PROCESS & PROCEDURES MANUAL

Trial Commander Process & Procedures Manual

The firm's standard operating procedures, as performed in Trial Commander — each with the steps, a worked example, and a flowchart. Adopt as-is or adapt to your practice.

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Procedures

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P-1 · Before the consultation: intake & conflict check

PERFORMED BY: INTAKE STAFF (THE PERMISSION EACH STEP NEEDS IS NAMED BELOW) · DECIDED AND SIGNED BY: AN ATTORNEY, OR A PERSON GRANTED CONFLICT SIGN-OFF

The conflict check comes first — before the consultation, before the contact record, before the matter. No one at the firm consults with a prospective client until an attorney has signed the check. The system makes the check one click, routes the signature, and files the result.

Whoever answers the telephone starts at New Client Intake. It is in the sidebar under Home (and on **+ New** → **New inquiry**) for anyone who holds *Edit matter details* — Firm Admins, Attorneys and Associates by role, and a paralegal once a firm admin switches it on for them. It comes with the trial and every paid plan; the free Starter plan shows *Upgrade to unlock*. It is the script for this SOP: who is calling, why, what kind of matter, a short description in their own words, whether anything is on a clock, who is picking it up, and what happens next. Type the caller's name and it searches the firm's contacts as you go, marking the caller *Matched* or *New to us*, so "are you already a client of ours?" is answered by the records rather than by memory. Everything saves itself as you type — if the call drops, the half-finished inquiry is waiting on that same screen under *Unfinished*, and a finished one can be reopened from *Finished today and lately*. Nothing on it opens a matter, and every inquiry is also a lead in the **Lead Pipeline**: the last question hands the call to the conflict check, the booking calendar or a named attorney — or logs a referral elsewhere, or closes it — and steps 1 to 6 below are what happens after that.

1 · CONTACT
Prospect contacts the firm — call, web, referral. A call or walk-in is taken on *New Client Intake*; an enquiry through the firm's website intake lands in the **Lead Pipeline** (sidebar Tools).

2 · CHECK
Compliance → **Conflict Checks** → **New Conflict Check** (or start it from the inquiry, the lead or the contact, so they stay linked): the prospective client and every adverse and related party.

3 · IF CONFLICTS
Waivable → informed consent in writing, filed. Not waivable → decline, send a non-engagement letter.

4 · DECIDE & SIGN
Someone who holds conflict sign-off decides each hit, records the resolution and signs. Anyone else who runs the check saves it; every holder of sign-off is notified and it waits under *Awaiting attorney*.

5 · CONTACT RECORD
On the signed check, **Save as potential client** — one click. That record is the person from here on; the lead and the matter reuse it.

6 · BOOK IT
On the contact's *Consultations* card: send them a booking link, or put the time in while they are on the phone. Proceed to P-2 after the engagement.

1. **What the client sees when you send an intake.** The form opens with your firm's name, the intake's own title — *Personal Injury Intake*, *Bankruptcy Intake*, *Divorce and Family Intake* — and, once it belongs to a matter, *Regarding:* that matter (in Spanish, *Asunto:*). Nobody has to ask which form this is or which case it is about.
2. If they telephoned or walked in, open **New Client Intake** and work down the seven questions while they are still on the line. The last one, *Next step*, shows a card for each way forward, and each card needs its own permission: **Run the conflict check** (needs *Create new matters*), **Book a consultation** (needs the booking-queue permission), **Hand it to an attorney or staff member** → **Send for review**, **Refer them elsewhere** → **Log the referral**, and **Nothing further** → **Log the call and close it**. The conflict-check card opens the check (flow step 2) with the caller's name and description already filled in and the inquiry attached.
3. Open Compliance → **Conflict Checks** → **New Conflict Check** (or **+ New** → **More** → **Conflict check**). Running a check needs *Create new matters* — Firm Admins and Attorneys hold it by role, anyone else by an individual switch. If the person came in through the website or through New Client Intake, start it from their inquiry or lead (**Run the conflict check** →); for someone already in Contacts, use **Run conflict check** on their page — so the records stay linked. Enter the prospective client and every adverse and related party you know of, then **Run conflict check**. The search covers the firm's whole history: matter names, plaintiffs, defendants, opposing counsel and case numbers; contacts by name, email and phone; document file names and notes (not the text inside documents); the party rows on every matter; contacts linked to a matter; and opposing counsel the firm has met before. Earlier conflict checks are not themselves searched.
4. **Decide every hit.** The report lists each hit with where it came from — *Matter hit*, *Client hit*, *Party in a firm matter*, *Contact linked to a firm matter*, *Opposing counsel — repeat encounter* or *Document hit*. For each one, choose *Not a conflict*, *Conflict — waivable* or *Conflict — not waivable*, add a note if you have the facts to hand, and press **Decide** (it changes to **Update** once decided). Then **Choose resolution** and **Save resolution**, with the rule and the facts as reasoning; a waivable resolution adds a written waiver to complete. Last, under **Attorney Sign-Off**, clear everything listed under

Before signing and press **Sign & close**. If the resolution differs from what the hit decisions imply, the form asks for an override reason, which is printed on the signed report. Signing stamps the contact *Cleared* with the date and files the signed report as a PDF on the linked matter.

5. **If you cannot sign, save and hand it on.** The report opens only for people who hold conflict sign-off. Anyone else who runs a check lands back on the Conflict Checks log with *"saved — an attorney must review the hits"*; every holder of sign-off is notified, and the check waits under **Awaiting attorney** until one of them decides and signs it. The log lists every check the firm has run, newest first or A → Z.
6. Conflicts found: waivable → written informed consent, filed; not waivable → decline, and send a non-engagement letter so the person knows no clock is being watched for them.
7. **A few older reports say "Signed — verdict not recorded".** Before the app recorded a decision on each hit, a report could be signed without a verdict ever being saved, so a handful of checks from before that change carry a signature and no outcome. They are listed as *unfinished*, badged for what they are rather than as plain "Pending", and the row opens straight onto a panel that explains it and asks for the verdict. Anyone with conflict sign-off can record it. Nothing about the signature changes — the signer, the date and the signed note stay as they were — the hits are not re-decided, and the record keeps a permanent note, on its face and in the audit trail, that the verdict was filled in after the signature and by whom. The app never guesses the verdict: it is a conflict-of-interest determination (Rule 4-1.7, for a Florida firm) and a person states it.
8. On the signed check, **Save as potential client** (it needs *Create contacts*). The contact is stamped conflict-cleared as of the signature. Do not create the person a second time under Contacts → **+ New contact** — the lead, the contact and the matter are one record. Before the signature, the same report offers **Save as potential client (preliminary)** under *Preliminary intake*; that contact shows its conflict check as not performed until the report is signed. **Start the matter** opens New Matter with this check already selected (P-2); if the matter already exists, the **Link to Matter** card links the check to it — pick it in *Pick the matter this check supported* (type a name, number or client) and press **Link**, which needs *Edit matter details*. One check supports one matter, and a check resolved as non-waivable and refused never becomes a contact or a matter.
9. **Book the consultation on the contact.** The contact's **Consultations** card is where the intake now ends, instead of a phone call nobody logged. Either **Send booking link** — a private link showing the real open times on a bookable attorney's availability — or book the time yourself while the prospect is still on the phone. The same link is what they use later to change or cancel, so a forgotten appointment becomes a cancellation rather than an empty hour. Booking before the check is signed goes through, but whoever books it is warned on the spot, the booking is audit-logged as made without a signed check, the queue row carries the warning, and the lead page shows the exception until an attorney signs.

> **WHERE EVERY PROSPECT IS TRACKED: THE LEAD PIPELINE**
> Sidebar **Tools** → **More** → **Lead Pipeline** (Tools is collapsed until you open it) follows each prospective client from first contact to signed matter. Website-assistant chats, booking-form requests and every New Client Intake inquiry arrive there tagged by source. A phone, walk-in or referral lead that did not come through the intake screen is added with **Log a lead** → **Add to pipeline**, which needs *Edit matter details*. It comes with the trial and every paid plan; the free Starter plan shows *Upgrade to unlock*. Open a lead and **Run the conflict check** → starts step 2 from it.

Working a lead, and converting it to a matter

Open a lead from the Lead Pipeline and everything about that prospect is on one page.

