
(6)   Leased or purchased
(7)   Month/Year invoiced, if purchased for DOJ
(8)   Warranty/maintenance information
(9)   Current location (bldg/room)

(10)   Previous location or disposition
(11)   Case or project for which originally acquired
(12)   Comments.

At the end of this Contract, these reports will be used in conjunction with invoice records to determine Government furnished materials owed by the Contractor to the Government.

(j) Contractor Staff on Government Site Report. The purpose of this report is to keep track of all of the contractor staff working on site in Government space.

(1)   Employee Name
(2)   Location (building and room number)
(3)   Telephone Number
(4)   Case Name
(5)   Contract Labor Category (CLIN number and name)
(6)   Date employment started
(7)   Date employment ended.

This report will be used to locate contractor employees. It will also be used for logistical matters.

C.4.3.6 Government Management and Tracking Systems

Instead of the Contractor-supplied management and tracking systems required for the Contractor to provide the reports described above, the COTR may require the Contractor to establish and/or update and maintain Government tracking systems to facilitate the Government's management of its Automated Litigation Support programs. For example, the Civil Division has established a variety of systems for tracking and recording information about past cases, microfilm or CD locations, detailed information as to Government-owned equipment, etc. Creation and maintenance of these systems is separately billable to the Government.

C.4.3.7 Quality Control/Quality Assurance

(a) All work performed under this contract shall be performed in accordance with the standards given in Section C and all associated attachments provided in Section J. Work failing to meet these standards shall be rejected, and the Contractor shall be required to perform the work again at no additional cost to the Government.

(b) To ensure all deliverables conform to contract specifications, the Contractor shall implement quality control procedures for all tasks as delineated in its proposal.

(c) The Contractor shall stress to its staff the importance of quality control and quality assurance. The Contractor shall maintain quality control of all work performed, review the condition and appearance of output, check output for accuracy and consistency, ensure completion

of all steps, and produce the required number of deliverables as specified in the task order.

(d) As one example of the importance of quality control, many source documents to be processed are obtained by the DOJ from other parties, or are official Government records from client agencies. Very frequently the Department obtains them under an agreement to return them complete, undamaged, and in the same condition and sequence in which they were received (e.g., all binding and fasteners restored exactly as they were at the time of receipt.) Accordingly, the Contractor must take extreme care to ensure that, unless specified otherwise in a task order, source documents are returned to their source in sturdy boxes labeled at both ends with the document number range, matter name, box numbers, and date. All documents within the box must be returned in the exact order in which they were received, and must be bound exactly as when received, unless directed otherwise by the Government.

(e) The importance to the Government of quality work cannot be overstated. The Government is committed to the production of deliverables that meet the contract specifications when first presented to the Government; the Government will reject work not meeting contract quality standards and will insist re-work be done at the Contractor's expense. Repeated failure to deliver acceptable work may result in contract termination. Thus, the Government views it as being in the Contractor's best interest to have in place a thorough and robust quality control program.

C.4.3.8 Access To Facilities, Training, Manuals, etc. For Purposes of Quality Assurance

(a) The Government intends to award a separate Contract for the performance of quality assurance review of the work performed under this contract for Automated Litigation Support services. The ALS Contractor will be required to provide the Quality Assurance contractor with complete access to their facilities, document coding systems, data processing systems, screener and coder training sessions, coding and data entry manuals, process control logs, and other materials necessary to the performance of these quality assurance reviews, as identified by the COTR.

(b) Should the Quality Assurance contractor be disqualified - for example, for reasons of organizational conflict of interest - from performing quality assurance services for a particular case or project, the Government may order quality assurance services from one of the Automated Litigation Support contractors. All ALS contractors will provide the contractor selected to perform these QA services with the same access to facilities, manuals, training sessions, document coding systems, data processing systems, logs, and other materials, as they would provide to the Quality Assurance contractor.

C.4.3.9 Security

(a) Prior to assigning an employee to the project, the Contractor must submit for that employee the completed forms as specified in Section H.4.2.4. The Contractor shall also perform a credit check for each prospective employee to verify that the individual has no bad debts; this must

be documented to the Government by providing a copy of the credit check performed in an envelope marked "Privacy Act Information." See Section J, Attachment No. 3 for further details.

(b) The Contractor is responsible for screening all prospective employees for suitability for work on this Contract as delineated in the Contractor's proposal. Guidelines for this screening function are also provided in Section J, Attachment No. 3.

(c) In certain situations, as directed by the COTR, the Contractor must supply employees who have already been cleared prior to beginning work for a particular Division. In such situations, it is not acceptable to supply cleared staff to one Division by depleting the staff supporting another Division.

(d) The Contractor shall retain all personnel security files for all individuals who perform work under the contract for the life of the contract. File retention and storage costs are not separately billable.

(e) The Contractor shall be responsible for providing a number of reports relating to personnel security, usually on a monthly basis, to each COTR for whom work is being performed. These will include, for example:

(1)   Security status for all Contractor employees working on the contract during the month.

(2)   Contractor employees who are overdue for a background reinvestigation or who will be due for reinvestigation within the next three months.

(3)   Security status for all Contractor employees who received security waivers more than 30 days ago but whose employment security approvals have not yet been completed.

Reports may need to be sorted in a variety of ways. Examples of these reports are included in Section J, Attachment 9.

C.4.3.10 Conflicts of Interest

More than 1,000 cases or case families may be supported through the Contracts issued under this Solicitation. Prior to issuance of the task order for a case, the COTR will provide the Contractor selected to perform the work the following information: name of case or cases to be provided litigation support, the names of the parties involved, and, if possible, the law firms involved. The Contractor shall then inform the COTR whether or not, to the best of his knowledge and belief, he has or does not have any organizational, personal, financial, or legal conflicts of interest as defined in Section H.3. The Contractor shall also inform the COTR of any business or other relationships which create a potential conflict or interest, or which might present an appearance of a conflict of interest on the part of the Contractor or the Contractor's employees,

including all instances in which a former or existing client of the Contractor's is or is likely to become the subject of a DOJ lawsuit. In addition, the Contractor must agree that any information provided to the Contractor in the course of the project is confidential and cannot be used for financial gain.

C.5 <u>LITIGATION SUPPORT PRODUCTS</u>

(a) This section describes the requirements for the CLINs contained in Pricing Tables B-1 and B-2. These products involve Government and non-government source documents/media to be made available to the Contractor by the COTRs in the Washington, DC area. Task Orders including support product CLINs will be issued on a firm fixed-price or not-to-exceed (ceiling price) basis. These CLINs may also be included in the multiple project, "blanket" task orders some of the Divisions may issue.

(b) The Contractor is responsible for furnishing all resources required to produce these deliverables (see Section C.4.3. ff also). Examples of such items include, but are not limited to: automated and manual equipment such as calculators, computer hardware and software, photocopy equipment, scanning equipment; labor and supervision; facilities to house Contractor furnished equipment, software, supplies and staff; utilities such as electric, telephone, etc.; pick-up and delivery of source documents/media; and supplies and materials such as paper, CDs and magnetic tapes containing images, and diskettes.

(c) The delivery requirements specified for each support product are based on working days (Monday through Friday) excluding Federal Government holidays (see Section F.5 for listing).

(d) For any CLIN in this Section, as requested by the Government, the Contractor shall provide documentation which supports the actual number of units processed, completed and delivered for which payment is requested by the Contractor.

(e) The products described in this section are, in some cases, essentially the same as the support services described in Section C.6. Use of the support product CLINs in lieu of the support services will depend upon a number of factors, including the quality, quantity and location of the source documents/media, but will be based on what is most reasonable and best value to the Government. The COTR will make the final decision on the appropriate CLIN to use for each project.

(f) For purposes of example, and to clarify the Government's intent with respect to these unit rate, Litigation Support Product CLINs, note that the Government expects to build many of its litigation support applications, particularly those which are of fairly standard design, by using the unit rate Litigation Support Product CLINs in Tables B-1 and B-2 exclusively.

(g) For example, given the requirement to scan and build a document database containing fielded and full-text data and images for a population of 30,000 document pages, the following

might be the only billable CLINs:

CLIN	Unit	Number Billable	Comments
01-1101--Org., Prep., Index Document Collection	Page	30,000	Includes preparation of documents for scanning, file level indexing.
01-1203--Scan to Image, Non-Contractor Site, Regular Schedule	Image	30,000	Includes 3 copies of media.
01-1302--OCR from Image to ASCII, Machine Only	Image	30,000	Assumes field scanning; thus OCR as a 2nd pass. Includes merging OCR'd and coded data files.
01-1601--Coding Manual	Manual	1	Includes coding/keying instructions, screen/DCF development.
01-1602–Mini Coding for Imaging Database	Document	10,000	3 pages per document.
01-1701--Imaging Database	Database	1	Includes system design documentation, user documentation.
01-1702--Load Data File and Image File	Data File + Image File	7	Average 1,500 to 5,000 records per file.

(h) Under this scenario, the result of this work would be a fully set up, populated, and ready to search imaging database for the 30,000 page (10,000 document) collection. Except for a few hours of Project Manager time (in this instance, perhaps 20 - 30 hours), no additional labor hour or cost reimbursable CLINs would be billable for coordination, quality control, supervision, documentation, clean up, rework, copies, training, data processing, facilities, logging and controls, production tracking, management reporting, etc. The Contractor <u>must</u> perform these functions, but must build their cost into the unit rates bid.

C.5.1 <u>Document Acquisition</u>

C.5.1.1 <u>Organization and Indexing of Document Collection</u>

(a) The Contractor shall provide organization and indexing services for document collections, typically immediately prior to image capture. Except for extremely small document collections, these services are typically provided by personnel other than the scanner operators. Required services include:

(1)   Preparing the site for imaging operations, obtaining or arranging for any necessary furniture and equipment (including power supply, fax machines and phone lines, photocopying machines, etc.), creating detailed inventories of the collection to be imaged, preparing logs and workflow procedures, marking and recording the

container numbers for the document containers to be imaged, and providing for pulling, movement, and reshelving of document containers as required.

(2)   Preparing indices to the document collection. Indices may take the form of phrase labels or serial target sheets; either or both methods may be used on any particular project, as ordered by the COTR. <u>Phrase labels</u> are typically prepared at the file level and record information such as file source, file owner, file title, production request information, etc. This information is associated with each image captured. In scanning operations, for example, phrase label information may be entered into the TIFF header for each image. <u>Serial target sheets</u> are also prepared at the file level, and contain much the same information, but consist of separate sheets of paper which are actually scanned as part of the document collection, and serve to mark the beginning of each new file. The Contractor shall create a rough index to the digital image file by associating the phrase labels or serial target information with the appropriate image number ranges on a "collector sheet."

(b) One typed copy of the indices and a word processing or ASCII text version of the indices on diskette are deliverable with the images. Note that the COTR may also require delivery of a photocopy of the raw phrase label/serial target index ("collector sheet"), whether typed or handwritten, <u>immediately</u> upon completing scanning of each "container" or batch.

(c) Work may be required to be performed at a Contractor facility or at other facilities, in the Washington, DC area or elsewhere. For work performed at sites outside the Washington, DC area, the Contractor will be compensated at the unit rate and for travel expenses according to the Government travel guidelines in effect at the time. See Part 31 of the Federal Acquisition Regulations; see also Section B.4.2.

C.5.1.1.1 Delivery Requirements

<u>Tables B-1 and B-2:</u> Document collection sites, including field discovery sites, shall be prepared for image scanning within three days of Contractor notification that the site is available. Documents shall be inventoried, logged, prepared, and indexed for scanning within one day of being made available to the Contractor. Low Tier maximum throughput rate is 75,000 pages organized, prepared, and indexed at a file level per day. High Tier maximum throughput rate is 300,000 pages organized, prepared, and indexed at a file level per day.

C.5.1.1.2 Performance Standard

Documents shall be accurately and consistently logged for management tracking and control purposes. File level indices shall be 100% accurate to the file information available to the indexers. Inaccurate information will be corrected by the Contractor at no cost to the Government.

C.5.1.2 Number Documents

(a) The Contractor shall number document pages sequentially, using a Bates numbering machine or computer-generated sequential number labels. Numbers must be consecutive, unless otherwise specified by the COTR. Prefixes or other designations to identify site or document subpopulation may be required. Placement of the number on the document page (upper left corner, bottom center, etc.) will be consistent for a given document population. Numbers must not cover over or obscure <u>any</u> of the information on the document pages. Numbers must be placed on both sides of pages that carry meaningful information on both sides. Contractor will need to have an established quality control procedure in place. The Contractor must have procedures in place to record and account for all numbers used. This task may take place in Contractor space or elsewhere. For work performed at sites outside the Washington, DC area, the Contractor will be compensated at the unit rate and for travel expenses according to the Government travel guidelines in effect at the time. Cost of Bates numbering machines and/or cost of generating sequential number labels should be included in the cost basis for this CLIN.

(b) If original documents are being numbered, the Contractor must maintain them in, and restore them to, their original order and condition, including all fasteners, bindings, etc., the only modification being the addition of the document number.

(c) Note that this CLIN does not apply to numbered <u>copies</u> of documents which are generated as blowback from digital images, or which are numbered by a photocopying machine as part of the copying process. See sections C.5.3, Blowback/Hard Copy Creation, and C.5.4, Photocopy Documents.

C.5.1.2.1 Delivery Requirements

<u>Tables B-1 and B-2</u>: Numbered documents shall be delivered within one week of the date the documents were made available to the Contractor for numbering. Low Tier maximum throughput is 100,000 pages per week under Table B-1 CLINs, and 100,000 pages per week under Table B-2 CLINs. High Tier maximum throughputs are 1,000,000 pages per week under Table B-1, and 1,000,000 pages per week under Table B-2. These are the Maximum throughputs that might happen during occasional peak weeks of the year.

C.5.1.2.2 Performance Standard

This task must be performed with 100% accuracy. The Contractor shall ensure that all sides of all pages that contain information are uniquely numbered, and that procedures are in place to account for all numbers used and for all gaps. A page that has information on both sides must have each side numbered.

C.5.1.3 Document Preparation/Unitization

(a) The Contractor shall provide document preparation and unitization services, as required

by the COTR. Document unitization, in this context, refers to identifying and marking the boundaries of "documents" within the collection, where a document is defined as the smallest fastened unit in a bundle; that is, these documents will be defined by the physical attachment (staples, clips, rubber bands, etc.) of pages within the collection. This type of unitization does not require the Contractor to determine true "logical document" boundaries. The intent of this is to prepare a collection for high speed image scanning by Government staff, on a Government machine.

(b) Prior to image scanning, the Contractor shall prepare the collection for scanning by removing staples and other bindings, and by marking the boundaries of documents by inserting bar code or target sheets prior to the beginning of each document, where a document is defined as in (a), above. The COTR will provide guidance as to the type of marker or slip sheet which should be used. The COTR may also require additional preparation of the collection for image scanning, such as replacing double-sided documents with single-sided copies, replacing oversize documents such as maps with standard size copies (or standard size copies of the legend, for example), grouping together documents which require special handling during the image scanning process, such as legal size documents, onionskin, fanfold computer paper, etc.

(c) Original source documents will need to be reassembled to their original state after scanning; Contractor preparation of the documents must anticipate this. In the case of several documents fastened together, for example, the Contractor will also need to mark where the larger fastening unit begins and ends, to enable reassembly of the larger fastening unit after scanning.

(d) Note that this is essentially the same document preparation work which the Contractor would be required to perform were the Contractor doing the image scanning on its own high speed scanners. See C.5.1.4(g) and (h), below, for example. That means that if Contractor is doing the scanning, the Government will not also order this "Document Preparation/Unitization," since these services are already included in the image scanning CLINs.

(e) The Government may require that this work be performed on site in Government space, or at the Contractor's facility. The Contractor will be responsible for providing all necessary supplies, including target/slip sheets. These supplies are not separately billable; cost for them should be included in the cost basis for the unit prices offered.

C.5.1.3.1 Delivery Requirements

Documents shall be prepared and unitized for image scanning within one day of being made available to the Contractor. Low Tier maximum throughput rate is 50,000 pages prepared and unitized per day. High Tier maximum throughput rate is 200,000 pages prepared and unitized per day.

C.5.1.3.2 Performance Standard

Documents shall be accurately and consistently prepared and unitized in accordance with the

instructions provided by the COTR, including marking to record original source file configuration. File and document integrity and order must be maintained to a level of 100% accuracy.

C.5.1.4 Scan to Digital Image

(a) The Contractor shall provide document image scanning and related services. Image scanning and related services shall be provided for Government and for non-Government documents, at Government and non-Government sites - including the Contractor's or subcontractor's facilities - on a regular turnaround basis and on an accelerated turnaround basis.

(b) Note that the CLINs in this section are intended to cover only digital image scanning. These CLINs are intended to produce deliverable digital image files which may be viewed on an image by image basis on a computer monitor, using appropriate image viewing software. Image format for images produced under these CLINs will be predominantly TIFF Group IV images, single page per image file, 300 dpi; if there are different requirements, they will be specified by the COTR in the Task Order. Other image formats, such as PDF or multi-page TIFF, may be required on occasion; billing rate to the Government will be the same regardless of image format required. Line items for OCRing to ASCII text, and for combined image/OCR scanning are included under C.5.2.

(c) Note that if the contractor performs document coding (as described in C.5.5) using these images, costs for conversion of the digital images produced using these (C.5.1.4) CLINs to image files used for on-line coding, if any such conversion is necessary, are not separately billable.

(d) A system of creating a unique, sequential number for each page imaged will be required. This unique number identifies the location of each document in the collection and will control document indexing, storage, and retrieval processes throughout the course of a litigation. The accuracy with which the numbering and indexing procedures are performed is therefore critical to the subsequent use of the image-based systems and products, and is as important as the physical quality of the image products themselves. Scanning systems should provide for at least the following numbering options:

1) The unique, sequential number for the image is actually "endorsed" onto the image, and becomes a permanent part of the image, displayed within the display frame, and printed as an integral part of the image hard copy. The number must not obscure any information on the document page, and in fact ideally lies in an "information channel" appended to the document image.

2) The unique, sequential number for the image is uniquely associated with the image file - for example, as the image's file name, or in the TIFF header - but not actually endorsed onto the image, in such a way that the appropriate image viewing software always shows the number in association with the image, and allows the user the options of printing the image with or without the number.

Scanning and numbering systems must accommodate sequential, consecutive numbering for two-

sided originals.

(e) The numbering system must have the flexibility to duplicate a numbering scheme which has already been used on the documents, when there is one. Such flexibility must accommodate alphanumeric characters, including imbedded blank spaces, in any order and length specified by the COTR for the project.

(f) Specifications and standards for digital image scanning are included in Attachment 6. Most scanning will be performed at 300 dpi. It is extremely important that the quality of the images be such as to ensure readability and admissibility in court, and it is extremely important that the Contractor have in place and adhere to procedures to maintain the integrity of the document collection and of the collection of digital images, so that document authenticity can be proven in court, if necessary.

(g) The Contractor shall prepare documents for image capture (i.e., remove staples, paper clips, and prong fasteners), image each page, and reassemble the documents in accordance with COTR instructions. The Contractor shall control the flow of documents through supervision, the use of log sheets, and other procedures. Batches of documents must always be so controlled that a particular batch may be immediately retrieved if required. The Contractor shall maintain document integrity throughout the processing cycle. The proper collation and integrity of documents, document packets (several documents fastened together), file folders and file drawers must not be lost.

(h) The Contractor shall use an "F/L" indicator system to record information as to the physical attachments present in the original source document file. See Attachment 6 for additional description of this system.

(i) The Contractor shall also ensure that all documents designated for imaging are in fact imaged and that an orderly flow of documents through the imaging process is maintained. In addition, the Contractor shall be responsible for supervising the imaging crew and for dealing with various Government and non-Government officials at field locations (including DOJ trial attorneys, other trial staff members, and adversaries) in order to gain access to and image document collections. The Contractor shall ensure that all document collections are kept secure and restore them to their original state after imaging.

(j) Organizing, preparation, and file level indexing of document collections will be ordered under those CLINs, as described in section C.5.1.1. Note that file level indexing of these document collections, will be required.

(k) The Contractor shall provide all pickup and delivery services associated with performing the imaging and related services. Pickup and delivery services are not separately billable.

(l) In order to obtain the optimal image quality and throughput for source documents of differing qualities, the Contractor shall, at a minimum, employ the following techniques:

(1)   Adjustment of scanner settings to accommodate the characteristics of different document populations, as necessary.

(2)   Use of enhancement techniques of a particular scanner by the scanning technician will be required. This will involve both hardware and software techniques and procedures.

(3)   Scanner monitoring and quality control as described in ANSI/AIIM MS44-1993, <u>Recommended Practice for Quality Control of Image Scanners</u>, including use of test targets.

(4)   Continual monitoring of image quality by the scanning operator as the images are scanned.

(5)   The use of target test sheets is expected to be employed at the start of all batches of documents for scanning, when the type of source documents changes to require new scanner optimization settings, or when a scanning technician suspects hardware inaccuracy. The target test sheets shall measure the scanner performance with regard to gray scales, resolution, continuous tones, precision measurement marks, linearity, rectangularity, scan size, alignment of page and text characters.

(6)   Use of optical lens filters for improved image quality as appropriate.

(7)   Visual comparison of sample image prints to source documents.

(m) Careful page number records shall be kept of any enhancements or adjustments made to images to ensure that legal admissibility is not a problem.

(n) All scanning shall be performed in accordance with ANSI/AIIM MS44-1993, <u>Recommended Practice for Quality Control of Image Scanners</u>, and other applicable standards (see Section J, Attachment 6 for a list of Referenced or Additional Standards and Guidelines for Document Imaging).

(o) Output media may include diskettes, zip disk cartridges, tape cartridges, CD-ROM disks, optical disks, magneto-optical disks, etc., and will be specified by the COTR. Image format will usually be TIFF Group IV, single page image per file, although other formats may be ordered on occasion; as required by the COTR. Periodic review of scanning technology will be required to maintain the highest possible standards. Output must be compatible with downstream information management use of the images in litigation.

(p) The Contractor shall provide the following as standard deliverables for each unit of digital image media produced:

(1)   Three copies of the images on the output media specified. These will function as original and working copies.

(2)   One hard copy of typed file level indices.

(3)   Electronic copy(s) of ASCII or word processing file(s) of typed file level indices, as specified by the COTR, on media as specified by the COTR.

(4)   QC/QA reports showing Contractor inspection of the deliverables, and the results of the inspection.

Note that these standard deliverables are <u>not</u> separately billable as "Additional Digital Media," or under any other line items.

(q) Depending on the intended use of the images, the COTR may also require delivery of an electronic cross reference file for use in linking the images to OCR, or database records, or for loading to an image viewer application. This is not separately billable.

(r) As specified by the COTR, the Contractor shall deliver one copy of the images to a location specified by the COTR for archival storage. The Contractor may be required to store the other copy at its own facility for use in providing other, subsequent litigation support services, such as blowback and document processing; this storage is not billable.

