

ARMail

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Email Archiving & Records Management

By Gailene Nelson, Edited by David Ferris.

Reprinted with permission from Jeff Ubois, Ferris Research. Adapted from a white paper published online in March of 2002 at <http://www.ferris.com/rep/20020302/>

As email usage continues to grow in volume and importance, users are building large message repositories. These repositories contain a lot of valuable information that is important to both the individual and the organization as a whole. As a result, *email archiving* technology is evolving to help manage message stores.

Email archiving can be compared to an established discipline, that of *records management*. Records management traditionally deals with paper-based records, managing them throughout their lifecycle, from creation through long-

term storage and ultimately destruction. We believe that many records management concepts will be applied to email archiving, thus the focus of this paper is on email archiving and records management (ARM).

First we introduce basic ARM concepts. We follow with a review of the business problems that fuel the need for ARM and the specific industries whose needs are most acute. We then summarize the leading products and services. Microsoft Exchange is the dominant corporate email product, so we also review the ARM features built into Exchange. We finish with a look at key ARM trends.

Email ARM – continued on page 4

The Trouble with E-mail

by Geof Huith
New York State Archives
January 2003

As the 1990s began almost no-one had e-mail, and not everyone had even heard of it. But, by the end of that decade e-mail was ubiquitous. What was once an unknown had become an essential component of people's lives, particularly their work lives. Then something happened, and it's what always happens with technology. We discovered that our ability to create a new technology at first exceeded our ability to control the effects of that technology. The inevitable unexpected consequences rose up to try to defeat us.

We first imagined that e-mail would save people enormous amounts of time, that it would be a huge productivity boon to the of-

fice worker and to the organizations that employed them. Here was the thinking: people spent enormous amounts of time conversing with others on the phone and in person. They would ask someone a simple question, and then get caught up in a discussion **about** golf or television programs, all of it incrementally draining the productivity out of the office. With e-mail, people could communicate back and forth quickly and efficiently; they would send a brief message with a question and get an answer back. Everyone would be happy and productivity would rise.

Instead, we discovered that people tended to use mail for everything: to ask questions regarding work, to distribute memos, to write to friends and family, to distribute jokes, to make threatening or obscene messages to customers and co-workers. The simple world of high pro-

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**Message from the President
Eileen Keating**



A New Beginning!

2004! Every new year gives me the chance to step back and review the past year and look to the future as a fresh start. I like to view it as a gift of new-ness, treasuring the opportunity to begin again.

The twelve days that I had off during the holidays gave me the chance to be with family and friends and to have what I call boundless days, days with no structure, no clock watching, no deadlines or stress, just time "to be." I know myself, and I need these days in order to do all that is asked of me the rest of the year.

At the beginning of a new year I like to set new goals, both personally and professionally. With my youngest child off to college in the fall, I have been pondering what I will do with my weekends that will no longer be taken up with sporting events. What were the hobbies/interests that I put aside for so many years and what are the new challenges that I want to take on?

Before I left my office for vacation, I looked around and realized that, with increased workloads, have come increased piles on my desk and boxes outside my door. A professional goal for 2004 is to better organize what surrounds me and that includes the hidden files on my computer. I am in particular referring to e-mail (of course). I get so many messages a day that my great intention of always filing messages into the mailboxes that I have established does not always happen. Now if all the messages came to me in paper form, I know I would deal with them in a more timely manner, but the challenge lies in the fact that they are invisible.

It was interesting to hear at the ARMA conference in Boston that the FBI finds e-mail to be quite the challenge and that their message is to print out the important messages. I guess none of us are alone in dealing with the issues of organization, disposition, preservation, etc. when it comes to e-mail communication. Because e-mail is ubiquitous, we could all learn something at the February 11 ARMA meeting. Pat Franks from Broome Community College and Geof Huth from the New York State Archives have much to share with us, and I encourage you to come to Cortland with

your questions.

I encourage Central New York ARMA members who did not attend any meetings last year, to try to come to our first meeting of the new year. I would like to meet you and introduce you to our wonderful Board of Directors. I hope to see you soon.

In the News by Patricia Franks

CAN-SPAM Act of 2003 Took Effect January 1

On December 17, President Bush signed into law S. 877, the CAN-SPAM Act of 2003, enacting what the administration referred to as the first national "rules of the road" for commercial e-mail. The House and Senate passed the bill November 22 and 25, respectively. The bill took effect January 1, 2004, with the Federal Trade Commission (FTC) and state attorneys general overseeing enforcement measures.

