

Dear ALSM chapter colleagues:

The National Association of Litigation Support Managers (NALSM), which currently consists of nine regional chapters, has seen a lot of growth over the years. While most activity has taken place on the local level, the current NALSM Executive Committee is excited to announce our plan to foster more interaction and collaboration between the various chapters, as well as strengthen the association's national presence.

NALSM's Executive Committee consists of one representative -- usually the President -- from each chapter. During the past year, we have had monthly conference calls to discuss "re-launching" NALSM. Our plans include the following: update the national by-laws, bring back the NALSM Views newsletter, assist with the formation of new chapters, bring back a new-and-improved web site, and develop an interesting program outline and fun meeting schedule for chapters to reference.

As stated in the current by-laws, the purposes of NALSM are:

- To function as an advocate for the development of the profession of litigation support management, and to encourage the highest technical competence within the membership;
- To contribute, within the scope of the profession, to the quality and efficiency of the delivery of legal services; and
- To provide a forum in which members can exchange personal viewpoints and experiences relating to litigation support.

To facilitate our plan to re-launch NALSM, we are asking each chapter to submit:

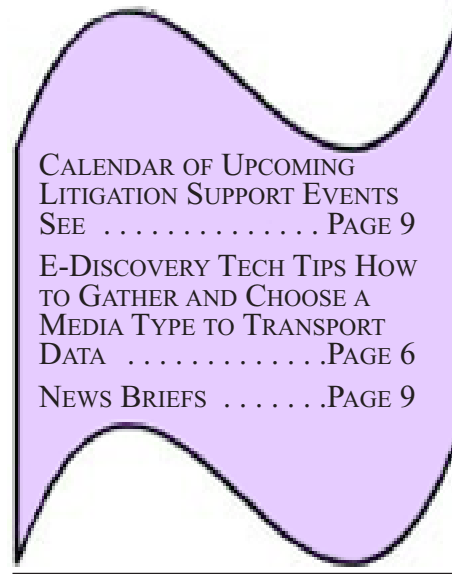
- A current copy of the chapter's by-laws

- An updated member listing
- Payment of the annual NALSM dues of \$100 (though some chapters volunteered to contribute more to help get things rolling)

We invite you to become active with NALSM, and we welcome your suggestions and comments. We would like to thank you in advance for your cooperation, and look forward to working with each chapter throughout the remainder of the year.

Sincerely,

NALSM Executive Committee



Understanding Quality Measurement in the Legal Environment

BY R. SAM GILCRIST

As case complexity increases outsourcing (arguably) enables law firms to improve efficiencies, decrease costs, and utilize specialized skills that may not be available with smaller cases. On the other hand, firms lose the craftsmen's control exercised on smaller, less complex matters. To maintain control of these complex, often partially outsourced cases, measures need to be taken to allow suppliers and consumers of

legal services to measure the quality of their work. This enables firms to maximize outsourcing efficiencies while maintaining the level of excellence that clients expect. To this end, I am presenting one simple, tested method for determining quality, available to both the managing attorney and the supplier of legal work. It produces a fact-based, reproducible measurement used to determine whether the outsourced product meets the given standard of excellence or whether the firm is dealing with a substandard product that needs to be reworked.

Before we start, I would like to address attitude and the desire to excel. I doubt there is a provider of legal data who knowingly produces anything less than perfect workmanship. Yet in this world of imperfection, we know errors are inevitable. We know that humans fall asleep, that machines misread text. Because of inevitable errors, practical quality measurement techniques need to be taken by the legal professional to understand the true quality of the work they produce and use.

There are a number of ways to do this wrong, all generally listed under the category of Quality Control, or "QC" as it is generally known. Under this banner, well-intentioned firms advocate and implement expensive, inadequate, and occasionally frivolous document inspections, data checks and overall hand-wringing that achieve no defensible objective. One very common method of non-productive QC is to check "a bunch" of the work to make sure it is right. Worse is the firm who employs a specialized person to check all or some of the work, all the while having no proscribed technique to determine what to inspect, how much to inspect, and how to determine whether to accept or reject the work in front of them. In both cases time,

effort and money flow freely down a drain, while no value is added to the product and no meaningful work is done.

