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PRACTICE TIP

Talk About the Internet — It's Not Just for Data Anymore

By Tom Gelbmann

Controlling operational costs is a constant challenge and typically a priority for all law firms. Telephones — phone switch and desk sets as well as local and long distance telephone service — are a traditionally significant operational cost component, and a chronic administrative headache.

Over the past few years, a set of technologies has evolved that offers the potential to take a big bite out of telephone costs, as well as significantly impact attorney and staff productivity. These emerging technologies are referred to as Voice Over Internet Protocol, or VoIP.

Developments in speed and reliability of computer technologies combined with dramatic increases of Internet bandwidth have resulted in increasing quality and reliability of service. Since the mid-1990s, VoIP has moved from the virtual back alleys of the techie world to the front office of the enterprise. As a result, voice communication traffic routed over the Internet is rapidly expanding.

With VoIP technology, voice traffic that has traditionally traveled over the Public Switched Telephone Network (PSTN) is converted to digitized data and

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What Lies Beneath: Technology That Supports Effective Compliance

By Gregory Hanna

Much has been written about the reporting requirements mandated by federal laws such as the Sarbanes-Oxley Act of 2002 (the Act), the Health Insurance Portability & Accountability Act (HIPAA) and the Gramm-Leach-Bliley Act enacted in 1999 (GLBA), but less has been said about the technology that underlies successful efforts to comply. What is clear is that enterprise software and integrated records management are the only viable ways to meet these requirements. The software selected must take into account both changes in these requirements, and the prospect of future state and federal retention and reporting requirements. Since software doesn't exist in a vacuum, hardware and network considerations must be part of the overall system strategy. Law firms with corporate clients and corporate counsel need to be involved in the planning and implementation of such a system.

Since corporations have needs other then compliance with governmental reporting, retention and privacy protection requirements, the integrated enterprise system selected must support multiple needs such as:

- Day-to-day business operations;
- Business continuity in case of a disaster; and
- Compliance with discovery requests in the event of litigation.

Assuming that the enterprise level software meets these requirements, consideration must be given to the data (records management) and the supporting network necessary to support an integrated ERM system.

Managing the Information

Effective enterprise records management (ERM) allows the company to manage all types of content, including documents, e-mail, Web pages, images, rich media, forms, spreadsheets and other digital assets across the full information lifecycle, from creation to archive to deletion. When implemented as part of a complete system, ERM not only satisfies compliance requirements, but also allows a company to leverage its investment by improving overall efficiency and competitive position.

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ERM manages compliance issues inside and outside the company, balancing the organizational costs of compliance with the risks of non-compliance, increasing visibility and transparency of corporate practices, and helping to maintain or restore investor confidence. The old days when document management could be done manually, individually and on paper are long gone. The severe penalties for non-compliance, added to other costs such as audit fees, and director and officer liability insurance, mandate the implementation of a completely automated enterprise level system.

The elements of ERM include controlled repositories, process automation, content publishing, collaboration, records management, and business integration. Content must be tagged and categorized to yield maximum value. The creation of *intelligent* content requires the use of automated coding methods due to the ever-increasing volume of records, particularly e-mail. Leading ERM solutions offer automated metadata extraction and analysis of records, including e-mail, against a records management file plan. With this capability, actionable metadata from new or existing records are identified automatically, expediting information retrieval, supporting personalized content delivery, and enabling business processes for notification and exception handling.

Physical records such as paper, microfilm, and magnetic tape are no

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SOME SPECIFIC REQUIREMENTS

The most stringent record archiving and retention regulations apply to broker/dealer organizations. The Securities and Exchange Commission has issued 17 CFR 240.17a-3&4 to provide guidance to broker/dealers on the types of records they must create and retain, and for how long. The regulations also specify requirements for maintaining those records in a compliant manner. The Sarbnes-Oxley Act addresses both corporate and auditor policies, procedures and the retention of records related to financial reports.

According to the SEC, financial broker-dealers must specifically preserve key business records, such as e-mail, on non-rewritable, non-erasable WORM (write-once, read many) media that is fully indexed and easily searchable for 3 years from origination. Managing e-mail requires a system that provides, at a minimum, real-time archiving, comprehensive search and retrieval, and audit functionality for leading e-mail systems.

