THE LIFECYCLE MANAGEMENT OF RECORDS

In pursuit of improved compliance and risk mitigation, many companies find effective records and information management an ideal starting point. The demand for records management is being driven across all industries by factors such as costly litigation, increased merger and acquisition activity, greater focus on security and privacy, and efforts to improve corporate governance and compliance. In today’s business climate, it is clear organizations must do a better job of managing their most critical business assets—corporate records and critical business information.

The Lifecycle Management of Records

The November Chapter meeting will feature the lifecycle management of records, from creation, maintenance and use, to retention and disposition. The lifecycle of records is often depicted graphically as a circle, but they actually have a beginning and an end. Records do not regenerate at the end of their cycle, though they often seem to take on a life of their own. The presentation will discuss the features, benefits and methodologies of lifecycle management.

The program will discuss how to:

- Establish fully compliant document and record retention and destruction policies.
- Meet strict records retention and disposition regulations, including U.S. DoD 5015.2 certification.
- Identify, classify, track and manage all forms of hard copy and electronic fixed documents.
- Organize and retain documents and other information assets for legally required lengths of time.

Our Featured Speaker:

Charmaine M. Brooks, CRM Candidate Stellent, Inc.
Manager, Administrative Services
Ms. Brooks’s extensive background encompasses the full range of administrative and records management experience. Prior to joining Stellent, Ms. Brooks gained a broad base of business experiences as the Records Supervisor for Micron Technology, Inc., a leading worldwide provider of semiconductor memory solutions, and Records and Information Management Coordinator at the Idaho National Engineering Laboratory. Prior to relocating to Idaho, Ms. Brooks held various financial and administrative management positions for firms in the San Diego area. Ms. Brooks attended San Diego Community College and Boise State University, majoring in business and finance.

Charmaine has been an active member of ARMA for over 11 years and is the current Vice President of the Boise Valley ARMA Chapter. Previously she had served as a Board Member for four consecutive years.

MEETING AGENDA

11:30 - 12:00  Registration and Networking
12:00 - 12:15  Chapter Meeting
12:15 - 1:30  Lunch and Keynote Session

Mark your calendars for November 17th at 11:30am at the Holiday Inn – Mission Valley.

Please register early, as seating is limited.

RSVP to Linda Maczko via phone 858-534-3395 or mail to lmaczko@ucsd.edu

San Diego ARMA Chapter—2003/2004 Officers/Directors

<table>
<thead>
<tr>
<th>Office</th>
<th>Person</th>
<th>Company</th>
<th>Phone</th>
<th>Fax</th>
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<tbody>
<tr>
<td>President</td>
<td>Susan Roberts</td>
<td>Corovan</td>
<td>858 748-1100 x263</td>
<td>858 679-7341</td>
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<tr>
<td>Vice President/Education</td>
<td>Benay Bel</td>
<td>Olivenhain Water District</td>
<td>760 753-2459 x127</td>
<td>760 753-5640</td>
</tr>
<tr>
<td>Secretary</td>
<td>Candace Sanchez</td>
<td>Iron Mountain</td>
<td>858-404-1612</td>
<td>858-455-7125</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Alex Fazekas-Paul</td>
<td>Sempra Energy Research</td>
<td>619-696-2949</td>
<td>619-696-2119</td>
</tr>
<tr>
<td>Programs</td>
<td>Richard Berlin</td>
<td>Document Imaging Service Corp</td>
<td>619-296-3472 X100</td>
<td>619-296-3479</td>
</tr>
<tr>
<td>Newsletter/ Web</td>
<td>Cynthia Lacy</td>
<td>San Diego Data Processing Corp</td>
<td>858 581-9763</td>
<td>858 581-9606</td>
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<tr>
<td>ISG/Membership Co-Chair</td>
<td>Tracee Hughes</td>
<td>Ross, Dixon &amp; Bell, LLP</td>
<td>619-557-4351</td>
<td>619-231-2561</td>
</tr>
<tr>
<td>Membership Co-Chair</td>
<td>Linda Maczko</td>
<td>UCSD</td>
<td>858-534-3395</td>
<td>858-534-6523</td>
</tr>
<tr>
<td>Hospitality</td>
<td>Andrea Noszloki</td>
<td>Iron Mountain</td>
<td>858-404-1611</td>
<td>858-455-7125</td>
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<tr>
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<td>Jennifer Ota</td>
<td>Iron Mountain</td>
<td>858-404-1602</td>
<td>858-455-7125</td>
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</tbody>
</table>
Hello all,

There was so much to learn at the Long Beach Conference.....classes to assist people in their career etc.

Here is information I learned at the conference - hope it helps YOU!!!

A DISCONNECT is having the information but there is a connection lost between the business process and the technology owners.

Can YOU deliver what your company needs???....today we have "big sticks"......there are new legal mandates - regulatory scrutiny and accountability that is tied to records and information.

How to avoid your company being fossilized - watch......the law - the environment and your methodology

You are important to your company but do you have the "right stuff" to succeed?
- have you learned any new skills?......do you have needs for your company?......do you know technology your company can use?......do you have skills to deal with e-business?......and lastly - ARE YOU GOING FORWARD???