Having taken this shot at my well-intentioned colleagues, it is time to describe a system that data providers and consumers can use to prove that they have produced the high quality work promised. Additionally where conflict arises, it can be used to defend or refute work quality either in court or at the bargaining table. Having promised to deliver, let me introduce - or perhaps reintroduce - the legal industry to one of oldest, simplest methods to measure work quality, namely MIL-STD-105.

MIL-STD-105 (pronounced "mil standard 105") has been a manufacturing standard since World War II. Moreover, since it is straightforward and easy to implement, it maintains a stalwart position in modern MBA operational science courses, along with the more theoretical and statistically complex theories that make this simple system work.

MIL-STD-105 has two defining features:

1. It is easy to use.
2. It is repeatable and defensible.

Originally the standard was designed to create a non-arbitrary, meaningful and repeatable method of determining whether products supplied to the U.S. Armed Services met agreed quality standards. As in many situations, the services reduced the complexity of quality measurement into two simple tables that are both easy to use and technically concise. However, to implement this standard, several terms need to be defined.

1. ACCEPT QUALITY LEVEL (AQL).

This is the standard of perfection to which both the supplier and producer agrees. It originates as a percentage of expected quality, such as 97 to 99.999 % compliant, and is quickly translated into the number of defects (or errors) that will be allowed in a batch of work before the whole batch is sent back to the producer for rework

(presumably at the producer's expense).

2. ATTRIBUTES.

This is probably the most misunderstood term in quality measurement. Attributes are the measurable features that define the product. In the case of a 12 foot long 2x4, measurable attributes would include the height of the board (2 inches), the width of the board (4 inches) and its length. In the legal world, measurable attributes might include coded fields, data extracted, or text legibility.

3. DEFECTS:

These are any deviation outside of the standard set for each attribute. In the 2x4 example, the actual standard may state that widths greater than 1.75 inches or less than 1.5 inches are not acceptable (i.e., defects). In legal work, a defect could include a misspelled name, a missing field entry, an incorrectly entered data item or an image that is not accessible or useable.

4. LOT SIZE:

Lot size is the quantity of items produced. It might be 130,000 pages imaged or 50,000 docs coded.

5. SAMPLE SIZE:

This is the quantity of items to be measured, and is determined by the Lot size and the AQL.

6. ACCEPT / REJECT CRITERIA.

This is both the simple strength of MIL-STD-105 and the characteristic that allows this standard to withstand cross-examination. Based on the AQL established during negotiations, it explicitly states the number of defects allowable in an acceptable lot of data or images, or such, without losing confidence that the job is as good as expected or, perhaps, as good as humanly possible. Conversely, it describes the point at which statistical confidence is lost and the job cannot be accepted. Rigid, fact-based Accept / Reject criteria, along with the predetermined sample sizes, differentiate MIL-STD-105 from the well-intentioned QC program described earlier.

With this standard, there are no "re-do's" or "maybe I should inspect a few more." The test is statistically sound and designed in such a way that a minimum number of samples (i.e., a known, minimum cost) can provide accurate and meaningful description of the over-all quality of the work on hand. This does not mean that attorneys will not debate the issue. (Heaven forbid for those of us who support you.) Rather it provides a concrete, reproducible test that both the consumer of data and the provider of data can implement to ensure themselves that they are producing the quality of work expected and advertised.

Implementing MIL-STD-105, A Case Study

Having reviewed the merits of using MIL-STD-105, I would like to create a simple, realistic case study that we can use to learn how to implement the tool. As an example, let's assume the following:

1. This is a coding job with 5 fields to be coded per document.
2. There are 15,232 documents to be coded.
3. The agreed AQL is 99.85%. That is there can be no more than 15 documents with one or more incorrect entries per 10,000 documents. Finally this correlates to a defect rate of no more than 0.15% (100.00 - 99.85).
4. Finally, let's assume that we are dealing with a supplier, or internal department, that has a history of good, but not perfect, work.

Using our example, before we review the first item, we need to make a tactical choice: do we count each field individually, or do we count documents? In the first case, our batch size would be 5 fields times 15,232 documents, or 76,160 items in the batch. In the second the batch size is 15,232 documents. In our example, I am really interested in how well each document is coded, so I am going to choose to view the document pool as the batch. Having made this decision, I am now required to look at each sample document in its entirety,

meaning that we as the inspect team will need to verify that each of the 5 required fields is coded correctly. If any field is coded incorrectly, then I need to reject the document. If they are all correct, then the document passes.