(s) The Contractor shall provide one typed copy of the file level indices along with the scanned images. The typed indices must be free of typographical errors. The Contractor shall also establish and maintain a comprehensive library of file level indices for all scanning work performed under the Contract. This library shall be turned over to the Government at the COTR's direction, or at the conclusion of the Contract.

(t) Failure to meet turnaround times specified in C.5.1.4.1 will result in credit to the Government for late delivery, per Section F.

(u) At the discretion of the COTR, for image scanning assignments at sites other than the Contractor's (or subcontractor's) facility, up to four Scanner Operator hours (CFE) (03-/04-/05-1304) may be billable for each scanner sent to the site, to cover travel time and workstation set up.

(v) For scanning at sites outside the metropolitan Washington, DC area, including sites outside the United States, which is not performed at a Contractor (or subcontractor) site, scanning will be ordered at the "Non-Contractor Site" rate, and the Contractor will also be compensated for travel expenses and for workstation shipping expenses according to the Government travel guidelines in effect at the time. See Section B.4.2 and Part 31 FAR.

(w) Note that there is no minimum order limitation or daily minimum image guarantee. In those unusual instances in which the media or the site conditions are extremely difficult, such that the Contractor cannot scan at an average rate of even 1,500 pages per workstation per day, scanning will generally be ordered on an hourly basis, using the 03-/04-/05-1304, Scanner Operator CLINs. This must be approved in advance by the COTR who will, after consultation with the contractor, make a determination of an acceptable minimum per-hour throughput rate requirement for that media

or site.

(x) Depending on the complexity of the case, the sites, and the document acquisition task, scouting trips to survey document collections and sites may be required. Detailed scouting trip plans and post-trip reports may also be required. Scouting trips will be ordered on an hourly basis.

(y) Document screening, involving the application of established, written criteria for the selection of documents to be scanned for a particular case, will be ordered on an hourly basis.

(z) Compatibility of scanned images with existing Government optical imaging equipment is required. Offerors should submit a CD-ROM disk conforming to the requirements of this Solicitation with their Technical Proposals, for testing purposes. Offerors should also describe how the scanned images meet the contract requirements for image numbering and an external file level index. Offerors proposing to use subcontractors to perform any portion of the image scanning task must submit one such sample CD for each subcontractor proposed.

C.5.1.4.1 Delivery Requirements

(a) Table B-1: Image scanning may be required on a regular or accelerated turnaround basis, at the Contractor's facility or elsewhere. Low Tier maximum combined throughput for all regular and accelerated, Contractor and non-Contractor site image scanning is 250,000 images for any given one week period. High Tier maximum combined throughput is 2,000,000 images for any given one week period.

(b) Under the regular schedule, all deliverables, including all copies of images and file level indices, shall be delivered within one calendar week of the date the source documents were made available to the Contractor.

(c) Under the accelerated schedule, all deliverables shall be delivered within one day of the date the documents were made available to the Contractor.

(d) Table B-2: Image scanning may be required on a regular turnaround basis at the Contractor's facility. Low Tier maximum throughput for image scanning using this CLIN is 250,000 images for any given two week period. High Tier maximum throughput is 2,000,000 images for any given two week period.

(e) All deliverables, including all copies of images and file level indices, shall be delivered within one calendar week of the date the source documents were made available to the Contractor.

C.5.1.4.2 Performance Standard

(a) The Contractor is responsible for ensuring that all deliverables meet applicable AIIM and ANSI standards, as well as all other contract requirements for resolution, contrast, grey scaling,

skew, integrity of phrase label index, and general workmanship, as described in Attachment 6. The Contractor shall certify at the end of each task order for a case that includes image scanning that the image record is complete, the sequence numbering is correct, and that all image products, including hard copy, meet all contract requirements.

(b) Each page of a source document shall be imaged so that each line, character and image on the source documents is clearly legible with the naked eye on paper copies made from the digital image. The reproduction ratio and document orientation shall be such that the entire original page appears on the hard copy page, and such that the image is not unnecessarily reduced. Media with missing lines or characters, or with pages that are not clearly legible due to lack of contrast between the information and the background, will be rejected by the Government where the condition is not due to the quality of the source document provided to the Contractor. Rejected media shall be reimaged by the Contractor at no cost to the Government.

(c) Imaged pages shall be returned in the exact order, collation and condition in which they were received. Batches not properly collated shall be rejected by the Government and re-assembled to the proper pagination and condition by the Contractor at no cost to the Government.

C.5.1.5 Scan to Digital Image from Microfilm

(a) The Contractor shall convert microfilmed images to digital image files, as required by the COTR. This conversion may be required when microfilm is produced by other parties, or by third parties, or when the original image capture for a case was performed using microfilm, and a decision is later made to convert to a digital image system. Microfilm will generally be 16mm microfilm. All of the information on all of the microfilm frames - including camera-board information, but excluding blip markers - must be converted to digital form and legible in the digital image. Film conversion to digital form will generally be ordered on a whole reel basis.

(b) Image format will usually be CCITT Group 4 TIFF, although other formats may be required on occasion. Output media will be as specified by the COTR, and may include CD-ROM, WORM disks, DAT tapes, zip disk cartridges, magneto-optical disks, etc. The deliverable under this CLIN is one copy of the digitized images; additional copies will be ordered as needed by the COTR on an ODC basis. Image format must be compatible with downstream information management use of the images in litigation.

(c) The Contractor shall comply with all applicable ANSI/AIIM standards for the conversion of microfilmed images to digital image files. The Contractor shall maintain a high level of quality control to ensure compliance with the Government's specifications.

C.5.1.5.1 Delivery Requirements

(a) Table B-1: Digital media shall be delivered within two days of the time the microfilm is made available for conversion. Low Tier maximum throughput is 50 microfilm reels digitized per

two day period. High Tier maximum throughput is 500 reels digitized per two day period.

(b) Table B-2: Digital media shall be delivered within one week of the time the microfilm is made available for conversion. Low Tier maximum throughput is 100 microfilm reels digitized per week. High Tier maximum throughput is 500 reels digitized per week.

C.5.1.5.2 Performance Standard

Same as C.5.1.4.2.

C.5.2. Scanning/Optical Character Recognition

C.5.2.1 OCR From Digital Image

(a) The Contractor shall process digital document images to produce computer-readable ASCII data via an optical character recognition scanning process. These CLINs (01-/02-1301, 01-/02-1302) will generally be used when the documents have been previously imaged, and the images must now be OCR'd.

(b) OCR data will be deliverable on CD, magnetic tape, diskette, optical disk, etc. as required by the COTR. Data will be delivered in a format specified by the COTR, and be ready for processing and loading, most typically to a full text database. The Contractor shall retain backup copies of all delivered data for six months following delivery.

(c) The Government recognizes that the quality of the source documents/images will have a significant impact on the feasibility of performing OCR scanning. Typically, only source document populations classified as of generally "good" quality and condition will be processed under the CLINs in this section. "Good" quality source documents are documents without large sections in which the characters: are extremely blurred (as on poor quality photocopies, or fifth level carbon copies); touch one another; touch solid lines (as on a form that has been filled in); or are obscured by overlaid "Received" stamps or other annotations or marginalia. However, Contractors should <u>not</u> be under the impression that they will be required to OCR only documents of optimal quality; in fact, Contractors should expect that they will be required to OCR many documents which are of marginal quality under these CLINs, particularly as part of larger populations. Note that occasional documents of poor quality will not disqualify an otherwise good quality document population for processing under these CLINs. Determinations of the overall quality of a document population will be made by the COTR.

(d) The Government may order these services at two different levels:

(1)   95% accuracy

(2)   Machine OCR only.

(e) The Government does not expect the 95% accuracy level to be attainable without a separate step of human editing/correction processing of the data after machine OCRing. For the 95% accuracy level CLINs, the human editing/correction is not separately billable. Accuracy will be calculated on a character basis. See Attachment 5 for a description of character counting and accuracy calculations.

(f) For document populations which are of lesser quality but which must nonetheless be OCR'd, "machine-only" OCRing may be ordered under these CLINs, with human editing/correction ordered, if at all, on an hourly basis. Machine-only OCRing may also be ordered where a determination has been made that the higher levels of accuracy are not required.

(g) When machine-only OCRing is ordered, the Government expects the Contractor to be making use of state-of-the-art OCRing software, and to optimize the quality of the delivered text. It will not be acceptable simply to run the file through on the fastest setting, and to deliver whatever comes out. The Contractor should make appropriate use of techniques such as despeckling and deskewing, as well as software packages which incorporate voting algorithms to produce the best possible interpretation of the image files. Individual batches of documents may have to be run through on a test basis prior to commencing production runs, in order to identify optimal settings for the software.

(h) The Contractor shall exercise proper precautions in handling, logging, tracking, and controlling all source and output materials - electronic image files, OCR data files, optical media, magnetic media - so that no materials are lost, all images to be OCR'd are processed once and only once, and the source materials returned in the same order and condition as they were sent.

(i) When OCR'd data is to be loaded into a database along with coded data, the Contractor may be required to merge OCR'd and coded data prior to delivering the data files for loading. If required, this merging activity is not separately billable, but should be included as part of the activity under the OCRing CLINs (xx-1300 series). The Contractor may also be required either to subdivide OCR'd text into "page" units which correspond to the original document pages, or to join together "page" units of OCR'd text so that the text for all pages of a multi-page document is part of a single document data file record. These activities are considered to be part of formatting the data so that it is ready to be loaded to the target application.

C.5.2.1.1 Delivery Requirements

(a) Table B-1: Delivery of data files and return of source materials within one week of the date the source materials are made available for OCR processing. Rework must be delivered within one week of being rejected and made available to the Contractor for rework. Deliveries which do not meet required turnaround times will result in credit to the Government for late delivery, per Section F.5. Low Tier maximum combined throughput for the two accuracy levels is 100,000 pages per week. High Tier maximum combined throughput rate is 1,000,000 pages per week.

(b) Table B-2: Delivery of data files and return of source materials within two weeks of the date the source materials are made available for OCR processing. Deliveries which do not meet required turnaround times will result in credit to the Government for late delivery, per Section F.5. Low Tier maximum combined throughput for the two accuracy levels is 100,000 pages per week. High Tier maximum combined throughput rate is 1,000,000 pages per week.

C.5.2.1.2 Performance Standard

95% accuracy on a character basis for CLINs 01-1301 and 02-1301. Deliveries which do not meet the required accuracy standards shall be reworked by the Contractor at no cost to the Government.

C.5.2.2 Scan to Digital Image and OCR to ASCII Text Data

(a) The Contractor shall scan documents to digital images and OCR the text of those documents to ASCII text data. Source documents may be in paper form or on microfilm. Deliverables include separate digital files of the document images and of the ASCII text associated with one another on a page by page basis. Work ordered under these CLINs enables the Contractor to perform, for example, the same work required under C.5.1.4, Scan to Digital Image, and under C.5.2.1, OCR From Digital Image, more or less at the same time, thus reducing necessary logging and controls, supervision, management, etc.

(b) Image and data files will be deliverable on CD, magnetic tape, diskette, optical disk, etc. as required by the COTR. Specifications for image scanning work and image files are as described in section C.5.1.4, Scan to Digital Image; deliverables include three copies of specified media, as described there, for example. Offerors should assume that this work will be performed on a regular turnaround basis, at the Contractor's (or subcontractor's) site.

(c) Specifications for data files are as described in section C.5.2.1, OCR From Digital Image. Data accuracy may be required at a 95% accuracy level or on a machine scan only basis.

C.5.2.2.1 Delivery Requirements

Tables B-1 and B-2: Per C.5.1.4.1 and C.5.2.1.1. All deliverables, including copies of image media, data files, typed phrase label logs, etc., along with returned source materials, due within one week of being made available to the Contractor. Rework is due within one week of being rejected and made available to the Contractor for rework. Deliveries which do not meet required turnaround times will result in credit to the Government for late delivery, per Section F.5. Low Tier maximum combined throughput for all accuracy levels is 100,000 pages per one week period. High Tier maximum combined throughput rate is 1,000,000 pages per one week period.

C.5.2.2.2 Performance Standard

Per C.5.1.4.2. and C.5.2.1.2. Work which does not meet performance standards will be redone by the Contractor at no cost to the Government.

C.5.3 Blowback/Hard Copy Creation

(a) The Contractor shall produce 8½ x 11 hard copies from digital image media. Blowbacks shall be delivered in the same order as they appear in the digital media, unless otherwise directed by the COTR. The CLINs under this section provide for ordering blowback in a variety of ways:

(b) Whole Container/Whole Media. Work ordered under these CLINs will generally be for blowback of entire digital media (whole CDs or tapes), or for blowback of selected entire "containers" of document images, as represented on the digital media. A "container," in this context, usually reflects the boundaries of an original source document container - box, or file drawer, for example - and typically consists of 2,000 to 4,000 consecutive pages. A full CD might hold three to six such containers. Work under these CLINs will usually be appropriate for high speed image blowback equipment, and will require a minimum of operator intervention. Blowback may be ordered on a regular or accelerated turnaround basis.

(c) Selected Images/Selected Media. Work ordered under these CLINs will generally be for many selected images, or image ranges, sometimes widely interspersed on the media. Depending on the circumstances, work may be appropriate for high speed blowback equipment; however, this kind of work may require close operator attention, if, for example, documents must be blown back on a one-by-one basis, in a particular order, or based on search results which cannot be used to automatically produce blowback of selected images in a particular order. Blowback may be ordered on a regular or accelerated turnaround basis.

(d) The Contractor shall provide facilities, equipment, labor, paper and other supplies for producing these hard copies. Image media (CDs, etc.) provided to the Contractor for blowback shall be properly handled and returned in good condition. Reconstruction of blowback copies based on "first/last" image markers may be required.

(f) The quality of the hard copy must be vigorously controlled so that all information on an image appears legibly on the hard copy.

C.5.3.1 Delivery Requirements

(a) Table B-1: Maximum throughputs and required turnaround times for regular and accelerated schedule blowback are as follows. The Government estimates that 90% of the blowback ordered will be ordered on a regular turnaround basis.

Type	Throughput	Required Turnaround
Whole Container Images - Regular	Low Tier = 200,000 pages per week, combined.	1 week.
Whole Container Images - Accelerated	High Tier = 3,000,000 pages per week, combined	3 working days.
Selected Images - Regular	Low Tier = 100,000 pages per week, combined.	2 working days.
Selected Images - Accelerated	High Tier = 1,000,000 pages per week, combined	4 hours.

(b) Table B-2: Blowback may be ordered on a regular schedule. Maximum throughputs and required turnaround times are as follows:

Type	Throughput	Required Turnaround
Whole Container Media Images - Regular	Low Tier = 200,000 pages per week. High Tier = 3,000,000 pages per week.	2 weeks.
Selected Images - Regular	Low Tier = 100,000 pages per week. High Tier = 1,000,000 pages per week.	1 week.

C.5.3.2 Performance Standard

(a) Each image shall be blown back so that every line and character in the image appears on the blowback and is clearly legible. Unless otherwise specified by the COTR, the reproduction ratio and document orientation should be such that the entire original page appears on the blowback. The COTR may require that the image number be printed on the blowback and that it not obscure any document information; or, the COTR may require that the image number specifically not be printed on the blowback. The COTR may require the "phrase label information" per C.5.1.1., Organization and Indexing of Document Collection, be printed on the blowback in a position that does not overlap or obscure any portion of the image. The image should not be unnecessarily reduced on the page.

(b) Blowbacks with missing lines or characters and blowbacks which are not clearly legible due to lack of contrast between the information and the background shall be rejected by the Government where the condition is not due to the quality of the media. In instances where blowbacks are rejected by the Government, the Contractor shall be responsible for blowing back (or rescanning, if need be) the rejected pages at no additional cost to the Government.

(c) Blowback delivered in an order other than that specified by the COTR, and blowback incorrectly reassembled from the media "first/last" markers will be rejected and the work redone at

no additional cost to the Government.

C.5.4 Photocopy Documents

(a) The Contractor shall provide high-volume photocopying of documents at the Contractor's (or subcontractor's) site. The Contractor shall provide all facilities, equipment, labor, supplies, etc. for performing this work. Work ordered under this line item will not be performed at Government-funded Document Centers. Work may be ordered on a regular turnaround or accelerated turnaround basis.

(b) The Contractor must have in place established procedures for ensuring that all incoming documents are logged, tracked and accounted for at all times. The Contractor must have established quality control procedures in place to ensure that all pages are copied, that the correct numbers of copies are produced, etc. It is extremely important that the integrity of the document collection be maintained. Original documents will often have to be disassembled for copying, and then reassembled exactly as they originally appeared, including nested stapling, tabs and inserts, etc. Copies will also be reassembled to exactly match the original document collection, unless otherwise specified by the COTR. Documents must also be returned in good condition. The Contractor must have in place established management reporting and controls for performing production jobs of this sort. Document preparation, logging, disassembly and reassembly, quality control, local delivery, are all part of the photocopying task, and may not be separately billed. Costs associated with all these subtasks should be included as part of the unit rates bid for photocopying.

(c) Contractors may be required to produce numbered photocopies under these CLINs; that is, it may be necessary to use photocopiers that are capable of imprinting sequential numbers on the photocopies produced.

(d) Offerors should provide one price for the first photocopy produced from a source document, and a separate price for the second and subsequent copies produced from a source document.

(e) Work ordered under this line item will generally be local to the Washington, DC metro area. High-volume field site photocopying will usually be ordered on an hourly rate or ODC basis.

(f) Photocopying of oversize documents and other non-standard photocopying will not usually be ordered under these Product CLINs, but will instead be ordered either on an hourly basis using Document Center resources and Services CLINs, or on an Other Direct Cost basis using Table B-6 CLINs should the job need to be outsourced to a specialized vendor.

(g) Completed work will be delivered locally as directed by the COTR. Separate local courier/delivery charges are not billable.

C.5.4.1 Delivery Requirements

(a) Table B-1: Low Tier maximum combined throughput for regular and accelerated turnaround is 100,000 first photocopies and 200,000 second and subsequent photocopies produced per day, for a total of three photocopy sets of 100,000 pages in one day. High Tier combined maximum throughput is 500,000 first photocopies and 1,000,000 second and subsequent photocopies produced per day, for a total of three photocopy sets of 500,000 pages in one day.

(b) Photocopies ordered on a regular turnaround basis must be delivered within one day of receipt of documents by the Contractor. Originals must be returned at the same time.

(c) Photocopies ordered on an accelerated turnaround basis must be delivered within four hours of receipt of documents by the Contractor. Originals must be returned at the same time.

(d) Table B-2: Photocopying may be required on a regular schedule. Low Tier maximum throughput is 100,000 first photocopies and 200,000 second and subsequent photocopies produced per day (a total of three copy sets of 100,000 pages). High Tier maximum throughput is 500,000 first photocopies and 1,000,000 second and subsequent photocopies produced per day (a total of three copy sets of 500,000 pages) . Required turnaround time is three days from Contractor receipt of material to be copied.

C.5.4.2 Performance Standard

(a) Each page shall be reproduced so that every line and character on the original page appears on the reproduced page and is clearly legible. Documents will also be collated and assembled as per originals or special instructions by the COTR. Output paper size, quality, and weight shall be the same as the original documents unless otherwise specified by the COTR. Copies must be free of wrinkles, folds, tears, or other physical defects.

(b) Reproduced pages with missing lines or characters or pages which are not clearly legible due to lack of contrast between the information and the background will be rejected by the Government when the condition is not due to the quality of the original page. In such instances, the Contractor shall reproduce the rejected pages at no additional cost to the Government. The Government will also reject improperly collated or improperly assembled copies; the Contractor will bear the cost of reassembling the originals and copies to the proper pagination. The Government will also reject copies containing physical defects such as folds, wrinkles, tears, etc.; the Contractor shall bear the cost of recopying all rejected output.

C.5.5 Document Coding

(a) The Contractor shall provide document coding services as specified by the COTR in the task order. Document coding involves the identification of specific information from source documents and entering such information onto either a computer data entry screen or a paper document coding form. Document coding may be ordered at any of several different levels of treatment:

(1)	Mini Coding
(2)	Header coding
(3)	Bibliographic coding
(4)	Bibliographic with mentioned names coding
(5)	Bibliographic coding with mentioned names and subject terms
(6)	Telephone bills coding
(7)	Simple invoice coding.

These are described in more detail in section C.5.5.2., below.

(b) In most instances, the source documents to be coded will be litigation sensitive materials. All Contractor staff working on document coding efforts must meet the security requirements of this Contract, including any Division-specific requirements. The Contractor must maintain an environment secure to the extent that exposure of Grand Jury documents is strictly limited to the staff expressly cleared to work with those documents.

(c) The Contractor shall provide all personnel, training, facilities, equipment and supplies for the performance of these services for contractor site work. It is anticipated that most contractors will use image-enabled workstations for document coding. Document coding services require the creation and maintenance of detailed procedures and forms for document intake, processing, and quality control, as well as appropriate management, reporting, and tracking procedures and forms.

(d) The Contractor shall also provide supporting resources, such as staging and storage space, and shall develop and implement the necessary procedures for these support, control and tracking functions. The Contractor shall be responsible for storing all documents, blowbacks, DCFs, and supporting records such as logs, generated in the course of the Contract, for the life of the Contract at the appropriate level of security, according to the instructions of the COTR. The COTR may also instruct that sets or subsets of these materials be shredded or otherwise destroyed with appropriate security precautions. Neither storage nor shredding/destruction of these materials is separately billable.

(e) Document coding services also require establishing control over the movement of all materials (including delivery and pickup), and the associated numbering, copying, retrieving and refiling, including coordination between the document coding team and other Contractor activities, such as blowback, data entry, data processing file maintenance, etc. Local pickup and delivery services associated with document coding are not separately billable. Costs for local pickup and delivery services should be included as part of the cost basis for document coding unit rates.

(f) The Contractor shall also develop quality control procedures for all document coding tasks, to ensure compliance with the coding instructions. Quality control procedures shall include procedures for modifying the instructions themselves, as well as for timely dissemination of any changes to the instructions and/or procedures. Procedures will be submitted to the COTR for approval.

(g) The Contractor shall perform quality control on all assigned document coding tasks, in order to ensure that deliverables conform to Contract accuracy standards and have been performed according to approved instructions, guidelines and procedures. See Attachment 5 for applicable accuracy standards. It has been the Government's experience on predecessor contracts that a minimum ratio of one QC'er to every three coders will be required to meet these standards.

(h) Quality control procedures and performance of quality control are not separately billable. Cost associated with these services should be included as part of the cost basis for the document coding unit rates.

(i) The Contractor shall provide training to all appropriate Contractor personnel, including supervisors, team leaders, coders, and quality control reviewers, so as to ensure that such personnel are able to perform their duties satisfactorily under the task order. It has been the Government's experience on predecessor contracts that the Contractor will have to provide, <u>at a minimum</u>, three days of training for all coders. More training time is usually required for complex or subjective coding. Training is not separately billable.