Are YOU adaptable? ....Change is happening everyday - you can evolve - grow - or wither on the vine......so with these facts in mind - What should YOU be doing?......enhancing your skills - making new relationships and improving your technical skills.

How can you bolster your business skills?......make the business case for your job......communicate your good work......build a department or make your economically valuable......understand and use business goals......see your job as a profit center for your company......become and information builder for your company.

EVERYDAY - address 1 problem at a time......make real victories happen......build a team that understands your values and demonstrate you are an essential team member......seize the moment before it is lost......take responsibility for change and GO FORWARD!!!

LEARN!!!...it's all about .......BETTERMENT......Yourself and your company......and in the end .........,we can STAND and DELIVER!!!

What I Learned at ARMA International

President's Message
By Susan Roberts

Off the Record
Association of Records Managers & Administrators
San Diego Chapter
Editor: Cynthia Lacy
Public Relations: Laura Avilez

Off the Record is a semi-monthly newsletter of the San Diego Chapter for the Association of Records Managers and Administrators.

This newsletter is published to inform the members of activities of the Chapter, and disseminate news and opinions of Board Members, or Chapter Members. Opinions are those of the author, and do not necessarily reflect official policy or opinion of ARMA, the San Diego Chapter of ARMA, or its members. Your statements and articles are solicited.

Email articles to clacy@sddpc.org. Articles submitted by 1st day of month are considered for that period's newsletter.

Advertising Rates
Ad - 1-5 ISSUES:
1 Page $50
1/2 Pg $25
1/4 Pg $25
Business Card $20
Flyer Insert $400 (one-time)

Contact Laura Avilez at (619) 542-6842 for further information.

Package Deal: 1/2 page ad in all the year's issues of Off the Record, one vendor table at one of the San Diego ARMA meetings, and a membership in San Diego ARMA - all for $495.

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Check out the lower prices!!
In 1990, Congress passed the Americans with Disabilities Act to establish a clear and comprehensive prohibition of discrimination on the basis of disability. Over the past decade, courts have sought to interpret the legislation's requirements, often—though not always—clarifying what is or isn't a disability, and what does or doesn't constitute the sort of reasonable accommodation Congress had on its collective mind. One thing not in doubt is which companies must comply with the act. If your organization employs 15 or more people, ADA applies to you. Although some states, notably California, have their own statutes, rules and regulations concerning employees with disabilities, ADA provides plenty of incentive for IT to work with employees who fall within the legal definitions of "disabled.

Why focus on ADA now? For one thing, nearly 15 years of court decisions have provided enough case law to guide IT. Second, a preoccupation with homeland security, GLBA (the Gramm-Leach-Bliley Act), HIPAA (the Health Insurance Portability and Accountability Act) and SOX (the Sarbanes-Oxley Act of 2002) has relegated ADA to the back burner for the past couple of years. That means most ADA compliance has been on a reactive basis—hardly a recipe for cost efficiency and technology standardization. Finally, forward-thinking companies are looking to beat the numbers: As the working population ages and baby boomers get ready to retire in droves, some experts predict profound implications for the U.S. workforce (see "By the Numbers," page xx).

On the other hand, disabled IT employees won't necessarily be covered by ADA. While most large organizations have legal and HR personnel trained to ensure compliance with federal regulations, IT has a vital role to play, especially as accessibility technologies become more advanced. The time to plan how you'll enable a disabled or aging employee to contribute to the business is before the need arises. We discuss ADA requirements and examine technologies that help reduce the cost of workplace changes, however require significant modifications to applications or infrastructure. (For a list of products designed to accommodate employees' special needs, see “Products for Accommodation,” page xx.)

Under ADA, the employer must be able to show how a business can successfully argue that these accommodations amount to an undue burden or hardship. On the other hand, disabled IT employees won't necessarily be covered by ADA.
Equal-Access Computing

sarily get everything they want. For example, in Cigaran vs John Crane Inc., the U.S. Court of Appeals for the Seventh Circuit held that text-enlarging Zoomtext software, together with a copier capable of enlarging documents, constituted a reasonable accommodation for an employee’s visual impair-
ment, even though the company had failed to honor the employee's request for a Visu-
altek machine that captures and enlarges images on-
screen.

Section 508

ADA isn’t the only federal legislation that makes de-
mands on IT. A 1998 amend-
ment t the Workforce Rehabili-
tation Act of 1975, known as Section 508, guarantees disabled individuals equal access to information technology the federal
government has developed or bought directly. Even if your organization isn’t bound by its provisions, Section 508 can better acquaint you with accessibility issues.

To help covered organizations comply with Section 508, the Electronic and Information Technology Access Advisory Committee proposed a set of accessibility standards covering a broad range of technologies, including Web pages, operating systems and adaptive-input products. The proposal became a final rule on Dec. 21, 2000 (see sss.access-


Choices, Choices

Many accessibility features are built into operating sys-
tems. In Windows XP Pro, for example, there are facilities for maintaining the effect of shift, alternate and control keys, ex-
panding the size of screen text; and modifying the shape, size and input speed of the cursor. Microsoft has also provided speech-to-text conversion on the Internet, though these haven’t entirely eliminated the need for manually editing the entered text.