1. **Pipeline.** Record the *Source* and *Source detail*, a *Grade* with its *Grade rationale*, and the dates as they happen — *First contacted*, *Consult scheduled*, *Retainer signed* — then **Save pipeline** (it needs *Edit matter details*). The *Pipeline stages* card beneath reads Lead, Consult, Signed and Matter; a stage date is stamped once and never rewritten, so the funnel reports what actually happened. Once a lead has been converted to a Personal Injury matter, a *Risk-engine grade* card also appears, read from that matter's risk checks — a second opinion beside the grade you gave.
2. **Conflict check.** Until a check is run, the *Conflict check* card counts name, email and phone matches against the firm's clients and matters — a pointer, not a clearance — and someone without conflict sign-off sees how many matches there are but not whose. **Run the conflict check** → starts the real check, prefilled from the lead and linked back to it (step 2 above). Once the check exists, the card shows its resolution, its hit count and whether it is signed, with **Open the check** → for holders of sign-off and *An attorney must review the hits* for everyone else.
3. **Disposition.** Set the lead's status — *New*, *Reviewed*, *Consult scheduled*, *Contacted*, *Rejected* or *Spam* — with an internal note saying why, and press **Save** (it needs *Edit matter details*).
4. **Convert to matter** → opens a short form — client name, type, email and phone, matter name and practice area — and **Create matter** makes the client and the matter in one step. It needs *Create new matters*. It is refused when the lead's check was resolved non-waivable and refused, and — where the firm requires a signed check before any matter opens — until the lead's check is cleared and signed. It never makes a second record for the person: it reuses the contact the lead is already linked to, or the one its check was saved as, or a live contact with the same name, and only fills in an email or phone that record is missing. A signed check attaches to the new matter and stamps the client conflict-checked as of the signature. The lead is then marked converted and links to its matter.

Which way a prospect's booking is treated

A firm administrator chooses once, at **Settings** → **Scheduling**. **Front desk confirms each request** is the default: a prospect's click is a *request* that waits under **Consultations** in the sidebar until someone

presses **Confirm** or **Decline**. **Prospects book directly** puts the time on the attorney's calendar there and then. A booking made *by staff* is confirmed either way — the mode governs what a stranger may do, and the front desk is the firm.

1 · LINK SENT
From the contact's Consultations card. It expires, and it can be re-sent from the queue.

2 · REQUESTED
Queue mode only. The row shows what they asked for and whether their conflict check is signed.

3 · CONFIRMED
It lands on the firm calendar as a **Consult** chip and is pushed to that attorney's connected calendar.

DECLINED / CANCELED
Both are recorded with an optional reason, and a cancellation frees the slot.

4 · REMINDER
Sent automatically the day before; **No-show** is recorded from the queue afterwards.

1. Working the queue — confirm, decline, cancel, mark a no-show, re-send a link — needs **Schedule consultations and work the booking queue**. Attorneys and firm admins hold it by role; a firm that wants its front desk to do this grants it to that one person.
2. Every step is written to a **Scheduling timeline** on the contact — *Booking link sent · Consultation requested · Consultation booked · Consultation confirmed · Request declined · Rescheduled · Canceled · No-show · Reminder sent* — and appears in the contact's ordinary chronological feed, so the record of what was offered and what happened is in one place.
3. Rescheduling is a cancellation and a new booking, from the same link. That is deliberate: a one-click "move to" would hide that the first time was given back.

WHAT THE BOOKING PAGE TELLS THE PROSPECT

In the firm's own name: that booking a consultation does not create an attorney–client relationship and the page gives no legal advice; that they should not send confidential details, documents or anything about the other side there; and that the form does not stop a legal deadline — call the firm if something must be filed or answered soon, and for an emergency call 911. The page is private to that person and is not indexed.

Who signs, and what the signature covers

Clearing a conflict is professional judgment, so it belongs to a named person rather than to a job title. Attorneys and firm admins hold **Sign and clear conflict checks** by role. Opening the report, deciding a hit, saving the resolution and signing each need that switch *and* **Edit matter details**, so a firm that wants its intake paralegal to finish the check switches on both for that one person at **Settings → Team Members → (the person's) Profile & access → Additional permissions → Contacts & matters**. Associates already hold *Edit matter details* by role. The grant widens who may sign, not what may be signed: every item under *Before signing* still applies, and the signed report and the audit trail record who signed and that they signed under the grant.

Running the search is a separate ability — *Create new matters*. Someone who can run a check but does not hold sign-off saves it and hands it on (*If you cannot sign*, above): they see the check and its number of hits on the log, but cannot open the report, decide a hit, or save a preliminary contact. Each hit has its own **Decide** button and signing is a separate **Sign & close**, which stays unavailable while any hit is undecided — so a report can never be signed half-decided. The Lead Pipeline runs through the same check before a consultation as every other intake surface, and the list of lead sources is the firm's own to edit.

IF A CHECK WAS LINKED TO THE WRONG PERSON OR MATTER

Open the report: its **Linked records** card names the contact and the matter the check supports. Tick the confirmation under the wrong one and press **Unlink from contact** or **Unlink from matter**. Unlinking a contact withdraws its *Cleared* stamp unless another signed check still supports it; the contact is not deleted. Unlinking a matter removes the signed report PDF from that matter's documents — it files itself again once the check is linked to the right matter — and is refused while that matter is under a litigation hold (P-11). The check itself stays signed either way. Unlinking withdraws a clearance, so it takes the same authority as signing one: *Sign and clear conflict checks*, plus *Edit contacts* for a contact, or *Edit matter details* and access to the matter for a matter.

ONE PERSON, FROM LEAD TO MATTER

A lead, the contact it becomes, and the client on the matter are the same record. That is the point of running the check first: the check that cleared the lead *is* the check on the file. Never re-key the person at the next stage — a second record is a person nobody checked.

EXAMPLE

Maria Gonzalez calls about a slip-and-fall at a grocery store. The intake paralegal — whose firm admin switched on *Edit matter details*, *Create new matters* and the booking queue for her, but not conflict sign-off — takes the call on New Client Intake and runs the check from it, with the store chain as adverse party. The check saves and waits under *Awaiting attorney*; the attorney's bell rings. He opens the report: one *Matter hit* — the firm defended the same chain in 2024. Different store, unrelated matter, concluded — he decides it *Conflict — waivable*, saves the resolution with his reasoning, completes the written waiver and signs. Consent letter goes out for signature; the signed copy files itself. He saves the check as a potential client, and the paralegal books Thursday's consultation on the new contact. P-2 begins once Maria engages the firm.

> **RULE NOTE · FLA. BAR**
> Rules 4-1.7, 4-1.9, 4-1.10 — and 4-1.18, whose duties to a prospective client attach the moment the consultation happens. A firm whose home state is not Florida sees these duties named without Florida rule numbers on its conflict checks, written waiver and signed report. Admins can require a signed check before any matter opens, and turn the consultation warning on or off, at **Settings** → **Policies**.

P-2 · Opening a matter

PERFORMED BY: ATTORNEY / ADMIN

1. Start from the cleared check. Its **Start the matter** button opens the form with the check already selected, which is what satisfies the conflict gate. Opening a matter cold and hunting for the check afterwards is the slow path.
2. **Matters** → **+ New Matter** (or **+ New** → **Matter**): pick the client in *Existing client* — a type-to-find box over the whole contact book, with nothing chosen for you; its last option, *Create new client: …*, switches the form to a new client with the name filled in. Opened from a contact's page, the client is fixed and you return to that page afterwards. Name the matter, and choose the practice area and fee arrangement (*Hourly*, *Contingency*, *Flat Fee*, *Hybrid* or *Pro Bono*). Beyond the client, only the matter name is required. Court, judge, parties and service dates sit inside **Add case details now — court, parties, service dates**, and rates, the engagement date and the scope inside **Set rates, engagement date and scope now** — both closed until you open them. Set the engagement date here: this form is the only place it is entered. Opening matters needs *Create new matters*.
3. **The number assigns itself** in the firm's scheme (Settings → Matter Numbering, and P-17's sibling in the Administrator's Manual, Part XX). The default, *Year and sequence, 3 digits (current behaviour)* — 2026-042 — keeps a **Matter Number (optional)** field on the form: leave it blank and the next number is assigned, or type a specific one there. The other four schemes — year and sequence (2026-0042), plain sequence (0042), area-year-sequence (PI-2026-0042) and client-and-sequence (SMITH-003) — show the number that will be assigned instead, and a specific number (a paper file, a court reference) goes in under **Advanced — type a matter number instead**. Either way, two people opening matters at once can never collide, and a number already in use is refused, not silently changed.
4. **Enter every party**, each with its role: plaintiff, petitioner, defendant, respondent, third-party defendant, intervenor, garnishee, interested person, other. Two things read the party rows rather than the caption text — the conflicts sweep, and service, which fans out per defendant. A party left off the list is a party nobody checked and nobody serves.
5. **OneDrive, where the firm uses it.** A firm with OneDrive document sync sees a 📁 **OneDrive Folders** card on the form. Leave *Create this matter's OneDrive folder with the subfolders below* ticked and the matter's folder is made in the firm's OneDrive with the practice area's subfolders;

untick a subfolder you do not want, or type one into *Add another folder…*. Anything later dropped into that folder files itself on the matter. If the card reads *Not set up*, OneDrive is not connected, no root folder is chosen, or folder provisioning is off: a Firm Admin follows **Set it up in Settings → Document Sync →**; anyone else is told that an administrator sets it up.