The Bush administration has faced criticism of the federal bill by acknowledging that the bill alone will not stop spam but that it will provide a "well-balanced approach that will help to address some of the harmful impacts of spam." Many in the government view the law as a stepping stone to future spam restrictions, as well as increased international cooperation in curtailing spam.

Visit <http://www.bizjournals.com/sacramento/stories/2003/12/15/daily11.html> for more information on the Act.

Another article, *Will CAN-SPAM Act 2003 Stop Spam and how to comply?*, found at <http://www.prweb.com/releases/2003/12/prweb95476.htm>, provides advice for those who engage in e-mail marketing.



Meeting in Review – November 12, 2003
Holiday Inn, Carrier Circle, Syracuse
 by Edward L. Galvin

Goodfellow comes to the rescue

Our November meeting advertised a speaker on Electronic Forms, Workflow, and E-Signatures. Unfortunately, at the last minute, the speaker was unable to attend, so our own CNY ARMA board member **Steve Goodfellow** stepped in and did a great job as a pinch hitter. Steve is President & CEO of Access Systems (www.AccessKM.com), an independent consultancy in Knowledge Management education.

Speaking off the cuff as it were, Steve took questions from the audience of over 20 information management professionals.

In response to a concern about audit trails in electronic document management systems (EDMS), Steve explained that a system will capture information on everyone who sees and/or changes a document, creating a full audit trail. He said that there are over 5,000 EDMS vendors out there, but that only 20 percent of EDMS applications have a true audit trail in place. He cautioned users to do a process analysis up front and not to be taken in by the “Wow Factor.” That means don’t purchase any document management system because it looks good — make sure it fits your needs before you buy.

He drew a simple chart showing that a document management system will place like records in similar locations (he called them buckets). Financial records will be categorized and stored together, but the key is to link those documents to the retention schedules produced by records managers. Unfortunately, few EDMS vendors have RM pieces in their systems.

He stated, as we all know, that records managers are too often viewed as people down in the basement that deal only with boxes of records. Therefore we are left out of the decision making process by IT when it comes to electronic records.

In talking about the longevity and permanence of systems, he affirmed that whatever we buy today we will not be using in 10 to 15 years; that we must expect to be involved in conversions down the road. He also reminded us about the impermanence of media such as CDs. Burn-



Member Steve Goodfellow, President and CEO of Access Systems, stepped in lead the November meeting after the scheduled speaker was unable to attend.

ing data to a CD as a backup does not mean that the CD will last forever; in fact even a CD label can be acidic enough to eat through the polymer on the CD. He recommended microfilm or microfiche as a way to provide long-term storage of data.

There was some concern about the format of documents in an EDMS system. Steve explained that documents are maintained in their native format (i.e., Microsoft Word), but can also be stored and made available in more generic formats such as tiff, PDF or html.

A question was asked about deleting earlier, unneeded versions of a document once the final has been created and approved. He said that this could be done by someone who had the administrative rights to do so.

As always, the discussion turned to e-mail,

which he said can be incorporated into EDMS. Benefits to this include compliance, helping IT to reduce storage, and helping the end user to locate data.

The question of cost was raised. It was agreed that EDMS systems are pricey, and Steve said that in addition to the purchase price purchasers need to add 60– 200 percent of the purchase price for installation costs.

Given the recent rash of publicity involving the destruction of records, EDMS/RM is now a high-level discussion topic in companies. We are beginning to see a shift from the tradition that it is easier to buy more storage than it is to

manage the system! He said that in reviewing EDMS systems we should be aware of DoD 5015.2, “Design Criteria Standard for Electronic Records Management Software Applications,” which provides guidance on the management of records in the Department of Defense and describes the minimum records management requirements that must be met, based on current National Archives regulations.

Other questions and comments involved electronic mailrooms, scanning issues and digital signatures.

We owe Steve Goodfellow one for this, but it just reminds us of the extraordinary talent we have within our own ranks.

Thank you, Steve.

Your Chance to Win!

NOW you can get even more value out of attending CNYARMA meetings...