On the other side of the data question are products like Freed Scientific’s Jaws, Dolphin’s Hal and GW Micro’s Win-
dowEyes, which can take a text or word processing document and synthesize a voice stream to “read” it to the user. Those with limited vision and facility with Braille can take advantage of consistently refreshable Braille displays from vendors such as Alva Access and Freedom Scientific.

Some users require text documents or books to be scanned and displayed in a large font size or read to them through a voice synthesizer. Freedom Scientific’s OpenBook Software offers OCT capabilities. For mobile users, Freedom Scientific’s Braille Note Taker is well worth considering, as are Pulse Data’s Braille Note and VoiceNote.

For those unable to manipulate standard keyboards and pointing devices, alternate entry systems include voice recogni-
tion, sip-puff switches and cameras that track eye move-
ment. While installations often must be highly customized to fit users’ special needs, application and hardware-integration

The Cost of Accommodation

The price of implementing accessibility technology is diffi-
cult to pin down. The average cost of accommodating a dis-
abled worker is $500, the U. S. Department of Education re-
ported in March. Copies of ScanSoft’s Dragon Naturally Speak-
ing software can be found on the Web for as little as $15 per copy; IBM’s ViaVoice voice-recognition software lists for $179.95 per user.

In addition to the cost of licenses for specific accessibility appli-
cations, organization often will incur expenses to redesign
or retrofit existing Web sites and/or infrastructure with acces-
sibility features. Many government agencies, for example, are

simplifying their sites to reduce visual confusion, adding audio
or closed-captioning options to their content, and redesigning
pages to reduce keystrokes. The cost of these efforts varies,
depending on the extent of the changes and the accessibility-
readiness of the original site design.

“Given the costs of accommodating the new homeland-
security guidelines, a lot of the government agencies that are
dealing with Section 508 compliance are stressed,” says Sara
Basson, director of accessibility services for IBM Global Ser-
vice, which assists organizations in implementing accessibility technology. “But they also see that the benefits are strong,
and that once you’ve designed for accessibility, it’s better for the
whole organization—not just users, but IT as well.”

The Cost of Noncompliance

Organizations must take ADA and other antidiscrimination
laws seriously. The usual system of litigation—usually required
and even in defending suit, it could more in attor-
because under our-

(Continued on page 5)

November Registration Form

To Register: FAX this form to Linda Maczko at (858) 534-6523, or Call Linda @ (858) 534-3395, or Email : lmaczko@ucsd.edu NO LATER than 3:30 p.m., Friday , November 12, 2004. Cancellations later than 48 hours prior to the event will be billed to the person registered. If not sending advanced payment, cash or check payment required at registration.

Member $25.00 Non-Member $30.00

Lunch (please circle) 

Name: _____________________________________________________________________________________

Name: _____________________________________________________________________________________

Organization: ____________________________________________________________________________

Organization: ____________________________________________________________________________

Phone: _______________________ FAX: ________________________ EMAIL: ________________________

(Continued from page 3)
### Equal-Access Computing

**Products for Accommodation**

Here are some examples of the products that can provide access to those with disabilities.

<table>
<thead>
<tr>
<th>Limitation and Product Type</th>
<th>Purpose</th>
<th>Links</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Limited vision</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Document magnifier; closed-circuit TV magnifier</td>
<td>Scans printed material; then enlarges text for enhanced recognition</td>
<td><a href="http://www.afb.org/section.asp?Documentid=221">http://www.afb.org/section.asp?Documentid=221</a></td>
</tr>
<tr>
<td><strong>Text-to-Speech</strong></td>
<td>Converts text to audio output</td>
<td><a href="http://www.conestogac.on.ca/spneeds/attools.htm">http://www.conestogac.on.ca/spneeds/attools.htm</a></td>
</tr>
<tr>
<td><strong>Blindness</strong></td>
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<tr>
<td>Text-to-Braille</td>
<td>Converts standard computer text to Braille output</td>
<td><a href="http://www.dotlessbraille.org/transcribing.htm">http://www.dotlessbraille.org/transcribing.htm</a></td>
</tr>
<tr>
<td><strong>Hearing-impaired</strong></td>
<td></td>
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<tr>
<td>TTY</td>
<td>Provides text communication from special text devices</td>
<td>[<a href="http://www.zak.co.il/leaf-info/old">http://www.zak.co.il/leaf-info/old</a> tty_faq.html](<a href="http://www.zak.co.il/leaf-info/old">http://www.zak.co.il/leaf-info/old</a> tty_faq.html) <a href="http://wally.rit.edu/depts/ref/research/defi/tyuse.html">http://wally.rit.edu/depts/ref/research/defi/tyuse.html</a></td>
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<tr>
<td>Voice carry-over</td>
<td>Converts incoming voice to text while retaining outgoing voice communications</td>
<td><a href="http://www.contactassist.com/vicovocar.txt.htm">http://www.contactassist.com/vicovocar.txt.htm</a></td>
</tr>
<tr>
<td>Signaling device</td>
<td>Alternative signal for arriving calls. Also a safety measure, such as alert to fire alarms</td>
<td><a href="http://lazhearing.com/signalers/Default.htm">http://lazhearing.com/signalers/Default.htm</a></td>
</tr>
<tr>
<td>Sip/puff switch</td>
<td>Lets breath control activate mouse or key clicks</td>
<td><a href="http://www.abilityhub.com/switch/switch.htm">http://www.abilityhub.com/switch/switch.htm</a></td>
</tr>
<tr>
<td>Hand/arm supports</td>
<td>Provides physical support for hands or arms above keyboard or pointing devices</td>
<td><a href="http://www.synapseadaptive.com/ergonomic.htm">http://www.synapseadaptive.com/ergonomic.htm</a></td>
</tr>
<tr>
<td><strong>Learning Disabilities</strong></td>
<td></td>
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</tr>
<tr>
<td>Grammatical support tools</td>
<td>Converts received documents to audio output</td>
<td><a href="http://www.utronico.ca/atch/reference/tech/grammar.html">http://www.utronico.ca/atch/reference/tech/grammar.html</a></td>
</tr>
</tbody>
</table>
GUIDELINES FOR ACCESSIBLE WEBSITES