6. **Assign the team on the form**, in its **Assign the team** card: *Lead attorney*, *Co-counsel*, *Timekeeper* or *Observer* for each person who will work it. You are always added yourself. Assignment controls who can see the matter, and the lead-attorney seat must be held by an attorney: it is the person the client portal names as responsible counsel. Change it later from the matter's **Team** page. Press **Create Matter**; a refusal, such as a number already in use, says why and keeps what you typed. If the plan is out of matters, New Matter opens on a *Plan limit reached* panel instead of the form, naming the lever — *Close a finished matter* → when it is the open-matter limit, or *Upgrade plan* for a firm admin.
7. On the new matter page, act on the banners that apply. *No signed conflict check on file for this matter* shows until a check is linked (P-1). *No SOL entry on file for this matter* shows on litigation-area matters until the SOL is set (P-3). *No signed engagement letter on file — time entries blocked* shows only when the firm requires a signed letter before time is logged; otherwise the header simply carries a *No fee agreement* or *Unsigned agreement* badge until the fee agreement is generated or uploaded and signed.
8. Note the matter's inbound email address and add it to the client's correspondence habits (P-4).
9. **Read the checklist that is already on the file.** Matter → **Plan** → **Tasks** carries the firm's own opening routine, created the first time the matter reaches *Pre-Suit* — which for almost every file is the day it opens. Each task says what "done" looks like, names the section of this manual its wording came from, carries a target date counted from that day, and has landed on somebody by role. Work it rather than re-deriving it from memory; where it has landed on nobody, put a name on it.

THE CHECKLIST IS THE FIRM'S PROCEDURE, SURFACING ITSELF

Nothing on the Tasks tab was invented for the file — every task is drawn from a named section of this manual or of the matter's own practice manual, and the app refuses to carry a task whose citation is not a real heading. A firm admin edits the whole set, per practice area, in **Settings → Task templates**: rename a task, move its due offset, change who it lands on, or switch it off. A change there reaches matters that arrive at the stage afterwards, not matters that already passed it.

A TASK IS NOT A DEADLINE

Tasks are a working list with a target date. They never create a deadline, never carry a priority, never need acknowledging, and never tick themselves because a related record appeared. The SOL and every court date live on **Deadlines** (P-3), which is a different tab for a reason. Do not let anyone work the Tasks tab and believe the bar dates are covered.

THE SEAT'S PRACTICE AREA

Every seat carries its own practice area or areas. A teammate restricted under **Access Scope → Allowed practice areas** sees and works only matters in those areas — the restriction applies to searching, listing, and opening alike. If someone reports that a matter you just opened "isn't there", check the seat before you check the matter. A person with no area restriction is an all-areas seat.

WHO CAN PERFORM THIS STEP

Opening matters is an attorney/admin ability by default. A firm that wants paralegals to open matters switches on **Create new matters** per person at **Settings → Team Members → (the person's) Profile & access → Additional permissions** — no role change, no firm-wide loosening.

EXAMPLE

The Gonzalez slip-and-fall becomes 2026-014 Gonzalez v. SunMart #212, practice area Personal Injury, fee arrangement Contingency. The PI practice panel loads F.S. § 768.0755 and the post-HB 837 SOL note; the paralegal is assigned on the form; the contingency-fee agreement goes out for e-signature the same afternoon.

P-3 · Docketing the SOL & deadlines

PERFORMED BY: ATTORNEY · VERIFIED BY: A SECOND PERSON

1 · ACCRUAL
Determine the accrual date from the facts — not the intake date.

2 · PERIOD
Verify the limitations period. HB 837 changed negligence to 2 years for accrual after 03/24/2023 (ch. 2023-15, s. 28); accrual on or before that day keeps 4 years.

3 · SET
Matter page → Set SOL. The system creates a CRITICAL deadline automatically.

4 · VERIFY
A second person verifies date and period.

5 · TRIGGER EVENTS
Court dates are docketed from the event that triggers them; when a trigger date moves, shift it and every dependent deadline recomputes.

1. Pin the accrual date from the facts — not the intake date.
2. Verify the period for the cause of action; when in doubt, docket the shorter candidate.
3. **Set SOL** on the matter — saving creates a CRITICAL deadline. CRITICAL is the highest priority: the row is badged red on every deadline list, it reaches the Morning Brief when it falls within 7 days, it is marked ⚠ on a connected Outlook calendar (and on a connected Google Calendar, with a second pop-up a week ahead), and its team reminders go out at the highest urgency. There is no

acknowledgment step — a CRITICAL deadline is ticked complete or deleted like any other — which is why step 4 is a person.

4. Have a second person verify. Two minutes now beats a malpractice tail later.
5. For litigation dates, docket the event rather than typing the dates: the matter's **Plan** → **Deadlines** → **Docket an Event (auto-create deadlines)** (below). When a trigger date later moves, change it under **Trigger events** → *New trigger date* → **Shift & recompute**, and every deadline it produced recomputes — no deleting and re-docketing.

> **RULE NOTE**
> A missed F.S. § 95.11 deadline is Florida's number-one malpractice source. The CRITICAL flag exists so this one can never hide.

The matter's Deadlines page: docketing, adding and reminding

Everything above happens on one page: the matter's **Plan** → **Deadlines**. Its subtitle counts what is upcoming and what is OVERDUE, and an overdue deadline raises a red banner warning that missed deadlines can be Rule 4-1.3 diligence violations. Anyone can read it; adding, docketing, completing, deleting and setting reminders need *Edit matter details*. “Today” and “overdue” are counted on your own calendar day, in your own time zone — a deadline is overdue only once its due day has ended where you are.

1. **Docket an Event.** Pick the *Event* (each is listed with its rule citation — *Complaint Filed*, *Summons Served on Defendant*, *Interrogatories Served*, *Final Judgment Entered* and so on), its *Event Date* and, only if the event is the service of a paper, the *Service Method* (Portal, e-mail, hand delivery or U.S. Mail). Press **Docket and Auto-Create Deadlines**. Every deadline the event triggers lands on the list marked *via* the event, with its trigger date. The card prints the counting rule it applies — read it there before relying on a date.
2. **Add a deadline by hand** in **Add Deadline (manual)**: *Description*, *Due Date*, *Rule / Statutory Basis* and *Priority* (*Low*, *Medium*, *High* or *Critical (Statute of Limitations)*), then **Add Deadline**. **+ New** → **Deadline** lands on the same form. A date marked *imported* came across from another system: nobody here computed it, and it will not move if a trigger changes.
3. **Remind the team.** The add form's *Remind the team* boxes — *30 days before*, *2 weeks before*, *1 week before*, *3 days before*, *The day before*, *The morning it is due* — start with 1 week and the day before ticked, and a sentence beneath says exactly who will get them. Reminders go to the people named on the deadline if any; otherwise to everyone assigned to the matter who can still open it; otherwise to you. They arrive the morning of each ticked day (the daily run is 13:00 UTC) in the bell and as a push, and by e-mail for anyone who turns on *A reminder set on a deadline* in Settings → Notifications. On any open row, *Reminders: …* (or *No reminders — set some*) opens the same boxes

with **Save reminders**. Deadlines docketed before reminders existed send none until someone sets them.

4. Whatever you tick, the app also alerts you at once when a new date is inside the next 7 days, reminds a portal client a week before and the day before, and pops up the day before on a connected Outlook or Google calendar. Where a calendar is connected, a *Calendar routing* card at the top chooses which calendar this matter's deadlines go to.

DOCKET AN EVENT COMPUTES FLORIDA RULES ONLY

The card appears on every matter, whatever its court, but every event on it is a Florida docket event counted under the Florida rules. On a matter in another state's court, docket by hand; in federal court, use Federal Clocks and Removal Clocks (below).

THE DOCKET STATUTE OF LIMITATIONS CARD — AND WHY STEP 3 STILL USES THE SOL BANK

The Deadlines page also carries a **Docket statute of limitations** card. Pick the *SOL category* (those *Suggested for this matter* are listed first) and the *Accrual date*, and **Docket deadlines** writes the bar date, any statute of repose and any pre-suit-notice reminder to the deadline list; it needs *Edit matter details*, and docketing the same category and date again replaces that batch rather than adding a second. Its categories come from the signed limitations registry for the matter's own state — Florida, Texas and the District of Columbia today; a matter in any other state gets a notice to verify local law instead of the form. Those dates reach the calendar but **not the SOL Bank**, so SOL Watch lists the matter under *Limitations date on the calendar this sweep cannot verify*: no triage band, no HB 837 regime check, no accrual date to re-derive from. For step 3, record the SOL on **Plan → SOL Bank** (the **Set SOL** banner opens it); re-docketing a card-docketed matter there brings it back under the sweep.

