Scan or Not to Scan
How to make the best choice for your organization

Hot off the Press
Key insights from the IGI Annual Report

In Data We Trust
Understand the basics of data mining

VIDEO

Knowledge is Power
Listen to a panel discuss knowledge loss prevention and strategies to address it

IN WRITING

Taxonology
A scientific approach to the classification and governance of enterprise data

Lessons Learned
Learn how two organizations tackled automatic disposition

AUDIO
About exchange
Exchange is a publication of the ARMA Metropolitan New York City Chapter, Inc. (ARMA Metro NYC), P.O. Box 1462, Grand Central Station, New York, New York 10163. The publication provides a wide range of content. An annual digital subscription to exchange is included as a benefit of membership.

Opinions and suggestions of the authors do not necessarily reflect the opinion or policy of ARMA Metro NYC or ARMA International. Additionally, acceptance of advertising does not constitute official endorsement of the product or service.

For more information about exchange, please contact Editor in Chief Jennifer A Best at jenniferabest@yahoo.com.

About the ARMA Metro NYC Chapter
ARMA Metro NYC is a local Chapter of ARMA International, a not-for-profit Professional association and the authority on managing records and information. The Chapter supports its members through educational seminars, events, an annual educational conference, and its publication exchange. Its members are RIM Professionals, as well as individuals who work in related fields, such as technology and law.

ARMA Metro NYC Chapter Board Members
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Hello members and friends:

Welcome to the second edition of the Chapter’s Newsletter! I’d like to take a moment to brief you on the Chapter’s goals for this year:

- significant growth in membership numbers;
- increase in member participation rate in scheduled activities;
- a greater variety of those activities;
- greater outreach to the metro NYC community to provide pro bono assistance;
- member development through mentoring; and
- a coherent technological platform that will serve the organization’s needs into the future, including increased use of social media.

I’m pleased to report that we have made significant progress. Our highly motivated team of overachieving VPs already have several wins to their credit.

To date, the VPs with their Committees’ support have enhanced the format and style of events (Rudy Moliere, Derick Harris), the Newsletter (Jen Best), website (Stephen Cohen, Gene Stakhov) communication tools to deliver dynamic and engaging content; actively recruited new members (Anita Castora); and landed significant sponsors, such as Nuix and Iron Mountain (Alex Campbell), which helps keep the cost of events to members down.

Our presence on social media has exploded largely due to our VP of Collaboration and Public Relations (Maribel Rivera) who also facilitates the Chapter’s partnerships with other organizations. This benefits members through cross promotion of content rich events.

The Committees supporting these VPs have been outstanding! I’d like to acknowledge a particularly active group – Jen Watters Farley (Aspire), Wendy Glickman (cVent expert extraordinaire) and Fred Grevin who does everything from recruiting speakers to shepherding our relationships with charitable organizations.

All in all, lots of positive activity, accomplishments and having a great time doing it all! It’s good to be President of this group!

Best,
Bryn
JUMP START YOUR CAREER

Need a boost to help you move your career forward? ARMA Metro NYC provides the assistance you need to energize professionally and jolt your career.

Visit www.armanyc.org to become a member. Join by December 31, 2014 to receive a $65 VISA Cash Card.
The ARMA Metro NYC Board and Committee Members appreciate your continued support of the Chapter and its activities!

We look forward to seeing you at our upcoming events and hope you have a wonderful holiday and new year!

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One of my favorite things about attending the ARMA International Annual Conference is being in the middle of “the buzz”. Thousands of information governance (IG) practitioners gathered in one place, exchanging ideas, techniques and developments makes for an inspiring atmosphere. Last month in San Diego was no exception. I’d heard a lot of debate about the juxtaposed narratives of IG and “Big Data”, and shared some of my own insights into how these two schools of thought compare and contrast.

Then, sitting in on a session on taxonomy (one of my all-time favorite topics) I came to a very simple but powerful truth: The only way to ever be in control of information is to first identify it. Identify all of it. Classify it. Find a place for it.

I’d been preaching and implementing this in some shape or form for quite some time, but the full potential value of the exercise was never clearer to me until that moment.

Enterprise information is an ecosystem. It evolves, and it must be proactively governed. I realized that even the notion of a faceted taxonomy – what I used to call this “thing”- does not really cover the full spectrum of this type of holistic meta-governance. Taxonomy is one component. But so are security, master data management, Records Management (RM), business process and workflow, reporting, etc. Every organizational facet that consumes or produces information (which is pretty much everything) has a classification.