(j) The Contractor's prices for these items shall include all labor, training, supervision, management, facilities, equipment, supplies, etc. required for the performance of these services, including, for example, copies of coding manuals for the coding group, PCs or computer terminals, and support staff for logging and control, workflow management, data file editing, correction, and formatting, etc. If the Contractor opts to code from hard copy, blowback produced for purposes of coding from document images created under the contract is not separately billable. The Contractor's prices for all unit rate document coding shall also include document unitization and determination by the coding team - that is, the identification and processing of sequences of document pages as document units, and the identification and processing of groups of document units which are associated together, such as transmittals and the documents they transmit. The Contractor's prices for all unit rate document coding shall also include assignment of Quality Assurance numbers to each "DCF" for use both by the Litigation Support Contractor in performing quality control, and by the Quality Assurance Contractor for QA purposes.

(k) Deliverable output from the document coding process is a data file directly loadable under the database management package used for a particular application, e.g., a data file ready to load under Concordance, or Summation, or Oracle. This includes any image pointer or cross reference files necessary to an image-enabled application.

(l) The Contractor's responsibilities shall include the following which shall be factored into the unit price, whether done for coding projects using paper DCFs or formatted automated coding screens: unitize and batch documents; hire coders; process all security paperwork required of the coders; train coders in information requirements; code the documents; quality control the coding; maintain volume, productivity and other work management logs; provide DCFs; provide coding manuals for coders and quality control staff; provide supplies for document coding tasks; provide facilities and furniture; supervise the document coding; and report progress to the COTR and the COTR's litigation support staff.

(m) The Contractor shall also provide a separate unit rate price for development and maintenance of the document coding manual, including: creation of coding procedures and conventions, authority lists and exception handling; creation and maintenance of records of any coding rule changes; distribution of this information to the coding team, to the COTR and to other individuals as directed by the COTR (see 5.5.1).

C.5.5.1 Coding Manual

(a) The Contractor shall develop a comprehensive set of instructions for capturing the required information from the documents. These instructions will be based on the design of the database, as specified by the trial staff and the COTR, as well as on the design and requirements of the coding system, whether an on-line coding system, or a paper-based coding system. This line item will be used for all coding manuals, whether for on-line coding or paper-based coding, whether for mini or header coding, bibliographic coding, subject coding, forms coding, etc. Design and development of the coding manual will include:

(1)   Design, development, and implementation of the document coding form (DCF) or computer screens to be used for data entry.

(2)   Compilation of sample documents, and sample coding for these documents, for use in coder training. The collection of sample coded documents should be a reasonably complete representation of the document population to be coded, by document types.

(3)   Vocabulary control tools and techniques, including authority lists, lookup tables, data entry screen edits, simple subject term lists.

(4)   Procedures and forms for production control, document security, and reporting.

(5)   Procedures for modifying coding instructions and for distributing and implementing the changes in the instructions.

(6)   All revisions to the coding instructions, including "coding alerts," all manual revisions required for continuing successful operation of the coding effort, and manual revisions for final documentation of the project.

(7)   Up to five copies of the completed coding manual for the Government's use.

(b) A sample coding manual Table of Contents has been provided in Attachment 8.

C.5.5.2 On-Line Coding

(a) This type of document coding requires the Contractor to identify specific information (names, dates, etc.) from source documents and to enter the information directly to a computer

screen. This approach to document coding may also include using digital images of the source documents to code from, instead of coding from hard copies of the documents. The Government expects most of the document coding under this contract to be on-line coding.

(b) Deliverables under these line items will include data files of the coded information ready for preprocessing and loading to a document database under the database management package used.

(c) Document coding will be billed on a per document basis, according to the type of coding ordered.

(d) For situations in which the document images have been captured only on microfilm, the Government will pay separately under the appropriate document acquisition unit rates for either blowback of the documents to hard copy, or for conversion of the microfilmed images to digital form, as the situation requires, and at the discretion of the COTR.

(e) For situations in which the document images have already been captured in digital form by the Contractor, the Contractor shall be responsible for making the documents available to the coders in whatever form it favors - hard copy, microfilm, or digital images. Conversion of the digital images is not separately billable; loading of the digital images to the on-line coding system is not separately billable.

(f) For situations in which the document images have already been captured in digital form by some other vendor, and require conversion to the coding contractor's on-line coding system, the Government will separately order conversion of the digital images, either under the document acquisition unit rates or on an hourly basis, at the discretion of the COTR.

(g) Accuracy for coded information will be calculated as described in Attachment 5. All information must be recorded from the source document according to the rules set forth in the coding manual, and the approved litigation support plan for each project.

C.5.5.2.1 <u>Mini Coding</u>

(a) This kind of coding is used almost exclusively in conjunction with OCRing and an image-enabled database. Mini coding typically captures only minimal identifying information for each document, usually no more than four to five fields of information. Historically, these have usually been Document Number, Document Date, Document Package, and Document Title. This kind of coding does require the coders to identify document boundaries and document package boundaries, as well as the date of the document. Document title may be captured either verbatim, where a title exists, or from the OCR'd text of the document. Coders will not usually be required to compose document titles; however, if the Contractor's data entry system does not give the coders the ability to import information directly from OCR'd text, the coders may be required to type in verbatim text from the document in order to capture it. When document text is used as a document title in this way, 100 to 300 characters are usually captured per document.

(b) Historically, we have experienced coding rates for this kind of coding in the neighborhood of 25 to 35 documents coded per hour.

C.5.5.2.2 Header Coding

(a) Header coding is also almost always used for image-enabled databases which incorporate OCR'd text of the documents. Typical header coding involves coding the document number (first and last image numbers), the document date, first author, first addressee, and perhaps one or two other fields, such as Bates number, or verbatim file name or document title, or document type. Generally, no more than eight or ten fields are coded. Header coding can usually be performed at a rate of 15 to 20 documents per hour. Unit rate Header coding does require the Contractor to identify document boundaries and "document package" boundaries.

C.5.5.2.3 Bibliographic Coding

(a) Bibliographic coding consists of identifying and recording categories of information that can be located without reference to the body of the text of the source document. Bibliographic coding includes recording the unique document number for an image (or series of images) and other easy to identify categories of information such as date, document type, title, author(s), etc. Bibliographic coding requires the coders to perform document determination for all documents coded, including both parent documents and attachment documents; document determination means identifying which pages constitute a document for purposes of coding. Bibliographic coding sometimes also includes identifying and recording phrase label information or other file level data, and may require the document coders to create a title for documents which do not have titles. Bibliographic coding will normally consist of no more than 15 separate fields.

(b) Bibliographic coding also includes those applications where simple data identification and recording from standard sets of pre-printed forms are entered directly from the source documents onto case-specific formatted terminal screens; for example, where standard sets of purchase orders, bills of lading, shipping receipts, and invoices constitute the sole document types in a data base designed to track business transactions.

(c) Historically, this level of coding has been performed at a rate of approximately eight (8) to twelve (12) documents per hour. Historically, these bibliographic document records have contained between 150 and 250 characters per record.

C.5.5.2.4 Bibliographic with Mentioned Names Coding

(a) Bibliographic with mentioned names coding consists of identifying and recording the types of information described for Bibliographic Coding, above, and the additional identification and recording of case-specific names, places, dates, numbers, locations, products, etc. from within the body or the text of the document.

(b) Historically, bibliographic with mentioned names coding has been performed at a rate of approximately six (6) to ten (10) documents per hour. Historically, these records have contained between 200 and 350 characters per record.

C.5.5.2.5 Bibliographic Coding with Mentioned Names and Subject Terms

(a) Bibliographic Coding with Mentioned Names and Subject Terms consists of identifying and recording the types of information described for Bibliographic Coding, Bibliographic Coding with Mentioned Names <u>and</u> the additional identification and recording of case-specific subject matter and/or issue terms according to the definitions and conventions developed in the taxonomy for the coding project. Subject term coding will require the coder to read and understand the entire document.

(b) Historically, coding at this level of treatment has been performed at a rate of approximately four (4) to six (6) documents per hour. Historically, these records contain between 250 and 400 coded characters per record; subject terms fields are usually completed using check-off boxes or validation tables.

C.5.5.2.6 Telephone Bills Coding

(a) Telephone Bills Coding consists of identifying and recording data relevant to specific telephone calls. Elements relating to a single telephone call will comprise the database record. The data typically includes company, account number, billed-to number, call date, called number, called from number, time of call, and length of call. These types of data may be captured in more than one field. For example the telephone number data may be coded in two fields: an area code field and (telephone) number field. This type of coding will also use some standard bibliographic coding fields such as the document (bates) number fields: prefix, number, and suffix, etc. Telephone record coding sometimes also includes identifying and recording file level data. Telephone bills coding will normally consist of no more that 16 fields.

(b) Historically, coding at this level of treatment has been performed at a rate of approximately 80 to 100 telephone calls per hour. Historically, the database records for these calls average between 75 and 80 coded characters each.

C.5.5.2.7 Simple Invoice Coding

(a) Simple Invoice Coding consists of identifying and recording specific data relevant to specific products on business invoices. This type of coding is similar to the coding of business transactions documents mentioned in C.5.5.2.3., Bibliographic Coding, but simpler. The data typically includes company, invoice number, invoice date, seller, buyer, product, quantity, price, and invoice amount. Simple invoice coding will also use some standard bibliographic coding fields such as the document (bates) number fields: prefix, number, and suffix, etc. Simple invoice coding

normally will consist of no more than 15 fields.

(b) Historically, coding at this level of treatment has been performed at a rate of approximately thirty (30) to fifty (50) invoice records per hour. Historically, the database records for simple invoice coding average between 100 and 150 coded characters each.

C.5.5.2.8 Delivery Requirements

(a) Document coding will be ordered on a regular schedule. The Government estimates that 90% of the coding performed will be mini coding, header coding, or bibliographic coding; bibliographic coding with mentioned names, subject term coding, telephone bills coding, simple invoice coding will be the exceptions.

(b) Table B-1: Delivery of data files ready to be processed and loaded to the database within one week of the date the documents were made available for coding. Low Tier combined maximum throughput rate for all types of coding under this section is 20,000 documents per day. High Tier combined maximum throughput rate is 200,000 documents per day.

(c) Table B-2: Delivery of data files ready to be processed and loaded to the database within two weeks of the date the documents were made available for coding. Low Tier combined maximum throughput rate for all types of coding under this section is 20,000 documents per day. High Tier combined maximum throughput rate is 200,000 documents per day.

C.5.5.2.9 Performance Standard

Accuracy will be measured on a character basis as described in Attachment 5.   Records which do not meet the Government's accuracy and quality requirements will be rejected, and the rejected work shall be redone by the Contractor at no cost to the Government. Turnaround time for correcting rejected work is one week from the date the Contractor is notified of the rejection.

C.5.6 Litigation Support Databases

(a) The Contractor shall design, create, maintain and update litigation support data bases as required by the COTR. CLINs under this section are divided into two general categories, image-enabled databases and non-image-enabled databases, as described in C.5.6.1 and C.5.6.2, below.

(b) Databases will be implemented on Government-owned computer systems, whether mainframes, servers, or standalone PCs, and make use of Government-licensed software. The Contractor shall provide all labor, training, supervision, facilities, equipment, supplies, etc., for designing, creating, installing, updating and maintaining the databases. For example, the Contractor shall provide its own office space for the analysts and programmers who are doing the work; the Contractor shall provide its own equipment and phone lines for accessing mainframes and servers;

particularly for PC databases, the Contractor shall provide its own legally licensed copies of software packages to be used for application development - in many cases, the database will only be installed on the delivery system after it has been fully set up and tested.

(c) Contractor staff provided to perform this work must be well-versed in the software they are using, at all levels of experience, for all labor categories.

(d) Following is a partial list of the activities the Contractor will usually be required to do in the course of setting up one of these standard litigation support databases. Costs for all of these activities should be included in the unit prices bid.

(1)   Attend initial design meeting with COTR/Case Manager and trial staff.

(2)   Develop Preliminary Database/System Design document for approval by COTR/Case Manager and trial staff. More than one iteration may be required. See sample Table of Contents at Attachment 8.

(3)   Database creation, including testing. This will usually include data entry screens, development and formatting of basic menus, and of standard queries and reports, preprocessor/edits implementation, installation on delivery system, etc.

(4)   Creation of final System Documentation for approval by COTR/Case Manager and trial staff. More than one iteration may be required. Most of this document will be boilerplate provided to the Contractor by the Government, but it will require specific documentation of the system/database as designed, implemented and installed. Case-specific fields and data must be incorporated in the design document, as determined in the Preliminary System Design. Documentation must be sufficient to enable recreation of the database/ application in the event of its destruction or loss.

(5)   Creation and testing of User Documentation for approval by COTR/Case Manager and trial staff. More than one iteration may be required. Most of this document will be boilerplate provided to the Contractor by the Government, but it will require specific instructions on accessing and using the specific database as set up, using standard reports, etc. See sample table of contents at Attachment 8.

(e) Where available, the Contractor will be required to make use of existing Division standards such as file naming conventions, standard field structures, preprocessors, edits, and interrelationships.

C.5.6.1 Standard Image-Enabled Databases

(a) The Contractor shall design and implement "standard design" imaging databases as required by the COTR. In these databases, the database records are linked with their associated digital image files, so that the user, after retrieving a database record, can automatically bring up the

appropriate images.   Databases may be document level databases (that is, databases in which each record represents a document), file level databases, or page level databases.

(b) These databases typically consist of a limited amount of structured data - mini coding, header coding, bibliographic coding, phrase label information, etc. - often along with the text of the documents or pages as produced through an OCRing operation. Specific information regarding database design requirements will be provided by the COTR in meetings with the Contractor and Trial Staff.

(c) Each Division may establish its own standard designs for its imaging databases. For example, the Civil Division has established a standard design for its document databases which involve mini-coding, and which are loaded to Concordance/Opticon. Similar standard designs have been established for file level and page level databases, using Concordance and other software packages, such as Summation, and ADIIS. New databases which are set up according to these designs will be billed using these unit rate CLINS (01-1701, 01-1703, 01-1705). If a new database does not substantially conform to an existing standard design, database design, setup, and documentation will be ordered using hourly labor rates. In the case of document databases with header coding, "substantially conform" means that no more than three fields are added or modified; in the case of document databases with bibliographic coding, "substantially conform" means that no more than seven fields are added or modified.

(d) For imaging databases for which a standard design has not been established, the first database set up by the Contractor will be ordered using hourly rates. Subsequent applications which substantially conform to the same standard design will be billed using these unit rate CLINs.

C.5.6.1.1 Image-Enabled Document Databases

As described above, these are databases in which each database record represents one document. Documents will usually be anywhere from one page in length to hundreds of pages in length. Document records will usually include OCR'd document text, where the text may be separated into pages or aggregated into a single text block. Document coding may be at the mini coding level, header coding level, bibliographic coding level, or, more rarely, the mentioned names or subject matter coding levels.

C.5.6.1.2 Image-Enabled File Level (Phrase Label) Databases

These are databases in which each database record represents a file of documents, or a subdivision of a file. Structured data for these records will usually be the file level phrase label data captured during the image scanning process, including page ranges, file name, bates ranges, F/L indicators, attorney codes and flags, and comments. Records may include OCR'd text. For those situations in which a file is subdivided for database purposes, the division will usually be based on the F/L indicators captured during image scanning.

C.5.6.1.3 Image-Enabled Page Level Databases

These are databases in which each database record represents one source document page, and no attempt is made to assemble or capture document level information, such as document date, or title, or author. Database records will almost always include OCR'd text; in fact, they will largely consist of the OCR'd text. The Government views this as a fast, cheap way to make a collection of paper at least partially searchable and available on the attorneys' desktop computers.

C.5.6.1.4 <u>Load Data and Image Files to Database</u>

(a) The Contractor shall load data files and digital image files from CDs, magnetic tapes, diskettes, or other media to the imaging database in accordance with COTR instructions, and take all the necessary steps to correct the records rejected during either the initial load or subsequent updates. Data files may include OCR'd text. Data must be edited during the load process to ensure that, for example, only valid values are loaded to fields such as Document Type and Source Code, and that dates are valid dates or authorized alternatives (e.g., all X's for unknown dates), as specified by the COTR. Loading routines should also check to make sure that no duplicate documents are loaded to the database. Data file and digital image file loads are not considered complete until all errors and error files have been corrected and loaded to the database. Digital image files must be loaded at the same time as the data files with which they are associated and must be linked to their respective data records for display and print functions.

(b) Data files will be defined by the discrete "batches" of document records created at the end of the document coding step. Data files will generally contain between 2,000 and 10,000 database records each, but may be larger or smaller as directed by the COTR. The COTR may require that data files and digital image files be processed at night or on weekends, in order to avoid conflicts and/or problems with attorney access to the databases during normal office hours. Night/weekend data file processing requirements will be specified in the task order, in the litigation support plan, or on an <u>ad</u> <u>hoc</u> basis by the COTR as necessary.

(c) The COTR may require that the Contractor perform data file loads and indexing on the Contractor's own system, using Contractor-owned hardware and software, and then copy the resulting updated version of the database to the Government host system.

(d) The Contractor must have in place established procedures for controlling and tracking the work. For example, the Contractor must ensure that all files are processed completely through all data file loading steps, including error correction and correction verification. The Contractor must be able to identify where any given file stands in the process at any point in time. The Contractor must be able to account for every coded record and every digital image file, and be able to verify that each has in fact been loaded to the database and is linked to its correct counterpart. For example, a standard step in data file loading for the Civil Division is the generation and verification of "Exception Reports," which account for, document, and validate any gaps or overlaps in the sequentially numbered document records, as well as in the sequentially numbered image numbers. All documents loaded to the database must be checked against document data already loaded to the database to ensure that no duplicate document numbers or duplicate sequential document record numbers are being loaded. None of these activities is separately billable.

(d) The Contractor must verify that the data as loaded to the database meets the accuracy standards in Attachment 5. The Document Number and the Document Date must be 100% accurate. The Contractor shall take the necessary steps to correct any data which falls below data accuracy requirements at no additional cost to the Government.

C.5.6.1.5 **Delivery Requirements**

(a) The Preliminary System Design shall be delivered within three working days of the initial design meeting.

(b) The database shall be set up and ready to accept data within one week of acceptance of the Preliminary System Design.

(c) The final System Documentation shall be delivered within one week after initial load to the database.

(d) Final User Documentation shall be delivered within one week after initial load to the database.

(e) Data and image files shall be completely loaded, edited, corrected, etc. within three days of the date the files are made available for processing. Low Tier maximum throughput is 200 database data files and corresponding images per three day period. High Tier maximum throughput rate is 500 database data files and corresponding images per three day period.

C.5.6.1.6 **Performance Standards**

(a) All delivered documentation must be without typographical errors and must be accurate to the design discussions on which they are based. The Contractor shall deliver finished products to the Government which do not require quality control review, proofreading, editing, spelling corrections, etc. by the Government. Documentation not meeting these requirements shall be returned to the Contractor and corrected at no cost to the Government.

(b) The database as set up must match the design documentation and the Government's standards, as described above and as provided to the Contractor by the COTR.

C.5.6.2 **Standard Databases - Not Image-Enabled**

(a) The Contractor shall design and implement "standard design" databases as required by the COTR. Records in these databases are not linked to digital image files. Included under these CLINs are:

(1) Document level databases

(2) File level (phrase label) databases
(3) Transcript databases
(4) Telephone record databases
(5) Simple Invoice databases.

(b) Each Division may establish its own standard designs for its databases. For example, the Civil Division has established a standard design for its bibliographic document databases, phrase label databases, and transcript databases, and uses several software packages for these databases, including Concordance, Summation, and ADIIS. New databases which are set up according to these designs will be billed using these unit rate CLINS (01-1801, 01-1803, 01-1805, 01-1807, 01-1809). If a new database does not substantially conform to an existing standard design, or uses a software package for which the standard design has not been already set up, database design, setup, and documentation will be ordered using hourly labor rates. Subsequent applications which substantially conform to the same standard design will be billed using the unit rate CLINs. In the case of bibliographic document databases, for example, "substantially conform" means that no more than seven fields are added or modified.

C.5.6.2.1 <u>Document Databases</u>

Document databases index a document collection at the document level. Documents will range from one page to hundreds of pages in length. Database records will include coded information for the documents, as collected during the coding process, and sometimes OCR text. As described above in C.5.5, coding can be at a number of different levels, ranging from mini coding to subject matter coding.

C.5.6.2.2 <u>File Level (Phrase Label) Databases</u>

(a) File level databases are usually constructed from information collected during the document acquisition/image capture process. As described in Section C.5.1, Document Acquisition, the Contractor shall provide ASCII or word processing files of the phrase label indices to the digital image collections, as specified by the COTR; these are, in effect, file folder level indices to the image collections. As directed by the COTR, the Contractor shall then set up a phrase label database for the project, and load these data files into the database.

(b) Design for these databases is quite simple, consisting of the text of the file folder name and the image or bates number range for that file folder. Image numbers are typically composed of a source code, media number ("025" for 25th CD), and sequential image number within media volume. Additional fields have included container number, file number, keyword (as identified at the time of filming/scanning), file owner, custodian, etc. "Core" fields for a phrase label database are provided at Attachment 7. Should specific cases require information significantly different from this, the database will be set up using hourly rates.

C.5.6.2.3 <u>Transcript Databases</u>

(a) Transcript databases are full text databases are intended for storage and retrieval of documents such as depositions, briefs, trial transcripts, interviews, interrogatories and interrogatory responses, and other materials to be treated on a full-text basis.

(b) Each Division may establish its own standard designs for these databases, using a variety of software packages, such as Summation, Concordance, ZyIndex, Retrievalware, etc. Most databases will be set up according to one of these standard designs.

(c) Historically, most of the data files to be loaded to these databases have come in from court reporters on diskette, CD, or some other electronic medium; one data file corresponds to one transcript volume, whether it be a deposition-day or a half-day trial session. These files will usually be standard ASCII text which mimics the hard copy of the transcript in terms of line breaks and page breaks. Files such as these will be processed using the unit rate CLIN (01-1806). Processing of files which are radically different will be ordered on an hourly basis.

(d) Most of the data files coming in from court reporters do not have "header" information, such as transcript date, witness name, etc., separately identified for entry into separate fields or paragraphs. The Contractor may be required to identify and enter this information as part of the data file loading process. This information usually comes to about 150 characters per transcript. Information to be captured will be specified by the COTR. This activity is not separately billable.

C.5.6.2.4 Telephone Record Databases

Telephone record databases consist of data elements relating to telephone calls. Section C.5.5.2.6 lists the typical data elements. Should specific cases require information significantly different from this, the database will be set up using hourly rates.

C.5.6.2.5 Simple Invoice Databases

Invoice databases consist of data elements relating to line items of individual invoices. Section C.5.5.2.7 lists the typical data elements. Should specific cases require information significantly different from this, the database will be set up using hourly rates.

C.5.6.2.6 Load Data Files to Database

(a) The Contractor shall load data files from magnetic tapes, diskettes or other media to the database in accordance with the COTR's instructions, and take all the necessary steps to correct the records rejected during either the initial load or subsequent updates. Data file loads are not considered complete until all errors and error files have been corrected and loaded to the database.