"REVIEW THESE" — ROWS WRITTEN BEFORE TRIAL COMMANDER CORRECTED HOW IT APPLIES A RULE

On 27 and 28 September 2026 Trial Commander corrected how it applies four rules; no rule itself changed on those days. HB 837's two-year negligence period reaches only causes of action accruing *after* 24 March 2023 (ch. 2023-15, s. 28); the Rule 12.285 disclosure task counts from *service* of the initial pleading, not from filing (Fam. L. R. P. 12.285(b)(2)); only an answer or other response puts a family case At Issue — not service, and not a motion to dismiss (Fam. L. R. P. 12.140(a)); and the generic *Motion Filed* event no longer dates a response 20 days after the motion — Fla. R. Civ. P. 1.140 sets the time to answer, not a general time to respond to a motion, so the court's order or local rule sets the date. What was written before then was not changed. Where a matter still has an open row written the old way, a card headed **Review these — Trial Commander corrected how it applies four rules (27–28 September 2026)** sits at the top of its Deadlines and Tasks pages and in the Action Center, saying for each row what changed. Nothing is re-dated or relabelled for you: each row waits for a decision, one row at a time. Re-docketing, relabelling and re-dating need *Edit matter details*; keeping a row as it is is an attorney's sign-off.

1. *Date affected* — an SOL row for a cause that accrued *on* 24 March 2023, which keeps the former four-year period: re-docket it on the SOL Bank under the legacy category (**Remove**, then save the entry again), or keep the earlier date deliberately. A row docketed on **Docket statute of limitations** is re-docketed there under the legacy category; that adds the four-year row and leaves the two-year one, so come back to the card and press **Remove — superseded by the re-docket** beside it (the card names the new row; the button is refused until that row exists).
2. *Wording only* — the label says "on/after" and the date is right: **Update the label**.
3. *Check the file* — no accrual date on the row, or an accrual before 24 March 2023 on the two-year category: check the accrual date and the category against the file.
4. The Rule 12.285 task dated from filing: **Re-date** it from service, or clear its date until service is recorded.
5. *Marked At Issue on service under the old rule — review the pleadings stage* — a family matter whose *At Issue* checklist service opened: on the day of service, or, for a matter engaged or entered in Trial Commander after service, on its engagement date (with none, the day it was created). The checklist stays open (it opens once), and its tasks, such as *Deadlines recomputed from the answer date*, still carry dates counted from the day it opened. The card shows that day and the service date, the first response on the court docket, or that there is none yet, and lists the checklist's open tasks. Press **Open Tasks** and re-date there any task that should count from the response; nothing changes until someone does. The row leaves the card when an attorney keeps it, or if a response on the court docket comes to put the case At Issue on the very day the checklist opened (nothing is then left to review).
6. *Response to motion (default)* — a deadline the generic *Motion Filed* event dated before Trial Commander stopped using its 20-day default, citing Rule 1.140 as a "default response window". The card says why it is there: this row was dated by a 20-day default, not by any rule — the court's order or local rule sets the real response date. It is marked *Check the file*: only the order or local rule can say whether the date is right. Check the date against the order or local rule; if it differs, enter the right date with **Add Deadline** (the card's **Add the date from the order** link), then **Delete** this row (audited, with **Undo**). Mark it complete only once the response has been served. Only rows the event wrote are listed; a deadline typed by hand never is.
7. Or **Keep as it is** — an attorney's sign-off. Only a firm admin, attorney or associate with access to the matter can press it; anyone else sees *An attorney on this matter decides whether to keep it.* The row stays exactly as it is; the decision is recorded on the matter with the attorney's name and the date, and in the audit log.

> **DEADLINE CASCADE IS A WHAT-IF, NOT A CALCULATOR**
> The **Deadline Cascade** link on the matter overview opens a what-if preview: pick one open deadline, slide it N days, and see which later open deadlines would lose buffer — re-graded OVERDUE, CRITICAL, AT-RISK or OK. Use it before agreeing to an extension or moving a mediation. Nothing is saved, no deadline moves and the trial date is untouched. Trigger dates are recomputed only by **Shift & recompute** above, and the trial- and service-date chains by **Docket these deadlines** on the matter overview's *court-rule deadlines* card.

The weekly sweep: SOL Watch

Docketing is per matter; catching what nobody docketed is firm-wide. **SOL Watch** in the sidebar reads *every* open matter in the firm, with no cap on the count, and answers two questions side by side: which bar dates are at risk now (overdue or within 30 days), and which open matters have *no* bar date docketed at all. Work the second list as seriously as the first — a matter with no clock cannot be late, which is exactly why nobody notices it.

1. Someone runs SOL Watch weekly. Assign it in P-15 rather than hoping.
2. Matters you cannot open are still swept and still counted; their names are withheld, their counts are not. If a section's count exceeds the rows you can see, raise it with the admin rather than assuming the page is wrong.
3. The HB 837 regime check flags matters whose docketed limitations period does not match the one the accrual date implies (ch. 2023-15, s. 28). Re-verify those by hand. It does not check comparative fault or medical damages — those follow the filing date on the PI matter's HB 837 tab.
4. A matter in a court not of record is labelled as such, and a matter outside Florida is computed on its own state's registry or not at all — the page refuses rather than guessing.

Federal matters: removal and remand

> **TWO FEDERAL SURFACES, AND WHAT NEITHER DOES**
> **Removal Clocks** computes the removal and remand chain below. **Federal Clocks** (the next section) computes the Federal Rules chains — civil, criminal and the evidence notices. Neither reads a local rule, a standing order or the scheduling order in your case, which supersedes most civil defaults; those dates are **docketed by hand** under the ordinary deadline steps above. Bankruptcy and appellate matters get no Federal Clocks at all.

On a matter in federal court, or one you are removing, work the matter's **Removal Clocks** tab (28 U.S.C. §§ 1441–1455, counted under Fed. R. Civ. P. 6(a)) the day the case arrives:

1 · PER DEFENDANT
§ 1446(b)(2)(B) gives each served defendant its own 30 days; § 1446(b)(1) takes the SHORTER of its two triggers, not the later.

2 · DIVERSITY
The § 1446(c)(1) one-year limit is a bar a court may excuse — treat it as a date, docket it, and know it is not absolute.

3 · AFTER REMOVAL
Notice to the state court; then the § 1447(c) 30-day motion to remand, and § 1453(c)(1) for review of a class-action remand order.

4 · CRIMINAL
§ 1455(b)(1) — 30 days after the state-court arraignment, or before trial, whichever is EARLIER.

5 · BANKRUPTCY-RELATED
§ 1452 states no period. The panel computes nothing and says so; do not borrow § 1446's 30 days.

Federal matters: the Federal Rules calendar

On a matter in a federal district court, work the matter's **Practice → Federal Clocks** page the day the case arrives. It is in the Practice menu on Personal Injury, Medical Malpractice, Product Liability, Business Litigation, Employment, Real Property, Construction, Criminal Defense, General Litigation, First-Party Property Insurance and Other matters only; any other matter — Bankruptcy and Appellate included — has no entry, and opening the page there says *Not applicable*.

1. **Set the district first.** The page computes without one, but says in amber that the district's state holidays are not being applied; set the federal district on the matter's edit page so the right holiday calendar is used.
2. **Check the facts it reads.** *Facts on the matter* shows the service date, first answer or appearance and trial date as recorded on the matter; the dates the matter has no field for, how the triggering paper was served, and the questions the rules ask are entered on the page.
3. **Read the chains.** *Civil chain — Fed. R. Civ. P.*, *Criminal chain — Fed. R. Crim. P.* on criminal matters, and *Evidence notices — Fed. R. Evid.*, counted back from the trial date. A chain with nothing to count from says which date to record.
4. **Docket them. Docket these deadlines** (needs *Edit matter details*) writes the batch to the matter's Deadlines. A conditional period whose question is unanswered is listed and held back. Docketing again after a fact changes replaces the batch rather than adding a second copy, and leaves anything already completed alone.

P-4 · Logging communications

PERFORMED BY: EVERYONE, EVERY TIME

The file is only as good as what's in it. Three capture paths, pick per situation:

- **Email** — forward to the matter's inbound address, shown on the matter overview under *Forward emails to this matter*; it files itself, usually within a minute.
- **Calls** — **Log Call** on the matter: who, when, substance, follow-up (steps below). If a firm admin has connected the firm's Twilio or RingCentral account, completed calls arrive by themselves as call records — review and attach substance rather than re-typing metadata.

- **Client messages** — portal messages log automatically, both directions.

Everything else — a meeting, a letter, a text, an email that arrived another way — is logged by hand. Logging, editing and deleting need *Edit matter details*; turning an entry into time needs *Log your own time*.