“I came to a very simple but powerful truth: The only way to ever be in control of information is to first identify it. Identify all of it. Classify it. Find a place for it.”
and an undisputed place within the ecosystem, just like the conceptual parallel of living organisms within a biological taxonomy. **This is Taxonomy. It is a scientific approach to the classification and governance of enterprise data.**

**Vectors and Tigers and Jobs (Oh My!)**

Think of a tiger. Seriously, think for a second about everything you know about a tiger… all the characteristics, visuals, behaviors that you’re instantly able to conjure up simply by virtue of the fact that you understand where it fits within the biological hierarchy of living organisms. Now imagine having that kind of insight into the data structures of your organization.

Imagine a data map that represents the informational equivalent of a Kingdom and weaves all the way down to the detailed level of Species. Think of how empowered that organization could be, the benefits it would gain, if every one of its employees had that same insight across the entire enterprise. Every class of unstructured document, every fully structured data set, every source code module, naming convention, choice list enumeration and everything in between accounted for, unmistakably classified for what it intrinsically is, and – most importantly – proactively managed.

Sounds like a pipe dream, but it is possible. Someone just has to actually take ownership of the process and take time to map it out. The truth is making the connection between a tiger and its hierarchical parent class (the *mammal* or the *vertebrate*) is not much different than making the connection between an internal memorandum and its hierarchical parent class (*correspondence* document class or some such logical structure). By connecting the characteristics, by inheriting and specializing at each subsequent level of the tree, we are able to define a blueprint for that family of information.

This type of system becomes the rulebook by which IG plays. It sets up the playing field for the implementation of those processes, roles and policies, standards and metrics Gartner uses in their definition of “**Information Governance**”. What ends up happening is that the demands of Big Data become just another vector of business consumption that the IG process serves, just like reporting or RM.
Much like in eDiscovery, the success rate of content analytics is higher when you have an idea of what you’re looking for and where to find it.

Other than the obvious connection to its biological cousin, this methodology of defining a class (think of a cookie cutter) and instantiating a document (the cookie) into that class borrows from object-oriented computer programming. Steve Jobs once called object-oriented technology “brilliant” and “revolutionary” and credited it with helping him build his NeXT platform.

In the world of programming, an object-oriented paradigm greatly simplifies the process of building software by abstracting at a high-level the inner complexities of otherwise very involved data structures, and exposing only what consumers of that data really need to see and interact with. This paved the way for rapid application development and Agile software development.

I will submit to you the notion that similar yields can likewise be realized by adopting an object-oriented approach to enterprise information governance.

The intrinsic value of the Taxonology proposition built on a solid foundation offers much more than simply a system of classification. From corporate cultures to risk profiles and everything in between, understanding how information is created, how it is consumed, stored, shared and destroyed can yield profound insights into the life of a company. It engages all facets of the enterprise and defines the blueprint for the processes, roles and policies, standards and metrics that comprise an organization’s information landscape.
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COLLABORATIONS AND INDUSTRY EVENTS
ANNOUNCEMENT

ARMA METRO NYC understands the importance of developing strategic partnerships and collaborating with other organizations that will help us provide our members that will enhance the benefits they currently receive as an ARMA Metro NYC member.

With this in mind, we have focused on fostering relationships with associations and other organizations to facilitate educational and networking opportunities about and for information governance and records management professionals.

Upcoming Events and Collaborations

Joe Looby’s documentary, The Decade of Discovery™, is the story of a government attorney on a quest to find a better way to search White House e-mail, and a teacher who took a stand for civil justice on the electronic frontier—and the attendant revolution in the way law is practiced and the government operates.

eDiscovery affects attorneys in all fields and an understanding of the impact of technology on law and government is critical.

Learn more and join the stars of this documentary, preeminent attorneys and judges, for a complimentary cocktail reception, film screening, and panel discussion featuring their thought leadership and insight on the societal forces that shaped eDiscovery.

Upcoming screenings:
San Francisco, December 4
New York, December 11

Learn more and register to attend at http://www.bna.com/decadeofdiscovery/

The Information Governance Initiative (IGI) will be hosting a daylong workshop for Information Governance (IG) practitioners on Monday, February 2, 2014 in New York City. The workshop, which precedes LegalTech NY, is focused on teaching IG practitioners key IG concepts and designed to provide hands-on experience while imparting practical IG information and skills. Past IGI boot camps have explored setting the stage for IG at an organization, issues related to forming an IG steering committee, how to tackle the first IG project, a methodology for data remediation, and much more. To learn more and be placed on the invitation list, contact info@igiinitiative.com.

