Project Charter

Project: <u>Installation of File Management Software</u> Date: <u>9/26/17</u>

Scope Overview

This project will design, develop, and implement a two-phase File Management Software (FMS) installation at the Law Offices of Smith and Smythe, a small private law Firm in New York. Phase I includes the installation of Worldox FMS, related hardware, the digitization of all active case documents, and hands on training for the primary support staff. The primary support staff consists 4 paralegals, 2 law clerks, and 1 Information Technology (IT) Consultant. Phase I concludes once the Firm has simultaneous electronic access to all active case documents, including pleadings, memos, file notes, legal research, court orders, and more. Phase II of this project completes the digitization of all remaining inactive cases, establish a workflow process that includes offsite storage services for minimal paper documents requiring maintenance, and:

I.   Provides hands on training for attorneys and secondary support staff. The secondary support staff includes 1 biller, 1 administrative assistant, and the Firm's 2 partnering attorneys. The Firm closes for two weeks at the end of the year for holiday recess.
II.   Establishes an annual contract review policy to examine new electronic storage options.
III. Establish a file document storage process that moves towards a paperless law Firm.

Business Case

The purpose of this software installation is to provide simultaneously electronic collaboration with Firm colleagues both in-house and remotely. The installation of Worldox FMS provides a highly secure low-cost solution necessary to improve business efficiencies, streamline management workflows, enhance research productivity, lower storage costs, and reduce potential financial liability for noncompliance. At the successful completion of this project, the law Offices of Smith & Smythe will save an estimate of $40,000 in reduced paper costs in the first year.

Background (optional)

The Law Offices of Smith & Smythe founded in 1992 has an annual 2016 profit of $15 Million. Within the last year, the clients and internal operational stakeholders began demanding a higher degree of collaboration and the need for immediate access to case file(s). After reviewing the dysfunctional process of the currently outdated paper system, the Law Firm owners felt an urgent need to address their reduced ability to collaborate or locate necessary file(s) information which led to a negative impact of case(s) outcomes, and/or delays in securing the desired outcomes.

Milestone Schedule and Deliverables

Milestone	Completion Date	Stakeholder Judge	Acceptance Criteria
Project Charter Approval	10/05/17	Sponsor	Is the Project Charter approved by the sponsor?
Project Kickoff Meeting	10/06/17	Project Manager	Did this meeting take place? Do all members of the project team understand expectations?
Identify High Level Requirements *Deliverables: Assess existing hardware/software, assess size of existing hardcopy document library, initiate contracts for both document scanning and software vendors*	10/11/17	Project Manager IT Vendor	Does existing hardware meet requirements? If not, is it feasible/in budget to purchase upgraded hardware?
Finalize Requirements *Deliverables: Install new hardware as needed, update existing software as needed, signed contract for document vendor, signed contract for software vendor*	10/25/17	IT Vendor	Are identified requirements fulfilled? Are contracts signed? Is all new hardware installed, software updated, and properly functioning?

Design/Development and Scanning Phase I Completed *Deliverables: Build software features to specification, complete scanning for active cases, create office policy and procedure documents*	11/15/17	Project Manager	Software modifications/customization completed? File management software installed on all desktops/devices? All Phase I (active case) documents are scanned? Are internal policy/procedure documents completed?
Testing Completed *Deliverables: Reconcile/audit Phase I scanning project, end-user testing*	12/01/17	IT Vendor Software Vendor	Does the software behave as intended? Is there 100% reconciliation of documents scanned in Phase I (active cases)? Are all risks mitigated?
Phase I Training Completed (Support Staff) *Deliverables: Train primary support staff*	12/06/17	Software Vendor	Are primary support staff trained and comfortable maneuvering throughout the system? Has software vendor support been identified for contact should there be any technical issues?
Go-Live	12/11/17	Project Manager	Any last minute issues resolved? All support staff accessed document software successfully and used as needed?

Scanning Phase II Completed *Deliverables: Complete scanning for inactive cases, reconcile/audit scanning project*	12/18/17	Project Manager	Has vendor completed scanning for all inactive cases? Is there 100% reconciliation of documents scanned in Phase II (inactive cases)? Have new documents (since 11/15) been scanned for active cases by administrative assistant?
Phase II Training Completed (Attorneys) *Deliverables: Train all attorneys and remaining support staff prior to holiday recess but can be scheduled within the two-week recess as needed.*	01/12/18	Project Manager	Have all attorneys and remaining support staff been thoroughly trained with confirmed successful access?
Outside Scope (optimize office space, expand business)	03/31/18	Business Owner(s)	Business space optimization and/or business expansion assessment completed and decision on which path to pursue approved by business stakeholders?