Similarly, systems for publicly held companies will have to handle Form 4 filings and should be capable of automatically populating and distributing a filing for review via a red-flagged e-mail, and, once approved, format the filing for the SEC's EDGAR (Electronic Data Gathering, Analysis, and Retrieval system), file it, confirm receipt, and track the entire transaction. In the post-9/11 environment, the corporation that does not think beyond its own servers is at risk. For example, consider the Form 4 (insider trading) filing above. What would be the result if the filing does not get to the SEC because a server failed or the local phone company had a system failure, or the power went out from New York to Detroit, and the company had failed to plan for a failover system? If the company was using current technology that can replicate both data and applications in an outsourced, remote secure facility, the back-up servers would automatically take over and complete the filing.

The same concerns about managing e-mail apply to companies needing to comply with HIPAA. Compliance software will have to contain specific features in order to satisfy the requirements of specific acts. For example, a HIPAA compliant system should be able to:

- Submit a claim for services rendered;
- Verify a patient's eligibility and benefits;
- Update information regarding patient coverage; and
- Obtain authorization for treatment.

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Product Review: Timeslips 2004

By Suzanne D. Wisnik

I first started using Timeslips when I was working as a legal administrator back in the days of DOS. Since that time, I have become a Certified Timeslips Consultant and have had hands-on experience with every subsequent Timeslips release.

While I like to recommend Timeslips due to its user friendliness and many strengths such as its ability to customize, integrate or link with a selection of other software products, I also realize that not every Timeslips software release requires users to upgrade their software. Version 2004, however, has several important new features that should justify upgrades by current Timeslips users, and create interest for new users as well. These new features enable the user to create a complete and customized front to back office solution by selecting an accounting program and/or a calendar/contact management program from a wide variety of choices.

In addition to developing new features for the standard version, Timeslips returns to the sole practitioner market with Timeslips for Sole Practitioner 2004. This product is geared for those firm's that have one or two people performing billable tasks, that do not need to network their time and billing functions, and who have basic time and billing needs. Timeslips Sole Practitioner is aggressively priced at $199.99 for a single user workstation. Timeslips 2004 standard version is a full featured time and billing package designed for use by larger firms with a maximum of 20 simultaneous users. It is priced at $400 per workstation.

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Hardware Requirements

The following specifications if followed will ensure a positive user experience with the Timeslips program. However, most user workstations and servers run multiple programs simultaneously, so these recommendations should be considered as the starting point for your systems.

- Windows XP, Windows 2000 SP2, Windows NT v4.0 SP6 or Windows 98 SE.
- PC processor 400 MHz.
- 128 MB or higher.
- CD Rom drive.
- Adobe 5 or higher.
- Monitor that can support a resolution of 1024 x 768.

To use e-mail capabilities, you will need a MAPI compliant e-mail program such as Microsoft Outlook, or Outlook Express. AOL's e-mail program is NOT compatible.

Overview of New Features

While existing users will note detail improvements to many existing areas of the program, the big news is three new features:

- **TS Timer** is a compact version of the time entry portion of Timeslips. For many users of the Timeslips, the main function is to be able to record their billable time in a quick and efficient manner. Thus many users want to quickly open the part of the software that gives them access to record their time. In previous versions of Timeslips, in order to activate the TS Timer function, you had to open up the program and then launch TS Timer. With version 2004, I noticed that once I launched the program from the windows Start Menu, a Timer icon was added to my system tray. Once the icon is in your system tray, you may right-click on the TS Timer button and it will bring up a list of TS Timer commands. You may set your work preferences, etc. To use TS Timer, double-click on the TS Timer icon in the systems tray and then a TS Timer window appears. From there you have a mini tool bar that allows you to open up one or more timers to begin recording your time. This is a great little shortcut that can save any user time by enabling him or her to open up a timer window without having to fully open the program. Note, that all timer entries need to be converted to standard time slips before billing. TS Timer also gives you the capability of creating many timers and merging them into one.
- **My Lists** is another new feature that can facilitate data entry and save time for many timekeepers. Timekeepers can customize the way they work by setting up this feature. My Lists enable the user, Jane, who may work on 10 cases out of a database of 50, to segregate those 10 clients into her own personal list. In addition, if Jane only uses a limited number of tasks on a regular basis, she can create a subset of these tasks into My List. This makes it easier to choose a task or client each time Jane opens a blank slip to record a task. Jane will still have the ability to search the entire database should she need to.
- **E-mail Bills and Statements.** The previous Timeslips version (V11) provided users with the basic tools to send clients bills via e-mail. The user created the bill in Timeslips and saved it as a PDF file. The user manually created an e-mail, attached the PDF file and e-mailed the client. The problem with this method was that if you created a PDF file and approved your bills, a bill image was no longer available within Timeslips for reprints. In addition, there was no record that the bill(s) had been sent other than the "sent mail" in the e-mail program.