Join the IGI Community to stay informed about their latest news and events. Visit www.igiinitiative.com/community.
Scanning vs. Storage – Firms Have a Choice
Presenters: Steve Irons, Randy Drakes
The thinking that “it is cheaper to store paper records than it is to scan them” is misguided, simplistic, and just plain wrong. As a recent Scan v Store study shows, the comparative hard costs of scanning and storing are close enough to consider the choice, and give weight to the digital advantages of scanning. Most firms today are looking to reduce the costs of paper records storage, and the study’s findings provide a framework to quantify your paper storage costs, and consider the digital options.

Interested in seeing an ARMA@Noon meeting from start to finish? Click here to learn about upcoming sessions!
Knowledge Loss Prevention: How Do You Know that Your Know-How Isn’t Walking Out the Door?
Facilitators: Brian Schrader, Nat Byington and Richard Gomes

What strategies are being used by your organization to manage knowledge loss?
Data Mining 101
An Interview with Sandy Serkes, Valora Technologies, with Ari Kaplan:
Listen to the podcast here!

Does your organization engage in data mining activity? If so, what type of information are they seeking to uncover?
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Introduction

The Q&A above is from my presentation at the recent ARMA conference in San Diego, Setting the Stage for Automatic Disposition. Organizations invest significant human and financial resources in developing and updating Records Retention Schedules (RRS). Industry best practices prescribe using the RRS to enable retention of information for the right amount of time and disposition of information in a timely manner.

Sounds good, but I don’t observe a whole lotta disposin’ goin’ on. The 2013 | 2014 Information Governance Benchmarking Survey by Cohasset Associates, ARMA International, and AIIM confirms that only 9% of respondents have their content and document management solutions set up for automated disposition of records.

So what’s going on? From my perspective there are three major barriers to automatic disposition:

1. **People** – Business users are not comfortable with automatic disposition because they lack confidence and understanding in the established retention rules and process for implementing them; in-house lawyers are often leery of destroying records.

2. **Process** – Applying the physical model for disposition (approvals by audit, legal, and/or tax before destruction) to electronic records doesn’t seem practical, but records management professionals are not sure what to do in lieu of it.

3. **Technology** – Tools such as personal file sharing systems (Box/Dropbox/OneDrive) and many departmental ECM systems, particularly imaging solutions, are not configured or are unable to execute retention. Even the systems mentioned will have differing levels of support for retention.
and disposition related to the level of license (for example, Box Enterprise just announced retention services).

Note: This article assumes that the RRS is suspended if there is active or pending litigation, tax audit, etc.

**Success Stories from Early Adopters**

Early adopters of automatic disposition of electronic and physical records are making disposition part of everyday business processes.

**Case 1 - Global Energy and Petrochemicals Company**

**People** – This organization started with an Executive Committee mandate, followed by support from leadership teams, and then communicated through various organizational communication channels. The Records Management Team was allowed one year to get the message out about automatic disposition. Training is a self-directed web-based tutorial.

**Process** – Legal holds are applied in systems as litigation occurs. Approvals for disposition are not required because they already have approvals on the RRS from stakeholders including tax and legal. Notifications for disposition are not planned; however, business users can be proactive in searching for records whose retention periods are about to expire.

**Technology** – A popular enterprise records management system is used for physical and electronic records.

**Lessons Learned** – It was more complicated than expected to get agreement on how to implement automatic disposition and make it work in the technology. Going forward, every system and server upgrade is likely to require tweaking to accommodate the automatic disposition process.

**Case 2 – City of Bellevue, WA**

**People** – The City’s Records Management Team raised awareness for the RRS and the introduction of SharePoint content types in the context of a game called ‘Records Town.’ Also, they incorporated records management into mandatory training on email management.

**Q: What if users aren’t comfortable with automatic disposition?**

**A: Users are trained to be compliant with Company policy… not invited to be comfortable.**
**Process** – The RRS was streamlined from 730 to 75 record series, and the legal hold/release program was updated. Then the process was changed from getting “permission” for disposition at the end of lifecycle to the point when records are declared final and moved to the SharePoint Records Center for long-term preservation. Users are trained that when they declare a record to be final, the retention clock starts.

