



ENDPOINT SOLUTIONS

Technology Leadership Assessment — Delivery Report



Client: Hollis & Crane LLP

Date: May 27, 2026

Prepared by: Michael-Paul Hart, Endpoint Solutions

Confidential — prepared for Hollis & Crane LLP leadership. Not for distribution.

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OVERALL MATURITY

42**Developing**

Combined maturity across the assessed stages.

ENGAGEMENT

Industry: Legal — Business & Litigation Law Firm

Primary sponsor: Ellen Crane — Managing Partner

Executive summary

Hollis & Crane is a well-run litigation and business-law practice whose reputation rests on protecting privileged client information — yet the technology underneath that promise has grown up piecemeal. The firm manages its outside vendors reasonably well, but internally there is no owner for technology or security, no documented plan, and no leadership visibility into risk. The document management system is dated and slow, staff work around it with email and shared drives, and business continuity has never been tested.

The two sharpest exposures are AI and confidentiality (attorneys are pasting client and matter details into consumer AI tools with no policy or guardrails) and continuity (privileged files and active matters depend on backups no one has proven can be restored). For a firm whose duty is client confidentiality, both are urgent. This report lays out a prioritized, plain-English path to close them without disrupting billable work.

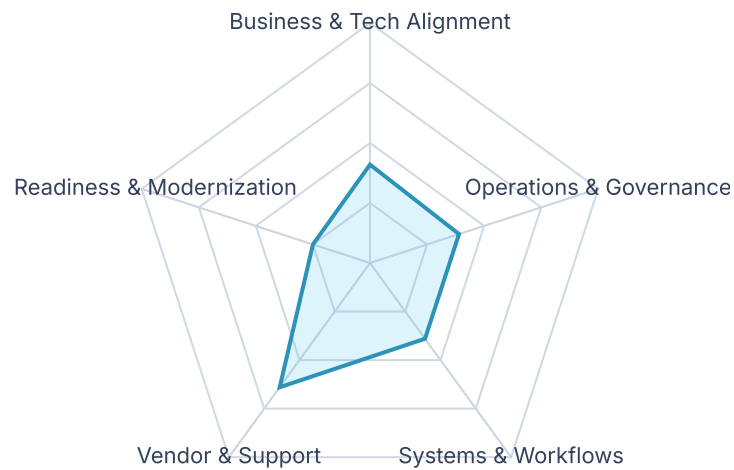
Current-state overview

The firm runs Microsoft 365 (Business Premium for most attorneys) with an on-premise document management system nearing end of life, time-and-billing software, and a litigation-support tool used case by case. An outsourced MSP provides responsive help-desk support, and vendor relationships are generally well managed. However, there is no internal technology owner, no written security or acceptable-use policy, and no leadership reporting on technology or risk. Multi-factor authentication is enabled inconsistently, privileged documents move through email and personal drives, and backups of the DMS and matter files have never been test-restored.

Maturity scorecard

STAGE		SCORE	INTERPRETATION
01	Business & Tech Alignment	41%	Developing
02	Operations & Governance	39%	Reactive
03	Systems & Workflows	39%	Reactive
04	Vendor & Support	64%	Governed
05	AI Readiness & Modernization	25%	Reactive

Maturity profile



Top findings & business implications

1. **Attorneys use consumer AI tools with client and matter details, with no policy.** — Privileged information may be leaving the firm's control — a direct confidentiality, ethics, and malpractice exposure that is currently unmanaged.
2. **Backups of the DMS and matter files have never been test-restored.** — The firm cannot prove it could recover privileged client files after ransomware or failure — an existential continuity and client-trust risk.
3. **No internal owner for technology, security, or risk.** — Security decisions and incident response default to the MSP; leadership has no visibility until something goes wrong.
4. **The document management system is dated, slow, and worked around.** — Staff move privileged files through email and shared drives, increasing the chance of misdirected or leaked client information.
5. **Multi-factor authentication is inconsistent and there is no written security policy.** — Account compromise — the leading cause of law-firm breaches — is more likely, and the firm has no standard to point to.