1. **Log it.** The matter overview's Communications card has **Log**; the Communications page has **Log communication**; and **+ New** → **More** → **Communication** works from anywhere. Choose the *Channel* (Email, Phone, Mail / hard copy, Meeting, Text / SMS, Other) and *Direction*, then *When* (your own clock), who it was from and to, a *Subject* and the body or meeting notes. *Billable?* starts at No; say Yes and set the minutes (6 = 0.1 hr) when the time is billable. **Save**, and **Log another** on the saved entry starts the next.
2. **Log a call. Log Call** on the matter overview (under *Capture*), **+ New** → **Phone call**, the command palette's *Log a phone call*, or the sidebar's Communications → **Phone Log** all open *Log a Call*: direction, when it started, the contact, the matter, a one-line subject and notes — which become the time-entry narrative. A call starts billable at 6 minutes. The Phone Log filters calls into *All*, *Unbilled* and *Converted*.
3. **Bill it.** On a saved billable communication or call, **Convert to time entry** → turns it into an unbilled time entry on the matter; both ask for a *UTBMS task code* (L120 unless you change it) and a *UTBMS activity code*. It is refused, with the reason, when a call has no matter or the matter has no hourly rate yet — set the rate on the matter, then convert. A converted entry can no longer be deleted from the log; the time entry is the record now.
4. **Share it, deliberately. Share with client portal** on a logged communication puts it in the client's portal; the same button hides it again. Nothing logged is shared until someone presses it.

CALLS THAT LOG THEMSELVES

A firm admin connects Twilio or RingCentral on the *VoIP call capture* page, which today opens only at `/dashboard/settings/voip` (no Settings card links it yet). Paste the provider's secret, choose who unmatched calls are attributed to (*Attribute unmatched calls to*), and press *Enable Twilio* or *Enable RingCentral*; the webhook address to paste into the provider appears only after that, with *Rotate URL key* beside it. Captured calls land in the Phone Log as auto-captured, billable and unconverted — review them and convert them like any other call. Calls under 10 seconds and unanswered calls are ignored, and a call is attached to a matter only when the caller's number matches a client with exactly one open matter; otherwise it arrives without one.

EXAMPLE

Opposing counsel calls proposing mediation dates. The attorney hangs up, hits **Log Call**, records the three dates offered and the response promised by Friday — and adds a deadline for that response. Six months later, nobody argues about who said what.

Status updates to the client

Rule 4-1.4 expects the client to be kept reasonably informed. A **client update** is a written status email to the client, sent from the matter: start one from the matter overview's *Manage Matter* → *Send* → **Send Client Update**, from sidebar Communications → **Client Updates** → **New update**, or from the close-out card (P-8). Writing, sending, cancelling and deleting one need *Edit matter details*, and the matter picker offers only matters you can open.

1. Choose the matter and the recipient (name and email), then write the *Subject* and the *Body* in plain text, paragraphs separated by blank lines.
2. Under *When to send* choose **Send now**, **Schedule for later** with *Send at (your time)*, or **Save as draft**, and press **Continue**. Scheduled updates are picked up every 15 minutes once their time has come. The client receives it under the firm's name, with the matter reference.
3. Follow it on the Client Updates list: *Draft*, *Queued*, *Sending*, *Sent*, *Failed* or *Canceled*. Each update is sent once. On its page a draft or a failed update can be sent with **Send now**; a draft, queued or failed one can be cancelled; anything not yet sent can be deleted.
4. An update left in *Sending* for more than 10 minutes is marked *Failed* and is **not** resent automatically, because the email may already have gone. Confirm with the client, or ask Trial Commander support, before sending it again.
5. **Log it, too.** A sent update is not added to the matter's communications log, and the close-out card's *Update client* row reads that log (P-8). Log the update as an outgoing email (step 1 above) so the file shows it.

P-5 · The billing cycle

DAILY: TIMEKEEPERS · MONTHLY: BILLING ATTORNEY / ADMIN

DAILY
Log time as you work, or review Chronicle's drafted blocks.

MONTH-END
Matter → Bill → **Billing**: review unbilled WIP.

DRAFT
Write down what you must — deliberately, never silently.

SEND
The client sees it in the portal.

COLLECT
Record each payment on the invoice (date, amount, method, Ref #); AR updates. Overdue invoices surface in the Action Center and on AR Aging.

1. **Daily:** log time contemporaneously — the entry you write tonight is fiction by Friday. Where the firm has Chronicle's capture add-ons, the desktop daemon and the browser extension draft blocks from your day's activity with an AI narrative; approve, edit, or discard each — nothing bills without your sign-off.
2. **Month-end:** open each active matter's **Bill** → **Billing** tab. Four tiles sum it up — *Unbilled WIP* (*Unbilled hours (cost)* on a flat-fee package matter), *Total Billed*, *Total Paid* and *Outstanding AR*.

The *Generate Invoice from Unbilled Time* card (*Generate Invoice* on a package matter) appears whenever there is unbilled time, a pending cost or a package not yet charged; **Generate Draft Invoice** builds the draft. Generating needs *Generate draft invoices* (Firm Admins, Attorneys and Associates by role; grantable under *Billing & time*). The same tab lists the matter's invoices with **Finalize & Send**, **Record Payment**, **LEDES ↓** on every issued invoice (shown to attorneys and firm admins, who hold the LEDES export permission) and Void, and carries the matter's fee divisions (below).

3. **Open the draft and shape it before it goes anywhere.** Click the invoice number: the draft opens on its own page with an amber line saying it is not yet issued and its number already reserved. Change the issue and due dates, add an adjustment (a negative number is a discount), pull unbilled time or costs in, release a line back out, and use **Preview PDF** to read what the client will read. For a one-off charge or a discount the client should read by name, use the draft's **One-time fees & discounts** card: choose *Flat fee*, *Discount — amount* or *Discount — % of invoice*, write the *Description the client reads*, enter the *Amount ($)* or *Percent (%)*, and press **Add** (**Remove** takes one off). A percentage comes off the subtotal of fees, flat fees and costs, and follows the lines until the invoice is issued; a discount that would take the total below zero is refused. The PDF prints the added fees and names each discount, and the LEDES export carries them. Nothing leaves the firm until someone with the authority — a Firm Admin or Attorney — presses **Finalize & send**, which marks it sent, locks the lines, and notifies the client's portal.
4. Write down what you must deliberately, never silently — and void, when you must, with a reason of at least five characters for the audit trail. A void returns every line to unbilled and is refused once a payment is recorded.
5. **Record every payment by hand** — nothing posts by itself. On the invoice, **Record payment**: the date starts at your own today and the amount at the balance; choose the method (*Check*, *Wire*, *ACH*, *Card*, *Cash* or *From Trust* — the matter's Billing tab offers the same list without Cash) and add the *Ref #*. Recording needs *Record client payments* (Firm Admins and Attorneys). Each recorded payment has its own *receipt* PDF. **From Trust moves client trust money:** it writes the matter's trust ledger in the same step, needs the permission to withdraw earned fees from trust as well, and is refused if the matter's trust balance cannot cover it — treat it as a trust disbursement under P-6, with its basis on file.
6. Watch the dashboard's **Outstanding AR** tile and Action Center for aging invoices; follow up from the matter so the chase is on the record.
7. **Collections.** Time & Billing → **AR Aging** (*Accounts Receivable Aging*, for holders of the firm-wide financial reports) groups every unpaid invoice by client and age, and suggests the next step: **Mark reminder sent** at 30 days past due, **Flag for partner review** at 90, **Move to options phase** at 120 — where **Record charging lien filed** also appears — and a write-off at 180. The stage buttons need *Edit matter details*. *Mark reminder sent* only records the stage: it sends the client nothing, so send the reminder itself (P-4) and log it. **Write off (admin)** is a Firm Admin's, with a reason of at least ten

characters. Read the page's *Charging Lien Quick Reference* with the responsible attorney before relying on it.

> **WEEKLY: CHECK YOUR OWN TIME BEFORE ANYONE ELSE DOES**
> Sidebar Chronicle → **Audit** reads *your own* time entries over the last 7, 14, 30 (the default), 60 or 90 days and lists what a fee dispute or a Bar grievance would question: entries typed more than two days after the work (*High* past seven days, *Medium* past three), manual entries on days with no captured activity, and exact duplicates — the same matter, day and duration. Correct the entry, explain it with **Add Rowe note** (up to 500 characters), or **Dismiss** it.

Flat-fee packages

Where the firm sells a fixed scope rather than hours, set the package up once and bill it as one line. The firm admin creates packages at **Settings** → **Flat-Fee Packages**, per practice area; a matter opened on a package bills the package amount instead of the hours, and **Area Profitability** shows what each area actually earns.

1. Every package needs its **scope** written out — the fee buys all the legal services in a representation, and the scope is what says which representation. *Included* and *not included* are optional and worth writing anyway; they are the two lines that prevent an argument.
2. If any part is nonrefundable, the package will not save without a writing explaining the nature and amount of the nonrefundable fee (for a Florida firm, the writing Rule 4-1.5(e)(1) requires). That disclosure prints on every invoice charging the package.
3. Retire a package by marking it *draft only* rather than deleting it — matters already billed on it keep their history.

> **RULE NOTE · FLA. BAR**
> Rule 4-1.5(b)'s reasonableness test applies to all fees "without regard to their characterization by the parties". A flat fee is a price, not a safe harbour.