CNYARMA will be raffling off great gifts at each of our meetings. All you need do is attend a CNYARMA meeting and enter your name in the drawing. One winner will be chosen at each meeting to receive a gift from a Syracuse-area business. PLUS, all names from attendees at each meeting will be kept for a final drawing at our end-of-year meeting. The grand prize drawing is for a Mid-Lakes Navigation Dinner Cruise on Skaneateles Lake.

You receive excellent value for your money when you attend a CNYARMA meeting. Not

only do you get information on relevant topics that affect your organization, wonderful networking opportunities, and a great lunch – but now you also get a chance to win up to two great prizes!

Congratulations to ...

Robert L. Beimdieck
Supervisor Records Department
Empire Medicare Services

Robert won the drawing at the November CNYARMA meeting. His prize, compliments of Wegman’s, was a delectable assortment of Holiday Cheeses and a Cutting Board.

CNY ARMA extends its thanks to Dave Langevin for arranging for these raffle gifts.

Email ARM

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Terminology

A *record* is any piece of data, in any form, created or received in connection with the transaction of an organization's business. Thus, an email is a record.

Records management is the discipline of managing records to meet operational business needs and accountability.

- An organization uses an *email retention policy* to define what records must be kept, how they should be stored and retrieved, and how long they should be preserved. These can be based on criteria defined by the organization or by regulatory requirements.

Content control is the ability to appraise, classify, index, and retrieve data based on business-defined criteria. An anti-virus solution is an example of such an application.

Email archiving is where messages are moved to a central repository for long-term storage, allowing access and search by authorized users.

An *email policy* is a set of guidelines defining use of an organization's email. Among other benefits, an effective email policy can reduce corporate threats and liabilities.

Lifecycle management describes the discipline of managing a record's lifecycle. The lifecycle of an electronic record is no different than that of a physical record. The management of a business record can be defined in three basic lifecycle stages:

- *Creation or Receipt* is when a record is initiated or received by an organization.
- *Maintenance and Use*. Once the record exists, it can be classified, routed, or retained, depending on how the content is analyzed and interpreted.
- *Disposition* actions are taken when the record is no longer needed for current business. Administrative, legislative or regulatory conditions or requirements determine when the record has reached this state. The record can be transferred, archived, or permanently destroyed.

Business Problems

Many organizations have implemented backup products and homegrown scripted solutions in order to save email and limit the size of mes-

saging servers. However, these approaches fall significantly short of satisfying ARM requirements. We now discuss the shortcomings of today's backup systems in more detail.

Email Backup is Broken

Organizations typically limit the size of a user's message store because otherwise server backups and restores would take too long. So users either delete emails, or archive them to personal Outlook folders that are normally stored on individual desktops.

This means that central email backup processes don't work properly, because important emails are inaccessible. With ARM technology, a user can delete an email or archive it locally, but a central copy is still kept.

Improving Customer Service

Email is now heavily used for communications with customers. Within a given organization, it's likely that at least three systems are used to communicate with an individual customer: the main email package, such as Exchange or Notes; a customer relationship management (CRM) system; and a help desk system.

The problem is that there's no way for customer service representatives to review consolidated communications with a given client in a timely manner. Further, representatives spend a lot of time searching for records between systems, as well as for records that may not even exist. This obviously incurs significant costs, in addition to making the client wait, thereby reducing the quality of customer service.

ARM helps. Many products work with both mainstream email packages as well as the leading CRM and help desk solutions.

Satisfying Regulatory Obligations

Regulated industries have strict record retention requirements that go beyond simple backups. For example, the Securities and Exchange Commission (SEC) in the US, the Financial Services Authority (FSA) in the UK and the Commission des Operations de Bourse (COB) in France all impose similar regulations on financial services business. Each requires secure, long-term archival and retrieval of email, including audit trails for retrieval and disposition.

Standards for applications have also emerged. In particular, the Department of Defense 5015.2 standard was developed by the US government to define the baseline requirements for records management.

Reducing Discovery Costs

In litigation, opposing parties may require each other to produce copies of past emails satisfying particular characteristics. For example, plaintiffs suing a cigarette firm might request all emails containing the words *illness* and *cancer*.

Responding to such "discovery" requests is extremely expensive and time-consuming when one has to manually sift through message store backups. For large organizations, costs of the order of \$1 million per request are not unusual. ARM systems significantly reduce the costs incurred and time taken to satisfy discovery requests.