**Technology** – The City utilized Gimmal Compliance Suite and SharePoint 2010.

**Lessons Learned** – Event-based retention periods continue to be technically challenging. The City still requires reporting tools for auditing and reporting compliance with the RRS.

**Setting the Stage for Your Success Story**
At Gimmal, we notice that just talking about disposition of records in any media can make clients anxious. Here’s what you need to do to overcome the common barriers for automatic disposition:

**People** – Understand you can’t knock down the barriers by yourself:
- Form an interdisciplinary team/Information Governance Steering Committee to oversee development of standards and policies, harmonize policies and practices, and minimize potential policy conflicts and overlapping efforts.
- Establish a Records Coordinator network to facilitate disposition, with dotted line authority to the Records Manager/Records Officer.
- Do what you can to connect those who manage the records and those who manage the systems that manage the records (RM and IT).
- Embed change management into all program level activities.

**Process** – Your organization needs business rules for consistent retention and disposition. Update your rules/compliance framework by:
- Defining an information lifecycle model and associated business rules for temporary and work-in-progress information.
- Simplifying existing RRSs with the big (retention) bucket approach.
- Making sure your RIM policy is up-to-date.
- Ensuring a legal hold / release program is in place.

**Technology** – It’s easier to implement retention and
disposition on a day-forward basis:
When a new system is being procured, make friends with the procurement team and offer to help with defining records management requirements.

When the organization is migrating to a new system or platform is also a good time to introduce retention and disposition controls.

Save email and shared drives for later, after you first gain experience with automatic disposition. Event-based retention periods can be automated by integrating with other business applications. For example, when HR is working on the exit interview, the HR system can populate the records system with the employee’s separation date and trigger the retention clock to start.

For more information, review the entire ARMA presentation here.

Susan can be reached at susan.cisco@gimmal.com

How “automatic” is the disposition process in your organization?
Taking Action on Information Governance: The Time Is Now
Insights from the IGI Annual Report 2014

Introduction
It has been said that if a problem is everybody’s responsibility, then it is nobody’s. How we handle Information within our organizations today is at risk of falling prey to this truism. But, there is a way forward.

Our information is everywhere and part of every aspect of how we do business. It is part of every department. It is part of policies and procedures. Numerous roles within our organizations affect how information is addressed. Even the technologies we use to get a handle on our data are manifold.

To build a way forward, we must coordinate everything needed to better manage our information—the departments, the people, policies, and the technologies. Our Annual Report 2014 shows how broad and complex this can be.

Our research also shows how information governance (IG) can serve the central coordinating function that ties them all together. An industry of practitioners and providers is already coalescing around this concept.

In this article we discuss key insights from the Report and how our research shows the critical need for a new operational and C-suite leadership model for information. In the next issue of exchange, we will provide steps you can use now to take control of your information in a way that mitigates risk and extracts value.

Information Governance Provides the Way Forward
Organizations are undertaking IG projects, and both practitioners and providers are bullish about the future. Three quarters of practitioners expect growth in IG spending in 2015, paralleling 83% of providers who expect growth in IG revenue. Of practitioners and providers, 27% and 42%, respectively expect growth of 30% or more in 2015.

So what’s the problem? There are tremendous lag times in actually getting started with IG. When asked how long it takes them to get started with an IG
project, most practitioners told us it takes 12 months or more from the time the project is first conceptualized until resources, money, and people are allocated to it. Providers see a similar lag time at their clients. These lag times are largely a symptom of the immature decisions structures for IG. There is a need for greater clarity about IG, its goals, leadership structure, and operational models.

Though the IG market is nascent, it is growing. Our research shows that IG is the coordinating function needed to tie together the multiple facets that are part of our information environments. We need to address the fragmentation now, as the discipline emerges, and build the operational models and leadership structures necessary to manage our information better from the very start.

**Information Governance: A Path Through Information Complexity**

Handling information within an organization is complex. It incorporates various aspects of data—risk and value, for example. It involves numerous departments, practices, policies and procedures, people, and technologies.

However, our research shows that there is emerging agreement that IG can serve a coordinating function for these disparate aspects of how we currently handle information.

**Information Governance Defined**

As part of our 2014 Annual Report, we offered a definition of IG that almost our entire community agreed with (93%), as illustrated in the infographic on the next page.

While the risk-focused activities
generally garnered more support for inclusion (over 90% of respondents agreed that records and information management, compliance, and information security and protection were part of IG), the value side of handling information (Big Data, data science, business intelligence) also got a majority vote for inclusion in the concept of IG. Additionally, over three quarters of our community agreed that IG is an umbrella concept serving as the highest-level description for all information management activities at their organizations.