(b) Data files will be defined by the discrete "batches" of records. Data files will generally contain between 2,000 and 10,000 records each, but may be larger or smaller as directed by the

COTR. The COTR may require that data files be processed at night or on weekends, in order to avoid conflicts and/or problems with attorney access to the databases during normal office hours. Night/weekend data file processing requirements will be specified in the task order.

(c) The COTR may require that the Contractor perform data file loads and indexing on the Contractor's own system, using Contractor-owned hardware and software, and then copy the resulting updated version of the database to the Government host system.

(d) The Contractor must have in place established procedures for controlling and tracking the work. For example, the Contractor must ensure that all files are processed completely through all data file loading steps, including error correction and correction verification. The Contractor must be able to identify where any given file stands in the process at any point in time. The Contractor must be able to account for every coded record, and be able to verify that each has in fact been loaded to the database. For example, a standard step in data file loading for the Civil Division is the generation and verification of "Exception Reports," which account for, document, and validate any gaps or overlaps in the sequentially numbered document records, as well as in the sequentially numbered images. All documents loaded to the database must be checked against document data already loaded to the database to ensure that no duplicate document numbers or duplicate sequential document record numbers are being loaded. None of these activities is separately billable.

(d) The Contractor must verify that the data as loaded to the database meets the accuracy standards in Attachment 5. The Document Number and the Document Date must be 100% accurate. The Contractor shall take the necessary steps to correct any data which falls below data accuracy requirements at no additional cost to the Government.

C.5.6.2.7 **Delivery Requirements**

(a) The Preliminary System Design shall be delivered within three working days of the initial design meeting.

(b) The database shall be set up and ready to accept data within one week of acceptance of the Preliminary System Design.

(c) The final System Documentation shall be delivered within one week after initial load to the database.

(d) Final User Documentation shall be delivered within one week after initial load to the database.

(e) Data files shall be completely loaded, edited, corrected, etc. within three days of the date the files are made available for processing. Low Tier maximum throughput is 200 files per three day period. High Tier maximum throughput is 500 files per three day period.

C.5.6.2.8 Performance Standards

(a) All delivered documentation must be without typographical errors and must be accurate to the design discussions on which they are based. The Contractor shall deliver finished products to the Government which do not require quality control review, proofreading, editing, spelling corrections, etc. by the Government. Documentation not meeting these requirements shall be returned to the Contractor and corrected at no cost to the Government.

(b) The database as set up must match the design documentation and the Government's standards, as described above and as provided to the Contractor by the COTR.

(c) Accuracy requirements for on-line data entry are as described in Attachment 5.

C.6 LITIGATION SUPPORT SERVICES

(a) This section describes the requirements for the support services contained in Pricing Tables B-3 through B-5, and the cost reimbursable items/services in Table B-6. These support services will involve Government and non-government documents at locations in the Washington, DC metropolitan area or any location in the United States, and in a limited number of cases, outside of the United States. Task orders for/including support services CLINs will be issued on a labor-hour, or time-and-materials basis.

(b) Contractor furnished resources will depend upon whether the work is performed in Contractor-provided facilities (Contractor's site) or elsewhere (Government site, discovery site, or document center, etc.) The specific resources to be furnished for the specified unit prices are delineated in this Section, and Section B.3.

(c) The Contractor shall be prepared to start performance of support service CLINs within a maximum of three (3) days after receipt of a task order or litigation support plan. Performance periods may be specified in each task order. Contractors should be aware that litigation support work is usually time critical and rapid response is frequently necessary, sometimes within hours but often within days.

(d) The services described in this section are, in some cases, essentially the same as the products described in Section C.5. Use of the support services CLINs in lieu of the support products will depend upon a number of factors, including the quality, quantity and location of the source documents/media, but will be based on what is the most reasonable and the best value to the Government. The COTR will make the final decision on the appropriate CLIN, to include the appropriate support service labor category, for use under each project.

C.6.1. Document Acquisition and Duplication

C.6.1.1 Document Organizing/Screening

(a) Scouting trips by Paralegals, Senior Paralegals, or other personnel specified in a task order may be required to locate and assess document collections. Preliminary research may be required prior to the scouting trips, which may be to local, national, or international sites. Generally a written "scouting trip report" will be required, outlining the findings, setting forth any problems, and making recommendations as to approach, staffing, and other logistical matters.

(b) The screening and organization of documents based on specified criteria may be required locally, nationwide and perhaps internationally. Depending on the nature and size of the screening and organization effort, most of the work may be performed by Paralegals or Document Management Technicians; a variety of other labor categories will also be involved. Obtaining or arranging for necessary space, furniture and equipment for the document organizing, screening, preparation, and image capture activities, and providing clerical support for moving boxes in and out of storage, and between the various work areas may also be required.

(c) For all document organizing and screening efforts, a "team leader" will be designated for each site. This person serves as the principal point of contact between the Contractor staff and the COTR, the Government attorneys, Government agency staff, and where necessary the persons designated as points of contact for other parties. This person also ensures that screening and other site work is performed in accordance with the appropriate criteria and procedures; manages and supervises the screening and acquisition work; and provides reports as needed.

(d) Preparation of a screening manual containing both screening criteria and document handling/preparation procedures may be required for certain cases. Where required, the responsible Contractor Project Manager (or, where applicable, the Field Discovery Manager) will be required to work with the Government Case Manager and the attorneys to establish the specific contents of the manual. The Contractor shall also be required to maintain and revise this manual as necessary.

(e) Screening rates will depend upon screening criteria and the condition of the media. Typically, screening based on objective criteria will be at 5,000 to 7,500 pages per day per screener. Screening based on subjective criteria will typically be at 3,000 to 5,000 pages per day per screener.

(f) The Contractor must take steps to ensure that the actual selection of relevant documents captures all documents meeting the screening criteria. The Contractor must also have in place procedures for ensuring that only those materials or containers that are supposed to be screened are, in fact, put through the document screening process, and that no such containers are left out. The Contractor must also have a quality control process in place to assure that screening and organizing is done properly.

(g) The Contractor must keep accurate records of the containers requested, received, processed, and returned; specific requirements will be specified by the task order or by the COTR. Procedures for this evidence control process and its management must be in place so that any objections to evidence handling can be defeated in court.

(h) Depending on the length, complexity or size of evidence acquisition activities, the Contractor may be required to write a brief report with supporting attachments documenting the

work at a given site or sites.

(i) Document organization may also take the form of creating/ establishing a manual filing system using file folders and file labels. Care must be taken to ensure accuracy and ease of use.

C.6.1.2 Phrase Label Preparation

(a) Document Management Technicians or other Contractor personnel may be required to prepare, organize, and index document collections prior to image capture. This may include preparation of file level "phrase label" information, which is incorporated in the image capture processing (see Section C.5.1.1).

C.6.1.3 Document Numbering/Bates Stamping

(a) Manual numbering of documents through the use of a bates stamping device or sequentially numbered labels may be required. The requirements may, on occasion, include the identification of discrete sets of case documents that may be obtained at different sites or subsets of the document collection.

(b) An accuracy rate of 100% is the minimum accepted standard. The numbers must be in consecutive order, unless otherwise specified in the litigation support plan; all pages must be numbered with the reverse side also numbered wherever there is meaningful information on that side; and each page must have a unique number, unless otherwise specified in the litigation support plan. Numbers must not obscure any other document information. Contractors will need to have an established quality control plan in place; Contractors will need to have in place established procedures for recording and accounting for all numbers used.

(c) A quality control process must be documented and in place to ensure the necessary accuracy.

C.6.1.4 Miscellaneous Reproduction

Photocopying/reproduction of oversize and other irregular source documents/media, including charts, graphs, blueprints, color blueprints, maps, diagrams, photographs, slides, transparencies, cassette tapes, video tapes, etc. on a cost reimbursable basis. Photocopied batches of pages shall meet the Section C.5.4.2. performance standard and be collated as per the originals unless otherwise specified by the COTR. Source documents/media provided to the Contractor for reproduction shall be properly handled and returned in good condition. Quality control steps must be in place and be well understood.

C.6.1.5 Micrographics

(a) A wide variety of micrographics services may be required, including, but not limited to:

(1)   Microfilming of source documents on an hourly rate basis at any location anywhere in the United States, and, on some occasions, anywhere in the world. When ordered, the COTR will provide the microfilm specifications in the Task Order.

(2)   Inspection and quality control of film produced by other parties. Testing and inspection techniques used to generate an accurate inspection report shall comply with industry standards for quality products.

(3)   Destruction of previously produced microforms. Any request for destruction must be authorized in advance in writing by the COTR and must describe in detail the microform(s) to be destroyed. Film destruction, when ordered, must be complete and certification of destruction will be required.

(4)   Duplication and/or blowback of microfilm and/or microfiche produced by other parties, which may be of questionable quality, unblipped, other sizes and formats, etc.

(5)   Creation of microfilm jackets and duplication of microfiche cards.

(6)   35mm filming.

(7)   Conversion of negative to positive film and vice versa.

C.6.1.6 Digital Image Scanning

(a) Digital image scanning of source documents on an hourly rate basis at any location anywhere in the United States, and on some occasions, anywhere in the world. At some locations, the facilities may be controlled by other parties who may be "hostile" litigants. The source documents will vary in size; however, the majority of the documents are expected to be letter and legal size.

(b) All image scanning shall conform to the requirements of Sections C.5.1.4 through C.5.1.4.2. There are two CLINs for Scanner Operator, one which includes the use of contractor furnished equipment (CFE), including software, media, etc., and one which assumes the Government will provide the necessary scanning equipment, software, supplies, etc.

(c) Scanner Operators may also be required to perform OCRing of the digital images.

(d) Duplication of CDs and/or other image media may be required, including duplication of media produced by other parties.

(e) Blowback from CDs and other image media may be required, including blowback from media produced by other parties.

(f) Quality control will be required for all image and OCR scanning processes. Procedures must be documented and in place.

C.6.2. Database Creation

The Contractor will design, implement, populate, maintain, archive, and document a variety of databases and other automated litigation support applications using the Litigation Support Services CLINs, as directed by the COTR. Work may include (but will not be limited to) the following:

C.6.2.1 Project Requirements Analysis/Design

Project requirements analysis and technical design will be performed by the Contractor, based on information provided by the Government, and will be submitted to the COTR for review and approval. The result of the analysis will be a brief report describing requirements, a design and implementation schedule, estimated costs, and a design description. This requirements analysis and design shall address the entire project and is not intended merely to provide data processing design requirements; data processing design will be a portion of the overall analysis and design.

C.6.2.2 Level of Treatment Analysis/Vocabulary Development

Senior Contractor personnel or consultants may perform level of treatment analysis or develop evidence acquisition criteria for use by document acquisition paralegals and other document acquisition staff. Senior Contractor staff may also prepare vocabulary control tools for use in particular cases or projects.

C.6.2.3 DCF and Database Design and Manuals

(a) The Contractor shall design litigation support databases and other applications as required by the specific project. Applications may be PC-based, LAN-based, Internet-based, or even mainframe-based, and will make use of a wide variety of COTS products, as well as customized and proprietary software. Each database design shall accommodate any necessary information outlined in the requirements analysis and design. System design manuals shall describe information requirements and system design issues, define each data element, describe the relationships among the data elements, provide designs for data entry screens and output reports, etc.

(b) Database designs will generally be developed by Contractor technical support personnel (Systems Analysts and Programmers) based on information provided by Contractor Project Managers and by the Government. Electronic DCFs for on-line coding will be developed by Contractor technical support personnel; Contractor Technical Writers will assist in the preparation of manuals and other documentation.

(c) Contractors will be required to work with data and databases obtained in electronic form from other Government agencies or from opposing counsel. This may require replicating an existing database design, or converting data so that it may be loaded into an existing system.

C.6.2.4 Database Implementation

(a) The Contractor shall implement databases as designed on the designated systems. Implementation may include:

(1)   Setting up and testing the database on the host system. Note that it may also be necessary to set up a duplicate database on a system owned by the Contractor, for use during the data base loading process. Databases may be required to conform to DOJ component standards and conventions - for example, database, directory, and file naming conventions, standard field structures and formats, etc.

(2)   Establishing user access to the database, including requesting appropriate user privileges and/or group memberships. User access may also have to conform to DOJ component standards; for example, to avoid unnecessary proliferation of shortcut icons on the user's desktop screen, or to conform to standards on user level privileges.

(3)   Creation and testing of user data entry screens, reports, query and navigation tools, etc.

(4)   Creation and testing of preprocessors and edits.

(5)   Creation and testing of procedures for database loading and verification, as well as for database updating.

(6)   Creation and testing of procedures for database maintenance, such as periodic reindexing, adding fields or edits, software version upgrades, etc.

(7)   Creation and testing of remote access to the database, and/or procedures for downloading the database, or a portion of the database (including images) to a laptop computer, and for synchronizing updates upon return.

(b) The Contractor shall provide to the Government copies of any programs or utilities developed in connection with this contract to format data or otherwise used in building these database applications, along with documentation and instructions on their use, as requested by the COTR.

C.6.2.5 Document Coding

(a) At the discretion of the COTR, the Government may order document coding on a "Coding Project Hour" basis. As just one example, the Civil Division might elect to perform coding from source documents that are of very poor quality (legibility and/or condition), or which require in-

depth analysis and indexing, using the "Coding Project Hour" CLIN (03-/04-/05-1101).

(b) Coding on a Coding Project Hour basis shall conform to all the performance requirements described in Sections C.5.5 and C.5.5.2 through C.5.5.2.9. The Coding Project Hour unit price shall include all non-billable activities as described in those sections, such as supervision, quality control, logging and controls, training, etc. If coding must be performed using paper DCFs, data entry costs may not be separately billed, but must be incorporated into the Coding Project Hour unit price.

(c) Coding on a Coding Project Hour basis may be ordered at a Contractor's facility or elsewhere.

(d) At the discretion of the COTR, the Government may order document coding using a combination of hourly rate CLINs. The Contractor shall perform document coding to collect information to be entered into the databases, as required by the COTR. See section C.5.5 through C.5.5.2.9 for more information regarding document coding requirements. The Contractor will still be expected to train, perform quality control and quality assurance, supervise, perform logging and control functions, and manage the coding effort. Procedures for performing these functions must be well-established and well-documented. The Contractor will still be expected to develop coding manuals for these coding efforts, as required by the COTR. See section C.5.5.1. for more information on coding manual requirements.

C.6.2.6 <u>Data Capture</u>

(a) The Contractor shall provide data entry services as required by the COTR. Key/key verification of data may be required when, for example, document coding is performed using paper DCFs, or when data is being entered directly from source documents. This work may be performed by different labor categories, depending on the quantity and difficulty of the work and other factors. Labor categories will be as specified by the COTR, and may include, for example, Data Entry Technicians, or Word Processors, or User Search and Support Assistants. Work may be ordered at a Contractor site or elsewhere. Output formats and media will be as specified by the COTR. Work will require well-established, well-documented quality control procedures, as well as extensive management and supervisory controls. Key/key-verification must be performed to an accuracy rate of 99.98% on a character basis; work which fails to meet this standard must be reworked by the Contractor at no cost to the Government.

(b) The Contractor shall provide optical character recognition (OCR) services as required by the COTR. See section C.5.2. for additional information on the kinds of OCRing services which may be required. Source documents may be hard copy transcripts or documents, digital images, microfilmed images, etc. In general, the Government will order OCRing services using hourly rate CLINs only when the requirements of the job are highly unusual - requiring special hardware or software, for example, or extraordinarily complex or slow source materials. Labor categories will be specified by the COTR. Output formats and media will be specified by the COTR. Work will require well-established, well-documented quality control procedures, as well as extensive

management and supervisory controls. Note that OCRing may sometimes take place as part of the image scanning process, and simply be performed by the scanner operator.

C.6.2.7 Database Loading, Updating, and Maintenance

(a) The Contractor shall load data files to the system, including coded data, OCR'd text, digital images, update files, etc. This process includes editing, correcting, and verifying the data loaded; loads are not considered complete until all corrections have been performed and verified. Appropriate links must be established between database records and image files. Database loading may include conversion and loading of data and images from external sources.

(b) The Contractor shall perform necessary maintenance to the application, as necessary, including reindexing necessary to maintain or improve performance, database splitting or concatenation, creation and testing of additional data fields, data entry screens, and reports, sometimes even reloading or migration to another platform.

C.6.2.8 Database Archiving

As directed by the COTR, the Contractor shall archive databases when they are no longer required. The Contractor shall develop procedures for the archiving process, and submit these to the Government for review. Following the approved procedures, the Contractor shall archive the databases (and related materials such as images, program code, scripts, and data entry and report modules), as directed, so that the databases can be restored readily at some future date, should the need arise. Databases may have to be saved in more than one format - for example, in internal database format, as a database report, and in ASCII delimited format. In general, the Government will require the Contractor to maintain two copies of tapes or other stored electronic versions of the data and images in two different locations, and to maintain all necessary inventories, logs, procedures, and other records to restore the databases for the life of the contract.

C.6.2.9 Documentation

The Contractor shall provide documentation as required by the COTR, including both preliminary and final systems design documentation, and user documentation for the end user community. User documentation in particular will often be based on existing boilerplate or commercially available documentation, but will usually also require some tailoring to the specific database. See Section C.5.6 for additional information on the kinds of documentation which may be required.

C.6.2.10 General Technical Support

Because of the rapid rate of change in information technology, it is impossible to predict what hardware and software the Contractor will be required to work with under this contract; however, the Government will undoubtedly require support for these as yet unspecified systems. The Contractor shall provide technical support staff trained in, and competent to work with, the specific technologies

as the need arises. In addition to the current array of more or less established hardware, software, and other technologies, future technologies may include Internet technologies, technologies for "automatic coding," or more intelligent search agents, enhanced presentation devices, PDA conversions, technologies for electronic court filing and for electronic signatures, etc. We expect that Internet and browser based technologies will continue to grow in prominence over the life of this contract. Data security and systems security will be of paramount importance.

C.6.2.11 Performance Standards

(a) Program code must conform in format and structure to industry standard guidelines. Testing of all systems must be comprehensive; minor revisions, when required, must be effected in a timely and accurate manner.

(b) Litigation support applications submitted for production status must execute successfully, without correction or further modification, 95% of the time.

(c) Written documentation must conform to DOJ guidelines and applicable Federal Information Processing Standards (FIPS) for software documentation; major re-writes should be seldom required. The documentation must be easily understandable from a layman's perspective, and use clear and concise language.

(d) Software specifications must conform with DOJ and applicable FIPS requirements; content must accurately reflect system requirements; drafts should require only minor revisions.

(e) All system documentation shall conform with applicable FIPS requirements, or other appropriate industry standard for format and content if the alternate standard is approved in advance by the COTR.

C.6.3 Database/Resource Administration

As directed by the COTR, the Contractor shall provide qualified staff to administer certain Government-owned litigation support resources, such as servers providing LAN access to particular applications. As an example, the Civil Division has several Sun Microsystems servers which make Oracle available across the JCON network. Contractor system administration staff are responsible for maintaining these servers and for administering the software packages running on them. They are responsible for maintaining system performance, for implementing operating system and application software version upgrades, for establishing and executing routines for daily, weekly, and monthly backups, for maintaining connectivity with the network, for maintaining firewall security, for monitoring available storage space, for documenting the system, and for coordinating with the technical support staffs of all contractors who are setting up databases making use of these servers.

C.6.4 Document Centers/Pretrial and Trial Support

C.6.4.1 Document Centers

(a) As specified in the task order, the Contractor shall establish and maintain document centers for providing a full range of pre-trial, trial, and post-trial support. Document centers may be established in Washington, D.C., or anywhere in the United States, and in a limited number of cases, outside the United States.

(b) Document centers are established to support the needs of all Division personnel working on the case or investigation specified in the Task Order. This may include Litigating Division attorneys in Washington, D.C., Assistant U.S. Attorneys located throughout the United States, and any other Government personnel who require assistance for litigative or investigative purposes, including U.S. Government employees outside the United States. The purpose of a document center is to centralize support to staff members, allowing for fast, efficient, cost effective means of identifying and obtaining copies of any necessary documents. Document centers can also function as centralized repositories of evidentiary materials for a case or investigation. User assistance staff at the document center provide support to the Division staff in performing searches against the databases which have been established in support of the case or project. Staff to assist Division personnel in assembling materials responsive to database searches are also provided. Other types of support which may be provided by document centers include, but are not limited to:

(1) Organization and maintenance of case files, including evidence rooms, pleadings files, deposition files, transcript files, investigative files, microfilm libraries, etc.

(2) Creation of witness binders, subject binders, case reference indices, and other reference tools.

(3) Locate documents for responses to interrogatories and requests for admission.

(4) Production of grand jury and trial exhibits and exhibit sets; productions of exhibit lists.

(5) Preparation of legal and factual research.

(6) Database searching.

(7) Word processing.

(8) Photocopying of documents.

(9) Preparation of trial support graphics, such as charts, overhead slides, video cassettes, and other multi-media graphics.

(10) Installing computer applications on attorney desktop computers, and providing one-on-one training in the use of these applications.

(11)   Low volume document scanning and CD burning, using equipment installed at the Document Center.

(c) Document centers may also be the source of information and document copies which the Government must provide in response to production requests from adverse parties, requests under the Freedom of Information Act (FOIA), or requests from the Legislative Branch. The center may also serve as the staging area for preparing trial support graphics.

(d) If space for a document center is not available in a Government building, the Contractor will be required to locate and lease commercial office space as authorized by the COTR. The Government will generally provide the Contractor with at least two weeks advance notice when leased facilities are needed. Support for several cases may be co-located, thereby allowing for the sharing of equipment and personnel resources. The size of individual centers may vary from several hundred square feet to tens of thousands of square feet or more; a larger facility servicing a number of cases might require from 8,000 to 20,000 square feet. Task orders for even larger "mammoth" facilities of over 20,000 square feet will only be issued if the following three conditions are present: (1) the litigation documents which must be retained in paper form number over one million pages; (2) a large number of attorneys or other Government agencies are best supported through a centralized facility; and (3) the litigation(s) are complex and long-lived.

(e) The Government may sometimes locate employees from several different Contractors in the same document center, with one of the Contractors holding the lease. At the discretion and agreement of the Division COTRs involved, one Contractor may sometimes be required to support several different Divisions out of the same document center.

(f) Where Government-owned supplies/services are not available for use in the center, the Contractor will be required to procure equipment, supplies, or services as authorized by the COTR. These must be authorized in writing in advance by the COTR, and will require competitive price analysis and litigation-specific justification for acquisition. Examples of such items include: telephone/communications lines, word processing or office automation equipment, office furniture, copiers, microfilm or microfiche reader/printers, technical support equipment, software, general office supplies, and facsimile equipment.

(g) The Contractor may be required to produce and maintain procedures governing work performed at the document center, as requested by the COTR.

(h) The Civil Division presently has three document centers in Washington, D.C., dedicated to Civil Division work, which it anticipates transitioning to the new contract. At this time, the Civil Division anticipates that these facilities will continue to be dedicated to supporting work for the Civil Division. See Attachment 14 for more information on these existing document centers. Some of the equipment and furniture for both existing and future document centers will be provided by the Government. See Attachment 14 for lists of Government-furnished equipment and furniture presently being provided. Offerors should note that there is no guarantee that the same, or even equivalent, Government-furnished equipment and furniture will continue to be provided in the future.