Defining and Protecting Corporate Intellectual Property

Organizations must be able to define and retain important records and make them available for audit and other types of access. When users delete email to stay beneath a message store quota, then they, and not the organization, make the decisions as to what should be retained.

Administrators, not individuals, need to ensure that emails are analyzed, and that appropriate corporate assets are identified and retained for future use. ARM technology helps organizations decide what emails constitute intellectual property, and then ensures that the emails are correspondingly classified, stored, and made accessible.

Industry Perspectives

Certain industries are likely to be early ARM adopters because regulatory bodies mandate specific practices for them. The following four arenas stand out:

Financial Services

Financial services businesses increasingly communicate with clients via email. They also provide bulletin boards and chat rooms, and conduct trade transactions online. As a result, regulations have been created to ensure the preservation of the data that has been electronically exchanged. For example, the SEC requires that all US securities organizations retain all documents for a minimum of five years. These documents must be easily accessible by the SEC for the first two years.

In fact, the financial sector is so important that it's determining the development efforts of ARM vendors.

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Government Industries

Government officials use email for internal and external communications. Internally they use it to communicate opinions, program, and budget information. Externally they use it to communicate with citizens and contractors.

Regulating bodies exist in many countries to monitor these communications. For example:

- In the US, the National Archives and Records Administration (NARA) is responsible for creating the General Record Schedule (GRS) and auditing compliance with laws and regulations for retention of electronic records outlined in the Code of Federal Regulations (CFR).
- In Australia, the National Archives of Australia (NAA) enforces policies to regulate email retention.

Telecommunications

Email is a critical customer service tool for the telecommunications industry. Customers can receive their account statements, service notifications, and other communication via email. In the US, federal regulations (CFR Title 47 Part 42) require the capture and retention of these records for federal auditing purposes.

Pharmaceutical/Healthcare

Pharmaceutical firms use email to exchange research data, submit applications, and file research reports. Physicians and healthcare institutions use email to communicate with their patients and colleagues. The increased use of email has entailed new legislation.

For example, in the US, the Food and Drug Administration's Title 21, Part 11 requires the preservation of all electronic records. Additionally, the Health Insurance Portability and Accountability Act of 1996 (HIPAA 1996, Public Law 104-191, Part 164 – Security and Privacy) defines the requirements to secure the privacy of individual health records.

Leading Solutions

Now that we've outlined the problems, we examine the core functionality of ARM solutions, and the leading vendors that provide products and services for this market.

Core Functionality

ARM products and services share three core features:

- *Centralized Administration.* Organizations can define policy-based retention rules and

schedules to capture and store email records.

- *Selective Retention.* Based on their business requirements, organizations can specify criteria to filter out unnecessary or redundant email. For example, filters can identify and ignore spam and duplicate messages so only important business email is archived.
- *Real-Time Search and Retrieval.* Users can run full-text searches on any stored data or metadata, as well as retrieve the data in real-time with no latency.

ARM products and services tend to differentiate themselves along the following lines:

- *Content Interpretation and Analysis.* Here content interpretation technologies, typically keyword filtering, scan the body and attachments of an email. Based on rules or policies set up by the organization, certain actions are then automatically executed. For example, spam and personal email can be detected and removed from the ARM processes, and all email communications with specific customers can be archived. This is a highly complex area of R&D and many innovations will emerge in the future.
- *Archiving.* Email and attachments are migrated to an alternate repository, after which authorized users can search and retrieve specific messages. These solutions are typically automated, using policies and content control mechanisms to determine what and when to archive.
- *Email Records Management.* Email records can be captured at the time of creation, analyzed, stored in a secure location and ultimately destroyed. These solutions also

provide advanced retention, disposition and auditing features. Email records can also have expiration dates so that they self-destruct automatically at a specified time.

Microsoft's ARM Services

By itself, Exchange has limited ARM functionality. On the server side, it has a mailbox management tool that can purge old records, as well as a message journaling service that keeps a copy of all email.

On the client side, Outlook allows users to archive their messages as well as search the message repository. When they archive, the messages are moved to personal folders that can be stored locally or on the network. However, this practice doesn't alleviate the overall storage problem. Personal folders are difficult to manage, and this circumvents an organization's centralized administrative functions for messaging. Regardless of where the messages are stored, users can run a full-text search for messages with specific data from the Outlook interface.