With version 2004, we see improvements to the e-mail feature of the program. Bills and statements are still created in a PDF format, but the user is able to configure the following options:

- Indicate which client(s) wish to receive bills and statements via e-mail.
- Generate bills and statements both in e-mail and print form in a single process. An improvement with Version 2004 is that bill images are also saved within the program and are available for reprinting.
- Easily configure bill and statement templates with a subject and body text message that automatically mails with the invoice or statement.
- Ability to print a send log for record-keeping.

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longer cost effective or secure enough to ensure compliance. Continuing to rely on these outdated storage methods will have serious financial consequences. Companies should look for ERM solutions that can apply uniform enterprise-wide records management policies to physical records, helping to reduce storage costs, and able to meet the deadlines set by law for filing and retrieval. A viable solution is to replace all physical storage devices with remote, automatic digital storage methods. The advantages of remote digital storage are discussed in more detail in the Network section of this article.

Selecting the Software

Assuming that the software has the required capabilities and features, there are a number of additional questions that need to be asked and answered before making a final decision:

- What analysis, *eg*, standards definition, must be done before the software can be installed, and how long with it take?
- What infrastructure hardware/ software will be needed to run the system, and what will it cost?
- How much customization and expertise in which programming languages is required?
- Do existing systems need modification prior to integration?
- What are the total implementation costs?
- What is the time frame for installation, testing and implementation?
- Is an evaluation of the software or service available?
- What training is required and how will it be accomplished?

Gregory Hanna founded TOSS Corporation, (www.DisasterAvoidance.com) which has been providing complete, state-of-the art security and network services for the legal industry since 1992, and is currently its president and CEO. Mr. Hanna is a member of TEC, an international organization of CEO's.

Compliance Software Selection

There are many enterprise wide software choices. Some have been created specifically to comply with one of the acts such as Sarbanes-Oxley (*see* **Some Specific Requirements on page 2**). Others are adapted from existing programs. Software that is too customized may not be flexible enough to meet corporate needs for discovery, disaster avoidance, or business continuity. Software that is adapted may lack flexibility or required features. The most desirable enterprise integration system must:

- Be able to handle complex data transformations;
- Be B2B and e-commerce ready;
- Be scalable for large implementations ;
- Support data from any platform;
- Easily integrate with any application or data source;
- Be based on reliable tools that are portable, flexible and robust;
- Be adaptable to meet changing or additional requirements;
- Require minimal changes to any source or destination application;
- Require minimal programming;
- Organize files and folders;
- Identify, save, and index appropriate metadata;
- Support searches and data sampling;
- Allow for multiple levels of access controlled by account type;
- Automatically apply retention and disposal policies;
- Track access and transactions;
- Allow data to be viewed and validated before posted;
- Generate audit trails;
- Support a point and click, graphical and familiar interface;
- Employ meaningful automatic quality control protocols;
- Provide online filing of required information;
- Be secure; and
- Be able to operate in the event of hardware, site or other level of failure.

This system must also support different levels of integration of the data, application and user interface, and a method or process for sharing the business logic within the corporation. All common data formats must be supported including plain text, MS Excel, MS Access, ODBC compliant databases such as Oracle, MS SQL, Sybase, etc. (*See* **Selecting the Software** on this page for additional questions to ask before selecting ERM software.)