(i) The Civil Rights Division currently has two Document Centers, located at 666 11th St., NW (about 7,400 square feet), and 1120 G St., NW (about 2,000 square feet), in Washington, DC. See Attachment 14 for lists of Government-furnished equipment and furniture presently being furnished.

(j) The Criminal Division currently has two document centers; the Tobacco Document Storage Center and the New England Bank Fraud Task Force Document Center.   The Tobacco Document Storage Center consists of approximately 2,703 square feet located on the Mall level of 1120 20th Street NW, Washington DC.   The New England Bank Fraud Task Force Document Center includes two suites located on the ninth (9th) floor of 18 Tremont Street, Boston, MA. These two suites consist of approximately 2,454 and 1,223 square feet respectively.

(k) The Environment and Natural Resources Division is presently operating two Document Centers, one located at 529 14th St., NW, Suite 452, Washington, DC (3,189 square feet), and one located at 380 Park Center Blvd., Suite 330, Boise, Idaho (7,376 square feet). See Attachment 14 for an inventory of Government-furnished equipment and furniture for these facilities.

(l) Washington, D.C. document centers shall be located within five to ten minutes walking distance (street entrance to street entrance) from the building where attorneys handling the case or case family are located. Civil Division attorneys are currently located at the following addresses:

(1)   Main Justice Building
        10th & Pennsylvania Avenue, NW
        Washington, D.C. 20530

(2)   1100 L. St., NW
        Washington, D.C. 20530

(3)   1425 New York Ave., NW
        Washington, D.C. 20530

(4)   National Place Building
        1331 Pennsylvania Ave, NW
        Washington, D.C. 20530

(5)   901 E St. NW
        Washington, D.C. 20530.

(6)   Patrick Henry Building
        601 D. St. NW
        Washington, DC 20530

(m) Antitrust Division attorneys are at the following addresses in Washington, DC:

(1)   1401 H St. NW
        Washington, DC   20530

(2)   Judiciary Center Bldg.
        555 4th St. NW
        Washington, DC   20001

(3)   Liberty Place
        325 Seventh St. NW
        Washington, DC   20530

(4)   600 E St. NW
        Washington, DC   20530

The Antitrust Division also has offices in Atlanta, Chicago, Cleveland, Dallas, New York, Philadelphia, and San Francisco.

(n) Civil Rights Division attorneys are currently located at the following addresses:

(1)   Main Justice Building
        10th and Constitution Ave., NW
        Washington, DC 20530

(2)   HOLC Building
        320 First St., NW
        Washington, DC 20534

(3)   1425 New York Ave., NW
        Washington, DC 20530

(4)   Patrick Henry Building
        601 D. St, NW
        Washington, DC 20004

(5)   National Place Building
        1331 Pennsylvania Ave, NW
        Washington, DC 20004.

(o) Criminal Division attorneys are presently located at the following addresses:

(1)   1301 New York Avenue, NW
        Washington, DC 20005

(2)   1400 New York Avenue, NW
        Washington, DC 200005

(3)   601 D Street, NW
        Washington, DC 20004

(4)   1331 F Street, NW
        Washington, DC 20004

(5)   950 Pennsylvania Avenue, NW
        Washington, DC 20530

(p) ENRD attorneys are currently located at the following locations in Washington, DC:

(1)   950 Penn. Ave., NW
        Washington D.C. 20530

(2)   601 Penn. Ave., NW
        Washington D.C. 20004

(3)   601 D. Street, NW
        Washington D.C. 20004

(4)   1425 N.Y. Ave., NW
        Washington D.C. 20005

(q) Washington, D.C. area Document Centers for the Executive Office for US Attorneys should be located within 5 minutes walking distance of:

(1)   Main Justice Building
        10th & PA Avenue, NW
        Washington, DC 20530

(2)   Bicentennial Building (BICN)
        600 E Street, NW
        Washington, DC 20530

(3)   Judiciary Center Building
        555 4th Street, NW
        Washington, DC 20001

(r) This list is meant as a guide to possible locations of future document centers; it is not exhaustive. Should Division attorneys be moved from their present location to other locations in the Washington, D.C. metropolitan area, the Contractor may be required to relocate document centers accordingly.

(s) Billing for document center space and utilities, equipment and equipment maintenance,

furniture, supplies, shipping, and trial support graphics, etc. will be on a cost reimbursable basis under the Table B-6 CLINs. Contractor billing may include actual cost plus a stated percentage markup for administrative handling. In order to allow the Government to evaluate cost proposals, offerors are required to state the administrative handling fee they propose to charge.

C.6.4.2 Legal and Other Research and Analysis

(a) Legal research and analysis services in support of trial teams. These services will often be based out of a document center, but may also be provided by contractor staff working on site in Government facilities, or even out of the contractor's own facilities. Types of services include, but are not limited to, the following:

(1)   Simple to complex legal research and associated preparation of draft filing based on the research.

(2)   Citation checking.

(3)   Compilation, indexing, preparation of potential trial material.

(4)   Summarizing of transcripts.

(5)   Preparation of exhibits, exhibit sets, and exhibit lists.

(6)   Organization and maintenance of case documents and case pleadings files.

(7)   Support to document production, evidence acquisition, and chain of custody activities.

(8)   Coordination with litigation consultants and expert witnesses.

(9)   Assistance with tracking and coordinating pre-trial and trial filings.

(10)   Filing documents with the court.

(11)   Monitoring the trial schedules and dockets for motions, responses by the parties, and court orders.

(12)   Assisting with trial preparations.

(13)   Assisting in support of post-trial and appellate activities.

(b) Subject matter, factual, technical or historical research performed in support of trial teams, including, but not limited to, the following:

(1)   Conducting interviews.

(2)   Gathering information from various sources.

(3)   Synthesizing and summarizing information.

(4)   Preparation of reports and potential trial materials.

(5)   Assisting with pre-trial, trial, post-trial, and appellate preparations.

(c) These services will generally be performed by a wide variety of labor categories, including Paralegals, Senior Paralegals, Law Clerks, Supervisory Paralegals, Document Management Analysts, Researcher/Interviewers, and many others, at the COTR's discretion. The Contractor must have good controls in place to ensure that quality products are delivered on time, and to report on progress as required by the COTR.

C.6.4.3 Database Usage and Training/ Application Support

(a) As directed by the COTR, the Contractor shall provide staff to perform retrievals against the databases, and/or to assist Government personnel in making efficient use of the databases. This may include, for example, development of searching tools and aids, query screens and report formats, specialized computer programs for statistical manipulation of the data, or for generating reports for use as exhibits, etc.

(b) As directed by the COTR, the Contractor shall provide training to DOJ and client agency staff, including trial attorneys and support personnel, in the use of litigation support or other databases. This training will generally be one half day or less in duration for any given session. Appropriate training materials, including handouts, user manuals, etc., are required.

(c) As directed by the COTR, the Contractor shall provide application support for particular applications. For example, in the case of Summation installed for access across the JCON LAN, the Contractor may be required to provide help desk support to users, as well as to troubleshoot connectivity and other user problems related to use of Summation. Contractor user support staff will be required to stay up to date as to Summation features and releases, and to make recommendations to the Government for improving system performance, efficiency, and usability. Contractor staff will establish standards and standard procedures for setting up Summation applications, and will disseminate this information and provide training as necessary.

C.6.4.4 Information Management/Library Services

Establishment and operation of litigation-specific or Division-specific libraries, generally focused on specialized areas such as legislative histories or consent decrees. On-line and hard-copy databases for Government and public access, and Contractor support for these systems, will usually be required. These services will usually be provided by Librarians, Library Technicians, and User

Assistants.

C.6.4.5 Trial Support Services

(a) The Contractor shall provide trial support services as required by the COTR. In addition to the types of pretrial and trial support described above in relation to document center services, such as exhibit preparation and tracking, and trial site war-room support, a variety of more specialized services may be required, such as:

(1)   Trial consulting, to assist the attorneys in preparing their trial and courtroom strategies. Other kinds of trial consulting may include, for example, assisting the attorneys in specifying the hardware, software, and distribution systems required for a particular courtroom, and assisting in procuring and setting up the system.

(2)   Coordination with expert witnesses and litigation consultants on graphics, exhibits, demonstratives, and relevant transcripts.

(3)   Focus groups and other jury research services.

(4)   Graphics consulting, to assist the attorneys in developing effective graphic and demonstrative exhibits for courtroom use.

(5)   Graphics services, including creation of specialized graphic exhibits such as animations and simulations, oversized exhibits, etc.

(6)   Preparation of exhibits and other materials for the courtroom presentation system, including scanning, organizing , markups, etc. The courtroom presentation system itself - including hardware, software, cabling, etc. - will sometimes be provided by the Government, and sometimes provided by the Contractor.

(7)   Assistance to the trial team in scripting their trial presentations.

(8)   In-courtroom set up and operation of the courtroom presentation system, including coordination with the court, the court reporters, and adverse parties, as specified by the COTR.

(b) Labor categories for these services will be as specified by the COTR.

C.6.4.6 Trial Support Centers

(a) As specified in the task order, the Contractor shall establish and maintain trial support centers specifically for providing trial support. Trial support centers may be established in Washington, D.C., or anywhere in the United States, and in a limited number of cases, outside the

United States. If space for a trial support center is not available in a government building, the Contractor will be required to locate and lease commercial office space as authorized by the COTR. The Government will generally provide the Contractor with at least two weeks advance notice when leased facilities are needed. The size of a trial support center will vary depending upon the size and scope of the trial. Generally, trial support centers will be smaller than document centers, perhaps several hundred or several thousand square feet in size, and will be established for shorter periods of time - typically from several weeks before the trial starts through several weeks after the trial concludes. A trial support center in operation for from one to six months would not be unusual.

(b) Each center will serve as a case specific center. The purpose of the center is to centralize evidentiary materials, staff, and other resources for supporting the trial team, allowing for fast, efficient, cost effective means of assisting the Government in presenting its case as effectively as possible. Types of support which may be provided by trial support centers include, but are not limited to, the support listed in Section C.6.4.5 above.

(c) Where Government-owned supplies/services are not available for use in the center, the Contractor will be required to procure equipment, supplies, or services as authorized by the COTR. These must be authorized in writing in advance by the COTR, and will require competitive price analysis and litigation-specific justification for acquisition. Examples of such items include: telephone/communications lines, word processing or office automation equipment, office furniture, copiers, microfilm or microfiche reader/printers, information technology equipment/software, general office supplies, and facsimile equipment.

C.6.5 Professional Translation and Interpreter Services

(a) The Contractor shall provide professional translation and consecutive interpreter services on an hourly basis as required by the COTR. Translator hours may sometimes be ordered in a document center setting, as part of a larger litigation support effort.

(b) Consecutive interpreter services may be required for witness interviews, meetings, speeches, etc., and may include sign language interpretation.

(c) Offerors must bid specific hourly labor rates for translation to and from Spanish, French, German, and Italian. Translation to and from other languages will be ordered on a cost reimbursable basis under Table B-6. Offerors must bid specific hourly labor rates for consecutive interpreter services for Spanish, French, German, Italian, Portuguese, and sign language. Interpreting for other languages will be ordered on a cost reimbursable basis under Table B-6.

(d) Translation/interpreting may be ordered in Contractor facilities or elsewhere. Translation/interpreting may be required anywhere in the United States. In rare instances, translation/ interpreting may be required outside the United States. For services outside the Washington, DC metropolitan area, every effort should be made to identify translators or interpreters local to the site.

(e) The Contractor shall provide qualified, experienced professional translators and interpreters to perform the work. Translators and interpreters shall be subject to the security requirements included in Section H.4., Section C.4.3.9., and Attachment 3. Translators and interpreters must be United States citizens or have been permanent legal residents for at least four years. The Government reserves the right to refuse the use of an individual translator or interpreter due to previous poor performance.

(f) Hourly rates bid by offerors should reflect a requirement for occasional overtime hours. Only hours actually worked may be billed, and only at straight-time rates.

(g) Translations may be used in evidence, and so must be capable of being certified as complete and accurate translations. Documents to be translated may be either handwritten or typewritten. Translators may also be required to work with output from computer-aided translation programs as an initial draft. Formatting and other special requirements will be as specified by the COTR.

(h) The Contractor shall deliver final, typewritten translations to the Government as specified in the task order. All translations must be thoroughly proofread and edited, and be free of typographical errors. The Contractor may also be required to deliver a word processing diskette containing an electronic copy of the document(s) in word processing format as specified by the COTR, in addition to the typed hard copy. In addition, the Contractors are responsible for keeping backup diskette versions of the translations produced, with associated records.

(i) Travel connected to performance of this task is covered by the contract provisions in B.4.2. Progress on provision of these services must be included in the Contractor's management reports.

C.6.6 Financial Transaction Analysis/Accounting/Auditing

(a) The Contractor shall provide professional auditing, accounting, financial, statistical, and economic analysis, and examiner/investigative services in support of investigations and litigation. Services may be required in the Washington, D.C. area or anywhere else in the country; on rare occasion, services may even be required outside the United States. Although services provided under this task will often have to be coordinated very closely with other, related project activities being performed by at a document center, offerors should assume that office space and all necessary equipment, supplies, furniture, etc. for this task will be provided by the Contractor. These items are not separately billable. Offerors may, if desired, include costs for these items in calculating the unit rates bid for this task.

(b) Following are some examples of the kinds of activities which may be required under this Task:

(1)   Performing an analysis of a construction contractor's project accounting systems and records to determine the contractor's project costs, and to determine if the contractor

is justified in asserting a claim for additional costs due to Government-caused delays in the project, or due to other changes in contract requirements or specifications for which the Government was responsible.

(2)   Performing an analysis of the books of financial institutions, such as savings and loan associations, in conjunction with the accounts of parent companies, to determine if any improper financial transactions have taken place, and, if so, the nature and ramifications of those improper transactions.

(3)   Performing an analysis of product costs for a foreign corporation, to determine if the corporation has been "dumping" its product in the United States or otherwise violating United States customs laws.

(4)   Performing an analysis of Medicare billings associated with particular medical equipment manufacturers or service suppliers, to identify and quantify fraudulent billings. This may involve creating a statistically representative sample of the relevant population of Medicare claimants and claims.

(5)   Performing an analysis of the accounts of a private vocational school which has filed for bankruptcy, to identify seizable assets.

(6)   Examining financial records to determine the flow of money in drug and other illegal operations, such as money-laundering and smuggling.

(7)   Performing an analysis of mergers, acquisitions, etc.

(c) The Contractor shall provide the services of qualified, experienced professionals to perform these and other similar functions. All personnel provided by the Contractor are subject to the security requirements described in Section H.4., Section C.4.3.9., and Attachment 3; all personnel must be United States citizens or have been legal residents for at least four years. The Contractor must provide resumes for all individuals proposed under this task.

(d) Work performed under this task will be preliminary investigation and analysis work used to develop the case and/or to help the attorneys assess the Government's position in the case, and not expert witness work. However, expert witness testimony by these individuals may occasionally be required.

(e) Travel connected to performance of this task is covered by the contract provisions in Section B.4.2. Progress on provision of these services must be included in the Contractor's management reports.

(f) Hourly rates bid by offerors should reflect a requirement for occasional overtime hours. Only hours actually worked may be billed, and only at straight-time rates. The Government estimates that up to 10% of the hours ordered may require overtime work.

C.6.7 Industry Specialist/Consultant Services

(a) The Contractor shall provide specialized services support as required by the COTR, including, but not limited to such specialized disciplines as: geology, hydrology, biology, toxicology, chemistry, medicine, psychiatry, engineering, architecture, special investigations, ballistics, and forensics. Consultants in these areas will generally be required to assist in understanding technical case documents, facts, and issues, and to provide an evaluation these in relation to the case. Evaluation of case-related materials, such as reports, analyses, and determinations of factual findings, will also be required.

(b) All personnel provided by the Contractor are subject to the security requirements described in Section H.4., Section C.4.3.9., and Attachment 3. The Contractor must provide resumes for all individuals proposed under this task.

(c) These services may be required anywhere in the United States, and in a limited number of cases, outside the United States, in Contractor facilities or elsewhere.

(d) Consultants obtained through this contract will be performing preliminary investigation and analysis work used to develop the case and/or to help the attorneys assess the Government's position in the case, and not expert witness work. However, expert witness testimony by these individuals may occasionally be required.

(e) Travel in connection with performance of this work is covered by the contract provisions in Section B.4.2. Progress on provision of these services must be included in the Contractor's management reports.

C.6.8 Administrative Systems Support

The Contractor shall provide administrative systems support as required. Past examples of this type of support have included support for Departmental processing of the Mariel Cubans, the Japanese-American Redress program, and Iran-Contra support.

C.6.9 Geographical Information Systems Support

(a) Geographical Information Systems (GIS) support required by the Divisions from the Contractor involves technical assistance to the Divisions using GIS in the following areas:

(1) Programming support for GIS projects using personnel competent in the software products and associated litigation databases being employed by the Department of Justice component requiring said programming support.

(2) Database development, modification or management in support of GIS projects.

      (3)   Requirements analysis, cost-benefit analysis, technical alternative identification, and system/network design and implementation for GIS.

C.6.10 Staffing Requirements for Support Services

(a) The Contractor shall provide only personnel who are fully qualified and competent to perform their assigned work and who possess the minimum qualifications for each labor category as delineated in Section C.6.10.1. Qualifications requirements are considered mandatory where they are described using the terms "required" or "must have" or "must be." Additional labor categories may be added during the contract period in accordance with the provisions of the Changes clause.

(b) In addition to the minimum qualifications, the qualifications of personnel assigned to each task performed under this contract shall include the specific expertise required for the performance of the task.

(c) Each employee of the Contractor providing support services under this contract is subject to the employment security approval requirements as set forth in Section H.4, Section C.4.3.9, and Attachment 3.

(d) Positions in this Section may require _extended_ periods of travel, for document acquisition tasks, trial support, etc.

(e) Hourly rates for Pricing Tables B-3 through B-5 labor categories shall reflect a requirement for the Contractor to staff a second shift or to work overtime as necessary. The Government estimates that 10% of the hours ordered may require second shift or overtime work. Only hours worked may be billed, and only at straight-time (normal) rates (unit prices).

(f) Note that, for those labor categories designated by the Contractor as "exempt," hours in excess of 40 per week may only be billed to the Government if the Contractor employee is compensated for those hours.

(g) Note that these labor categories are _not_ intended to cover all of the Contractor's management positions and categories. As described in Section C.4.3. ff, the Contractor is expected to provide competent overall contract management, for unit rate work, for hourly rate work, and for work that combines some of both; this management is not separately billable to the Government. Per Section C.4.3.1.1., the Contractor is also required to provide administrative and logistical services as part of its normal business operations and overhead; these administrative and logistical services are not separately billable. The labor categories in Section C.6.10.1. are not intended to perform or cover these services either. The Contractor shall provide its own facilities, equipment, etc., for management, administrative, and logistical staff; these facilities, equipment, etc. are not separately billable to the Government.

C.6.10.1 Minimum Qualification Requirements for Contractor Personnel

C.6.10.1.1 <u>Lead Project Manager</u>

(a) <u>Responsibilities/Duties</u>. The Lead Project Manager is a senior level Project Manager with responsibilities for coordinating the efforts of several Project Managers, either on one mammoth project, or for large numbers of projects at a Document Center. The Lead Project Manager will usually work out of a Government-funded Document Center, although there may be situations in which the Lead Project Manager works out of a Contractor-provided facility. Extraordinarily large, multi-facility "Document Centers" may require more than one such Lead Project Manager; small Document Centers may not require any Lead Project Managers. The Lead Project Manager generally reports directly to the Division Contract Director or to a Deputy. The Lead Project Manager directs and coordinates all Document Center resources, including subordinate Project Manager staff and other staff resources. In Document Centers which support more than one case, the Lead Project Manager must carry his/her own caseload, in addition to performing lead/coordinating duties. In addition to Project Manager responsibilities, as described below under Project Manager, the Lead Project Manager consults with the COTR and Government Case Managers concerning overall Document Center operations, scheduling, work assignments, staffing, progress reporting, security, etc. The Lead Project Manager is responsible for overall quality assurance and timeliness of delivery for all work performed out of the Document Center. The Lead Project Manager also performs overall coordinating functions with other Contractor components.

(b) <u>Qualifications</u>. At least six years of progressively more responsible experience in major litigation support projects, including at least one year of Project Manager experience or equivalent. Demonstrated ability to manage numerous complex and time-critical litigation support activities simultaneously, including technical/data processing support activities. Requires expert knowledge of litigation support; outstanding writing skills; outstanding oral communication skills; outstanding management skills. Must be able to anticipate litigation support needs and develop and execute detailed plans for addressing needs. Requires broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, especially ORACLE, Concordance, and Summation. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Undergraduate degree strongly preferred. Law degree or other pertinent graduate degree helpful.

C.6.10.1.2 <u>Project Manager</u>

(a) <u>Responsibilities/Duties</u>. The Project Manager is the Contractor manager with primary responsibility for all support provided to a particular case. Project Managers will generally be responsible for more than one active case at a time; a caseload of six to ten "moderately active, moderately-sized" cases would be typical, with several of the cases in the discovery and/or document coding stage, one case in trial, several in the deposition preparation/witness binder stage, etc. Extremely large or active cases may reduce the number of other cases handled by a Project Manager. In mammoth cases, involving, for example, more than 10 million pages, more than one Project Manager may be assigned to a case. The Project Manager is the Government's primary point of contact for all support for the case; the Project Manager will have frequent contact with the COTR,

Government Case Managers, trial attorneys, client agency staff, and sometimes even opposing counsel. The Project Manager is responsible for planning and managing all support for the case, including monitoring work flow, progress reporting, identifying and assigning staff, budget development and tracking, coordinating technical/data processing support, and obtaining other required resources. Performs an active quality assurance role to ensure high quality work delivered on time. Ensures that proper security is maintained over all project materials, in accordance with Department security procedures. Coordinates with other Contractor components to deliver project support. When operating out of a Document Center, the Project Manager's work may be subject to coordination or direction by the Lead Project Manager.

(b) Qualifications. At least four years of progressively more responsible supervisory and management experience on major litigation support projects. Demonstrated ability to manage numerous complex and time-critical litigation support activities simultaneously, including technical/data processing support activities. Requires expert knowledge of litigation support; outstanding writing skills; excellent oral communication skills; excellent management skills. Must be able to anticipate litigation support needs and develop and execute detailed plans for addressing needs. Requires broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, especially ORACLE, Concordance, and Summation. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Undergraduate degree strongly preferred. Law degree or other pertinent graduate degree helpful.