The results support our proposition that IG can and must serve an operational role in coordinating these seemingly disconnected activities. By tying these activities together into a single operation, organizations can put an end to the “siloed” approach that impedes effective information management.

A good starting point to begin the...

Data derived from the Information Governance Initiative 2014 Annual Report. More info at www.iginitiative.com. © 2014 Information Governance Initiative. Licensed under the Creative Commons Attribution-NonCommercial 4.0 International License. This license allows for redistribution, commercial and non-commercial, as long as it is passed along unchanged and in whole, with credit to the Information Governance Initiative.
coordination effort is the creation of an IG steering committee. Key stakeholders from each “facet” of IG must be included to be effective. Our list of activities is a good foundation, but each organization should examine its own structure to ensure that all relevant stakeholders are represented.

A majority of our respondents agreed that IG must also include all of the tools necessary to better manage information – simply put, everything necessary to get the job done. These include policies, processes, people, and technology. Almost everyone we surveyed agreed with this (91%).

Our Report shows that there is a very broad view of what technologies are part of IG. According to our community, IG includes technology related to records and information management, information security, compliance, e-discovery, and data storage and archiving. However, the value-focused technologies (e.g., data science, business intelligence, knowledge management) are also perceived to be included in IG by the majority of our community.

Though the IGI does not consider these technologies to be “IG technologies” per se, they are where our information lives and thus must be where it is managed in a coordinated way.

Our Report shows the complexity and breadth of IG. But, most importantly, it also shows that there is strong agreement about the technology that is part of IG. This provides a strong foundation to build an operational model for IG.
About the Contributors

**Nat Byington** is both an attorney and a computational linguist. He uses the latest machine learning and information retrieval technologies to explore large volumes of unstructured data.

**Susan Cisco**, Director at Gimmal, has 30 years of experience in the records management profession as a practitioner, educator, and consultant. Her work in the application of the Big Bucket Approach to the classification and retention of electronic records enhances the usability of ECM systems, simplifies deployment strategies, and optimizes user adoption.

**Randy Drakes** is a Records Manager at **Baker & McKenzie**. He is responsible for the management and facilitation of over 250,000 client matter files for the New York office. Randy establishes and implements policies and procedures regarding records management.

**Richard Gomes**’ recent professional focus has been on IS governance and he brings a standards and regulatory compliance perspective to the development and pragmatic implementation of IS policies and controls.

**Steve Irons** is the President of **DocSolid** which focuses on paper-to-digital solutions for law firms. Steve has twenty-seven years of experience dating back to the days of microfilm through today's most advanced integrated internet capture.

**Sandra Serkes** is the President & CEO of Valora Technologies. She is a dynamic leader with an extensive background spanning over twenty years in software marketing, product management and corporate strategy, particularly in document processing, computer telephony and speech recognition.

**Brian Schrader, Esq.** is a co-founding member and President of BIA. He has over 21 years experience in information management, computer technology and the law.

**Gene Stakhov, CDIA+** is a Senior Application Engineer for en-Choice. He has provided customers with expert guidance on matters ranging from enterprise taxonomy development to technical system implementation solutions in the banking/finance, insurance, technology and utilities sectors. Gene is the Chief Information Officer of the ARMA Metro NYC Chapter.
Committee Reports

Advertising and Promotion Committee, VP Alex Campbell

We are also proud to announce that the golf event was a tremendous success. We raised over $4,000, which will benefit future RIM students. We would like to thank sponsors MGIS; HP; Recall; All State Legal; and Databank IMX for supporting our annual golf event.

Iron Mountain, Nuix, GRM, Redwallet, 2-20 Records Management, and Zia and Nuance have sponsored, or will sponsor, events.

Additionally, we are working with the ARMA New Jersey Chapter and Connecticut Chapters to maximize our ability to secure sponsor commitments for the March All-Day Educational event. We still have open sponsor opportunities for our January networking event, February meetings, May meeting and June networking event. Please contact me if you have any ideas for potential sponsors.

Membership Committee, VP Anita Castora, CRM, IGP, CBCP

Membership - The Chapter currently has 327 members.

Mentor Committee – We are kicking off the Mentor Program in January 2015; information is posted on the Chapter’s website.

