



MEMORANDUM

To: NASCIO
From: Lauren Holupko
Date: 6/15/2025
Subject: NASCIO Enterprise Technology Management Award Nomination

State – New York State

Agency – Office of Information Technology Services (ITS) - Chief General Counsel's Office

Category – Enterprise Technology Management

Project Title – Enterprise rollout of full-scale Electronic Discovery Reference Model Platform

Project Dates – 2023 – present

Contact – Lauren Holupko (Nominator) – Lauren.holupko@its.ny.gov

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EXECUTIVE SUMMARY

In 2023, ITS' Chief General Counsel's Office (CGC) procured a cloud-based Software as a Service (SaaS) full-scale, Electronic Discovery Reference Model (EDRM) solution. After an incredible journey to get this procurement approved, CGC recruited and trained a new team of talented individuals to rollout the platform for all NYS agencies. In August of 2023 ITS became the first agency to utilize the platform. Today, 15 NYS agencies are using this platform to streamline and optimize their electronic discovery efforts.

The platform leverages AI and automation to reduce the manual steps required to complete initial document analysis and repeatable tasks so agencies can spend more of their time on truly substantive work. The platform is also used to reduce unnecessary data storage and associated risk across all of NYS.

This offering has already improved enterprise capabilities in areas including, but certainly not limited to, consolidation, optimization, utilization of cloud services, budget and cost control workforce, service delivery and more, for all of NYS. The implementation of this platform has allowed agencies to focus on their missions, instead of cumbersome electronic discovery processes.

PROJECT DESCRIPTION

IDEA

After many years of witnessing countless state employees review documents, emails, messages, and more via a variety of manual processes, one of the leaders within the CGC eDiscovery team ("the team") vowed to procure a platform that could streamline these reviews and improve productions. The team completed multiple POCs and chose a platform that would suit many agency's needs, well beyond that of just document review. The idea at the time was to procure the product, create a new unit to support the product, and roll it out to state agencies.

At the time this platform was only offered to government on traditional server architecture, but the vendor announced that a cloud platform would be available in the future. The server architecture posed scalability, maintenance, and security challenges. Recognizing the need for greater efficiency and resilience, the team set out to negotiate the potential for the cloud-based product prior to government rollout.

Despite encountering many traditional procurement hurdles, the team was able to procure the product utilizing the Request for Quote process, and fast-tracked the purchase of a cloud service version, before it was rolled out to all government customers. The shift from a traditional sever-based system to a cloud-based application marked a significant transformation in how the team could manage and deliver services. The idea became reality.

IMPLEMENTATION

Once the product was procured, the "Platforms Team" was formed. The Platforms Team has been the sole point of implementation and introduction of this platform within NYS. The team not only configured the product for the environment, but worked together to create a user-friendly interface, coding layouts, user Guides, personalized demos, and more.

Their main goal being impeccable service delivery, the Platforms Team has met with over 25 state agencies for rollout meetings, demos, trainings, and assistance. The Platforms Team works tirelessly with agencies to find use cases for the platform that go well beyond FOIL and litigation, expanding its use for NYS to investigations, labor relations matters, records retention, hiring needs and more. The Platforms Team also works on off hours to ensure that workspaces are created, and documents are produced.

The Platforms Team has over a dozen certifications, attends regular trainings, and has attended a conference hosted by the vendor for the last three years. They are committed to continuous learning in order to provide the best value for the product. Currently 15 agencies and over 200 users are utilizing the platform. With over 4.5 TB of data already ingested into the platform, the potential for further efficiency gains and cost savings is immense.

TEAM MEMBERS

Scott Geer – Deputy Chief Legal Technology Officer

Lauren Holupko – Director of eDiscovery and eDiscovery Counsel

Platforms Team

Lisa Lane

Marcy Kelso

Zackariah Markowski

Anthony Brott

IMPACT

The implementation of this electronic discovery platform has streamlined processes and saved NYS both time and money. Moving to one unified, secure, shared space provides more time to collaborate, meet deadlines, and deliver results. Prior to the procurement of the platform, over fifty NYS agencies either used a variety of platforms for their electronic discovery needs, or did not use an electronic discovery platforms at all. This enterprise-wide product offering consolidated and transformed that patchwork, allowing for standardization and the establishment of a specialized team of subject matter experts.

The Platforms Team provides troubleshooting and support to the client agencies on a singular platform, instead of managing the challenges of many. These subject matter experts are a certified team of professionals who remain current in their craft by continuing education and conference attendance. Consolidating trained employees into one specialized team provides an invaluable resource which highlights and optimizes the features of the platform so that client agencies receive the most return on investment.

ITS procurement of the platform as an enterprise-wide offering also creates cost efficiencies for agencies. A bulk offering allows agencies who previously procured platforms themselves on a one-off basis to use the ITS offering for less. For agencies that did not have a review platform at all, the ITS offering not only saves on the cost of the procurement itself, but saves procurement staff time, in that ITS has already completed this step.

Additionally, the platform increases efficiency by avoiding traditional, cumbersome manual review, freeing staff to work on other tasks. Manual review also increases the chances of mistakes during review. A review

platform increases agency efficiency by removing the time-consuming task of “train the trainer,” instead utilizing the qualified, friendly, and ready to help team at ITS.

The implementation of ITS’ cloud-based EDRM platform has delivered measurable time and cost savings across departments. By replacing outdated, manual recordkeeping processes with a centralized digital solution, The Platforms Team has significantly reduced document retrieval times, minimized paper-based storage costs, and improved workflow efficiency. The platform’s intuitive interface and robust search functionality receives consistent positive feedback from users and teams across departments, underscoring the system’s reliability, user-friendliness, and tangible impact on productivity.

The platform offering has revolutionized the way NYS agencies handle their cases. By consolidating data from various sources into a single, secure workspace, the platform enables faster and more efficient document review, production case strategy, and even trial preparation. Many entities have reported significant improvement in their ability to manage and respond to FOIL and other eDiscovery document requests. The platform's advanced search and production features have enabled agencies to meet tight deadlines and deliver high-quality results, all while reducing the burden on their staff.

Agencies have stated that use of the platform has cut the time spent on document review and production by one half to two thirds, not only allowing for greater transparency in government, but also resulting in more time to focus on additional tasks in furtherance of their missions to support of the citizens of NYS. The Platforms Team plans to continuously implement new features such as integration with M365, management of legal holds, and AI tools to solve legal and data management challenges easily, productively, and defensibly. The potential for further efficiency gains and cost savings is immense due to the transformative power of this offering.