The World Wide Web Consortium (W3C) has issued Web Content Accessibility Guidelines (http://www.w3.org/TR/WCAG10/) to help Web designers make their pages accessible to users with hearing or visual impairments. Here are some highlights:

1. Provide equivalent alternatives to auditory and visual content. In practice, this involves providing text alternatives to graphical or rich-media content. The flip side is providing non-text alternatives—illustrations, for example—for those who have reading difficulties.

2. Don't rely on color alone. It's amazing how many people suffer from some sort of color blindness. Make sure that your pages can be understood without seeing words in different colors.

3. Use markup and style sheets, and do so properly. Accessibility software depends on markup and style sheet standards and conventions. Use them.

4. Clarify natural language usage. By properly identifying the natural language of the site (and then that language changes), developers assist text-to-speech engines.

5. Create tables that transform gracefully. Use tables for tabular information—not overall page layout. This is important for many screen-reader packages.

6. Be sure that pages featuring new technologies transform effectively. Understand what happens when someone visits our page using an older or less common browser.

7. Provide user control of time-sensitive content changes. If something scrolls, blinks or moves, make sure a user can stop or pause the motion.

8. Ensure direct accessibility of embedded user interfaces. If an embedded object has its own interface, it must comply with device-independent standards.

9. Design for device-independence. Is a mouse click the only way to trigger an event? That may be difficult for someone using a keyboard or keyboard/voice synthesis interface.

10. Use internal tools. It may take time for adaptive products to catch up with the latest Web interface developments—make sure your site works with the older technologies.

11. Use W3C technologies and guidelines. Adaptive software and hardware developers build to the standards, and so should you.

12. Provide context and orientation information. Grouping items by context can be of huge assistance to those with cognitive difficulties—and frankly, to the rest of us, too.

13. Provide clear navigation mechanisms. Keep these mechanisms obvious and consistent.

14. Ensure that documents are clear and simple. Just because you can build a Web page that's stylish, doesn't mean we have to use it.

BY THE NUMBERS

From 1946 to 1964, 76 million Americans were born. As these baby boomers age, IT must be on the forefront of enabling them to contribute to the bottom line. And once they retire, accessibility initiatives will broaden the pool of available replacements.

38.7
Median age of the labor force in 1998

40.7
Median age of the labor force in 2008

19 MILLION
Number of people who left the labor force from 1988 to 1998

25 MILLION
Number of people projected by the Bureau of Labor Statistics to leave the labor force from 1998 to 2008

If your business loses its core, it will be responsible not only for its own legal fees, but also for those of the complainant. In addition, it will have to pay the cost of the accommodation. Depending on the particular case, it may even have to ante up for lost wages, emotional distress damages and/or a punitive award. In most instances, the cost of providing the accommodation up front is much less than the cost and bad publicity associated with a disability discrimination case.

Investing in accessibility technology is smart, even for organizations that don't do much government business. To begin with, the population of potentially affected end users is huge. The National Organization on Disability estimates there are 54 million disabled people in the United States—roughly 20 percent of the country's employable population. With numbers like these, it's inevitable that most organizations—and their IT departments—will need to accommodate disabled workers to hire the best people.

For companies that interact with customers online, accessibility represents a business opportunity as well. According to the President's Committee on Employment of People with Disabilities, the disabled population of the United States has a

(Continued on page 7)
Interview with Brad Buchanan

by Tracee Hughs

What is your title?
Records Manager

How many long have you been a records manager at Cooley Godward LLP?
Two years.

Have you been a records manager anywhere other than Cooley Godward LLP and for how long?
Just with Cooley.

How did you progress into your records manager position?
I used to work as Cooley's User Support Manager out of our San Francisco and Peninsula offices, but transferred into Records when I moved to San Diego.

What is your biggest success in your RIM program?
Rolling out electronic Records

What do you see in the future for the records profession?
Continued incorporation of technology. Scanning, electronic filing, connections to Litigation Support Applications.

Please describe how ARMA helped you in your career
I've just begun my relationship with ARMA, but so far it's been a good resource for information and support.

What database software does your firm use?
FileSurf 7.3 by MDY.

Do you think that law offices will ever be "paperless"?
I don't think they will ever be truly paperless. We are becoming less paperless, but attorneys require some amount of paper it seems.