Similar reasoning could be used to view each field as a single entity. In that case, one incorrect field would be an error out of a batch size of 76,160.

Determining the Correct Inspection Level

To determine how many documents to inspect, we need to establish our inspection level. In Table I, you will notice there are a variety of inspection levels available including three

standard is designed to be fluid, so inspection levels may change over time depending on how the quality of the work changes over time. For example the ASQ states that if 10 lots are inspected with no errors then sampling can be reduced from normal level II to a reduced level I. On the other hand if two of 5 jobs are rejected, then inspection should be tightened from level II to level III until 5 consecutive jobs are accepted. Finally if any job is rejected from level I, inspection automatically returns to level II. The other levels, the special levels S1 - S4, are for very small jobs, and in our case, we would be doing this work in-house, probably reviewing everything in its entirety

across the top of the table we find general inspection level II. Locating the intersection of our row and column, we determine that our batch size is "P." So how many is "P"? To answer this, we need to make one more look up. With "P" written down on the back of our hand, we go to Table II to determine the sample size as a real number. By following down the left-hand column we see "P." Just to the right of P, we find that we need to look at 800 documents.

At this point we can see why "choose a few" is totally inadequate as a QC measure. From my experience, very few firms would actually review 800 documents to prove they are really 99.85%

TABLE I—Sample size code letters

(See 9.2 and 9.3)

Lot or batch size	Special inspection levels				General inspection levels		
	S-1	S-2	S-3	S-4	I	II	III
2 to 8	A	A	A	A	A	A	B
9 to 15	A	A	A	A	A	B	C
16 to 25	A	A	B	B	B	C	D
26 to 50	A	B	B	C	C	D	E
51 to 90	B	B	C	C	C	E	F
91 to 150	B	B	C	D	D	F	G
151 to 280	B	C	D	E	E	G	H
281 to 500	B	C	D	E	F	H	J
501 to 1200	C	C	E	F	G	J	K
1201 to 3200	C	D	E	G	H	K	L
3201 to 10000	C	D	F	G	J	L	M
10001 to 35000	C	D	F	H	K	M	N
35001 to 150000	D	E	G	J	L	N	P
150001 to 500000	D	E	G	J	M	P	Q
500001 and over	D	E	H	K	N	Q	R

Reprinted from Military Standard MIL-STD-105D: Sampling Procedures and Tables for Inspection by Attributes, issued by the U.S. Government on April 29, 1963.

general inspection levels and 4 special levels. As in many cases, we will start in the middle and work outwards. According to the American Society for Quality (ASQ), level II - called normal inspection - is appropriate for unknown suppliers and for suppliers of modest quality. Consequently, we will use this level in our example; however, the stan-

rather than sampling or coding.

Knowing the batch size, in our case 15,232, and our inspection level, normal level II, we use Table I to determine the number of samples we need to inspect. We find this by following down the left hand column, until we find that 15,232 falls between 15,001 and 500,000. Reading

accurate. Most likely they would review a few score and call it a day. Yet to have the kind of accuracy demanded, 800 is the inspection size required. On the other hand, other firms might attempt to inspect 15,000 documents. Eight hundred is a lot less than 15,000, and makes for just as

We now have a valid random number table. The remaining steps are optional but helpful in creating a functional spreadsheet that we can use as an inspection document:

1. Sort the list so that the numbers are in the same order as the documents. This will make pulling the documents a lot easier. To do this we need to turn the auto-calculate option off or else we will simply get another unsorted list of new random numbers. (I did this a couple of times writing this paper, so I know from experience.) To toggle auto-calculation look under Tools>Options>Calculation and set the option to manual.
2. After turning auto-calculation off, the list sorts correctly; how-

tion is to export the values into the csv format and then re-import back into Excel or Access. This erases all reference to the rand function and makes the numbers permanent. (Optionally, we could have set the auto-calculate to not re-calculate before save, but this strategy is too risk when dealing with records we are going to retain for any period of time.)