Network Considerations

However a company's network is configured and whether or not it is self-managed or outsourced, the network must be reliable, secure, fast, able to handle multiple simultaneous complex transactions, and be remotely accessible via an Internet accessible VPN. In order to avoid the consequences for failing to file or deliver documents in a timely fashion, the network must contain multiple failsafes and redundancies. Considering what is at stake, companies may want to consider outsourcing these tasks to experts whose continuing constant focus is on network accessibility and

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Network Redundancy, Speed and Availability Considerations

The use of redundant data circuits, either point-to-point private lines or Internet IP, provides an additional layer of data continuity. The secondary bandwidth provider should be one whose network functions independently of the local Regional Bell Operating Company. In addition, this vendor must be able to provide redundancy for not just the 'long-haul' circuit, but most importantly, for the local-loop, or what is known as the "last mile," which is the distance from the bandwidth provider's Point of Presence to the firm's communications room. Additionally, there are several hardware vendors that manufacture bandwidth fail-over and aggregation devices that take advantage of "Dynamic Domain Name Services" technology. The deployment of one of these devices allows the company to benefit from the high speed accomplished by aggregating the bandwidth from both data circuits when both are up and available. If one of the data circuits fails, the hardware device automatically re-routes data traffic and IP addressing schemes so data continues to flow seamlessly both into and out of the company.

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security. For example, software vendors, network vendors and service providers can create secure Internet/intranet sites on which transactional information can be centralized. The same "outsourced" site may be used to facilitate secure communication and document review between the company and counsel during discovery, and for backup of information and applications necessary to assure business continuity if the local network is not available.

Data is hosted from a centrally located server environment at the provider's data center. A hosted system has a number of advantages in that it offers a quicker and easier start-up, involves no additional staff, and can be expensed. In addition, a company's internal technical staff can concentrate on its primary obligations, leaving the hosting company to keep up with both the technology and the rapidly changing compliance requirements.

The bottom line is that data should be available when needed and should be complete. Companies must have uninterrupted access to their information and so should take advantage of real time replication, or high-availability, which continuously monitors the company's primary servers and creates in real time an offsite duplicate of every *bit* of data. Real-time replication monitors changes to open files as they occur and replicates these changes to one or more offsite servers over standard network connections. In the event of an emergency, the offsite "secondary" servers automatically stand in if the firm's primary servers are unavailable. The company can access its data with minimal disruption and confusion. Users in either remote locations or in the main office continue working and may not know that there was a problem. (*See* **Network Redundancy, Speed and Availability Considerations** on page 4.)

Security and Disaster Avoidance

The security requirements from the various acts are technology-neutral, stating the requirements and leaving the implementation to the company. For example, the HIPAA rule does not prescribe an authentication method. (*See* **Authentication Methods** on this page for specifics.) Covered entities must base choices on individual risk analysis. What is perfectly clear is that there will be little tolerance for companies that fail to meet the retention, reporting, and privacy protection required by the acts. Courts are similarly not amused when deadlines are missed or when documents are not disclosed during discovery, and are not going to accept the excuse that the network went down, the calendar was corrupted, or the tapes that data was stored on were lost or damaged. The ability to recover from or avoid the consequences of a natural or human generated disaster is essential.

Once again the answer may lie in employing an outside provider that can secure data, applications, and the network. Outsourcing allows a company to focus on its core business while the technology experts deal with constantly evolving, potential vulnerabilities. (*See* **Basic Security Precautions** on this page.)

In addition to routine security precautions, a company must have a disaster avoidance and recovery plan that is not solely dependent on in-house systems. If all security and data protection measures reside locally, the company is vulnerable.

In the past, information was generally secured by backing it up to a physical medium such as tape or disc, but this is no longer a best practice. In a major disaster it could take days to recover the tapes or discs assuming that they weren't destroyed. In addition, data might have been lost or corrupted due to the defects or improper storage. The company also has to manage the physical storage system as well as keeping up with the technology. The better solution is to replace or augment traditional physical medium backup with a virtual backup to an online backup and storage facility using an outside vendor to capture, store, and return, as needed, the company's data. (*See* **Selecting a Vendor For Remote, Digital Data Storage and Retrieval** on page 6 for provider selection information.)

The next step up from online data backup is real-time replication or high availability, as discussed earlier. The ability of remotely managed networks to use the Internet to avoid the consequences of a major disaster goes well beyond online backup and storage. The Cadillac of disaster avoidance is a completely virtual office that replicates both data and applications and allows nearly instantaneous access from any location, 24/7. In a disaster that destroys or denies access to the company's

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Authentication Methods

The three most common factors for verifying an identity are something the user knows (password), something the user has (smart card, token) or something unique to the user (fingerprint, retinal scan). The highest level of authentication requires multiple identification methods. For each security requirement from each act, the affected company must weigh the risks against the costs, consider current technical best practices, and decide what is "reasonable and appropriate" under the provisions of whatever act is pertinent to that company.