SharePoint Portal Server (SPS), Microsoft's intranet portal server, offers some classification, search-and-retrieval, and purging capabilities, although these apply only to live (as opposed to archived) data.

For the next two to three years, Microsoft has no plans to add advanced ARM functionality, leaving it to third-party vendors to do this.

Future Trends

We now describe the most important trends to expect over the next five years. We base these expectations in part on what we see happening in the market and from our discussions with a wide variety of senior technologists from ARM vendors.

Greater Awareness of the Business Problems

Most organizations have only a general understanding of the issues discussed earlier in the Business Problems section. As such, most ARM purchases so far have been reactive decisions, where the customer aims to solve a pressing problem rather than provide for its future needs.

This will change. Organizations will

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Vendor	Web URL	Content Interp'n and Analysis	Archiving	Email Records Mgmt
Educom	www.educomts.com		X	
eManage	www.emanagecorp.com	X	X	X
Iwitness	www.iwitness.com	X	X	X
IXOS	www.ixos.com		X	
KVS	www.kvsplc.com		X	
OTG	www.otg.com	X	X	X
SRA – Assentor	www.assentor.com	X	X	
Tower Software	www.ustrim.com	X	X	X
TrueArc	www.truearc.com	X	X	X
Tumbleweed	www.tumbleweed.com	X	X	
Veritas	www.veritas.com		X	
Zantaz	www.zantaz.com	X	X	

Leading Vendors

Today's email archiving market is in its infancy. A wide variety of vendors compete, with no clear leader. Here we list the most important vendors.

The Trouble with E-mail

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ductivity suddenly changed into a world of time lost, potential lawsuits, public relations fiascos, and burgeoning information technology costs (as more and more people needed computers, created more and more e-mail, and strained the resources of IT departments).

Control needed to establish itself in the world of e-mail, thus initiating the second coming of the records manager. In the early 1990s I used to attend meetings of records managers where people would presage the end of the age of the records manager—assuming that in a more and more technological environment records managers would become less and less relevant. Instead, the problems associated with managing the records (especially e-mail) that technology produced made records managers more relevant than ever before. By the late 1990s, records managers (though still often regarded as “records retention” people) had become essential players in the world of technology—at least in those places where management or the records manager cared enough to make a difference.

And what’s role does the records manager have with e-mail? Interesting and difficult ones.

Identifying the record: The records manager needs to help determine what e-mail messages are records that need to be retained for a set period of time and what e-mails are useless messages that users can discard at will. Conceptually that’s easy enough to do, but then the records management has to teach users how to make this distinction and has to set up systems to help people follow these guidelines.

Filing: The records manager needs to figure out a rational filing system for e-mail, while keeping in mind that e-mail isn’t one large, amorphous records series and that e-mails may form a records series with records of different types and formats. Keeping e-mail in their original e-mail systems is rarely a good idea. There are few tools that help automatically file e-mail, but those tend to file the e-mails in bulk and have little ability to distinguish been valu-

able and valueless e-mail. Options for filing e-mail include saving them as text files or PDFs and storing them in electronic folders, filing in native or migrated formats in document management systems or records management applications, and (for small quantities) printing out and filing paper.

Managing retention: The records manager needs to determine retention periods for e-mail within their various series and must make sure people follow those retention periods. This can be a difficult proposition, because the records manager faces the problem of ensuring that people file all e-mail and follow the retention periods—while also ensuring that each copy of each e-mail is deleted. This means controlling copies sent and received, forwarded, and printed. Some organizations are using records management applications to store their e-mail and other electronic records, because these products also help manage retention and

ensure total destruction of all electronic copies of e-mail stored in their repositories.

Setting up acceptable use policies: A new role for the records manager (though one often

given to IT instead) is designing policies that explain what people can and cannot do with e-mail. Many organizations allow no personal use for e-mail, while many others are more liberal. But any organization needs to reduce its risks by ensuring that users do not use e-mail for illegal purposes or to threaten or libel others.

Ensuring preservation: The records manager ensures the retention of e-mail for as long as each is needed, which means making sure that the electronic record remains readable for its entire retention period. Given that all e-mail messages are in proprietary formats, long-term retention of e-mail can be trickier than with other electronic records and often requires converting e-mails to more open formats (such as ASCII text files, PDFs, or TIFFs).

E-mail management is an intriguing and can be an exasperating experience, but it’s one that records managers need to tackle. When you try to undertake this job of managing e-mail, keep things as simple as possible and save as little e-mail as you can.