3. Either before or after we freeze the numbers, use the cell format function to eliminate the decimal values. They don't mean anything in our context, so they should be eliminated to avoid confusion. This is done by selecting the column B and then setting the decimal places to 0. You can find this under Format>Cells>Number and typing 0 into the decimal places box.

Record-Keeping

Having gone to the trouble of creating and formatting a random list, we might as well use it to record a few numbers. This will provide meaningful traceability and a way to prove that we did what we said. In our case, we already have the Document number 1-800. In another case this might be a bates number or a DocID. In all cases it should be the unique identifier that tells us precisely which documents we reviewed. From here we could add:

1. Personal ID and client information: This would include the name (or names) of the inspector(s), the date the results were tested and which matter we are inspecting.
2. Pass / Fail Results: Indicate any records that contain errors with a

SAMPLE TABLE

Case Number:		Client:	
Inspection Date:		Inspector:	
Random	Doc Number	Pass / Fail	Fail Description
0.011228	171		
0.094878	1442		
0.145068	2205		
0.404586	6150		
0.44338	6739		
0.469931	7143		
0.477945	7265		
0.64206	9759		
0.654234	9944	x	Address mis-spelled; author field left blank
0.875973	13315		
0.88175	13403		
0.924538	14053		
Total inspected: 800			
Total reject: 2			
AQL: 0.15			
Results: Accept			

ever, the list will still recreate itself each time we reopen the spreadsheet or hit F9. This will completely destroy any traceability, which we will need if we ever go back and review our inspect results. To freeze the record numbers or DocID, one simple solu-

4. Finally, don't forget to turn auto-calculate back on or else the rest of your spreadsheets will not update like you expect. (This will cause a lot of head scratching the first few times the spreadsheet doesn't update as expected.)

check mark or perhaps with the inspector's initials. To avoid excessive documentation, I would indicate accept as a blank.

3. Error Description: This would

include the reason for rejecting the document, like "address misspelled" or "incorrect author." This information is valuable for understanding typical errors and error sources even when the project meets the AQL.

4. Results summary: This would include number passed, number failed, and whether the batch is accepted or rejected.

Meaningful Results

Having taken all of these steps - pulling the applicable number of documents at random, reviewing the documents and recording our results - we now stand ready to state with authority that the work we are producing or purchasing meets a known quality standard. If there is a question about whether the job should be reworked, the consumer and the producer of the data can review the test documents and see the exact results of the original testing. Finally, and hopefully in most cases, both the consumer and producer of the legal service will have a meaningful, repeatable measurement that proves the work product meets the level of quality expected. This, in turn, is a vital first step in understanding and improving overall quality for our clients.

Conclusion

The inspection measurement technique reviewed in this article is not the most complete inspection tool available to modern litigation support managers and attorneys. Moreover, there are valid criticisms of using MIL-STD-105. The primary complaint is that it does not in any way improve quality. It simply measures each batch pushed through the process. Still, this standard has enough strength that it continues after 60 years of implementation to remain a mainstay of quality measurement for several reasons:

1. It is simple enough that it can be implemented with a very little training.
2. The technique is valid on both big and small batches.
3. The results are definitive rather than arbitrary, and

4. The results are reproducible.

In summary MIL-STD-105 provides a simple means of measuring quality on a day to day basis without involving complex math or training, while at the same time creating a just and reproducible quality measurement system that employees and clients can understand.

Further Reading

*Quality Council of Indiana. Terre Haute, Indiana. The Quality Council of Indiana provides a definitive and useful guide for serious students of product and process quality who are interested in passing upcoming ASQ exams. They are found on the web at www.qualitycouncil.com.

* American Society for Quality (ASQ) is a professional association "advancing learning, quality improvement and knowledge exchange to improve business results." Additionally they provide examination and testing for nationally recognized certifications such as Certified Quality Engineer, Certified Quality Manager and several others. They may be found at www.ASQ.org.

* MIL-STD-105E is available through the Navy Publishing and Printing Service Office and is sold by any number of technical publication vendors. You can also locate various editions of the standard in PDF by running a search on <http://assist.daps.dla.mil/quicksearch>.