C.6.10.1.3 **Project Supervisor**

(a) Responsibilities/Duties. Works under the direction of the Project Manager. For very large cases, may be directly responsible for all work in a major task area. For example, on a case involving document discovery of three million pages, a Project Supervisor may be responsible for all document discovery/document acquisition activities for the case; for a case involving an out of town trial, a Project Supervisor may be the individual in charge of the trial support center. Alternatively, may assist several Project Managers on a multitude of smaller cases simultaneously; for example, may be responsible for coordinating delivery of document coding on one case, while simultaneously overseeing production of witness binders on another. Requires direct supervision of a variety of Contractor staff, including clerical staff and first line supervisors. May require frequent contact with Government COTR, Case Managers, trial attorneys, client agency staff, etc., as well as with other Contractor components.

(b) Qualifications. At least three years of progressively more responsible experience on major litigation support projects, including at least one year of supervisory experience. Demonstrated ability to oversee and coordinate numerous complex and time-critical litigation support activities simultaneously, including technical/data processing support activities. Requires in depth knowledge of litigation support; excellent writing skills; excellent oral communication skills. Must be able to anticipate litigation support needs and develop and execute detailed plans for addressing needs. Requires hands-on familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications,

server-based database and other applications, especially ORACLE, Concordance, and Summation. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Undergraduate degree strongly preferred. Law degree or other pertinent graduate degree helpful. Paralegal experience helpful.

C.6.10.1.4 Task Supervisor

(a) Responsibilities/Duties. First line supervisor for discovery, pre-trial, and trial support activities such as document acquisition, witness binder preparation, exhibit preparation and duplication, case files set up and maintenance, trial-site/courtroom support assignments, screening/discovery efforts, etc. Reports to Project Supervisor or Project Manager. Supervises and directs Document Management Analysts, Document Management Technicians, paralegals, and clerical and other support staff to accomplish work. Reports on progress; troubleshoots; performs quality control spot-checking as necessary to ensure that work is of high quality and meets contract requirements; coordinates with other Contractor support staff, including data processing support staff; documents the work performed.

(b) Qualifications. At least two years of experience on major litigation support projects. Broad experience in a variety of areas - document center, coding shop, field discovery, etc. - is preferable to experience in one area only. Demonstrated ability to work independently in a team environment. Excellent writing skills and oral communication skills. Requires hands-on familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, especially ORACLE, Concordance, and Summation. Should be a knowledgeable user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Undergraduate degree very helpful; substantial significant experience may be substituted for degree requirement.

C.6.10.1.5 Document Management Analyst

(a) Responsibilities/Duties. In addition to performing functions of Document Management Technician, as described below, performs moderately complex litigation support tasks, including, for example, detailed indexing of case files, drafting procedures for accomplishing litigation support assignments, document acquisition related tasks, etc. Proofreads and edits deliverable products. Sometimes serves as "team leader" for larger group of Document Management Technicians and clerical support staff. Often works with minimal supervision. Reports to Task Supervisor or Project Supervisor.

(b) Qualifications. One year of experience on major litigation support projects. Demonstrated ability to work independently in a team environment. Must be able to write; excellent writing skills and oral communication skills extremely important. Requires hands-on familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, especially ORACLE, Concordance, and Summation. Should be a knowledgeable user of the Government's

word processing, spreadsheet, imaging, and telecommunications systems. Undergraduate degree very helpful; substantial significant experience may be substituted for degree requirement.

C.6.10.1.6 <u>Document Management Technician</u>

(a) <u>Responsibilities/Duties</u>. Under the direction of Task Supervisor or Document Management Analyst, follows established procedures in filing, retrieving, and copying case file materials; creating witness binders; preparing deposition and trial exhibits; entering data on-line to case files and other databases; proofreading, editing, and correcting OCRed text files; retrieving and blowing back documents from microfilm and digital image media; tabbing, numbering, labeling, assembling documents; filling out log sheets and reporting on progress; performing quality control on the work of peers in all of these areas. Prepares documents for image scanning; performs other document acquisition related activities, including document screening, and phrase labeling of files to be filmed or scanned. Performs simple database searches.

(b) <u>Qualifications</u>. Ability to perform detailed work consistently, accurately, and under pressure extremely important. Must be able to read and follow instructions explicitly. Must have sufficient understanding of task, task objective, and the context of the task in the litigation support effort as a whole to be able to exercise enough judgement to ask questions where necessary - where instructions are not explicit, or appear to be contrary to the task objective. Must have typing/keyboarding skills, good communication skills. Must be capable of becoming a knowledgeable user of the Government's word processing, database, spreadsheet, imaging, and telecommunications systems. Undergraduate degree preferred. Litigation support experience helpful.

C.6.10.1.7 <u>Supervisory Paralegal</u>

(a) <u>Responsibilities/Duties</u>. Directs and supervises the work of paralegal and other support staff, particularly on major paralegal support efforts, such as large legal research projects, or major in-courtroom support. Monitors work and reports on progress; responsible for ensuring that work meets contract and attorney requirements and is delivered on time. Troubleshoots and performs quality control spot-checks. Must be able to formulate administrative and technical procedures for getting the work done. Reports to Project Supervisor or Project Manager; may also have significant contact with COTR, Government Case Manager, trial attorneys and staff, client agency staff, and opposing counsel. Performs complex legal and factual research. Designs and develops systems and procedures for tracking, controlling, and managing case files, exhibits, and other case-specific materials. Assists trial staff in coordination with expert witnesses and litigation consultants. Arranges for access to appropriate DOJ libraries and other legal research facilities. Coordinates with other Contractor support components, including data processing support staff, in order to accomplish work.

(b) <u>Qualifications</u>. Requires paralegal certificate. An equivalent level of legal training may be substituted with the approval of the COTR. At least three years of litigation paralegal experience,

including trial experience. At least one year of experience in automated litigation support. Must have supervisory experience. Requires sound working knowledge of legal system, legal research procedures and sources of information. Requires excellent written and oral communication skills, thorough knowledge of legal research tools such as LEXIS and WestLaw. Should have hands-on familiarity with a variety of computer applications, including word processing, database, spreadsheet, imaging, and telecommunications. Ability to consistently deliver highest quality work under extreme pressure will be very important.

C.6.10.1.8 Law Clerk

(a) Responsibilities/Duties. Works under the direction of a Supervisory Paralegal or a Project Supervisor. Performs complex legal research for the trial staff. Prepares draft legal documents, such as motions, briefs, memoranda of law, etc. Screens documents for privilege. Assists attorneys with all phases of litigation.

(b) Qualifications. Law degree, or currently attending an ABA-accredited law school, having completed at least one year of study. Requires demonstrated ability to utilize law library resources; working knowledge of automated research tools such as WESTLAW or LEXIS. Demonstrated excellent legal writing skills; requires excellent written and oral communication skills. Proficiency in using the Government's word processing software.

C.6.10.1.9 Senior Paralegal

(a) Responsibilities/Duties. Works under the direction of a Supervisory Paralegal or a Project Supervisor. Work products are reviewed prior to submission; however, often develops these products with minimal direct supervision other than written guidelines. In addition to functions performed by Paralegals, described below, performs moderately complex legal research; synopsizes transcripts of hearings and oral arguments for attorney use; reviews case related materials and identifies potentially conflicting statements or areas requiring further investigation; writes preliminary drafts of simple legal memoranda and correspondence. Contact mostly with other Contractor staff, but occasional contact with trial staff may be required.

(b) Qualifications. Requires paralegal certificate. An equivalent level of legal training may be substituted with the approval of the COTR. At least two years of litigation paralegal experience required; trial experience very helpful. At least one year of experience in automated litigation support. Requires sound working knowledge of legal system, legal research procedures and sources of information. Requires excellent written and oral communication skills, analytic ability, and thorough knowledge of legal research tools such as LEXIS and WestLaw. Should have hands-on familiarity with a variety of computer applications, including word processing, database, spreadsheet, imaging, and telecommunications. Ability to consistently deliver highest quality work under extreme pressure will be very important.

C.6.10.1.10 Paralegal

(a) Responsibilities/Duties. Works under the direction of Supervisory Paralegal or Project Supervisor. Following established guidelines, gathers, prepares, summarizes relevant materials for use by attorneys in preparation of opinions, briefs and other legal documents; summarizes depositions and other transcripts; maintains case files; performs simple legal research; indexes, tracks and controls exhibits and other materials at depositions and at trial. Assists attorneys in courtroom; prepares exhibit cross-references. Screens documents for relevance and privilege according to established guidelines and criteria. Performs initial compilation of documents for FOIA or production requests, subject to review by superiors and trial staff.

(b) Qualifications. Requires paralegal certificate.   An equivalent level of legal training may be substituted with the approval of the COTR. At least one year of litigation paralegal experience required; trial experience very helpful. Automated litigation support experience very helpful. Must have basic legal knowledge, including knowledge of standard legal citation system sufficient to perform basic legal research. Requires excellent written and oral communication skills, thorough knowledge of legal research tools such as LEXIS and WestLaw. Should have hands-on familiarity with a variety of computer applications, including word processing, database, spreadsheet, imaging, and telecommunications. Ability to consistently deliver highest quality work under extreme pressure will be very important.

C.6.10.1.11 Librarian

(a) Responsibilities/Duties. Administers information center/clearinghouse/specialized collections; provides specialized reference/information services to clientele (the public and client agencies); provides for the acquisition, organization and retrieval of resources as required. Actively manages and contributes to the analysis, design and implementation of specialized information services as specified in the task order. Supervises the activities of support personnel. Prepares budgets, library promotional programs, and long-range plans as required.

(b) Qualifications. Requires MLS from an ALA-accredited program. At least two (2) years successfully completed professional experience in technical services (cataloging, acquisitions), public services (reference, research, on-line searching), or library administration as appropriate for the assignment in question, part of which must have been supervisory experience. Subject specialty in the area of assignment (at least 20 hours course work or one (1) year's work experience). Requires knowledge of specialized information sources; knowledge of and proficiency in the use of commercially available on-line data bases, as appropriate; knowledge of and proficiency in the use of commercially-available information networks for the storage and retrieval of information as appropriate. Requires excellent written and interpersonal communication skills, and the ability to work independently.

C.6.10.1.12 Library Technician

(a) <u>Responsibilities/Duties</u>. Maintains a component(s) of a more complex information management system, e.g., circulation, inter-library loan, catalog filing, case files, microfilm collection. Works as a para-professional under the supervision of a Librarian or other senior supervisor. Assists with a wide variety of tasks such as ordering materials, copy cataloging, data base searches, assisting users, etc. May serve as an editor and proofreader performing a variety of tasks including: proofreading for punctuation and format, and editing documents to conform to the "in-house" style and to established publication standards. May also perform document coding and coding quality control in a library setting.

(b) <u>Qualifications</u>. Requires undergraduate degree; substantial significant experience may be substituted for degree requirement, at the discretion of the COTR. At least two (2) years successfully completed work experience in a library or information center performing a wide range of technician duties. Requires excellent communication skills, including the ability to communicate effectively over the telephone. Experience with word processing and PC's very helpful. Copy editing experience with a knowledge of styles and contexts very helpful; grammar and punctuation proficiency. Should have appropriate subject specialty either through course work or direct work experience in the area of assignment. Experience working as part of a team very helpful.

C.6.10.1.13 **Researcher/Interviewer**

(a) <u>Responsibilities/Duties</u>. Performs research and conducts interviews in subject matter rather than primarily legal areas. (See C.6.3.) Receives research requests, plans and executes search strategies. Investigates facts regarding assigned topic and prepares written reports on findings. Gathers information from a variety of sources to include libraries, government agencies, organizations, associations, etc. Creates and maintains detailed logs of all activities and sources.

(b) <u>Qualifications</u>. Undergraduate degree in appropriate subject matter field required; graduate degree preferred. Very significant work experience may substitute for degree requirements. Four (4) years experience as a researcher or interviewer performing research in one or more subject areas. University teaching or graduate degree research preferred. Requires knowledge of information resources, especially libraries, archives and commercial databases; demonstrated excellent analytical and writing ability; excellent oral and written communication skills. Requires a resourceful, creative individual able to work independently.

C.6.10.1.14 **Supervisory Clerical**

(a) <u>Responsibilities/Duties</u>: Directs and supervises clerical staff in performing support functions such as photocopying, courier/ delivery services, document retrieval, faxing information, etc. Performs quality control and ensures timely delivery of all specified deliverables. Tracks progress of all clerical activities and reports status to appropriate Contractor manager. Arranges routine and emergency servicing and maintenance of office equipment. Oversees the organization and maintenance of correspondence files.

(b) Qualifications: Ability to operate a variety of office equipment, including PCs, microfilm reader-printers, photocopiers, blowback machines, telephone systems, fax machines, numbering and binding equipment, etc. Must be able to print clearly. Attention to detail very important; ability to work well in a team environment very important; ability to read and follow instructions explicitly very important. Ability to prioritize work for a number of people. Good oral and written communications skills. High school diploma or GED required.

C.6.10.1.15 Clerical

(a) Responsibilities/Duties. Under the supervision of Task Supervisor, performs routine document center support functions such as photocopying; delivering items; generating blowback; assembling notebooks, including pulling file copies of documents, tabbing binders, numbering, binding, labeling, re-filing documents and shelving; packing boxes and preparing them for shipment; bates stamping; ordering supplies; retrieving case materials; completing log sheets; answering phones; logging messages; faxing information, etc. Prepares documents for imaging/scanning. Assembles/disassembles documents as required, taking care to ensure that original documents are reassembled exactly to their original state.   Maintains inventory/control records. Performs simple typing assignments using word processing equipment and manual typewriters.

(b) Qualifications. Ability to operate a variety of office equipment, including PCs, microfilm reader-printers, photocopiers, blowback machines, telephone systems, fax machines, numbering and binding equipment, etc. Must be able to print clearly. Attention to detail very important; ability to work well in a team environment very important; ability to read and follow instructions explicitly very important. Good oral and written communications skills. High school diploma or GED required.

C.6.10.1.16 Office Applications Specialist

(a) Responsibilities/Duties. Works under the supervision of a Task Supervisor or Project Supervisor. In addition to performing functions of Senior Word Processor, below, provides expert user services and support for specific office application packages, particularly word processing, graphics/presentation, and spreadsheet packages. Provides tips and assistance to other users in best use of these packages.

(b) Qualifications. At least three years word processing experience; at least one year experience in the specific office automation environment required (e.g., JCON 2, Corel/ WordPerfect). Litigation support experience helpful. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Must work well under pressure. Must be able to type at a minimum rate of 65 wpm with an accuracy rate of 95%. High school diploma or GED required. Excellent oral and written communication skills required. Excellent interpersonal skills required.

C.6.10.1.17 Senior Word Processor

 (a) <u>Responsibilities/Duties</u>. Works under the supervision of a Task Supervisor. Types, edits, corrects, etc. documents, charts, tables, etc. as required. Proofreads, edits, and corrects OCR'd text files. Backs up files as prudent. Performs quality control over own work and work of peers. Performs simple maintenance on machines. Organizes and maintains correspondence files. Works fairly independently; does not require constant, close supervision. May serve in a coordinating role for a pool of Word Processors, monitoring workload and progress, and performing quality control.

 (b) <u>Qualifications</u>. At least two years of word processing experience, including one year in the specific office automation environment required (e.g., JCON 2, Corel/WordPerfect). Must be able to type at a minimum rate of 65 wpm with an accuracy rate of 95%. High school diploma or GED required. Excellent oral and written communication skills required. Ability to produce highest quality work under extreme pressure very important.

C.6.10.1.18 Word Processor

 (a) <u>Responsibilities/Duties</u>. Works under the supervision of a Task Supervisor. Types, edits, corrects, etc. documents, charts, tables, etc. as required. Proofreads, edits, and corrects OCR'd text files. Backs up files as prudent. Performs quality control over own work and work of peers. Performs simple maintenance on machines. Answers phones.

 (b) <u>Qualifications</u>. At least one year of word processing experience with the word processing package being used (e.g., WordPerfect 7/8/9). Familiarity with specific office automation environment (e.g. JCON 2) helpful. Must be able to type at a minimum rate of 65 wpm with an accuracy rate of 95%. High school diploma or GED required. Excellent oral and written communication skills required. Ability to produce highest quality work under extreme pressure very important.

C.6.10.1.19 Receptionist

 (a) <u>Responsibilities/Duties</u>. Works under the supervision of a Task Supervisor at a large document center. Answers telephones, greets visitors, maintains Document Center sign-in logs and visitor badges. Performs typing/word processing and other clerical support functions.

 (b) <u>Qualifications</u>. At least one year of word processing experience with the word processing package being used (e.g., WordPerfect 7/8/9). Familiarity with specific office automation environment (e.g. JCON 2) helpful. Must be able to type at a minimum rate of 65 wpm with an accuracy rate of 95%. Excellent oral and written communication skills required. High school diploma or GED required. Pleasant telephone manner extremely important; pleasant manner in greeting visitors extremely important.

C.6.10.1.20 Field Discovery Manager

(a) Responsibilities/Duties. Directs and manages the work of other staff, including first and mid level supervisors, in the acquisition of documents and other evidence in extremely large and complex cases, or for several such cases simultaneously. Under the direction of the Project Manager, coordinates with other major Contractor components as required, to accomplish work, and to ensure that the discovery/acquisition efforts are integrated into the litigation support project as a whole. Develops and implements screening criteria; manages multiple teams of paralegals and screeners at multiple simultaneous sites. Oversees scanning efforts. Responsible for all aspects of establishing and running these discovery/acquisition efforts, including hiring staff, obtaining space and access to documents, identifying and meeting litigation deadlines, establishing procedures and workflow, progress reporting, etc. Serves as primary Contractor point of contact for these efforts; frequent contact with COTR, Government Case Managers, trial attorneys, client agency staff, and opposing counsel is required. The Government expects to order services under this CLIN only under extremely exceptional circumstances. In the vast majority of instances, the Contractor is expected to perform these functions as part of Document Acquisition unit rates; even in the rare instances in which Document Acquisition is performed on an hourly basis, the Government expects these functions to be performed by a less senior manager.

(b) Qualifications. At least four years of supervisory and management experience on major litigation support projects, including at least one year experience in a supervisory or management position on a major, complex discovery effort. Demonstrated ability to oversee and coordinate numerous complex and time-critical litigation support activities simultaneously, including technical/data processing support activities. Requires in depth knowledge of litigation support; excellent writing skills; excellent oral communication skills. Requires hands-on familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, especially Concordance, Summation, ORACLE, and MS Access. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Requires undergraduate degree. Requires law degree. Substantial significant experience may be substituted for degree requirements.

C.6.10.1.21 Document Coder

(a) Responsibilities/Duties. Extracts bibliographic and/or subjective information from documents, invoices, phone records or other source material and records the extracted information onto a DCF or directly inputs the information into a data entry screen.

(b) Qualifications. High school diploma or GED certificate required, undergraduate degree preferred. Must have demonstrated ability to analyze documents to extract appropriate level of information. Must have typing skills and familiarity with office automation systems, especially data entry programs. Must be able to pay attention to detail; and must understand oral and written instructions, and follow instructions explicitly and consistently.

C.6.10.1.22 Data Entry Technician

(a) Responsibilities/Duties. Enters data into variety of computer systems. Enters data in prescribed format for subsequent processing. Reviews error messages and makes corrections during data entry. Maintains operating records. Logs and controls documents.

(b) Qualifications. One to two (1-2) years of general data entry experience to include experience operating an alphanumeric keyboard. Experience in a litigation support environment preferred. Must have high school diploma or GED certificate. Requires ability to operate a variety of office automation equipment and personal computers. Ability to work independently and pay attention to detail.

C.6.10.1.23 Scanner Operator - CFE

(a) Responsibilities/Duties. Operates digital image scanning equipment to capture images and generate associated OCR text. Under this CLIN, the Contractor must provide use of Contractor-owned equipment, as well as any necessary supplies, as part of the CLIN rate. Follows established scanning and quality control procedures in producing digital files in specified format for further processing. May be required to prepare documents for scanning by disassembling prior to scanning and reassembling afterward. May be required to record file level information and physical attachment information during the scanning process. Performs routine maintenance on equipment. Maintains production logs and equipment maintenance logs.

(b) Qualifications. One year experience working with image scanning and conversion equipment, including hands-on experience with the specific equipment being used. Must be able to set up, operate and perform routine maintenance on these machines. Attention to detail extremely important; ability to produce high quality work under adverse conditions and time pressures extremely important. Previous litigation support experience very helpful. Good oral and written communication skills very important. Undergraduate degree preferred.

C.6.10.1.24 Scanner Operator - GFE

Same as C.6.10.1.23, Scanner Operator - CFE, except that under this CLIN, use equipment and supplies will be provided by the Government.

C.6.10.1.25 Graphics Specialist

(a) Responsibilities/Duties. Consults with the trial team, including attorneys, paralegals, expert witnesses, and the Case Manager, to conceptualize and develop appropriate graphics and other media for presenting evidence at trial, including oversize charts for display in the courtroom, computer-generated graphics for projection or display on computer monitors, animations, simulations, multi-media slide shows, audio and video clips, etc. Digitizes audio and video clips;

synchronizes clips with written transcripts. Recommends effective presentation formats, color schemes, scripting, sequencing. Using computer and other graphics tools, generates graphics and other exhibits and presentation materials in a format which can be used in the courtroom or other presentation venue. Oversees and coordinates production of highly technical and complex items such as computer simulations and animations which require a production studio. Note that this is intended to be a senior level individual, with substantial, very specialized expertise, who can provide innovative, case-specific solutions. This labor category will only be required very rarely; it will not be required for most trials.

(b) Qualifications. Demonstrated ability to recommend and produce high-quality graphics and other presentation media, using computer tools and other professional graphics and multi-media development tools. Must be fully trained in the tools used. Demonstrated ability to evaluate the effectiveness of graphic and multi-media presentations, and to make constructive suggestions for improving. Must be able to understand the arguments being supported by the graphic materials, and to translate that understanding into effective media presentations. Must have outstanding oral communications skills for discussing case and exhibits with the trial team, including expert witnesses. Prior experience in the trial support environment is expected, as is familiarity with standard courtroom presentation packages such as Trial Director and Sanction.

C.6.10.1.26 Courtroom AV/Hardware Specialist

(a) Responsibilities/Duties. Consults with the trial team, court and courthouse staff, court reporters, and opposing counsel to develop plans for equipping a courtroom for a "paperless trial." Recommends appropriate equipment, software, etc., taking into account courtroom layout and lighting, whatever equipment may already be available, requirements for cost sharing between the parties, requirements for portability, trial schedule, the preferences of the judge, etc. Obtains, installs, integrates, tests, and maintains equipment, cabling, and software, particularly for complex installations.   This labor category will only be required very rarely; it will not be required for most trials.

(b) Qualifications. Demonstrated ability to develop and execute plans for setting up "paperless trial" courtrooms. Requires outstanding oral communications skills; for example, may be required to meet with the trial team, court reporters, opposing counsel, and the judge to discuss courtroom requirements, to explain clearly the capabilities and limitations of various equipment and distribution options, and to make a compelling case for the optimum solution. Needs to be able to anticipate in-courtroom problems with hardware and software so as to minimize their impact. Must be thoroughly familiar with standard courtroom presentation software packages, such as Trial Director and Sanction. Must be thoroughly familiar with the state of the art in courtroom presentation hardware, distribution systems, techniques, and procedures.