Referral and co-counsel fee divisions

When a fee is shared with a lawyer outside the firm, record it on the matter and it is tracked, disclosed, and paid out of the firm's fee rather than on top of it.

1. Record the division on the matter as soon as it is agreed, with the counterpart and the basis for the split.
2. Get the client's consent in writing. **Billing** → **Fee Divisions** shows how many divisions are still *awaiting client consent* under Rule 4-1.5(g)(2) — that count should be zero before any money moves.

3. The division prints on the Rule 4-1.5(f)(5) closing statement, and in a Florida contingency matter the 75% / 25% limits of Rule 4-1.5(f)(4)(D) apply. A division that fails either test is refused by name at disbursement (P-14), not quietly ignored. Those rule numbers show for a Florida firm and on a Florida matter; elsewhere the consent count and the closing statement work the same, the duties are named without a rule number, and the page carries the line *Rules for <State> aren't mapped yet — follow your state's equivalent rule.*

> **ORIGINATION CREDIT IS A DIFFERENT PAGE**
>
> Matter overview → *Manage Matter* → *Pages & tools* → **Origination & Fee-Split** records who in the firm originated the matter (*Origination credit %*) and keeps a log of outside-counsel splits, each with three checks — *Disclosure to client*, *Client written consent* and *Joint responsibility* — marked MISSING until they are filled in, and a warning when the splits add up to more than 100% of the fee. Saving needs *Edit matter details*. It is the firm's own record: **only the fee divisions on the Billing tab** print on the closing statement and are checked and paid at disbursement, so a division that must actually be paid is recorded there.

P-6 · Trust: deposit → disburse → reconcile

DEPOSITS/DISBURSEMENTS: AUTHORIZED ATTORNEY · RECONCILIATION: MONTHLY, WITHOUT FAIL, BY A FIRM ADMIN · REPORTS: ADMIN

1 · RECEIVE	2 · DEPOSIT	3 · DISBURSE	4 · RECONCILE
Retainer or settlement funds arrive.	Record to the matter's trust ledger the same day.	Only when earned or costs are due — requires withdrawal authority and a basis on file.	Month-end: bank statement against the ledgers.

5 · IF OFF
Stop. Resolve the difference before anything else moves. Balanced → sign and file; the audit log records it.

1. **Once, before the first deposit: describe the account.** A Firm Admin opens **Settings** → **Trust Account** (*Trust Account Configuration*) and fills in *IOTA Account Details*: *Account Name* (required), *Bank Name*, the *Replenishment Alert Threshold* (1,000 until you change it), the account and routing numbers as the **last 4 digits only** — never enter full numbers — and whether the account is IOTA-eligible. Press **Save Configuration**. Until it is saved, Trust Accounting shows **Configure Trust Account** instead.
2. Record every receipt to the correct matter's trust ledger the day it arrives.
3. Disburse only with withdrawal authority and a basis on file (invoice, costs, settlement statement). The system blocks over-disbursement of a matter's balance. Paying an invoice *From Trust* (P-5) is a fee withdrawal like any other and writes this ledger.

4. Reconcile monthly against the bank statement using the built-in flow (below). A difference is a full stop, not a note.

The monthly reconciliation, step by step

Compliance → **Trust Accounting** → **Reconcile** opens *Monthly Reconciliation*. It is a Firm Admin's page, and it comes with the Gold plan and above (and the trial); on Starter, Bronze and Silver it shows *Upgrade to unlock — Included from the Gold tier*. A firm on those plans reconciles outside the app and keeps the record on file; the trust ledger, balances and exports below are on every plan.

1. Read the *Current Ledger Balance* at the top — every non-voided transaction, firm-wide.
2. Under *New Reconciliation*, enter the *Statement Date* and *Statement Balance ($)* from the bank statement, the *Outstanding Deposits (in transit)* and *Outstanding Checks (not cleared)*, and any explanation under *Notes*. Press **Save Reconciliation**.
3. The saved record appears under *Recent Reconciliations* (the last twelve) badged **Reconciled**, or **Variance** with the amount. A variance is step 5 of the flow above: stop and resolve it.
4. To tick the statement off line by line, ⇄ **Match bank statement (CSV)** on the same page opens a two-step matcher. *Step 1 — Upload bank statement*: the *Statement date*, the *Statement balance ($)*, a *Date tolerance (days)* from 1 to 30 (5 unless you change it) and the bank's CSV export, up to 5 MB — Date / Amount / Description columns, or split Debit / Credit columns — then **Match transactions**. *Step 2 — Review & save* lists what *Matched*, the *Unmatched bank lines* and the *Unmatched ledger entries*: a deposit or check the bank has not cleared yet is sorted as outstanding, and a line marked ⚠ *INVESTIGATE* is a movement on one side with no partner on the other. **Save reconciliation** records it with the outstanding totals already filled in.
5. **Monthly, too: the trial balance.** Trust Accounting → **Compliance** → the *Monthly trial balance* row opens *Trust Trial Balance*: the *Sum of matter ledgers*, the *Book balance (firm total)* and the *Variance* between them, with every matter's balance listed beneath. Under *Sign and save trial balance* the *Period start* and *Period end* are preset to the current month; add *Notes (optional)* and press **Sign and save**. A Firm Admin's page.
6. **Once a year: the annual reconciliation.** The *Annual reconciliation* row opens *Annual Trust Reconciliation*: *Year-end totals (current state)* — Book balance, Sum of matter ledgers, Variance — and *Sign and save annual reconciliation*, with the period preset to the last calendar year and an optional narrative, then **Sign and save**. The totals are the account as it stands today, not as it stood at the period's end, so sign it promptly after the year closes. A Firm Admin's page.

Trust Compliance: the records an auditor asks for

Trust Accounting → **Compliance** opens *Trust Compliance — Rule 5-1.2*: a live status line for every record the Florida Bar's compliance staff check in a trust audit. Anyone who can open the trust pages can read it — Firm Admins by role, and anyone switched on for *View trust account*. Read it each month after the reconciliation.

That is what a Florida firm sees. At a firm in any other state the page is headed *Trust Compliance*, names the same records without rule numbers, asks for a *Program reference* from the state's IOLTA program in place of the Foundation's, calls the audit card **Bar Audit Mode**, and carries the line *Rules for <State> aren't mapped yet — follow your state's equivalent rule.*

1. **Required Records** — six rows: the chronological journal, a separate ledger card per matter, the monthly comparison of book to bank statement, the monthly trial balance, the annual reconciliation and the IOTA enrollment confirmation. Each says whether it is current and has a button to where it is fixed.
2. **IOTA enrollment confirmation** — when The Florida Bar Foundation's yearly confirmation arrives, enter the *Date confirmed* and a *Foundation reference (letter date, ID, excerpt)* and press **Save IOTA confirmation**. Recording it is a Firm Admin's, on the Gold plan and above (and the trial); on other plans the card shows the current status without the form.
3. **FL Bar Audit Mode** — **Open Bar Audit Mode** is where P-21 starts, on the day an audit notice arrives.
4. **Recent overdraft overrides** — any attempt to disburse past a matter's trust balance under an override, with its reason and whether it went through. It should read *No overdraft overrides on record*; an entry is a conversation to have that week.

Trust exports: what each one is, and who may take it

EXPORT	WHERE	WHO
↓ **Export CSV — the trust transaction history**	Trust Accounting, *Recent Transactions*	Firm Admins by role. An Attorney can take it only with the *View trust account* switch — since 4 October 2026 the export asks for that switch itself, not only the page it sits on — and the audit log records who took it.
↓ **Bar Audit Package — a PDF of the last 365 days, counted on your own calendar**	Trust Accounting, *Recent Transactions*	Firm Admins only
Slip — a deposit slip for one deposit	Beside each deposit	Anyone holding *View trust account* (Firm Admins by role; others by switch)

WHO RECONCILES — CHANGED 8 SEPTEMBER 2026

Starting or completing the monthly three-way reconciliation is a **Firm Admin** action, tied to the role and not switchable on for anyone else. Anyone who can reconcile can necessarily see every balance in the firm, which is what "trust is admin-only" exists to prevent — so a second reconciler is a second Firm Admin, deliberately. Attorneys keep every trust page they could already see; only the reconcile flow moved. Firms that had an attorney running month-end should name the successor before the next month-end, not during it.

> **RULE NOTE**
> Ch. 5, Rules Regulating the Florida Bar. The append-only audit log of every trust movement is the record a Bar auditor requests first — it's already kept for you.