If you were given "carte blanche" on your budget this year, what would you do?
Enlarge our central records room, hire another person to help with projects, start scanning paper into virtual files.

What kind of file folder is your favorite?
Now that's something you can only ask someone in Records. I'd have to say a large bucket file is easiest and most popular.

If you could have the perfect job, what would it be?
I like being responsible for key documents the Firm relies on. The nature of the work fits my personality. If I wasn't a Records Manager, I guess I would teach PE.
Behind the Lines —Losses from Viruses Reach 5-Year High

This year’s spate of successful virus and worm attacks likely will spur investment in security products and services. Companies such as Cisco Systems, Juniper Networks, McAfee, Sana Security, and TippingPoint, which sell host- and network-based intrusion-prevention systems, should profit as businesses seek technologies that do more than network firewalls and antivirus software, which just don’t provide the level of protection most companies need (See “Get Your Shields Up!” Oct. 11, p.48; informationweek.com/1009/ antivirus.htm).

Although the costs associated with virus and worm attacks against business-technology systems have declined or stabilized for several years, they’re now going up. If cost projections from research firm Computer Economics are on target, worldwide losses due to virus attacks this year will reach $17.5 billion. That’s a bid increase from $13 billion last year and tops the previous record-breaking year of 2000, which saw $17.1 billion in damages. That was largely attributable to the LoveBug attack, which struck in spring 2000.

None of the attacks in 2004 top the $8.8 billion LoveBug price tag. However, this year’s series of attacks come at a time when companies admit that their antivirus defenses haven’t been improved in the past year. Computer Economics’ Impact of Malicious Code study, which surveyed 100 IT and security executives in midsize to large businesses, also found that less than half believe that their companies are better prepared to defend themselves against virus attacks. The 2004 CSI-BPI Computer Crime and Security Survey also finds that preparedness is lacking. Only 45% of companies surveyed use intrusion-prevention systems. Instead, most use tools that work after attacks are already under way, such as intrusion-detection systems, firewalls, and antivirus software. The study also supports Computer Economics’ finding that the cost of malicious code attacks spiked this year.

How does your company plan to protect itself from malicious code attacks? We’d like to hear about the strategies that you’ll be using.

This article appeared in Network Computing, October 25, 2004, and was written by George V. Hulme, Senior Editor, Security (ghulme@cmp.com).
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Interview with Brad Buchanan at Cooley Godward LLP in San Diego, California

By Tracee Hughs

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If you could have the perfect job, what would it be?
I like being responsible for key documents the Firm relies on. The nature of the work fits my personality. If I wasn’t a Records Manager, I guess I would teach PE.
GUIDELINES FOR ACCESSIBLE WEBSITES
The World Wide Web Consortium (W3C) has issued Web Content Accessibility Guidelines (http://www.w3.org/TR/WCAG10/) to help Web designers make their pages accessible to users with hearing or visual impairments. Here are some highlights:

1. Provide equivalent alternatives to auditory and visual content. In practice, this involves providing text alternatives to graphical or rich-media content. The flip side is providing non-text alternatives—illustrations, for example—for those who have reading difficulties.

2. Don’t rely on color alone. It’s amazing how many people suffer from some sort of color blindness. Make sure that your pages can be understood without seeing colors in different colors.

3. Use markup and style sheets, and do so properly. Accessibility software depends on markup and style sheets and conventions. Use them.

4. Clarity natural language usage. By properly identifying the natural language of the site (and then that language changes), developers assist text-to-speech engines.

5. Create tables that transform gracefully. Use tables for tabular information—not overall page layout. This is important for many screen-reader packages.

6. Be sure that pages featuring new technologies transform gracefully. Understand what happens when someone visits your page using an older or less common browser.

7. Provide user control of time-sensitive content changes. If something scrolls, blinks or moves, make sure a user can stop or pause the motion.

8. Ensure direct accessibility of embedded user interfaces. If an embedded object has its own interface, it must comply with device-independent standards.

9. Design for device-independence. Is a mouse click the only way to trigger an event? That may be difficult for someone using a keyboard or keyboard/voice synthesizer.

10. Use internal tools. It may take time for adaptive products to catch up with the latest Web interface developments—make sure your site works with the older technologies.

11. Use W3C technologies and guidelines. Adaptive software and hardware developers build to the standards, and so should you.

12. Provide context and orientation information. Grouping items by context can be of huge assistance to those with cognitive difficulties—and frankly, to the rest of us, too.

13. Provide clear navigation mechanisms. Keep these mechanisms obvious and consistent.

14. Ensure that documents are clear and simple. Just because you can build a Web page that’s stylish, doesn’t

must take notice because you’re likely to be on the hot seat producing documents, answering written questions, preparing for deposition and trial testimony, and otherwise being unproductive in the job the business hired you to do.

**GUIDELINES FOR ACCESSIBLE WEBSITES**

From 1946 to 1964, 76 million Americans were born. As these baby boomers age, IT must be on the forefront of enabling them to contribute to the bottom line. And once they retire, accessibility initiatives will broaden the pool of available replacements.