Basic Security Precautions

At a minimum, a company's system must have a regularly maintained and updated firewall and VPN, the ability to authenticate users and control access, insulation from the impact of a natural or man-made disaster, and protection from:

- Misuse of Internet browsing.
- Downloading software applications from the Internet.
- Virus attacks.
- Hackers or terrorists.
- Employee sabotage.
- Power surges or outages.
- Environmental and equipment failures.
- Data loss.

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offices, the company continues to function with minimal disruption. This same technology can be used to outsource all network infrastructure day-to-day operations, which also, of course, provides the highest level of disaster avoidance.

CONCLUSION

A company seeking to balance the needs of regulatory compliance, litigation needs, and business continuity must look to both business and technological best practices. The available technology, in house resources and the advantages of outsourcing should be factored in as the company considers its tolerance for risk and creates its compliance plan. A company of any size can afford an appropriate enterprise records management system, but needs to do its homework, ask questions, consider all of its needs, be willing to discard old technology, and take responsibility for the creation, implementation, maintenance and growth of the technology that will ensure its success.

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SELECTING A VENDOR FOR REMOTE, DIGITAL DATA STORAGE AND RETRIEVAL

Look for an experienced vendor with a proven track record that can provide the following:

- Customized, scalable solutions.
- Completely automated process.
- Facility located a minimum of 25 miles from the company's office.
- Encryption of the sent data.
- Secured data that cannot be read by the vendor.
- Fast turnaround for data recovery.
- Documented quality control.
- Redundant data storage.
- Secure, state of the art facility (perimeter hardened).
- Sufficient data storage capacity.
- Highly educated employees with specific relevant expertise.

Timeslips 2004

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- Create a separate e-mail text templates for statements for each aging period.

Timeslips 2004 now includes the following features that were previously sold separately:

- Split Billing.
- Fee Allocation.
- Legal Dictionary.

PRODUCT IMPROVEMENTS

While Timeslips is a mature product, the e-mail bill function is relatively new and has room for improvement. At the present time, when you print invoices at the end of the month, the software prints actual bills to be mailed as well as copies of e-mailed bills in a single batch. The user then needs to have printed out the e-mail log report, so that he or she can manually separate the bills to be mailed from the duplicate copies of the e-mailed invoices. This process can be time-consuming and cumbersome if you print several hundred bills per month. Timeslips will need to address this issue perhaps by the software either putting a water mark on the paper copy or an e-mailed bill stamp on the duplicate copy of the e-mailed invoice.

In addition, the log report is an external file that is not saved in the Timeslips database. It is a standalone text file. Timeslips does not presently provide a function to open the report from within its program. The user must navigate to the file in the Timeslips directory and open it with any text editor such as notepad.

TRAINING

In today's fast paced world of "Isn't it done yet"? "What do you mean the bills are still not out"! Add that the boss wants timely information yesterday and it becomes apparent that today's users do not have the luxury of "playing" with or learning software on their own. Therefore, I recommend that new users avail themselves of formal training. Seasoned users can benefit from training too. Training can help the user maximize the benefits that can be obtained from the software and decrease the learning curve and downtime within the firm.

WHY UPGRADE?

Users should upgrade when one or more of the following conditions exist.

- Your firm has purchased new hardware and the version you are currently running is no longer compliant with your new operating system. Trying to run an older version that was not designed to run on your new operating system can cause problems with the software.
- The present version of the software that you are using is no longer being supported by the manufacturer. This means new features will no longer be developed and tech support is no longer available. Timeslips will only be supporting 3 versions of the software at any one time. Therefore at present time, only versions 10.5, 11 and 2004 will have continuing support.
- The latest version release provides a tangible benefit to your firm.

As I indicated earlier, not every version upgrade may be needed by your firm. With Version 2004, I believe that firms can utilize both the TS Timer and My Lists features to aid users in recording their time. However, I feel that the most compelling reason to upgrade is the ability to e-mail bills and or statements and print a hard copy in one step. By e-mailing bills, we can deliver the bills to the clients sooner, save on toner, paper and postage costs, plus save time since envelopes no longer need to be stuffed and run through the postage machine. Implementing these and other techniques can help a firm run leaner in these tough economic times.