C.6.10.1.27 Courtroom Presentation Specialist

(a) Responsibilities/Duties. Works with the trial team, including expert witnesses, to

develop plans for presenting a case in the courtroom using a courtroom presentation system. Works with the trial team both before trial and during trial to develop scripts for presenting exhibits in a particular order to support testimony. Scans exhibits into courtroom presentation system; prepares exhibit images for particular uses--by, for example, zooming in on or highlighting a particular paragraph, or setting up two exhibits side by side on the screen. Develops simple graphic images/exhibits using standard off the shelf software packages. Advises attorneys on the effectiveness of certain exhibits or sequences of exhibits. Operates courtroom presentation system in the courtroom. Advises attorneys on equipment, distribution system, and software requirements for limited or routine courtroom configurations; obtains, installs, tests, sets up appropriate equipment and software. Note that, for most trials, even including most large trials, we expect that the Courtroom Presentation Specialist will be the only contractor staff member needed to work with the attorneys in preparing for trial and in presenting materials in the courtroom. That is, the services of the Graphics Specialist and of the Courtroom AV/Hardware Specialist will be required only very rarely. The Courtroom Presentation Specialist needs to be a "jack-of-all-trades" capable of performing all trial and courtroom support functions, including equipment set up, scripting, advising on graphics presentations, and in-courtroom operation of equipment.

(b) <u>Qualifications</u>. Demonstrated ability to work effectively with a trial team through the entire pretrial and trial cycle, identifying and scanning in exhibits, scripting with the attorneys, setting up the courtroom, operating the system in the courtroom. Must be thoroughly familiar with standard courtroom presentation packages such as Trial Director and Sanction. Must have excellent oral communication skills. Must be able to work effectively as a team member in an extremely pressured environment. Must be able to travel for long periods of time. Must be able to work long hours for an extended period of time. Trial experience very strongly preferred. Familiarity with DOJ office automation environment helpful; other automated litigation support experience helpful.

C.6.10.1.28 **Technical Support Personnel**

(a) The personnel described below, in C.6.10.1.29 through C.6.10.1.45, are contractor technical support personnel who will provide much of the support for the litigation support applications used by the DOJ Divisions. For example, these will be the personnel who convert and load data files produced in discovery into appropriate computer applications; or who administer the application servers used to support particular instances of litigation; or who set up customized programs and applications to manage, retrieve, and manipulate data to meet the specific needs of the cases supported.

(b) The Government views the Systems Manager, Technical Analyst, and Network Analyst/Engineer as very high level technical personnel, to be employed only rarely, as, for example, on very large and complex projects, or to find solutions to exceedingly difficult technical problems, or to develop innovative, alternative approaches to traditional litigation support methods and procedures. It further views them as being at approximately equivalent levels of seniority, although with different skills and areas of expertise. So, for example, on a very large project, it might be that a Technical Analyst and a Network Analyst/Engineer report to a Systems Manager, somewhat as consultants might, and are viewed as peers of the Systems Manager, with their particular areas of

technical expertise.

(c) The other technical support personnel can be grouped into three general areas: systems analysis (which may be thought of as primarily software- and application-oriented, and which concentrates chiefly on data manipulation via database management, programming, etc.), system administration (which may be thought of as primarily hardware- and system-oriented, and concentrates chiefly on server administration, storage management, network administration, etc.), and user support. The Government views the relative levels of seniority across these other positions as follows (although specific skills will obviously be different for the different groups):

Systems Analysis	System Administration	User Support
Senior Systems Analyst	Senior System Administrator	
Systems Analyst	System Administrator II	Applications Manager
Senior Programmer	System Administrator I	Help Desk Supervisor/Senior User Trainer
Programmer	Network Administrator	User Trainer/Senior User Support Specialist
		Help Desk/User Support Specialist
	PC Technician	

(d) The maintenance of system and data security will be a rigorously enforced requirement on all work performed under this contract. Accordingly, the Government considers the appropriate level of security awareness and of active security enforcement to be among the inherent responsibilities and duties of _every_ technical position at every level. This being so, the requirement is stated here as a general requirement, rather than being separately reiterated for every position. Technical personnel will be considered responsible under the contract not only for knowing and observing Government and contract security requirements, but also for ensuring a high level of security awareness among their co-workers, and for promptly reporting any security lapses or violations.   Security awareness and practice will be among the factors the Government will consider in evaluating personnel for new or higher technical positions and on their performance in those positions. Work and proposals that otherwise appear to exhibit higher levels of skill and attainment, but that do not also exhibit the corresponding levels of security practice or incorporate the appropriate security measures, will to that extent be considered technically deficient.

C.6.10.1.29 Systems Manager

(a) Responsibilities/Duties. Technical manager responsible for all technical data processing aspects of very large projects, particularly those with unique and/or complex requirements. For example, for reasons of security, or location, or because of specialized software requirements or telecommunications access needs, some projects may require establishing a separate, dedicated local area network, with a dedicated database server. Other projects may require setting up a large number of specialized databases, or customized applications for analyzing case data, and a data processing support staff dedicated to the maintenance of these systems. In such instances, the Government may

order the services of a Systems Manager to manage all of the data processing resources for the project, from hardware and software, to staffing, to coordination and interconnection with other, already existing systems. The Systems Manager typically reports to the Contract Data Processing Manager or to the Lead Project Manager or Deputy Division Director for the project. The Systems Manager must take a very proactive, leadership role in managing the data processing aspects of the project, including actively coordinating with a variety of Government representatives, other contractors, and other project and Contractor components, anticipating problems, hiring and training staff, etc. Manages user help desk support, system and user documentation, system and user training. Oversees development of configuration management, risk analysis, and disaster recovery solutions. Ensures that system and data security are adequately implemented and enforced. Consults with COTR regarding scheduling of work, personnel assignments, priorities and progress reporting; plans, staffs, schedules, and develops cost estimates for work to be performed; reports on progress. Directs and supervises staff; ensures conformance to functional requirements, technical design, and work standards; ensures successful completion of work, timeliness of deliverables, and quality control.

(b) Qualifications. This is a very senior level position, and candidates must demonstrate substantial, in-depth skills and experience specific to the requirements of the system/installation. For example, if the system involves a Sun Solaris Oracle application, to be made available across the JCON network, this individual would need have at least three years of hands-on experience in actually doing the work of setting up Sun servers, and in installing, running, and maintaining Oracle applications, in a large scale office automation network. Other systems and installations will require different sets of skills: NT based systems will require more specific hands-on experience setting up and running those systems and applications; browser based systems will require extensive hands-on experience setting up and maintaining browser based applications. At least several years of first line management experience will also be required. Experience in implementing user support help desks extremely helpful; experience developing and deploying new applications to an established user group extremely helpful. Experience in a litigation support environment would be extremely helpful, as would be hands-on experience in an NT office automation environment such as JCON. Excellent oral and written communication skills are required. Trial support experience a plus. In all cases, management skills, systems analysis and leadership skills, and communications skills will be extremely important. Undergraduate degree strongly preferred; computer science or information management degree preferred.

C.6.10.1.30 Technical Analyst

(a) Responsibilities/Duties: The Technical Analyst is a very senior ADP professional with outstanding or unique skills and analytic abilities, particularly with respect to specific application software, operating systems, or technologies. The Technical Analyst consults with Contractor and Government management to identify systems requirements and make recommendations for technical solutions to systems problems; manages a systems project through all phases including applications development, applications maintenance, systems documentation, quality assurance and user support; provides technical advice, supervision, and guidance to the data processing team; evaluates programs in terms of efficiency, effectiveness, quality and interoperability with client systems; evaluates and develops systems software and hardware requirements along with short and long range planning,

including systems integration solutions and telecommunications requirements; translates advanced concepts into practical and effective solutions using structured techniques to define requirements; develops feasible alternatives and estimates costs of implementation. Makes presentations of findings, recommendations, and specifications in formal reports and oral presentations to a variety of audiences, including non-technical personnel. May well have supervisory or managerial responsibilities.

(b) Qualifications. This is a very senior, high level technical position. Candidates must demonstrate mastery level skills designing, implementing, and troubleshooting applications making use of the software or technology for which consulting services are required. At least five years of specific, hands-on experience actually doing such work is usually expected. For example, if a project involves a large-scale Oracle application in a Unix environment, the candidate will have to have had five or more years experience developing large-scale Oracle applications employing and integrating a variety of Oracle products, features, and capabilities, such as Forms and Reports, PL/SQL functions and procedures, and Intermedia Text, together with user exits to other programs, and interactions with operating system shell scripts. Other applications will require other sets of skills and competencies. It is extremely important that candidates demonstrate a successful history of difficult and complex problem-solving with respect to the appropriate systems. Excellent oral and written communications skills required. Litigation support experience helpful. Undergraduate degree in computer science or management information systems strongly preferred; graduate degree in computer science or management information preferred. Some supervisory or managerial experience may be required.

C.6.10.1.31 Network Analyst/Engineer

(a) Responsibilities/Duties. The Network Analyst/Engineer functions as a high-level consultant to the COTR and the litigation team with regard to major systems installations and requirements. Analyzes the system needs for especially large and complex litigation support requirements, and recommends overall hardware, software, and telecommunications solutions, taking into account the state of the art, all appropriate DOJ and agency security and accessibility policies, regulations, and requirements, as well as end user needs, where the end users may range from attorneys and paralegals accessing a database over a LAN, to experts dialing in to groupware/workflow system, to members of the public accessing an Internet site. Identifies appropriate technologies, designs and implements overall system solutions, including procuring hardware, software, and communications devices, installing and integrating them, testing and troubleshooting, developing and delivering user training. Develops comprehensive system configuration documentation; documents procedures. Establishes and enforces appropriate system and data security measures, including firewalls and disaster recovery systems. Designs protocols for overall system operation and maintenance. Directs and manages the overall effort of a contractor team in accomplishing these tasks. Note that this is not a position for a junior level person who is a "certified engineer" for a particular product; requirements are at a much higher level than that. Contractor employees in this position are expected to research, design, and integrate innovative technical solutions to litigation support needs, not simply install proven configurations. Coordinates with the COTR, Government Case Managers, and data processing staff in performing all of these

functions, as well as with Contractor staff at all appropriate levels. Reports on progress; provides system documentation.

(b) Qualifications. Demonstrated success in analyzing user requirements and delivering whole system solutions, including hands-on experience with procuring, installing, and integrating complex information systems. At least five years of directly applicable experience will generally be expected, including full cycle experience, from design through maintenance. Experience with litigation support environments extremely helpful, including experience with very large, image-enabled document databases.   Must be very familiar with the current state of technology as applies to the systems environment. Must be familiar with current DOJ office automation systems. Must be thoroughly familiar with DOJ security and accessibility regulations. Requires excellent oral and written communications skills. Undergraduate degree strongly preferred; computer science or management information degree preferred.

C.6.10.1.32 Technical Writer

(a) Responsibilities/Duties. Develops detailed user guides, reference manuals, program maintenance manuals, document coding manuals, and other forms of documentation for specific databases and application systems. Reviews and tests databases and application systems for ease of use, consistency, accuracy and responsiveness. Coordinates and organizes material gathered from other members of the technical staff and makes necessary changes in format as appropriate.   Creates technical materials and documentation, and edits them for grammar, organization, and clarity. Prepares and edits technical graphical presentation materials for both technical and non-technical personnel. Interprets technical documentation standards and prepares documentation accordingly. In conjunction with technical or management experts, writes up requested studies such as requirements analyses, risk analyses, technology assessments, strategic and tactical planning, market surveys, budget reviews, etc. Prepares materials for use in training sessions and seminars. Provides oral and written status reports.

(b) Qualifications. Two years experience in writing a variety of documents including technical manuals, user guides, etc., for both COTS and non-COTS products. Writing skills as well as standard documentation formatting skills are, of course, of paramount importance to this position. Experience in data processing field essential. Experience preparing materials to be used in training. Requires demonstrated ability to communicate technical subjects to non-technical staff. One year experience in automated litigation support strongly preferred. Hands-on familiarity with the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, such as ORACLE, Concordance, Summation, MS Access, will be expected. Should be an expert user of the Government's word processing, spreadsheet, imaging, and telecommunications systems. Requires excellent written and oral communications skills. Undergraduate degree very strongly preferred.

C.6.10.1.33 Senior Systems Analyst

(a) Responsibilities/Duties. Typically reports to Contractor Data Processing Manager, to Systems Manager, or to Lead Project Manager. Consults with COTR, Government Case Managers, and trial attorneys as to system requirements and proposed technical approach to data processing needs. Based on information gathered from such consultations, determines system and project requirements; based on definition of system requirements, designs entire system to meet those requirements. On smaller projects, may perform entire range of technical support, including data file conversions, program validations and testing, etc. Performs systems evaluations; makes presentations of findings, recommendations, and specifications in formal reports and in oral presentations. Also consults with COTR regarding task orders, scheduling of work, personnel assignments, priorities and progress reporting; plans, staffs, schedules and develops cost estimates for work to be performed under task orders; reports on contract and task order progress. Directs and supervises personnel assigned to perform on task orders, ensuring conformance to work standards and ensuring that the technical design conforms to functional requirements; ensures successful completion of work, timeliness of deliverables, and quality control. Prepares system/technical documentation; works under configuration management plan. Performs and supervises the technical aspects of the tasks; organizes and conducts user training sessions; prepares training material and training manuals.

(b) Qualifications. This is a senior level technical position, often the most senior level technical position for all work for a particular DOJ component. Must demonstrate substantial, hands-on, successful experience in actually doing the work on the systems being used, usually at least five years of such experience.   For example, if most of the databases will be set up using Concordance on an NT server accessed via the JCON network, the Senior Systems Analyst should have substantial experience, and expertise, in actually doing the work of setting up, populating, troubleshooting, maintaining, documenting, and training users in Concordance databases in that environment. Other systems environments will require other specific sets of skills. Requires broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Experience in a litigation support environment extremely helpful. Excellent oral and written communication skills are required. Supervisory experience very strongly preferred. Ability to lead a technical team, and to give it direction, will be very important, as will the demonstrated ability to analyze the attorneys' needs, and to design and implement a whole system solution to those needs. Undergraduate degree strongly preferred, computer science or information management degree preferred.

C.6.10.1.34 Systems Analyst

(a) Responsibilities/Duties. May work directly with Government staff and/or under the direction of the Contract Data Processing Manager, Systems Manager, Senior Systems Analyst, or Lead Project Manager. Based on information gathered from the COTR, Government Case Managers, and trial staff, defines system and project requirements; designs entire system to meet defined requirements; works out the details of functional and design requirements, systems design, programming specifications, data elements, data validation specifications, data capture mechanisms, and data conversion procedures through discussions with Government staff and own superiors;

translates the functional requirements into systems designs suitable for development of appropriate computer programs; tests software, including preparation and use of sample data for testing purposes. Makes presentations of findings, recommendations, and specifications in formal reports and in oral presentations. Develops systems documentation required in the task orders. Consults with Government staff and with other Contractor staff to assure understanding of task objectives, identifies problems and suggests improvements. Provides technical expertise, direction and supervision to lower level personnel; may sometimes function as a technical supervisor or team leader for a project. Reports on progress to Government staff and to superiors. Provides user and technical documentation and training for systems developed.

(b) Qualifications. Must demonstrate substantial, hands-on, successful experience in actually doing the work on the systems being used, usually at least three years of such experience. For example, if the work requires setting up interconnected Oracle databases in a Unix environment, the Systems Analyst must have substantial experience in actually doing the work of setting up Oracle databases in a Unix environment, including designing, implementing, troubleshooting, populating, maintaining, documenting, and training users on such systems. Other systems environments and specific project requirements will call for other specific sets of technical skills. Must demonstrate ability to analyze system requirements and translate those requirements into a coherent system design. Requires broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Supervisory or team leader experience very useful. Requires excellent oral and written communication skills. Experience in automated litigation support very helpful. Undergraduate degree strongly preferred; computer science or management information degree preferred.

C.6.10.1.35 Senior Programmer

(a) Responsibilities/Duties. Usually works under the direction of a Project Manager or more senior Contractor data processing staff on a particular application. As an expert programmer, independently develops, modifies, and maintains complex programs to support litigation environment applications, such as litigation support databases, associated management systems, and analytical systems. Translates program requirements into program code; tests, debugs and refines programs to process data in accordance with written specifications; revises programs to increase efficiency, reduce operating time. Develops data entry screens and other user interfaces; develops and implements standardized reports, and creates and generates specialized and ad hoc reports as required; loads data files into data bases following appropriate edit and pre-processor steps and routines; performs database backups. Provides oral and written status reports to the Project Manager and/or more senior data processing staff. Provides technical direction and supervision to other programmers. May oversee a small team of technical support staff in a document center or other site, and coordinate technical support provided at that site. Develops end user and technical documentation and provides training for all systems developed.

(b) Qualifications. Requires substantial, hands-on programming experience in the systems environment being used. For example, if most programming will be in support of a large Oracle

application in a Unix environment, must have demonstrated successful experience with Oracle Forms and Reports, SQL*Plus, and PL/SQL, and with Unix shell scripts, usually at least two years of such specific, directly applicable experience. At least three years of overall programming experience will generally be expected, including experience with large-scale data base management systems. Experience with web and/or browser based applications very helpful. Broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, extremely helpful. Supervisory or team leader experience very useful. Requires excellent oral and written communication skills. Experience in automated litigation support very helpful. Undergraduate degree strongly preferred; computer science or management information degree preferred.

C.6.10.1.36 Programmer

(a) Responsibilities/Duties. Usually works under the direction of more senior Contractor data processing staff on a particular application. Develops, modifies, and maintains complex programs to support litigation environment applications, such as litigation support databases, associated management systems, and analytical systems. Translates program requirements into program code; tests, debugs and refines programs to process data in accordance with specified requirements; revises programs to increase efficiency, reduce operating time. Develops data entry screens and other user interfaces; develops and implements standardized reports, and creates and generates specialized and ad hoc reports as required; loads data files into data bases following appropriate edit and pre-processor steps and routines; performs database backups. Provides oral and written status reports to the Project Manager and/or more senior data processing staff. Documents programs and system logic. Develops, documents and executes archival procedures. Provides oral and written status reports to more senior data processing staff. Provides end user and technical documentation and training for all systems developed.

(b) Qualifications. Requires substantial, hands-on programming experience in the systems environment being used. For example, if most programming will be in support of a large Oracle application in a Unix environment, must have demonstrated successful experience developing programs in that environment using appropriate tools such as Oracle Forms and Reports, SQL*Plus, PL/SQL, and Unix shell scripts, usually at least one year of such specific, directly applicable experience. At least two years of overall programming experience will generally be expected, including experience with large-scale data base management systems. Experience with web and/or browser based applications very helpful. Broad knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications, extremely helpful. Requires excellent oral and written communication skills. Experience in automated litigation support very helpful. Undergraduate degree strongly preferred; computer science or management information degree preferred.

C.6.10.1.37 Senior System Administrator

(a) Responsibilities/Duties. The Senior System Administrator is responsible for the

operation and maintenance of data processing systems and facilities set up by the Government to provide automated litigation support data processing resources to specific cases. In the Civil Division, for example, Sun Solaris servers running Oracle and other software packages provide dedicated support to the Winstar family of cases; in this instance, the servers are accessed primarily via the JCON office automation network. Other Divisions have their own specific needs for their own installations.

(b) The Senior System Administrator may be responsible for establishing such systems and facilities. For existing systems and facilities, this person is responsible for keeping the systems running; monitoring, analyzing, and optimizing system performance, including making recommendations for improving performance; performing scheduled system backups; assigning user IDs and passwords; allocating and tracking disk space; providing consulting support and advice to, and coordinating with, data processing users responsible for specific applications/databases on the servers; identifying and ordering needed supplies, hardware, software and accessories; and performing hardware and software upgrades. Implements and enforces system, facility, and data security measures, including resources and procedures for disaster recovery. Administers not only hardware and operating system software, but also database and other applications software. The Senior System Administrator coordinates with the COTR and DOJ technical staff on all these issues, and coordinates as well as with the DOJ office automation network administration staff on issues having to do with the network itself. Supervises and manages subordinate staff. Reports on progress; develops tools for system-wide use in developing applications; prepares system documentation. The Senior System Administrator is the lead Contractor employee responsible for system implementation, orchestrating installation and testing. The Senior System Administrator works with other senior level Contractor technical staff, including Systems Engineers and Technical Analysts, to ensure that the system as designed and implemented meets the overall system objectives.

(c) <u>Qualifications</u>. At least five years of hands-on, directly applicable experience actually doing the work of implementing the kinds of systems being set up - e.g., Unix, NT, Internet, Network Storage Solutions, etc. - will usually be expected. It is essential that the individual actually have done the work of designing, obtaining equipment and software, installing, integrating, testing, etc., in the environment required. Must have experience with large systems, with a complex mix of operating systems and functions. Must have a good understanding of the specific applications and application software, e.g., ORACLE, Concordance, etc. CNE highly desirable. At least one year of experience setting up large scale database management applications, using the applicable database management software. MS Windows experience. Experience in storage technology planning, performance capacity planning and modeling, applications planning, human factors issues, distributed processing, business process analysis. Requires in-depth knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Requires in-depth knowledge of the Government's security requirements. Litigation support experience extremely helpful. Excellent written and oral communication skills required. Supervisory experience very strongly preferred. Undergraduate degree strongly preferred; computer science or management information degree preferred.

C.6.10.1.38 System Administrator II

(a) Responsibilities/Duties. The System Administrator II and the System Administrator I perform essentially the same functions, but the System Administrator II is a more senior position. The System Administrator is responsible for the operation and maintenance of data processing systems set up by the Government to provide automated litigation support data processing resources to specific cases. For large scale systems, the System Administrator (I or II) may assist and back up the Senior System Administrator; for more moderately sized systems, the System Administrator may be responsible for the entire installation. The System Administrator is responsible for keeping the systems running; monitoring, analyzing and optimizing system performance, including making recommendations for improving performance; performing scheduled system backups; assigning user IDs and passwords; allocating and tracking disk space; providing consulting support and advice to, and coordinating with, data processing users responsible for specific applications/databases on the servers; identifying and ordering needed supplies, hardware, software and accessories; and performing hardware and software upgrades. Implements and enforces system, facility, and data security measures, including resources and procedures for disaster recovery. Administers not only hardware and operating system software, but also database and other applications software. The System Administrator coordinates with the COTR and DOJ technical staff on all these issues, and coordinates as well as with the DOJ office automation network administration staff on issues having to do with DOJ office automation networks. Reports on progress; develops tools for system-wide use in developing applications; prepares system documentation. The System Administrator II may have some supervisory responsibilities.