**BY THE NUMBERS**

<table>
<thead>
<tr>
<th>Year</th>
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<td>2008</td>
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</table>

**19 MILLION**

Number of people who left the labor force from 1988 to 1998

**25 MILLION**

Number of people projected by the Bureau of Labor Statistics to leave the labor force from 1998 to 2008

If your business loses its case, it will be responsible not only for its own legal fees, but also for those of the complainant. In addition, it will have to pay the cost of the accommodation. Depending on the particular case, it may even have to ante up for lost wages, emotional distress damages and/or a punitive award. In most instances, the cost of providing the accommodation up front is much less than the cost and bad publicity associated with a disability discrimination case.

Investing in accessibility technology is smart, even for organizations that don’t do much government business. To begin with, the population of potentially affected end users is huge. The National Organization on Disability estimates there are 54 million disabled people in the United States—roughly 20 percent of the country’s employable population. With numbers like these, it’s inevitable that most organizations—and their IT departments—will need to accommodate disabled workers to hire the best people.

For companies that interact with customers online, accessibility represents a business opportunity as well. According to the President’s Committee on Employment of People with Disabilities, the disabled population of the United States has a

**LIST OF POSSIBLE COURSE WORK FOR A DEGREE IN RECORDS MANAGEMENT**

- Litigation Support Strategies
- Policy/procedure manuals
- Program laws retention destruction preservation
- Database design
- File plan
- Retention schedules
- Program monitoring—how to advocate for your program, submit and defend budget request, start up and complete your project

**Webinar**

The next best thing to knowing something is knowing where to find it—Samuel Johnson

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**ISG for the Numbers**

San Diego ARMA is proud to announce it’s first Industry Specific Group—LEGAL

**What is ISG?**

ISG stands for Industry Specific Group. Each ISG addresses the needs of a specific industry.

**Who is ISG for?**

Anyone who is interested in establishing a network of professionals working in similar industries facing similar needs.

**Why would you want to participate in an ISG?**

An ISG is a group formed to focus on the specific needs of a particular industry (i.e., Legal Services, Government, Utilities, Pharmaceutical, to name a few). The ISG program provides a forum to exchange the information for the benefit of all.

**How do you find out more about ISG?**

Contact the ISG coordinator, Tracee Hughs, thughgs@niblaw.com or visit the Education and ISG table at the next ARMA meeting.

**When does the ISG—Legal meet?**

ISG Legal will meet at 11AM on normal meeting dates at the Education / ISG table outside the meeting room.
It’s your job to look after your company. We’re proud to be the company that looks after you.

Increased regulatory compliance, litigation issues and privacy laws have made the protection of corporate information more important than ever before. At Iron Mountain, we back you with a team of professionals who have the expertise, technology and experience to help you perform those critical tasks.
Equal-Access Computing

(Continued from page 1)
narily get everything they want. For example, in Cigal et al. vs. John Crane Inc., the U.S. Court of Appeals for the Seventh Circuit held that text-enlarging Zoomtext software, together with a copier capable of enlarging documents, constituted a reasonable accommodation for an employee’s visual impair-ment, even though the company had failed to honor the employee’s request for a Visu-athek machine that captures and enlarges images on-screen.

Section 508

ADA isn’t the only federal legislation that makes demands on it. A 1998 amendment to the Workforce Rehabili-tation Act of 1973, Section 508, guarantees disabled individuals equal access to information technology the federal government has developed or bought directly. Even if your organization isn’t bound by its provisions, Section 508 can better acquaint you with accessibility issues.

To help covered organizations comply with Section 508, the Electronic and Information Technology Access Advisory Committee proposed a set of accessibility standards covering a broad range of technologies, including Web pages, operating systems and adaptive-input products. The proposal became a final rule on Dec. 21, 2000 (see sss.access-board.gov/news/508/final.html).

Choices, Choices

Many accessibility features are built into operating systems. In Windows XP Pro, for example, there are facilities for maintaining the effect of shift, alternate and control keys, expanding the size of screen text; and modifying the shape, size and input speed of the cursor. Microsoft has also provided speech-to-text capabilities and a larger print view; but these haven’t entirely eliminated the need for manually entering the edited text.

On the other side of the data question are products like Freedom Scientific’s Jaws, Dolphin’s Hal and GW Micro’s Win-dowEyes, which can take a text or word processing document and synthesize a voice stream to “read” it to the user. Those with limited vision and facility with Braille can take advantage of consistently refreshable Braille displays from vendors such as Alva Access and Freedom Scientific.

Some users require test documents or books to be scanned and displayed in a large font size or read to them through a voice synthesizer. Freedom Scientific’s OpenBook Software offers OCR capabilities. For mobile users, Freedom Scientific’s Braille Note Taker is well worth considering, as are Pulse Data’s BrailleNote and VoiceNote.

For those unable to manipulate standard keyboards and pointing devices, alternate entry systems include voice recognition, sip-puff switches and cameras that track eye move-ment. While installations often must be highly customized to fit users’ special needs, application and hardware-integration frameworks, such as QualiWorld from EVAS, offer a single programming interface with which to build controls for personal computers, home control systems and mobility devices.

As employers face IT departments that likely encounter more workers with hearing problems. Accommodations may include amplified phones, ring-alternate signaling devices, and even voice alternatives like TTY devices and voice carry-over phones, in which the user speaks but the caller’s voice is converted to screen text. There are also adaptive prod-ucts for employees with learning disabilities. Among these are devices that read typed text back to the user through voice synthesis so typing mistakes can be recognized, predic-tive typing tools and contextual-assistance systems that pro-vide specific help for individual disabilities.