R. SAM GILCRIST is an independent litigation technical consultant who does trial work through *Litigation Tech* and who does computer consulting and e-discovery consulting through *Gilcrist.com*. He is completing a BS in Computer Science and holds a BS and MBA in management from Georgia State College, Augusta. You may reach Sam for trial work at sgilcrist@litigationtech.com or for computer programming or further information on forensic production at sam@gilcrist.com.

E-Discovery Tech Tips How to Gather and Choose a Media Type to Transport Data

BY DANIEL G. GOLDWIN, ESQ.

LexisNexis™ Applied Discovery®

As the legal community becomes more educated about the issues surrounding electronic discovery, the number of document productions involving electronic data increases. While organizations are often obligated to produce electronic evidence, this duty is frequently not supported with well-defined processes for finding, collecting, and transporting the data. Gathering electronic information such as email messages, letters, memos, spreadsheets and other critical electronic documents can be a complicated and expensive process if not planned and carried out correctly.

5 Steps for Gathering Electronic Data Effectively

This analysis allows for the creation of an efficient and appropriate plan for gathering data for electronic discovery that is specific to the client's situation.

STEP 1: CONSIDER SUSPENSION OF DATA DESTRUCTION PROCEDURES

When litigation is pending or imminent, usual procedures for electronic data destruction or recycling may have to be suspended. If this situation arises, a plan for halting destruction of electronic records-for example, disabling email auto-delete features and suspending backup tape recycling-is essential.

If there is any indication that deleted files may need to be recovered, hard drives should be immediately imaged to avoid overwriting deleted files. It is also possible that user hard drives are wiped when employees leave the company or move to other job functions within the same organization. If your organization is anticipating a request for electronic

data, consider implementing a policy that calls for the archiving of user workstation data when employees depart.

STEP 2: DEFINE SCOPE

With assurances that no data is being destroyed, the planning process can continue by clearly defining the scope of the data-gathering project. The following list is an example of the types of questions that should be addressed:

- Who are the custodians of interest?
- Based on specific document requests?
- Based on geography, department, or job function?
- What are the dates of interest?
- Must deleted files be produced?
- Are backup tapes within the scope of the project?
- If so, must all tapes be restored?
- If so, are monthly, quarterly or yearly snapshots acceptable?
- In what form must the data be produced?
- Can current in-house IT staff handle the workload, or does it make sense to contract for outside data gathering assistance?

STEP 3: IDENTIFY RELEVANT DATA

Organizations often have disparate technologies, multiple geographical locations, and employees with vastly different access rights to information services. All of these issues add to the potential difficulty of determining where electronic evidence may be stored.

It is important to gather as much specific information as possible about the layout of the organization's information services. A good place to start is to consult existing documentation. However, as organizations often fall behind in maintaining current information, it is not enough to rely solely on

documentation. Best practices also include conducting thorough interviews with the technical points of contact at each location to verify the documentation and ultimately determine where all relevant data resides. (See following chart for sample questions.) With this information in hand, create a diagram to show how the relevant data is distributed throughout the organization.

STEP 4: PREPARE DATA-GATHERING PLAN

Once the interview process is complete and the information is aggregated, a customized retrieval

The following sample interview questions will help you determine where and how a corporation's electronic evidence is stored:

Email Information

- What types of email servers are deployed throughout the organization?
- Are mail services centralized?
- If not, where are the mailboxes of the relevant custodians?
- What are the email server policies?
- How long is email allowed to stay on the server?
- What are the mailbox size limits?

File Server Information

- What types of file servers are deployed throughout the organization?
- Do users have home directories? If so, on what servers?
- What are the size limits for each user?
- Does the organization utilize shared folders?
- Are they accessible by all employees?
- How are shared folders organized?
- By department, geography or job function?
- How are file servers backed up?

plan can be developed. A data-gathering plan may include:

- A diagram of the data to be gathered.
- A project plan for all physical locations.
- A summary of the anticipated impact on operations, and plan for minimizing business disruptions.
- A summary of any anticipated problems.
- Identification of all members of the data gathering team.
- Identification of any outside data gathering consultants involved in the project.
- Identification of points of contact for each location.
- An inventory of the hardware and software tools to be used.

- An outline of the specific collection procedures that will be used.
- Detailed work product checklists for technical staff completing the collection work.
- Chain of custody instructions for all involved parties.
- Arrangements for shipment of the media containing the data gathered.