Domain observations

01 • BUSINESS & TECH ALIGNMENT — 41%

Leadership understands that technology underpins client confidentiality and firm reputation, but there is no documented technology plan and no regular point at which the partners review whether technology is keeping pace. Investment tends to follow a problem rather than a strategy.

02 • OPERATIONS & GOVERNANCE — 39%

There is no internal owner for technology or security and no leadership reporting — the weakest area. The MSP is capable and responsive but operates reactively; decisions about security posture, policy, and risk have no clear home. For a firm with confidentiality obligations, the absence of governance and written policy is the highest-priority gap.

03 • SYSTEMS & WORKFLOWS — 39%

The document management system is past its prime — slow enough that attorneys and staff routinely bypass it with email and personal drives, which fragments privileged files and raises leak risk. Microsoft 365 is underused beyond email. Continuity is unproven: no tested restore of the DMS or matter files, and no documented recovery targets.

04 • VENDOR & SUPPORT — 64%

Vendor and support relationships are a relative strength: the MSP is responsive, coverage is mostly clear, and the firm has a reasonable sense of upcoming renewals. The main gap is spend visibility across all technology and a deliberate look at whether the aging DMS should be replaced at its next renewal.

05 • AI READINESS & MODERNIZATION — 25%

This is the weakest and most urgent area. Attorneys are already using consumer AI tools for drafting and research, sometimes with client facts, and there is no acceptable-use policy, no approved tooling, and no guardrails. There is little awareness of the confidentiality risk or of safer, firm-controlled alternatives.

Risk register

RISK	AREA	SEVERITY	OWNER
Privileged client data entered into consumer AI tools with no policy or guardrails	AI Readiness & Modernization	Critical	Managing Partner
Untested backups of the DMS and matter files — recovery unproven	Systems & Workflows	Critical	MSP + Managing Partner
Inconsistent MFA and no written security policy	Operations & Governance	High	MSP
Privileged files moving through email and personal drives	Systems & Workflows	High	Firm Administrator
No internal owner for technology, security, or incident response	Operations & Governance	Medium	Partners

Recommended priorities

05 · AI READINESS & MODERNIZATION

Adopt an AI acceptable-use policy and an approved, confidential tool

Publish a clear policy on what may and may not be entered into AI tools, and give attorneys a firm-controlled option so they stop pasting privileged facts into consumer tools.

03 · SYSTEMS & WORKFLOWS

Prove recovery of privileged files and plan the DMS replacement

Test-restore the DMS and matter files, document recovery targets, and evaluate a modern document management platform at the next renewal to end the email/shared-drive workarounds.

02 · OPERATIONS & GOVERNANCE

Enforce MFA everywhere and adopt a written security policy

Turn on multi-factor authentication for all accounts and adopt a right-sized written information security policy the firm can stand behind.

02 · OPERATIONS & GOVERNANCE

Name a technology & security owner and a reporting cadence

Give technology and risk an internal home, with a simple quarterly partner briefing on posture, incidents, and spend.

Technology leadership roadmap

0–30 days

ACTION	OWNER	PRIORITY	EFFORT
Publish an AI acceptable-use policy covering privileged and client information Outcome: Immediate reduction in confidentiality and ethics exposure · Vendor: Endpoint Solutions	Managing Partner	High	Low
Enforce multi-factor authentication on every account Outcome: Sharp reduction in account-compromise risk · Vendor: Riverside Managed IT	MSP	High	Low
Test-restore the DMS and a sample of active matter files Outcome: Proven ability to recover privileged client files · Vendor: Riverside Managed IT · Depends on: Backup access	MSP	High	Medium

31–90 days

ACTION	OWNER	PRIORITY	EFFORT
Adopt a firm-controlled, confidential AI tool for drafting and research Outcome: Attorneys get AI benefit without privileged-data leakage · Vendor: Endpoint Solutions · Depends on: AI policy in place	Technology owner	High	Medium
Adopt a written information security policy and confidentiality standard Outcome: A defensible standard for clients, insurers, and audits · Vendor: Endpoint Solutions	Firm Administrator	High	Low
Name an internal technology & security owner Outcome: A clear home for technology decisions and risk	Partners	Medium	Low