The Cost of Accommodation

The price of implementing accessibility technology is diffi-cult to pin down. The average cost of accommodating a dis-abled worker it $500, the U.S. Department of Education re-ported in March. Copies of Scibelli’s Dragen Naturally Speak-ing software can be found on the Web for as little as $15 per copy; IBM’s ViaVoice voice-recognition software lists for $179.95 per user.

In addition to the cost of licenses for specific accessibility applications, organization often will incur expenses to redesign or retrofit existing Web sites and/or infrastructure with acces-sibility features. Many government agencies, for example, are simplifying their sites to reduce visual confusion, adding audio or closed-captioning options to their content, and redesigning pages to reduce keystrokes. The cost of these efforts varies, depending on the extent of the changes and the accessibility-readiness of the original site design.

“Given the costs of accommodating the new homeland-security guidelines, a lot of the government agencies that are dealing with Section 508 compliance are stressed,” says Sara Basson, director of accessibility services for IBM Global Services, “but they also see that the benefits are strong, and that once you’ve designed for accessibility, it’s better for the whole organization—not just users, but IT as well.”

The Cost of Noncompliance

Organizations must take ADA and other antidiscrimination laws seriously. Under our system of litiga-tion, a lot of the government agencies that are dealing with Section 508 compliance are stressed,” says Sara Basson, director of accessibility services for IBM Global Services, “but they also see that the benefits are strong, and that once you’ve designed for accessibility, it’s better for the whole organization—not just users, but IT as well.”

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Online Registration Form

(Continued from page 5)

November Registration Form

NO LATER than 3:30 p.m., Friday, November 12, 2004. Cancellations later than 48 hours prior to the event will be billed to the person registered, if not sending advanced payment, cash or check payment required at registration.

To Register: FAX this form to Linda Maczko at (858) 534-6523, or Call Linda @ (858) 534-3395, or Email: lmaczko@ucsd.edu

Member $25.00 Non-Member $30.00

Lunch (please circle)

Name: _____________________________________________________________________________________

Organization: _____________________________________________________________________________________     Phone: ______________________  FAX : ________________________   EMAIL : ___________________

Date: _____________________________________________________________________________________     Phone: ______________________  FAX : ________________________   EMAIL : ___________________

(Continued from page 5)
FYI

Chapter Connection on the ARMA Internal

2004-2005 Meeting Programs

November 17
February 16
April 20
June 15

ARMA Information
Compliance/Risk Management
Electronic Records
Legal/Regulatory Issues
Privacy
Records/Info Management
Standards/Best Practices

New Online Courses:  Issues and Approaches in Archiving Electronic Records. ARMA's new online course will introduce you to the unique issues inherent to archiving electronic records. Learn about the strengths and weaknesses of various approaches to electronic records archiving, as well as recommendations for electronic archival processes and systems. Now available in the ARMA Learning Center.

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Click on Chapter Connection
Check out vital information you might have missed!
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San Diego ARMA Board Meetings
January 19
March 23

I

In 1990, Congress passed the Americans with Disabilities Act: “to establish a clear and comprehensive prohibition of discrimination on the basis of disability.” Over the past decade, courts have sought to interpret the legislation’s requirements, often though not always—clarifying what is or isn’t a disability, and what does or does not constitute the sort of reasonable accommodation Congress had on its collective mind.

One thing not in doubt is which companies must comply with the act: If your organization employs 15 or more people, ADA applies to you. Although some states, notably California, have their own statutes, rules and regulations concerning employees with disabilities, ADA provides plenty of incentive for IT to work with employees who fall within the legal definitions of “disabled.”

Why focus on ADA now? For one thing, nearly 15 years of court decisions have provided enough case law to guide IT. Second, a preoccupation with homeland security, GLBA (the Gramm-Leach-Bliley Act), HIPAA (the Health Insurance Portability and Accountability Act) and SOX (the Sarbanes-Oxley Act of 2002) has relegated ADA to the back burner for the past couple of years. That means most ADA compliance has been on a reactive basis—hardly a recipe for cost efficiency and technology standardization. Finally, forward-thinking companies are looking to beat the numbers: As the working population ages and baby boomers get ready to retire in droves, some experts predict profound implications for the U. S. workforce (see “By the Numbers,” page xx).

More than ever, companies need the flexibility to hire the best-qualified people. Your role is to incorporate ADA compliance into basic implementation decisions. In some cases, making decisions so modifications for legally disabled employees don’t compromise security or functionality. For example, it wouldn’t be a good idea to let any employees, disabled or otherwise, work from home before a suitable remote-access framework is in place. Nor would it be prudent to install hardware that circumvents specific authentication methods—for instance, a keyboard lacking a token reader, or a predictive-tying system that stores and completes passwords.

ADA in a Nutshell

Here’s what you need to know about the law:

• Individuals qualify as disabled under ADA if they have a physical or mental impairment substantially limiting one or more major life activities, have a record of such an impairment or are regarded as hav- ing such an impairment. Major life activities include

walking, seeing, hearing, speaking, breathing, learn- ing, working, sitting, lifting, standing, reaching and caring for oneself.