STEP 5: CONDUCT A PILOT TEST

Once the data-gathering plan is complete, it should be reviewed by a data gathering professional to ensure that the procedures are

comprehensive and forensically sound. Upon acceptance of the data-gathering plan, it is important to test the procedures on a sample of non-relevant data. This test will be good practice for the individuals involved, and will reveal any potential problems with the data-gathering plan.

Additional Considerations:

EVIDENTIARY INTEGRITY

Maintaining evidentiary integrity is critical in any electronic data-gathering project. It is important to never work with the original evidence. A pristine copy of the original data must be created before review or analysis of the data begins. Without this safeguard, there is no way to validate that the evidence is authentic.

Integrity of the meta data must also be considered. Many commodity copy tools make changes to the file dates, and other meta data may be inadvertently changed if proper precautions are not taken. Be certain that any procedures employed will preserve all original meta data.

CHAIN OF CUSTODY

It is essential that the chain of custody of the gathered data be tracked throughout the process to prove that the integrity of the

evidence has been maintained. This documentation must be kept and readily available for review throughout the life of the evidence - from gathering or receipt to presentation in court. At a minimum, the following information should be documented:

- Date, time, and place of collection or receipt.
- The name of the individual who collected or received the evidence.
- A description of what was obtained, including media-specific information.
- Media type, standard, and manufacturer.
- All movement of evidence (evidence transfer) and the purpose of the transfer.
- Physical (visual) inspection of evidence.
- Procedures used in collecting and analyzing the data.
- Date and time of check-in and

check-out of media from secure storage.

Considerations for Choosing Media Type to Transport Data for Electronic Discovery

Once you have created your data-gathering plan, you can proceed with actually collecting the data. With so many media choices available, it can be difficult to determine which option is best for an e-discovery project. In most situations, the amount of data will be the primary factor when selecting a data storage device. The ease of use for each option must also be considered. Finally, it is important to consider the costs associated with each media type.

There are a variety of media options for transporting data to be processed by an electronic discovery service provider. The chart below shows some common choices and their relevant characteristics.

Additional Consideration

Whichever media option you choose, it is important to note that a

critical element of any data collection process is maintaining the integrity of the data (including the preservation of meta data) during transfer to any storage media. Before you start to collect any data, consult with your IT staff to ensure proper techniques are used, or contact a qualified electronic discovery service provider.

Conclusion

Creation of an electronic data-gathering plan and selection of the appropriate type of media to transport that data are essential components of any e-discovery project. Because every project has unique characteristics and requirements, it is important to consider all the factors and map out a plan before any data collection begins.

ABOUT THE AUTHOR: Dan Goldwin is an attorney and Electronic Discovery Specialist in the Chicago office of LexisNexis Applied Discovery. He formerly practiced in the intellectual property and litigation departments at the Chicago office of Sonnenschein Nath & Rosenthal.

	Capacity	Ease of Use	Affordability	Ideal Use
Hard Drives	With a wide variety of capacity options - upwards of 250 GB - hard drives offer one of the highest capacity choices for storing and transporting electronic data.	Many people choose to work with hard drives because they are fast and convenient. Internal drives can be easily inserted into most desktop PCs, and portable external devices are simple to connect to USB and FireWire ports.	The cost of using a hard drive to transfer data is very low, primarily because of the large capacity. Additional cost savings are realized because hard drives call for no additional software, little or no training time is required, and data transfer is very fast.	USB and FireWire hard drives are an ideal choice for projects of every size. It is simple to connect to a hard drive and begin transferring data.
Backup Tapes	Depending on the type of backup tape system used, backup tapes currently have a capacity of up to 320 GB. They are a commonly used by corporations for the systematic backup of data for disaster recovery purposes.	There are many backup software packages available, each with an individual set of procedures for creating and restoring backup tapes. These procedures can be time consuming and technically complex.	In addition to the potentially high cost of hardware and software required for backup tape systems, the costs associated with restoring data from backup tapes can be prohibitive.	While backup tapes are the most common choice for storage of data for disaster recovery, they are not optimal for data transfer. Backup tape systems should be used only if the data to be transferred exists solely on backup tapes.
CDs	At 650 MB to 700 MB, CDs are a well-suited option for small amounts of data.	CD drives and burners are now standard on most desktop PCs. However, some training may be required to use the burning software, which is used to create the CDs.	Because most new desktops already have the hardware, and the price of a blank CD is well under a dollar, the overall cost of using CDs for small amounts of data is very reasonable. However, if the project involves large volumes of data to be copied at one time, the time involved can translate into a greater expense.	Due to the size limitation and the amount of time it takes to transfer large volumes of data to a CD, this option is best suited for small amounts of data.
DVDs	With an average capacity of 4.7 GB, DVDs can hold six times more data than a CD. DVDs are a common choice for medium amounts of data	Like CDs, some training is required to use burning software and the process of transferring data to a DVD can be time consuming.	DVD writeable drives and DVDs are relatively inexpensive, although they typically cost several times more than CDs for both hardware and media. However, larger amounts of data may take longer to transfer.	Even though the amount of time it takes to transfer data to a DVD can be lengthy, the capacity, convenience and low cost of using a DVD makes this option best for small to medium amounts of data.