91–180 days

ACTION	OWNER	PRIORITY	EFFORT
Evaluate a modern document management platform and migration plan Outcome: End the email/shared-drive workarounds; faster, safer files · Vendor: Endpoint Solutions · Depends on: DMS renewal timing	Technology owner	Medium	High
Roll out secure, tracked client file sharing to replace email attachments Outcome: Fewer misdirected files and a clear audit trail · Vendor: Microsoft 365	Firm Administrator	Medium	Medium

181–365 days

ACTION	OWNER	PRIORITY	EFFORT
Establish a quarterly partner technology & risk briefing Outcome: Leadership visibility into posture, incidents, and spend · Depends on: Technology owner named	Managing Partner	Medium	Low
Complete DMS replacement and decommission the legacy system Outcome: A modern, supported records backbone for the firm · Vendor: Endpoint Solutions · Depends on: Platform selected	Technology owner	Medium	High

Vendor & support ecosystem

VENDOR	ROLE / COVERAGE	RENEWAL / NOTES
Riverside Managed IT (MSP)	Help desk & infrastructure support	05/2027
Microsoft 365 (Business Premium)	Email, files, identity, security — 40 licenses	02/2027
LegalVault DMS (on-prem)	Document & matter management (end-of-life)	10/2026
TimeSlip Billing	Time, billing & trust accounting	01/2027
CasepointLit	Litigation support & e-discovery (per-matter)	Per matter
Summit Cyber Insurance	Cyber liability policy	08/2026

Documentation reviewed: Vendor list & major technology invoices · MSP / IT support agreement · Microsoft 365 licensing or admin summary · Software / application list · Device count / inventory · Employee count by role or location · Known projects, issues, or planned purchases

Evidence notes: No written security, confidentiality, or AI policy exists — a finding in itself. Backup & recovery documentation was not available. Cyber-insurance policy should be reviewed against the gaps identified here, especially MFA and AI use.

Renewal & contract calendar

RENEWAL	VENDOR	ROLE / COVERAGE
08/2026	Summit Cyber Insurance	Cyber liability policy
10/2026	LegalVault DMS (on-prem)	Document & matter management (end-of-life)
01/2027	TimeSlip Billing	Time, billing & trust accounting
02/2027	Microsoft 365 (Business Premium)	Email, files, identity, security — 40 licenses
05/2027	Riverside Managed IT (MSP)	Help desk & infrastructure support
Per matter	CasepointLit	Litigation support & e-discovery (per-matter)

Next steps

1. Review this report with leadership and confirm the priorities.
2. Assign owners and target dates to the roadmap actions.
3. Decide where ongoing technology advisory support is appropriate.

Appendix — discovery responses

01 · Business & Tech Alignment

Does technology clearly support your business strategy?	Somewhat
Leadership visibility into technology	Limited
Confidence making technology decisions	Some
Is there a technology plan tied to business goals?	None

02 · Operations & Governance

Is ownership of systems and risks clear?	Partly
Is IT reactive or governed?	Mostly reactive
How are tech decisions made?	Informal
Leadership gets regular technology reporting?	Never

03 · Systems & Workflows

How much do tools or workflows slow people down?	A lot
Are core systems integrated?	Some
Microsoft 365 used to its potential?	Basics only
Confidence in continuity if a key system fails	Low

04 · Vendor & Support

Is it clear who covers what for support?	Mostly
Visibility into total technology spend	Limited
Are vendors aligned to business needs?	Mostly
Awareness of upcoming contracts or renewals	Some

05 · AI Readiness & Modernization

Are employees using AI tools today?	Unmanaged
AI acceptable-use policy?	None
Identified automation opportunities?	None
Is your data ready to support AI?	Not ready

How scoring works

Each answer maps to a 0–100 maturity value based on what it signals. Stage scores are the average of the answered, scored questions in that stage; the overall score is the average of assessed stages. Some questions are informational context and are not scored. Bands: Strategic 80+ · Governed 60+ · Developing 40+ · Reactive 20+ · Ad-hoc 0+.

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