• Protection from discrimination requires the removal of t hese barriers presented by the disability. Simply put, ADA attempts to level the playing field for posi-

tions requiring the use of the disabled individual’s specific impairment.

• In general, an entity covered by the act must make reasonable accommodations for an employee’s dis- abilities, so long as the employee can perform the “essential functions” of the job. Typically, essential functions are those tasks that must be accomplished for the job to be useful to the employer. The focus is on the end result, not the physical means of accomplishing the task.

• An employer doesn’t provide accommodations that would cause it undue hardship.

Equal-Access Computing

Executive Summary

Accessibility

For many organizations, the need to plan for adaptive technologies and Web site accessibility has been lost in the shuffle of post-9/11 IT security. GLBA (the Gramm-Leach-Bliley Act), HIPAA (the Health Insurance Portability and Accountability Act) and SOX (the Sarbanes-Oxley Act of 2002). Meanwhile, the body of case law to support ADA (the Americans With Disabilities Act) has been growing; and standards have been put in place to support Section 508 of the Workforce Rehabilitation Act of 1973, which requires that Web sites and other information technology developed by vendors that deal with the federal government be accessible to people with disabilities.

While most large organizations have legal and HR personnel trained to ensure compliance with federal regulations, IT has a vital role to play, especially as accessibility technologies become more advanced. The time to plan how you’ll enable a disabled or aging employee to contribute to the business is before an HR rep comes knocking frantically on your door. We discuss ADA requirements and examine technologies that can be used by organizations to accommodate employees—and individuals with disabilities—without causing undue hardship or unreasonable costs.

By the Numbers

Despite increased enforcement of ADA, there is a disconnect between what is required and what is actually provided. Among the many potential accommodations that can be made using facilities built into common OSs or applications, or through minor changes in standard-issue monitors or keyboards. Other changes, however, require significant modifications to applications or infrastructure. (For a list of products designed to accommodate employees’ special needs, see “Products for Accommodation,” page xx.)

Under ADA, the employer will almost certainly have to provide some computing modifications. With the advent of inexpensive—sometimes even free—applications for voice recognition, text reading and screen magnification, it’s difficult to imagine how a business can successfully argue that these accommodations amount to an undue burden or hardship.

On the other hand, disabled IT employees won’t neces-

(Continued on page 6)
Hello all,

There was so much to learn the Long Beach Conference…..classes to assist people in their career etc.

Here is information I learned at the conference - hope it helps YOU!!!

A DISCONNECT is having the information but there is a connection lost between the business process and the technology owners.

Can YOU deliver what your company needs????…Today we have “big sticks”…there are new legal mandates – regulatory scrutiny and accountability that is tied to records and information.

How to avoid your company being fossilized – watch…..the law – the environment and your methodology

You are important to your company but do you have the “right stuff” to succeed? - have you learned any new skills? …do you have needs for your company?..do you know technology your company can use?….do you have skills to deal with e-business?…are YOU going forward???

Are YOU adaptable?…Change is happening everyday – you can evolve – grow – or wither on the vine……so with these facts in mind – What should YOU be doing?….enhancing your skills – making new relationships and improving your technical skills.

How can YOU bolster your business skills?…make the business case for your job…communicate your good work…build a department or make your economically valuable…understand and use business goals…see your job as a profit center for your company…become an information builder for your company. EVERYDAY – address 1 problem at a time….make real victories happen…build a team that understands your values and demonstrate you are an essential team member…seize the moment before it is lost…take responsibility for change and GO FORWARD!!!

LEARN!!!…it’s all about…..BETTERMENT….Yourself and your company…..and in the end ,,,,,,,,,,,we can STAND and DELIVER!!!

What I Learned at ARMA International

President’s Message
By Susan Roberts

Welcome From the Membership Corner – “ENERGIZE – Plug Into the Source!”

This year’s new membership campaign is all about “Energizing” our San Diego ARMA Chapter. Our September meeting was all about discovering the benefits of ARMA International. By “Plugging into the Source” we can utilize and promote what ARMA has to offer you and other Records and Information Management professionals. New members enhance our Chapter’s ability to offer opportunities for education, networking, and support.

Every new member you bring in can earn you rewards. Just have your new member write your name in the designated area of the application. Awards are given for new members and for members whose membership has been expired for more than 90 days.

- 1 Member ARMA Platinum Pen and CORE Club Lapel Pin
- 7 Members $100 gift certificate to selected restaurants and stores
- 12 Members Free registration for the 50th Annual ARMA Conference in Chicago, IL, Sept 18-21, 2005 AND $100 gift certificate to the ARMA Bookstore

Go to: http://www.arma.org/energize/incentives.cfm for a list of restaurants and stores

If you know someone who is interested in joining or if you would like more information on the membership campaign, please contact either Tracee Hughs or myself!

MEMBERSHIP

Membership Corner
By Linda Maczko

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Check out the lower prices!!

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<tr>
<td>Vice President/</td>
<td>Benay Berl</td>
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<td>Tracee Hughs</td>
<td>Ross, Dixon &amp; Bell, LLP</td>
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<td>UCSD</td>
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