Timeslips can be purchased directly from the company or from a local Certified Timeslips Consultant. To locate a certified consultant in your area, or for more information about the product, please visit www.Timeslips.com.

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travels over data networks. For internal communications, this means voice traffic travels on the same path as the firm's data — the Local and Wide Area Networks (LAN/WAN). Voice communication with the outside world travels as data packets over the Internet.

Cost savings due to the shift from PSTN to VoIP are most commonly attributed to the lower cost of long distance service. Reductions as much as 50% in long distance costs are commonly reported. However, additional cost savings from VoIP technology can also come from a reduction in administrative costs for internal systems (moves and changes), as the phone system, including desk-sets (end points) and voice-messaging become easier to configure and manage.

Firms that have already invested in infrastructure components such as LAN wiring (Category 6), WAN services (for multi-office firms) and high-speed bandwidth to the Internet have a good start toward the necessary investments in the VoIP solution. This aspect is critical as the addition of voice communication to the network is likely to significantly increase overall traffic volume.

Over the past year, many of the wrinkles were smoothed out in terms of reliability, quality of service and quality of sound. Consequently, VoIP is rapidly being adopted for internal, local and long distance communications.

VoIP is being adopted at an aggressive pace, powered by new products and services from Internet and communications powerhouses such as CISCO, Nortel and Avaya, SBC, Verizon, Bell South, Qwest, AT&T, Time Warner, and Comcast. According to Forrester Research, VoIP is a $2 billion industry in 2003, and is expected to grow at "high single digit" rates (7%-9%) for the next 5 years.

Major long distance carriers such as ATT, MCI, and Sprint now carry much of their traffic over the Internet. With the constant march of technology toward new VoIP solutions that can deliver higher quality, reliability and cost efficiencies, it is no longer a question of whether, but rather only a question of when and how.

Our purpose here is not to prescribe a solution, but rather to lay out an approach for finding the right solution for you.

Planning

As with all major decisions, the critical first step is to define and clearly state your requirements and objectives. Planning is critical to make sure that solutions are aligned with business strategies and requirements. Understand your usage patterns, traffic volumes, and service costs as well as management costs for moves, adds, changes, and maintenance. You will want to establish a clear business case, knowing not only the total costs — equipment, software, services, et al. — but also specific and achievable savings that will justify your investment.

While VoIP is likely to become standard over time, organizations that have the most to gain will become the early adopters. These will those firms with significant long distance (in particular international) requirements, multiple offices, and the larger internal environments involving hundreds of end points.

Get Expert Help

A successful move from traditional telephone solutions to VoIP will involve close evaluation of myriad options and navigation around many bumps and potholes in the road. As the landscape for this rapidly evolving technology is rapidly changing, VoIP is one area where it will be critical to seek out expert advice from an independent advisor.

The ideal expert adviser is familiar with voice and data communications issues and trends, as well as the credible providers who have a strong track record of delivering results in the VoIP space. An effective adviser will also be helpful in developing requirements, sorting out the wants and needs, and developing an effective selection and implementation strategy.

Evaluate Options: Considerations

Once you understand your options, you may want to move deliberately, and as you do, make sure you keep your options open. With the continual evolution of technology and standards, it is critical to maintain flexibility as technologies further develop. Critical issues for consideration include:

- Ability to blend legacy systems with new technologies. Organizations facing a change of an aging PBX must consider VoIP in their upgrade plans. At minimum these firms should consider solutions that provide a cost-friendly upgrade path from PSTN to VoIP as solutions mature;
- Clearly understand all costs, including acquisition (purchase vs. lease), maintenance, services, upgrades and system expansion. Be sure all costs are clearly defined in agreements with the providers. This is an area where even a slight oversight can be costly. As noted above, this is where a modest investment in expert advice can deliver significant savings or cost avoidance;
- Warranties and service level agreements with teeth. As with most dynamic technology advances, the VoIP marketplace has its share of providers making fantastic claims in terms of cost savings and functional capabilities. Credible providers with a strong track record should readily commit to enforceable, meaningful consequences of failure to deliver on promises;
- Ability to seamlessly integrate with email and contact systems (*ie*, Outlook) to provide for a universal inbox, automated phone dialing and tracking of calls to contacts;
- Compatibility with network firewall and network infrastructure. VoIP solutions must be adaptable and configurable to fit into your network without compromising network security;