Membership Recruitment Drive – Our theme is “Recharge Your Career”. All new members who join before December 31st will receive $65 in savings. We have waived the chapter fee and will reimburse in the form of a gift card. Our goal for the year is 5% or 15 new members. We have 9 NEW members so we are more than half-way there!

Student Education Grants - We have created criteria and were delighted to award our first $500 grant in June. We will be giving out grants again this year to members.

Student Sponsorship – The fund was created to encourage students to attend meetings and have more opportunities to network with RIM professionals. Funds were budgeted to invite one student a month to attend a Chapter meeting.

Chief Information Officer, VP Gene Stakhov

The Technology Committee has been working on implementing the following broad initiatives:

- Development of mobile app and periodic podcast in conjunction with Marketing and the Newsletter
• Implementation of internal content management and collaboration portal
• Website overhaul and improvements in conjunction with Webmaster
• Research virtual meeting/webcast technology for educational sessions
• Evaluation of marketing and event management tools with a focus on long-term cost-savings

Additionally, Wendy Glickman has taken on the role of CVent admin.

Please contact me at ciovp@armanyc.org if you would like to contribute your energy and technical creativity to this committee.

Communications Committee, VP Jennifer A. Best
I am pleased to report that the new digital format of exchange is a success! Since publication, it has been viewed a total of 788 times. The Newsletter has also gone international in that it was viewed from the U.S., U.K. and Canada, among other countries. Please send your feedback to jenniferabest@yahoo.com.

Professional Development Committee, VP Rudy Moliere
The focus for this chapter year will be the evolution of information governance; this theme will be featured at multiple Chapter events. The events will feature Ted-style talks and dynamic content, such as the use of play acting and films.

Additionally, please note that the March All-Day Educational Event will feature four tracks instead of three.

Finance Committee, VP Carol Trapano
I am pleased to announce we are off to a great start this year! The Form 990 was filed and accepted by ARMA International in August of 2014 and that closed the books for the fiscal year July 2013 through June 2014.

We now begin a new fiscal year and the books are currently up to date through October 2014.

Collaboration and Public Relations, VP Maribel Rivera
In our continuing efforts to serve the NY community, the Chapter is excited to announce a collaboration with the AHRC. The AHRC is an organization dedicated to enhancing the lives of individuals with intellectual and developmental disabilities. To find out more about the organization, visit their website at www.ahrcnyc.org. Stay tuned for more information on this burgeoning relationship.
COLLABORATIONS AND INDUSTRY EVENTS
ANNOUNCEMENT

ARMA METRO NYC and Corporate Knowledge Strategies Forum are pleased to announce our new strategic partnership. Through this collaboration with CKS, the first forum dedicated to fostering interdisciplinary communication between the eDiscovery, Privacy, Information Governance, Knowledge Asset Management, Big Data, and Data Analysis, we will work together to identify and highlight topics of interest between our respective members throughout 2015. Some topics of mutual interest include the lifecycle of knowledge in an organization, best practices around storing and deleting data, and New Horizons in Data Remediation and Records Preservation. To learn more about CKS Forum, visit www.cksforum.com.

On December 16 2014 from 1:30 PM to 5:00 PM, The Practising Law Institute will be hosting the Electronic Discovery in Criminals Investigations and Trials 2014 event. The event will take place in New York City and as a Live Webcast.

Program Schedule:

1:30 Opening Remarks and Introduction by Ronald J. Hedges
1:45 Pre-Indictment Investigations and the Fourth Amendment • How electronic information is used to investigate criminal activity
   Moderator: Justin P. Murphy
   Speakers: Hon. James C. Francis IV, Serrin Turner, Hon. Thomas J. Vanaskie, Andrew Weissmann
2:45 Pre-Indictment Investigations and the Fifth and Sixth Amendments, the Role of Social Media in Investigations and Prosecutions
   Moderator: Kenneth J. Withers
   Speakers: Karl R. Healer, Justin P. Murphy, Thomas D. Ralph
3:45 Networking Break
4:00 Discovery, Post-Indictment and Trial
   How is discovery of electronic information conducted under Fed. R.Crim. P. 16 and its state equivalents?
   Is there room for cooperation between prosecution and defense counsel as trial nears? How may electronic information be admitted or excluded at trial?
   Moderator: Kenneth J. Withers
   Speakers: Stacy Ann Biancamano, Donna Lee Elm, Hon. James C. Francis IV, Serrin Turner
5:00 Program Adjourns

To learn more, call (800) 260-4PL or visit www.pli.edu
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