News Briefs

CHICAGO ASSOCIATION OF LITIGATION SUPPORT MANAGERS (CALSM)

Our first meeting of the year was held on February 18. Representatives of IPRO Corporation spoke to us on recent innovations in image management technology.

On April 21 we hosted a panel discussion on electronic data collection, online review tools, and managing an electronic production. Representatives from Daticon, Applied Discovery, and Kroll/Ontrack participated.

DALLAS/FT. WORTH ASSOCIATION OF LITIGATION SUPPORT MANAGERS (DFWALSM)

DFWALSM has started up 2004 with our Annual Kick-off Party on February 26, 2004. The party was our largest yet with 59 people attending the cocktail party held at the Pacific Grill. This is our opportunity to say "thanks" to our members, our sustaining members, and the vendors with whom we work daily. The party was great fun and we had people in attendance from California to Florida as well as all of Texas. Thanks again to our sponsors and everyone who contributed to the success.

In addition to our Kick-off Party, we had a regular meeting on March 9 that was hosted by Scarab. Our May meeting is scheduled to be a Round-table discussion among our members.

Regular meetings are scheduled for the second Tuesday of each month, at noon. Please see our contact information if you are interested in attending a meeting, or, joining our group.

EAST COAST ASSOCIATION OF LITIGATION SUPPORT MANAGERS (ECALSM)

ECALSM held its winter social at Slate on December 3, 2003. Food, drinks, and billiards contributed to a good time for all.

In February, members got together one evening during LegalTech New York to compare notes about the conference.

“Enhancing Communication and

Planning” was the main topic for discussion at the general meeting held on March 18, 2004. Members asked questions, described experiences, and shared successful strategies for making attorneys and paralegals aware of litigation support services, training them use to technology effectively, understanding paralegal/attorney/client needs and expectations, and helping them plan ahead with technology earlier in the life of a litigation.

2004 Executive Committee Elections were also held in March. The current officers are Joanne Lane, Julie Heller, Odin Medina, Lynda Snyder, Sal Zurzolo, Kevin Muir, Larry Braggi, and Ross Gotler.

At the last meeting, members answered a survey to measure interest in potential meeting topics. The Executive Committee will use the results to plan this year's meeting schedule. Attendance at meetings has been strong, including both long-time members and new members.

NEW ENGLAND ASSOCIATION OF LITIGATION SUPPORT MANAGERS (NEALSM)

The New England chapter (NEALSM) recently launched our new web site (nealsm.org). Although still a work-in-progress, our hope is that this will provide easy access to information for all our members.

The May 19th meeting will be a Round Table Discussion on the "Growing Role of Litigation Support in Law Firms". Our Summer Social will be on June 16th this year at a location still to be determined.

Calendar of Upcoming Litigation Support Events

May 19, 2004 - NEALSM Round Table Discussion on "The Growing Role of Litigation Support in Law Firms."

May 19, 2004 - ECALSM Meeting. Topic: Managing an Electronic Discovery Project.

June 16, 2004 - CALSM Meeting. Topic: Setting Up a Web-Based Repository.

June 16, 2004 - NEALSM Summer Social.

August 18, 2004 - CALSM Panel Discussion. Topic: Imaging & Coding.