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BITS & BYTES

Kroll Inc. has announced that it has acquired **Oyez Legal Technologies Limited (OLT)**, the U.K. market leader in litigation support and legal information management services, from the OyezStraker Group Limited. The acquisition was effective Dec. 1, 2003 and is expected to be accreted in 2004. OLT, which is based in London and has approximately 120 employees, had revenues of $10.4 million for its fiscal year 2003, which ended August 31st. OLT will operate as a part of Kroll Ontrack's worldwide operations, becoming Kroll Ontrack Legal Technologies Limited. Headed by President Ben Allen, Kroll Ontrack Inc. is Kroll's electronic evidence and data recovery subsidiary, which operates as Kroll's Technology Services Group. It is a leader in the U.S. electronic discovery market. For more information, visit Kroll Ontrack's Web site at www.krollontrack.com.

Software Technology Inc. has announced the release of Version 11 of its **Tabs3 Billing Software**, which has improved integration with Intuit's **QuickBooks** software products, including QuickBooks 2003 Pro and Premier editions. Firms that use both products no longer need QuickBooks installed on every computer that uses Tabs3 in order to exchange critical data such as clients and costs. Tabs3 integration with QuickBooks uses advanced QBXML technology for the integration with QuickBooks, allowing client and cost information to be shared between Tabs3 and QuickBooks. Tabs3 also automatically creates QuickBooks journal entries when a Tabs3 payment is reversed or refunded. The integration can also be limited to specific types of transactions and specific clients. For more information please call 402-423-1440 or visit www.tabs3.com.

Fast Track Litigation Support LLC, a national provider of solutions for electronic and technology-based discovery document management, has announced the release of its **Artificially Intelligent Coding Engine**, AiCE. AiCE electronically extracts from OCR processed and digital documents, all key data pertaining to people, subjects, and dates. Captured data includes names, organizations, selected search terms, and dates, which are then indexed into fields for export into a searchable litigation database. AiCE can recognize the structure of a key term, and combs the data set for that structure, including all variations on names, companies, and dates regardless of format. AiCE, which is part of Fast Track's electronic discovery services, also electronically reads scanned and OCR'd paper images. It extracts data by applying rules to a data set and then locating all data that is relevant to the rules. Additionally, AiCE performs continuous analysis of its results and adjusts the rules accordingly to ensure accurate and complete data extraction. Upon extraction, AiCE takes the data, indexes it into fields, and then compiles the data for export into a searchable litigation database, including Concordance, Summation, iCONECT, Introspect, JFS Litigator's Notebook, DocuMatrix, and more. For more information please call 800-515-3278 or visit www.ftls.com.

Bridgeway Software, Inc. has announced the release of Version 6.5 of its **Enterprise Suite**, which combines corporate matter management and governance in one data management system. A major upgrade featuring over forty enhancements, Version 6.5 adds power and speed to Bridgeway programs **eCounsel** and **Secretariat** in areas critical to implementing best practices within corporate legal management. The major enhancements to eCounsel in Enterprise Suite 6.5 include: integration with Tripoint's DirectInvoice to establish an electronic invoicing solution; an accounts payable integration feature that exports approved invoice information in an .xml format for import by clients to their systems (this feature also allows the corporation to import all invoice payment information from an .xml file produced by the client's AP system); an automatic e-mail to all eCounsel approvers listing all invoices awaiting their approval. The major enterprise 6.5 enhancements to Secretariat include: Phase I of Secretariat Web, the new Web front-end that provides remote viewing and editing of Secretariat data; a field selection option in CorpCharts to determine which data fields are displayed on an organizational chart; new editable Crystal Reports templates for use with SuperViewer and Secretariat Web; and additional HotDocs variables for use in document generation. For more information, call 888-272-4699 or visit www.bridge-way.com.

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Practice Tip

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- Ability to prioritize voice traffic over data traffic to ensure high quality of voice communications;
- Disaster recovery contingency measures for when something goes bump in the night, resulting in power outages; and
- VoIP service providers must address your access to local 911 emergency call service.

CONCLUSION

For the large majority of businesses as well as individual consumers, migration to VoIP will happen over course of the next few years. Determining when and how to migrate to VoIP is as much a business decision as it is a technology decision. Careful planning, expert advice and disciplined management of the migration will be critical factors for success and the delivery of results.

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