(b) Qualifications. At least three years hands-on, directly applicable experience actually doing the work of implementing the kinds of systems being set up - e.g., Unix, NT, Internet, etc. - will generally be expected. It is essential that the individual actually have done the work of designing, obtaining equipment and software, installing, integrating, testing, etc., in the environment required.   Must have a good understanding of the specific applications and application software, e.g., ORACLE, Concordance, etc. CNE highly desirable. At least one year of experience setting up large scale database management applications, using the applicable database management software. MS Windows experience. Experience in storage technology planning, performance capacity planning and modeling, applications planning, human factors issues, distributed processing, business process analysis. Requires at least six months' experience on the job at the specific installation being administered; in general, individuals will be promoted into this position from within, rather than hired from outside. Requires in-depth knowledge of the Government's data processing environments, including office automation networks, PC-based database and other applications, server-based database and other applications. Requires in-depth knowledge of the Government's security requirements. Litigation support experience helpful. Excellent written and oral communication skills required. Undergraduate degree preferred; computer science or management information degree preferred.

C.6.10.1.39 System Administrator I

(a) Responsibilities/Duties. See System Administrator II, above.

(b) Qualifications. Same as System Administrator II, except for the requirement for six months' experience on the job with the specific installation being administered. At least two years hands-on, directly applicable experience actually doing the work of implementing the kinds of systems being set up - e.g., Unix, NT, Internet, etc. - will generally be expected.

C.6.10.1.40 Network Administrator

(a) Responsibilities/Duties: The Network Administrator is responsible for setting up, operating, and maintaining small scale or temporary local area networks for litigation support for specific cases. These installations can be required at a field trial support facility, for example, or at a small document center, using GFE. Installations will usually be proven configurations which have already been tested and assembled before being shipped out; configurations may include more than one server to host database and other applications. The Network Administrator may also function as a junior System Administrator on a larger system administration team, assisting with the duties of overall system administration. The Network Administrator reports to more senior Contractor data processing or project management, and coordinates activities with the COTR and DOJ technical staff. The Network Administrator is responsible for troubleshooting and making necessary adjustments to the network operating system, networked software, and related hardware components to maintain reliability of all systems and hardware. The Network Administrator works with other contract ADP staff to install, test, modify, and maintain distributed processing data bases on the LAN. Receives task assignments from the Contractor Project Manager or from more senior data processing staff.

(b) Qualifications. One to two years experience in the design, installation, testing, debugging, modification, and maintenance of local area networks will generally be expected; experience must be directly applicable to the LAN environment being used. MS Windows experience. Prior experience on a Government ADP contract preferred. Two (2) years technical training in computers or graduation from an accredited computer training institute; however, significant experience may be substituted for the education requirement. Demonstrated experience in the use of LAN to LAN and LAN to WAN connectors such as bridges, gateways, routers. Experience in the installation of cabling. Demonstrated experience in data communications and related hardware, such as modems, encryption devices, and multiplexers. Knowledge of litigation support and litigation support software helpful. Excellent oral and written communication skills. Excellent end user interaction skills.

C.6.10.1.41 PC Technician

(a) Responsibilities/Duties. Usually works under the direction of the lead Contractor data processing staff member for a given site. The PC Technician is responsible for set-up, on-site maintenance, and diagnostic services for contractor support of GFE PC's and other data processing equipment, including printers, CD jukeboxes, scanners, etc. Assists users in troubleshooting and where possible correcting operating and hardware problems. Recommends equipment/software improvements or fixes. Installs new hardware and software as well as upgrades. Makes relevant

operating system changes to PC's. Performs requisite maintenance on equipment where necessary and not covered under maintenance or warranty; arranges for other maintenance. Coordinates both with more senior Contractor project and data processing staff, and with Government data processing staff on all of these matters, as well as on matters having to do with the connection of these PCs to the Division's office automation network.

(b) <u>Qualifications</u>. Experience performing repairs, maintenance and troubleshooting on Windows 98/NT/etc. based personal computers. Experience performing repairs, maintenance and troubleshooting in LAN or WAN environment. Previous experience on other Government contracts preferred, especially in litigation support environment. Excellent end user interaction skill required. Graduation from a recognized computer repair training program or equivalent experience strongly preferred.

C.6.10.1.42 <u>Application Manager</u>

(a) <u>Responsibilities/Duties</u>. The Application Manager is the senior contractor responsible for end user support for a particular litigation support application, or group of applications, for a specific case or group of users. For example, support for a large case might involve a dedicated NT server hosting several applications - Concordance and MS Access, for example - and an end user community which includes dozens of attorneys, paralegals, and contractor support staff accessing the applications across the JCON office automation network, as well as experts dialing in to the system, and attorneys traveling with limited sets of data on laptops which need to be synchronized back with the main system when they return. The Application Manager sets up the entire program to support the end user community. Oversees and manages contractor help desk support staff who answer end user questions and troubleshoot end user problems, either over the phone, via email, or by visiting in person a user's location; sets up procedures for handling calls responsively; establishes installation standards for end user client software; works with DOJ and contractor office automation staff to ensure reliable access to the application servers; works with software providers to solve user problems; sets up and oversees user training sessions and systems for publishing user alerts and tips; monitors and manages storage capacities for the applications. In addition to managing "reactive" level support for the applications, responsible for proactively seeking to improve the applications - for example, by means of version upgrades, by recommending additions to system resources, by tweaking system configurations - and to enable the users to get the most out of them. Consults with Contractor and Government management on the best ways to make applications available, and on which packages might be best suited to particular needs. Usually reports to the Lead Project Manager or the Systems Manager for the case, but works extensively and directly with DOJ litigation and litigation support staff.

(b) <u>Qualifications</u>. At least five years of providing direct support to end users of computer applications preferred, including at least three years supervising a team providing such support. Experience actually setting up an end user support program. Must be an expert user of the applications supported; must have in-depth knowledge of the network, telecommunications, and operating systems environment being supported. At least one year of experience in automated litigation support very strongly preferred. Experience with DOJ office automation environments

extremely helpful. Outstanding oral and written communications skills required. Undergraduate degree strongly preferred.

C.6.10.1.43 Help Desk Supervisor/Senior User Trainer

(a) Responsibilities/Duties. Usually reports to Application Manager or Lead Project Manager. Supervises staff of Help Desk/Training Specialists and Systems Assistants who provide help desk and on-site support to end users. Assists in setting up and operating end user support program for major applications in support of specific cases. Sets up overall user training programs, particularly for complex applications such as groupware and workflow packages which require active on-going training and support to ensure that they are being used effectively, but also for litigation support and office automation applications. Sets up facilities and procedures to ensure responsive support; trains staff; sets up help desk staffing schedules. Organizes, prepares, schedules and conducts training sessions. Training will most often be user level training for specific databases or specific software packages, including word processing and other office automation packages, but may sometimes also include team building training, contract/document center orientations, etc. Audience may include attorneys, paralegals, Government Case Managers, client agency staff, and/or other Contractor employees. Prepares training approach and materials; arranges for use of training facilities, for access to appropriate applications, etc.   Note that inclusion of this CLIN does <u>not</u> signal that the Government intends to pay for training that the Contractor is required to provide to its employees. Oversees and supervises help desk operations, including answering and responding to user phone calls, installing and troubleshooting litigation support packages on user desktops, and coordinating support with office automation support contractors and staff. Supervises teams of Systems Assistants providing search, retrieval, and reporting support to client attorneys. Receives requests and translates them into effective search strategies. Designs appropriate output formats, assists users in constructing and refining queries and helps resolve problems related to accessing databases.

(b) Qualifications. At least two years of experience providing direct end user support for the applications being supported, including both telephone support and on-site assistance to users, is preferred. Certain applications may require certification by the software provider. At least one year teaching/training experience involving computer applications, preferably database, imaging, or other automated litigation support applications preferred. Prior supervisory experience strongly preferred. Must have hands-on familiarity with the network, telecommunications, and operating systems environment of the applications being supported. At least one year of experience in automated litigation support preferred. Experience with DOJ office automation environments extremely helpful; should be an expert user of the Government's word processing, spreadsheet, and email systems. Excellent oral and written communications skills required. Undergraduate degree helpful.

C.6.10.1.44 User Trainer/Senior User Support Specialist

(a) Responsibilities/Duties. Usually reports to Help Desk Supervisor/Senior User Trainer or Application Manager. Assists in setting up and operating end user support program for major

applications in support of specific cases. Sets up overall user training programs, particularly for complex applications such as groupware and workflow packages which require active on-going training and support to ensure that they are being used effectively, but also for litigation support and office automation applications. Develops training course outlines and agendas. Establishes training facilities and schedules. May supervise work of teams of user support staff, such as help desk staff. Organizes, prepares, schedules and conducts training sessions. Training will most often be user level training for specific databases or specific software packages, including word processing and other office automation packages, but may sometimes also include team building training, contract/document center orientations, etc. Audience may include attorneys, paralegals, Government Case Managers, client agency staff, and/or other Contractor employees. Prepares training approach and materials; arranges for use of training facilities, for access to appropriate applications, etc. Performs help desk functions - answer and respond to user phone calls, install and troubleshoot litigation support packages on user desktops.

(b) Qualifications. At least two years of experience teaching/training experience involving computer applications, preferably database, imaging, or other automated litigation support applications will generally be expected; at least one year must be experience with the specific applications being supported. Supervisory experience helpful. Must have hands-on familiarity with the network, telecommunications, and operating systems environment of the applications being supported. Experience with DOJ office automation environments extremely helpful; should be an expert user of the Government's word processing, spreadsheet, and email systems. Excellent oral and written communications skills required. Undergraduate degree strongly preferred.

C.6.10.1.45 Help Desk/User Support Specialist

(a) Responsibilities/Duties. Usually supervised by Help Desk Supervisor. Provides telephone help desk and on-site support to end users. Applications supported will be chiefly litigation support applications, but may also include other office applications such as word processing, spreadsheet, presentation, and graphics packages. Provides assistance in using hardware and software. Performs help desk functions, such as answering and responding to user phone calls. Assists users in constructing simple queries and reports and helps solve routine problems related to accessing databases. Installs and troubleshoots litigations support packages on user desktops. Provides basic and advanced training in database access and usage. Organizes, prepares, schedules, and conducts training sessions. Training will most often be user level training for specific databases or specific software packages, including word processing and other office automation packages. Audience may include attorneys, paralegals, Government Case Managers, client agency staff, and/or other Contractor employees. Prepares training approach and materials; arranges for use of training facilities, for access to appropriate applications, etc. Note that inclusion of this CLIN does not signal that the Government intends to pay for training that the Contractor is required to provide to its employees.

(b) Qualifications. Experience providing direct end user support for the applications being supported, including both telephone support and on-site assistance to users. Certain applications may require certification by the software provider. Prior teaching/training experience involving

computer applications, preferably database, imaging, or other automated litigation support applications strongly preferred. Must have hands-on familiarity with the network, telecommunications, and operating systems environment of the applications being supported. Prior experience in automated litigation support preferred. Experience with DOJ office automation environments extremely helpful; should be an expert user of the Government's word processing, spreadsheet, and email systems. Excellent oral and written communications skills required. Undergraduate degree helpful.

C.6.10.1.46 Audit Partner

(a) Responsibilities/Duties. This is an extremely senior, lead Accountant/Auditor working on an assignment. The Government does not expect to order this labor category on every accounting assignment, only on those that are extremely large or complex - and even those will require only a few hours of this category. For more routine assignments, a very few (less than four) hours of this labor category may be required to guide initial definition of the accounting/auditing needs. The Government does not expect to pay for general accounting/auditing management under this line item; general management should be part of accounting firm overhead. The Audit Partner consults with Trial Staff and the COTR; provides very high level input and direction on accounting and auditing investigations as required in support of litigation. Directs multiple audit teams in audit approaches (nature and extent of tests, including audit sampling) and in the accumulation of relevant audit evidence in support of litigation. Performs high level review of audit team work products - including interim and final reports - to ensure they meet litigation needs; reports to Trial Staff and COTR as required on progress and status. Performs high level analysis of results of sampling applications and other audit tests to arrive at overall results, conclusions and recommendations.

(b) Qualifications. Must be a Certified Public Accountant. Must have a minimum of 15 years auditing experience, including experience overseeing large audit teams performing very complex auditing assignments. Thorough knowledge of generally accepted accounting principles and generally accepted auditing standards. Minimum five years specialized experience in the specific subject matter area involved - for example, Medicare billing and claims systems, or DoD inventory systems. Must have MBA in accounting or related field. Extensive expertise in appropriate accounting and financial analysis systems and applications, including automated systems. Outstanding oral and written communication skills. Management experience at the partner level. Experience working in litigation environment. Experience working with automated litigation support extremely helpful; familiarity with statistical theory, methods, and procedures extremely helpful.

C.6.10.1.47 Audit Manager

(a) Responsibilities/Duties. This is a senior, experienced Audit Manager, who is expected to take the lead role on major accounting/auditing assignments. The Audit Manager is expected to guide the work of more junior staff. On smaller, more routine assignments, the Audit Manager may needed only in a very limited role. On extremely large and complex assignments, works under the

direction of the Audit Partner and/or Trial Staff and COTR. Plans and manages the audit assignment; directs, oversees and reviews the work of Senior Auditors and other audit teams members; reports to the Audit Partner, Trial Staff and COTR on progress and status; reviews and analyzes results of sampling applications and other audit tests to assist in arriving at overall results, conclusions and recommendations.

(b) Qualifications. Must be a Certified Public Accountant. Must have a minimum of 8 years auditing experience, including experience overseeing large audit teams performing very complex auditing assignments. Thorough knowledge of generally accepted accounting principles and generally accepted auditing standards. Minimum three years specialized experience in the specific subject matter area involved - for example, Medicare billing and claims systems, or DoD inventory systems. Must have MBA in accounting or related field. Extensive expertise in appropriate accounting and financial analysis systems and applications, including automated systems. Outstanding oral and written communication skills. Management experience. Experience working in litigation environment. Experience working with automated litigation support extremely helpful; familiarity with statistical theory, methods, and procedures extremely helpful.

C.6.10.1.48 Senior Auditor

(a) Responsibilities/Duties. Based on discussions with the Trial Staff and COTR, plans, implements and oversees large and complex auditing investigations as required in support of litigation. Directs, provides guidance and advice, and reviews the work product of more junior Auditors and Financial Analysts to ensure that it meets the stated objectives of audit investigations. Reports to the Trial Staff and COTR as required on the status of audit investigations; prepares interim and final written reports and recommendations based on the results of audit investigations. Reviews and analyzes financial and operating statements, records and other information in order to arrive at results and conclusions in accordance with the stated objectives of audit investigations.

(b) Qualifications. Must be a Certified Public Accountant. MBA or equivalent in accounting or directly related field. Thorough knowledge of generally accepted accounting principles and generally accepted auditing standards. Minimum of five years experience as an auditor; minimum three years specialized experience in the specific subject matter area involved - for example, Medicare billing and claims systems, or DoD inventory systems. Extensive working knowledge of appropriate accounting and financial analysis ADP systems and applications. Excellent oral and written communication skills. Management experience helpful; experience in litigation environment, experience working with automated litigation support helpful.

C.6.10.1.49 Auditor

(a) Responsibilities/Duties. Based on discussions with the Trial Staff and COTR, plans, implements and manages small and moderately sized audit investigations as required in support of litigation. In these situations, may work with little or no supervision from a Senior Auditor or other, more senior audit staff. As part of audit teams conducting large and complex audit investigations,

may work under the direction of a Senior Auditor, and perform portions of the audit investigation under the Senior Auditor's supervision and guidance. Performs analysis of corporate financial and operating statements, records and other information in order to arrive at results in accordance with the stated objectives of the audit investigation; prepares interim and final oral and written reports to the Trial Staff and COTR on the progress, status, and results of audit investigations; makes recommendations to Trial Staff and to the COTR based on audit results. Provides direction, supervision and guidance to more junior Financial Analysts working on the same audit investigations.

(b) <u>Qualifications</u>. Must be Certified Public Accountant. MBA or equivalent in accounting or directly related field. Thorough knowledge of generally accepted accounting principles and generally accepted auditing standards. Minimum of three years experience as an auditor. Minimum two years specialized experience in the specific subject matter area involved - for example, Medicare billing and claims systems, or DoD inventory systems. Working knowledge of appropriate accounting and financial analysis ADP systems and applications. Excellent oral and written communication skills. Experience in litigation environment, experience working with automated litigation support helpful.

C.6.10.1.50 Financial Analyst

(a) <u>Responsibilities/Duties</u>. Under the direction of an Auditor or Senior Auditor, performs analyses of financial statements, cost data, operating and project reports, etc. Makes initial assessments and recommendations as to areas requiring further review by more senior Auditing staff. Reviews and analyzes the records of financial institutions, such as savings and loan associations, including operating and investment records, and inspection of properties, to make initial identification of areas requiring further analysis.

(b) <u>Qualifications</u>. Must be CPA. Minimum of two years experience performing financial analysis and evaluation work. Thorough knowledge of generally accepted accounting principles and generally accepted auditing standards. Extensive working knowledge of appropriate accounting, auditing, tax, and financial ADP systems and applications. Working knowledge of appropriate accounting and financial software. Graduate degree in related field, such as finance, business administration, accounting, banking and credit, etc. Excellent oral and written communication skills. Experience as part of an auditing team helpful.

C.6.10.1.51 Accounting Technician

(a) <u>Responsibilities/Duties</u>. Reviews and analyzes financial data, documents and manual or automated accounting systems. Works under the supervision of an auditor or financial analyst. Duties may require periods of travel.

(b) <u>Qualifications</u>. Two-year degree in accounting or four-year degree in a related field (finance, business, banking, or economics) with 30 credit hours in accounting. Minimum of one (1)

year experience performing technical level duties in accounting, banking, or finance for corporations or non-profit organizations. Experience in banks and banking. Knowledge of manual and automated accounting systems used by banking, financial and other institutions. Excellent oral and written communications skills.

C.6.10.1.52 Senior Statistician/Analyst

(a) Responsibilities/Duties. Based on discussions with the Trial Staff and COTR, plans, implements and manages statistical analysis, sampling and modeling projects as assigned. Project assignments might include, for example: creation of a statistically valid sampling plan covering millions of individual Medicare claims, in order to assess the potential dollar value of a law suit; or use of statistical sampling to assess potential damages to the Government in a DoD inventory fraud case. In such assignments, the Statistician/Analysts will be working closely with auditors and data processing staff to generate the analysis and assessments required by the trial staff. Directs and reviews the work of more junior Statistician/Analysts in these efforts to ensure that work meets the objectives of the trial staff. Reports to the Trial Staff and COTR as required on the status of assignments. Prepares interim and final written reports and recommendations based on the results of work performed.

(b) Qualifications. Must have PhD in Statistics. Must have demonstrated expertise in subject matter areas involved in assignments, such as Medicare and Medicaid claims, hospital and nursing home operations and administration, Government contracting, particularly DoD contracting, etc. Team Leader/Supervisory/ Management experience in projects of this sort. Outstanding oral and written communications skills. Should be familiar with auditing and accounting practices; should be familiar with automated litigation support.

C.6.10.1.53 Statistician/Analyst

(a) Responsibilities/Duties. On large scale, complex projects, works under the direction of the Senior Statistician/Analyst to complete statistical sampling/modeling projects such as the examples described above. On smaller scale, less complex assignments, may take the lead in planning, implementing and managing the project, including reporting orally and in writing. In these instances may work directly with Trial Staff and the COTR to define needs and ensure that work is responsive.

(b) Qualifications. Must have PhD in Statistics. Must have previous experience with or be capable of quickly learning the subject matter areas involved in assignments, such as Medicare and Medicaid claims, hospital and nursing home operations and administration, Government contracting, particularly DoD contracting, etc. Excellent oral and written communications skills required. Should be familiar with auditing and accounting practices; should be familiar with automated litigation support.

C.6.10.1.54 Fraud Examiner

(a) Responsibilities/Duties. Assists trial staff in assessing factual aspects of cases by helping to locate and obtain documents and other evidence related to the cases. Develops strategies for case investigation, data collection, and analysis. Analyzes and researches records as necessary to develop leads and locate additional information. Performs field work, including conducting interviews and consulting other sources of information, such as databases, regulatory records, etc., as necessary. Works with trial staff and COTR to define scope and parameters of assigned effort. Works closely with auditors and financial analysts to develop plans and information needed by the case. Plans, implements and manages assigned tasks, including oral and written reporting on task progress and final report and recommendations. Prepares complex case documentation to fully support findings. Prepares clear, comprehensive investigative plans, investigative reports, and letters of findings. Directs and reviews the work of Fraud Analysts to ensure proper development of project information, including the identification and location of potential witnesses.

(b) Qualifications. Ten years of experience as a Fraud Examiner or in closely related area at the Federal, State or local government level. Experience in interviewing, witness locating, public records research and examination, financial records/document analysis, and evidence collection and preservation. Subject matter expertise related to specific assignments; for example, Medicare and Medicaid claims, student loan programs, DoD contracting. Excellent oral and written communication skills. Undergraduate degree preferred. Familiarity with automated litigation support helpful.

C.6.10.1.55 Fraud Analyst

(a) Responsibilities/Duties. Under the direction of a Fraud Examiner, assists in obtaining documents and other information related to cases. Performs research to locate potential witnesses. Conducts in-house, telephone and database research; manages case file. Reports to Fraud Examiner on progress. Assists in the preparation of interim and final reports and recommendations.

(b) Qualifications. Experience in document analysis, particularly in relation to fraud cases. Two years experience in performing on-line database research and telephone research. Working knowledge of various public repositories of information. Familiarity with specific subject matter helpful - Medicare and Medicaid claims, student loan programs, DoD contracting, etc. Excellent oral and written communication skills. Undergraduate degree helpful; familiarity with automated litigation support helpful.

C.6.10.1.56 Professional Translator - Spanish, French, German, Italian

(a) Responsibilities/Duties. Translators shall translate foreign language documents to and from English. Translations may involve legal terminology and/or technical terminology. Formal, court-certifiable translations may sometimes be required; informal, summary translations may sometimes be required. Translators shall also perform sorting of foreign language documents into

broad subject matter categories, and/or screening of foreign language documents for relevance to the litigation, according to guidelines provided by the trial attorneys. Translators will usually work on a case under the overall direction and coordination of the Contractor Project Manager; frequent contact with the Government Case Manager, the trial attorneys, and client agency staff will also be required. Translators will log and track documents to be translated according to established procedures, report on progress, return original documents in good condition, keep orderly physical and word processing files, maintain specialized glossaries of legal and technical terms, and coordinate efforts with other translation team members.

(b) Qualifications. At least two years of experience as a professional translator. Specialized experience translating legal documents and documents dealing with the litigation subject matter or industry extremely helpful. Experience working with computer-aided translation helpful. Excellent written and oral communication skills required. Must be capable of becoming an expert user of the Government's office automation system and applications, particularly word processing software.

C.6.10.1.57 Professional Interpreters - Spanish, French, German, Italian, Sign

(a) Responsibilities/Duties. Provides consecutive interpreter services at interviews, meetings, depositions, hearings, etc., as required.

(b) Qualifications. At least two years of experience as a professional interpreter for the specific languages involved. Legal environment experience extremely helpful. Must be able to express ideas or images in the target languages, especially when the target language does not contain exactly analogous concepts or terminology. Must know when it is necessary to request repetition of statements when the speaker's meaning is not clear, or when the interpreter is not sure of the best choice of words or phrases for interpreting the statement.