Chapter Contacts

ATLANTA ASSOCIATION OF LITIGATION SUPPORT MANAGERS (AALSM)

Kai Williams - President
(kai.williams@nmrs.com)
Leah Waxell - Secretary
(leahwaxell@paulhastings.com)
Allen Joyce - Treasurer (ajoyce@rh-
law.com)
Wayne Clark - Programming
(wayneclark@paulhastings.com)

BAY AREA ASSOCIATION OF LITIGATION SUPPORT MANAGERS (BAALSM)

Gillian Glass - Present
(gglass@fbm.com)
Espe Rebollar - Vice President
(espe_rebollar@yahoo.com)
Mary Pat Poteet -
Membership Director
(mpoteet@pillsburywinthrop.com)
Faye Leong - Secretary (fleong@pills-
bury winthrop.com)
Dan Raffle - Treasurer
(dan.raffle@bingham.com)

CHICAGO ASSOCIATION OF LITIGATION SUPPORT MANAGERS (CALSM)

Barbara C. Hanahan - President (bhana-
han@winston.com)
James B. Salla -
Vice President for Newsletter
(JamesSalla@bigfoot.com)
Joanne Kloepfel -
Vice President for Memberhsip
(jkloepfel@clausen.com)
Sarah Mallon -
Co-Vice President for Programming
(smallon@sachnoff.com)
Michael G. Weiler -
Co Vice President for Programming
(mweiler@mhmlaw.com)
Rosede A. Olson - Secretary
(ROlson@sachnoff.com)
Joni K. Eskridge - Treasurer
(jeskridg@skadden.com)

DALLAS/FT. WORTH ASSOCIATION OF LITIGATION SUPPORT MNANAGERS (DFWALSM)

Linda Payne -
Acting President-Treasurer
(lpayne@mckoolsmith.com)
Patrick Mathews - Program Coordinator
(pmathews@mckoolsmith.com)
Melissa Huff -
Membership Coordinator
(hufme@gardere.com)

EAST COAST ASSOCIATION OF LITIGATION SUPPORT MANAGERS (ECALSM)

Joanne Lane - President
(jlane@kramerlevin.com)
Larry Briggi - Vice President
(lbriggi@pbwt.com)
Ross Gotler - Vice President
(rgotler@paulweiss.com)
Julie Heller - Vice President
(jheller@proskauer.com)
Odin Medina - Vice President
(odin.medina@friedfrank.com)
Kevin Muir - Vice President
(kmuir@skadden.com)
Lynda Snyder - Vice President
(lynda.snyder@cliffordchance.com)
Sal Zurzolo - Vice President
(szurzolo@sillscummis.com)

HOUSTON ASSOCIATION OF LITIGATION SUPPORT MANAGERS (HALSM)

Dawn Acker - President (dacker@con-
nellybaker.com)
Charlotte Riser Harris - Vice President
Greta Coreathers - Secretary
Titus Nunes - Treasurer
Skip Westfall - Vice President for
Membership

MINNESOTA ASSOCIATION OF LITIGATION SUPPORT MANAGERS (MALSM)

Chad M. Papenfuss - President
(cpapenfuss@fredlaw.com)
Julie Lust - Vice President
(julie.lust@leonard.com)
Phil Jennings - Treasurer
(pjennin@zelle.com)
Lisa Guetter - Secretary
(lguetter@winthrop.com)

NEW ENGLAND ASSOCIATION LITIGATION SUPPORT MANAGERS (NEALSM)

Patrick Paar - President
(ppaar@nutter.com)
Michael A. Isotti -
Executive Committee
(isotti@tht.com)
Kathleen Kennedy -
Executive Committee
(kkennedy@ropesgray.com)
Ann Marie Riberdy -
Executive Committee
(annmarie.riberdy@haledorr.com)
Kathleen Stimpson -
Executive Committee
(kathleen.stimpson@haledorr.com)
Ria M. Stolle - Executive Committee
(ria.stolle@bingham.com)

ST. LOUIS ASSOCIATION OF LITIGATION SUPPORT MANAGERS (SLALSM)

Allen Gurney
(agurney@thompsoncoburn.com)

EDITOR: JAMES B. SALLA,
Vice President of CALSM
(JamesSalla@bigfoot.com)