Risks

Project Risks	Risk Owner	Contingency Plans
1. Project Charter is NOT approved	Project Manager	Work with sponsor and stakeholders to identify varying concerns and address all in a

		new charter submission.
2. Expectations are NOT understood by various team members	Sponsor / Project Manager	Hold expectations clarification meetings and assess understanding of expectations by asking team members to re-state expectations by expanding on their individual contributions to said expectations.
3. Funding is below required amount(s)	Partners / Business Owners	Seek external funding via business loan if necessary; should approach financing organization to assess qualifying potential business loan amount.
4. Firm support staff NOT sufficient to complete project milestones (specific to scanning/digitization needs)	Project Manager	Seek approval for temporary external staff with required skills to complete necessary milestone. Once approved, recruit temp staff and train them for assigned functions.
5. Equipment breakdown	Project Manager	Set-up emergency repair relationship with vendor and if necessary immediate replacement.
6. Volume of Active cases is below expectation	Project Manager	Begin inactive cases digitization

7. Unexpected "Down Time" leading to delayed digitization	Project Manager	Keep files on site until digitization is completed in order to enable easy access to paper files, or set up storage facility within vicinity and with quick delivery of requested stored files.

Resources Required

The funding from this project would come from the Smith & Smythe Law Firm. The main budget requirement to complete this project is itemized below:

The Worldox FMS software we are using costs $20,000 off the shelf. It is a user-friendly plug and play product that will not need vendor customization. There is an annual cost of $1,900 for technical support and initial and ongoing staff training.

Hardware requirements to run Worldox FMS includes 2 new dedicated servers, a new firewall, and new switch. The lowest current estimate is $7,000. This price is subject to change with the market demands.

The scanning/digitizing contract with Iron Mountain will cost $4000 for scanning all active and $24,000 inactive cases. An additional yearly contract with Iron Mountain is required to lease a high volume digital copier for ongoing cases at a cost of $1600 a month, which includes an annual service and support agreement.

- **Initial Funding....................$48,000**
- **Equipment...........................$7,000**
- **Annual Ongoing Cost…………$20,800**
- **Total Funding Required $75,800**

(Other costs are to be determined)

Stakeholders

Stakeholders	Interest in Project
Primary: Owners Sponsor Document scanning vendor Software vendor Hardware Vendor Project Core team Employee/ End Users	 Authority, Progress, Budget Authority, Progress, Changes Appropriateness of their involvement Appropriateness of their involvement Appropriateness of their involvement Active Involvement Ability to affect change
Others: Clients\Customers	 Concern

Team Operating Principles

- Weekly meetings preferably in person (video conference\teleconferences acceptable only when necessary). Each meeting will last approximately 90 minutes.
- Every meeting will consist of review and update on any issues discussed during the last meeting, report out on any successes or failures since the last meeting.
- Core Team Members will rotate as note taker for duration of project and forward notes to team leader within 48 hours of meeting.
- Team leader will be responsible for setting the agenda of each meeting and distributing to team at least 36 hours before meeting.
- Any potential missed deadlines will need to be reported out to the team via group email, the email should include reason for the missed date, how the issues will be fixed (if known) and the new deadline. Notification must occur at least 5 days before the missed date.
- Any disagreements that arise among members should be identified, addressed, and discussed with the sponsor in a timely manner.
- Decisions will be made by:
    - o Team leader on any procurement issues.

       o   Consensus on any project scope issues.
- Delegation on timeline issues.

Lessons Learned

- Update the team on project progress or to identify any possible changes, weekly.
- Support and participation of all parties to ensure a successful development for this project.
- Maintain open communication channels to present plans and actions to be taken.
- Timely execution of meeting plans and objectives should always be considered.

Commitment

Sponsor	Department / Organization	Signature
William M. Fagan	Project Management / CUNY-SPS	
Project Manager	**Department / Organization**	**Signature**
Kelia Ray	Law Offices of Smith & Smythe	
Core Team Members	**Department/ Organization**	**Signature**
Bertrand Batista	Scanning Vendor	
Ilya Khanunov	Software Vendor	
Jennifer Pickard	Hardware Vendor	
Joanne O'Gorman	Paralegal	
Lizbeth Tejada	Law Clerk	