P-7 · Documents in & documents out

PERFORMED BY: ASSIGNED STAFF

1. **In:** drag files onto the matter's Documents area the day they arrive. Name them so a stranger could find them, and **file them in a folder** — the upload card's **Folder** picker pre-selects the folder that matches the category you chose and says so; override it when the category and the folder genuinely differ. The practice area's folder list is on every matter from the day it opens, so there is never a reason to leave a document at the root because "the folders aren't set up yet". **Show flat with categories** is how you answer "every order on this matter, wherever it was filed".
2. **Re-filing:** drag a row onto a folder, or press **Move**. A folder is renamed or deleted from the bar above the list; deleting works only on an empty one, and the refusal counts what is in the way. Nothing you delete takes documents with it. Where the firm has OneDrive on, a document that came from the drive is moved *in the drive*, and the app says so rather than pretending otherwise.
3. **Out — forms:** on a family-law, immigration, bankruptcy or probate matter, the official forms fill on the matter's **Practice** → **Forms** tab, from the matter record and, where the area has one, the client's questionnaire (**Client Intake**, or **Bankruptcy Application** on a bankruptcy matter). Each fills as a draft: review every field before filing, and expect signature and notary blocks to be left for ink. On the free Starter plan these practice-area tools are locked.
4. **Out — drafting:** substantive documents start in Drafting Studio against the matter record. Run cite-check and the red-team review before anything leaves the firm (cite-check verifies case citations once Trial Commander has connected its citation service; until then, check them by hand); the lawyer signs what the lawyer has read. Where the firm has authored its own starters, they sit in the document-type picker under **Your firm's skills** with the approving attorney's name beside them.
5. **Out — teaching it the firm's own shape:** take the document the firm considers its model and derive a skill from it at **Drafting Studio** → **Your firm's skills** → **+ New skill from a document**. Whoever keeps the precedent file can do it, once an admin grants *Create firm drafting skills*; **an attorney then approves it** before anyone can draft with it, and that approval cannot be delegated. The document itself is read once and dropped — it is not stored, and it trains nothing.
6. **Out — for signature:** any PDF on the Documents tab carries **Send for signature** (P-20). That is the route for everything that is *not* a fee agreement; the Rule 4-1.5 engagement flow is unchanged.
7. **Out — from a firm template:** letters and forms the firm keeps as templates are generated on the matter — **Generate from template** → on its Documents tab, or **+ New** → **Document from template**

— previewed filled with the matter's, client's and firm's details, and downloaded as a .docx. They are listed on the matter overview under *Generated Documents*.

8. **To the client:** share deliberately, one document at a time. On the overview's *Generated Documents* card, **Share** puts a generated document in the client's portal and ✓ **Client** shows it is there (press it again to hide it); it needs *Edit matter details*. A file uploaded to the Documents tab has no portal switch: the portal's documents are the generated documents you share, what the client uploaded, and anything waiting for their signature (P-20). Executed signatures file themselves.
9. **Save the good ones:** add the filed version of final motions, briefs and orders to the **Brief / Motion Bank** (Library → Brief / Motion Bank) — paste its text, link it, or import a document generated from a firm template in one click — and record the outcome and the judge. That is the firm's searchable record of what it filed and how it fared; *Use as starting point* → on an entry starts the next one. (The Drafting Studio's own **Brief Bank** button is different: it searches the firm's earlier Studio drafts.) **The Brief / Motion Bank became a per-person switch in September 2026**: firm admins hold it by role and turn it on by name for everyone else, at *Settings → Team Members → (name) → Profile & access → Additional permissions → Drafting & documents*. Everyone who had the bank when the switch shipped kept it; a new hire starts without it, so put it on the onboarding checklist for anyone who drafts. Adding or editing an entry also needs *Edit matter details*.

> **EXAMPLE**
> The Gonzalez demand letter starts as a Drafting Studio draft from the PI template, pulls treatment totals from the matter, survives cite-check, gets the attorney's edits, and goes out. The paralegal pastes the version that went out into the Brief / Motion Bank, tagged with the carrier; next quarter, the Studio's Brief Bank search finds this draft and the bank entry records how the demand fared.

P-8 · Matter close-out

PERFORMED BY: RESPONSIBLE ATTORNEY · VERIFIED BY: ADMIN

1. Open the matter overview's **Close-out (done/total)** card — it reads the file live and badges itself *Ready to close* or *In progress*. Every row not yet done has an **Open** link to where it is fixed.
2. The five rows on every matter: *Engagement letter on file* · *All invoices paid* (or the outstanding AR, by amount) · *Trust balance is zero* (or the amount remaining) · *Update client* — an outgoing communication in the last 30 days · *Closing letter*. A Contingency or Hybrid matter adds two more: *Closing statement signed by both parties* and *Settlement disbursed from trust* (P-14).
3. Give a *Reason* and choose **Mark matter closed**. Unfinished items are recorded on the audit trail — you can close anyway, but the record says so. Closing needs *Close matters*, which Firm Admins and Attorneys hold by role and which cannot be switched on for anyone else. The same is available from **Edit Matter** → **Matter Status**: a *Close Reason* and **Close Matter**.

4. **Reopening:** on a closed matter, Edit Matter → *Matter Status* shows when it closed and why, with **Reopen Matter** (Attorneys and Firm Admins).
5. Where the firm has turned on auto-archiving, closed matters archive per firm policy (reversible). Closing deletes nothing, and there is no button that deletes a real matter — the one matter anyone can delete is the practice sample matter (P-9).
6. **The two client rows.** The *Closing letter* row's link starts a client update of the closing-letter kind (P-4); the row ticks itself once that update is *Sent*. The *Update client* row reads the communications log, so a status update sent from Client Updates counts only once it is also logged as an outgoing communication.
7. **On a trial matter, write down what you learned.** Trial → **Review Mode** keeps the *Case Outcome & Reflection*: the *Outcome type* (*Verdict — Plaintiff*, *Verdict — Defendant*, *Settled*, *Dismissed*, *On Appeal* or *Other*), a *One-line summary (amount, terms, etc.)*, *What worked well* and *What to do differently next time*, saved with **Save reflection** (it needs *Edit matter details*). Beside it, read-only, are the matter's time and billing summaries and its post-trial task list. Write it while the case is fresh.
8. **Optionally, ask the client.** Insights → **Client Feedback (NPS)**, for holders of the firm-wide financial reports, lists matters closed in the last 90 days under *Recently closed — send a survey*; a matter leaves that list once it has been sent one. **Generate survey link** (it needs *Edit matter details* on the matter) shows the link once — copy it then and email it to the client yourself; the app does not send it, and the link expires after 60 days. The client scores the firm from 0 to 10, may add a comment, and ticks whether they would refer others. The page lists each survey as scored, *Pending* or *Expired*, with the firm's Net Promoter Score across every response.

> **CLOSING SEVERAL AT ONCE — AND WHY IT IS STRICTER**
>
> The matters list takes row checkboxes and a **Close** button with a reason, up to a hundred at a time. Two of the checklist lines above stop being advisory there: a matter with *funds still in trust* or an *unpaid invoice* is refused by name, with the amount, and the rest of the selection still goes through. On the matter page those two are advisory because a person is looking at that file and can judge; in a bulk close nobody is. Work the refusals from the matter page — that is where the judgement belongs, and where the fix is.

P-9 · Staff onboarding (admin)

PERFORMED BY: FIRM ADMIN · DAY ONE

1. **Settings** → **Team Members** → **Invite New Member**: *Full name*, *Email* and the role are required — the correct role, least privilege; you can always raise it later. *More about them* (position, phones, mailing address) and *Additional permissions* are optional here and editable later. On a Bronze, Silver, Gold or Platinum plan the form also asks for the *Practice area for this seat*, and the

invitation cannot be sent without one; choose *Civil litigation only* for someone who works only on civil litigation. It decides which practice-area tools open for them, never which matters they can open. Press **Send Invitation**. A firm at its plan's seat limit sees *Upgrade to unlock* instead of the form.

2. Confirm the invitation arrived. If their mail system quarantines it, send them the **shareable link** shown after the invite — it works whether or not the email lands. The link lasts 7 days and works only when they sign in with the invited email address; treat it like a password and send it only to that person.
3. Grant any individual permissions this person genuinely needs (*Create contacts*, *Create new matters*, *Edit matter details*, and the Brief / Motion Bank for anyone who drafts — a new hire starts without it) — on the invitation, or later at **Settings** → **Team Members** → **(the person's) Profile & access** → **Additional permissions**, one switch at a time, a whole group with *Grant group*, or everything with *Grant all*.
4. Assign their starting matters — from each matter's **Team** page — so their dashboard is real on day one.
5. Send them the Field Guide and the video walkthrough (in-app under **Q&A & Self Help**) and have them install the app on their phone.
6. Point them at **Getting Started** in the sidebar — the first-week checklist, in the app, which ticks itself off their own work: a matter they are on, a conflict check they ran, a time entry, a document, a portal message. Each step says why it matters, has a **Go** link to the page it happens on, ▶ **Watch how** (a short clip, or the walkthrough at that step's chapter) and 📘 **Read the manual** (the manual opened at that step's Part). The one step no query can answer — reading the chapter for their role — is marked done by hand, by them. Someone who hid the dashboard card brings it back with *Show on my dashboard again* on Getting Started, or *Put the card back on my dashboard* on Q&A & Self Help.
7. **Train on the sample matter, not a client's file. Try it with a sample matter** on Getting Started (*Add a sample matter* on the dashboard and Matters while the firm has no real matter) adds one pre-filled practice file, chosen by practice area: *Sample — Alvarez v. Sunshine Grocers* (a slip-and-fall) for the injury areas, *Sample — In re the Marriage of Whitfield* for family law, and *Sample — Palmetto Bakehouse v. Keystone Refrigeration* (a contract dispute) for every other area. It follows the areas the person can open, else the firm's own areas. Anyone who holds *Create new matters* can add it. It carries a *Sample matter — delete it any time* banner, is badged **Sample** everywhere it appears and is kept out of every firm number — matter tiles, SOL Watch, the reports, the exports, the plan's matter count — so a new starter can press every button without moving a figure anybody reports. Work done on it never closes a checklist step, which is correct: practising is not starting. **Delete sample matter** → **Yes, delete it** (or *Keep it*) removes it and everything attached to it; that needs *Create new matters* or *Delete matters*.