With e-mail, people could send a brief message with a question and get an answer back. Instead, people tended to use mail for everything: to ask questions regarding work, to distribute memos, to write to friends and family, to distribute jokes....

Email ARM

Continued from page 5

become far more conscious of the underlying issues affecting email archiving and plan for them in a systematic way. For example, more corporate assets will be identified in email, and discovery support systems will be implemented.

As organizations become aware of these business problems they will find the technology is already there to resolve them. Vendors have been targeting this market and will be able to meet the demand.

New Sales Channels

Today, vendors sell directly to large organizations. However, small and medium-size businesses also require ARM services. Sales to this sector will be primarily through channels such as systems integrators and mail order shops. Such channels will be put in place over the next few years.

Collaboration With Content Security Vendors

There is an established market for products and services that delve into emails, classify them, and then take corresponding action. For example, anti-virus products identify emails carrying viruses and then quarantine them; anti-spam services suppress unsolicited commercial emails; and keyword filtering products check for sexually offensive content or ensure that disclaimers are included.

Such content security solutions are highly complementary with ARM offerings. For example, they provide for email classification, and they can stop inappropriate traffic being archived. Expect to see much collaboration between ARM and content security vendors.

Vendor Consolidation

There are a lot of ARM vendors out there, and new ones are cropping up every day. They won’t all survive. As the industry matures it will consolidate to a handful of vendors. For the foreseeable future, the leading messaging vendors like Microsoft and Lotus will leave this area to third parties.

Heightened Awareness of Privacy Issues

Privacy will come to the forefront. For example, employees will sue for breach of privacy; watchdog advocates will scrutinize how ARM solutions are applied; and vendors as well as multinationals will be aware of the different

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privacy regulations in effect in different countries.

Certification and Compliancy as a Prerequisite

Organizations will continue to push vendors for regulation-compliant solutions. They will only evaluate solutions that meet industry and regulation standards, forcing vendors to keep focused on certified and compliant solutions.

Increase in Outsourcing Opportunities

ARM outsourcing will become a natural complement for hosted email providers. ISPs and other service providers will offer it as a value-add service. Organizations considering outsourced services will use hosted archiving to "test the waters."

Instant Messaging Support

Today, instant messages usually leave little trace. However, these conversations are often valuable and need to be retained, so ARM for instant messaging will soon become a requirement. Moreover, it is highly likely that regulatory bodies will demand such oversight.

Support for Handheld Devices

Users, increasingly, will access their email through handheld devices such as cell phones and wireless-connected personal digital assistants. So users will also need to be able to access archived data from these devices.

Emergence of New Standards

Various standards are being defined today that have bearing on ARM technology. Some of these—and it's hard to know which ones—are likely to have a real market impact.

The most relevant initiatives come from groups of the Internet Engineering Task Force, which are working on:

- Message tracking, to provide data on the path a message has taken, including its current routing status. (See: www.ietf.org/html.charters/msgtrk-charter.html.)
- Data compression, which will be valuable as more multimedia data is archived.
- Long-term storage to extend the shelf life of archived data.

News from...

The Region

ARMA's Northeast Region Leadership Meeting will be held in Syracuse **June 10 and 11, 2004**. Plan now to network with ARMA members from Connecticut, Maine, Massachusetts, New Jersey, New York, Rhode Island, and Vermont. Check our website and future issues of this newsletter for further information on the Northeast Region Leadership Meeting.

Disclaimer Notice

ARMAil is published at least five times during the fiscal year. Readership includes members of the Central New York Chapter of ARMA International, as well as interested records and information management professionals in the central New York area. The information contained in this newsletter does not necessarily reflect the views of the membership or the editor, nor is there any endorsement of advertisements or published seminar information. This newsletter is offered only as a source of information.

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TREASURER'S REPORT

Submitted by Edward L. Galvin, Treasurer
January 5, 2004

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Escrow (Membership)	\$70.00
September Meeting Sponsor	\$300.00
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November Meeting Sponsor	\$150.00
Total Income	\$1,120.00

EXPENSES:

Impress Pubs / Nov Newsletter	\$323.65
November Meeting Costs	\$514.28
Total Expenses	\$837.93

Balance as of 1/5/04 \$1,957.81





ARMA Central New York Chapter
c/o Pat Franks
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