8. Have them open **Settings** → **Notifications** and set what reaches the bell, their inbox and their phone, and the hour of their daily digest. Nothing is pushed to a device that never registered.
9. Walk P-4 (logging) and P-5 (daily time) with them personally — the two habits that make everything else work.
10. Show them the **Feedback** button, and mean it: their first two weeks produce the most useful reports the firm will ever get.

P-10 · Staff departure (admin)

PERFORMED BY: FIRM ADMIN · THE SAME DAY

1 · DISABLE
Settings → Team Members. Sign-in and all their tokens stop instantly.

2 · REVOKE
Any external AI connections they created — Settings → MCP Access.

3 · REASSIGN
Their matters, plus lead-attorney changes.

4 · RE-HOME
Their deadlines — every deadline needs a living owner.

5 · REVIEW
If contentious, read their final week in the audit log.

Order matters: disable first. Everything else can happen an hour later; an active account for a departed employee shouldn't survive lunch.

P-11 · Evidence intake & productions

PERFORMED BY: ASSIGNED STAFF · SUPERVISED BY: ATTORNEY

1. **Record what arrives where it belongs, the day it arrives.** File the item on the matter's Documents (P-7). An item you may offer at trial goes on Build → **Exhibits**, whose *Source / Custodian* field records where it came from; a custodian under a preservation duty goes on Discover → **Preservation** (the *Preservation Log*: *Custodian*, *Scope* and *Method*). The matter's **Evidence Locker** (Manage Matter → *Pages & tools*) is a read-only timeline of every artifact on the file — communications, voice memos, phone calls, briefs, hot-doc analyses, red-team reviews, depo prep, closing drafts, cross-exam outlines, generated documents and signature requests — so nothing is added to it by hand. It also holds the matter's litigation hold (below).
2. **Once, before the first production:** a Firm Admin sets the firm's Bates numbering at **Settings** → **Brand & Print**, on the *Bates numbering* card — *Prefix*, *Padding digits* and *Next number*, with a live preview — and presses **Save brand settings**. Until a prefix is saved, starting a production sends you there.
3. When producing, open the matter overview → *Manage Matter* → *Pages & tools* → **Bates Productions** → **+ Stamp PDF**. Under *Upload PDFs*, choose the responsive PDFs (they are numbered

in file-name order), add a *Description (optional)* such as the request it answers, and press **Stamp & Save**. Every page is stamped with sequential numbers in the background, and the numbers are never reused. Stamping and deleting need *Edit matter details*.

4. **Download the stamped PDF the same day** — ↓ **Download stamped PDF** works for 24 hours, then the file is removed. The production record stays: the first and last number, the page count and the date stamped. It does not record who received it or which request it answered beyond your description, so the production letter and the served request stay on the matter's Documents tab.
5. Withholding for privilege? Run **Privilege Log AI** for a first-draft log, then attorney review — the log that goes out is the lawyer's.
6. **Proving a file existed, unchanged, on a date.** For a photo, a native file or a draft whose date may be challenged, open Compliance → **Timestamps**, drop in one or more files, optionally add a *Label prefix* and the matter, and press **Anchor with OpenTimestamps** (**Anchor N files** for several). Your browser computes each file's SHA-256 on your own machine and only that hash is sent, so the file is never uploaded and there is no size limit. The receipt is anchored to the Bitcoin blockchain — most within one to three hours, and a daily pass confirms the rest by the next morning. Each record then offers a **Custody PDF** and a **.tcts** receipt that anyone, opposing counsel included, can verify independently. Generated documents, Brief / Motion Bank entries, fee agreements and logged communications are anchored automatically as they are saved.

> **EXAMPLE**
>
> SunMart's counsel serves a request for production. The paralegal pulls the responsive set from the matter's Documents, stamps a Bates production described as "Def. RFP set 1" (GONZ-000001 through GONZ-000214), downloads the stamped PDF and files it with the production letter, drops two attorney-client emails to the privilege log, and the letter cites the exact range. Nine months later, "did we produce that?" takes ten seconds to answer.

Placing and lifting a litigation hold

When a preservation duty attaches — a preservation letter, served discovery, pending litigation — put the matter on hold that day. The hold is the *Litigation hold* card on the matter's **Evidence Locker**. Only Attorneys and Firm Admins can place or lift one.

1. **Place hold:** write the *Reason for hold (audit trail)* — at least ten characters; say what triggered it and when — and press **Place hold**. While the hold is on, the card shows its date and reason and offers only **Lift hold**, so write the reason fully the first time.
2. While the hold is on, the matter overview shows *Litigation hold in effect.* with **Open evidence locker**, and every delete of the matter's content is refused with a sentence naming the hold, its date and its reason: *"This matter has been under a litigation hold since ..., so ... cannot be deleted."* The matter is also kept out of retention-end destruction and auto-archiving, and a closed firm account's data is not deleted while any of its matters is held.

3. List the custodians the hold reaches, with the scope and the method of the hold letter, on the *Preservation Log* (step 1), so the reach of the hold is on file beside it.
4. **Lift hold** only when the duty has genuinely ended, with a *Reason for lifting (auditable)* of at least ten characters. Placing and lifting are both written to the audit log.

> **NOT ON THE SAMPLE MATTER**
> The practice sample matter cannot be held — it is practice data, and a hold would stop anyone deleting it. Its Evidence Locker says so instead of offering the form.

P-12 · Discovery review

PERFORMED BY: ATTORNEY / SENIOR STAFF

1. Upload the incoming production to the matter's Documents, then open **Discover** → **Discovery Review**.
2. Press **Run Discovery Review** (**Re-run review** after new documents arrive). It sweeps every document with readable text — the progress reads *analyzed X of Y* — and returns ranked findings, each citing its source document: admissions, contradictions, smoking guns, key clauses, damages and dates. Group them by the claim and element they help prove, or read them by rank. It does not summarize each document.
3. Read the *Coverage* list before relying on the result: it names every document analyzed and every one skipped, and why.
4. Work the findings: every AI finding is a pointer, not a conclusion — open the source document before relying on it.
5. For the few documents that deserve a closer read — a key deposition, a contract, an email thread — paste the text (up to 80,000 characters) into the **Hot Doc Surfacer**: Manage Matter → *AI tools* → **Run Hot-Doc Analysis**, or sidebar Tools → Hot Doc Surfacer, with a *Source label* and the matter. It ranks the passages that matter most, each scored out of 100; **Keep**, **Save note** or **Dismiss** each one. Running an analysis needs *Edit matter details*, and the analysis appears on the matter's Evidence Locker timeline by itself. Put what you will use at trial on Build → **Exhibits**.

> **LIMITS, HONESTLY**
> Review reads extracted text. A scanned image without text needs OCR before the module can see inside it — the document list shows which files have readable text. Discovery Review comes with the Silver plan and above (and the trial); Starter and Bronze see *Upgrade to unlock*.

P-13 · Deposition preparation

PERFORMED BY: TAKING ATTORNEY

1. **Schedule it on the matter.** The matter's Discover → **Depositions**: **Add Deposition** with the *Deponent*, *Date*, *Location* and *Key Points / Outline*. Afterwards, **Edit** ▾ → tick *Completed* → **Save Changes**. Adding, editing and deleting need *Edit matter details*. Sidebar Trial Prep → **Depositions** lists every deposition on the open matters you can see, split *Upcoming* and *Completed*, each row opening its matter.
2. **Prepare the outline with Deposition Prep AI.** From Trial Prep → **Depositions**, press **Prep** ✦ on an upcoming deposition (it pre-fills the deponent and matter). Describe the witness — *Deponent name*, *Role / capacity* — the case context — *Our position / posture* and the *Case theory* — the *Areas to ESTABLISH* and *Areas to UNDERMINE*, and paste their prior statements. **Generate outline** returns a topic-by-topic outline with leading questions, exhibit cues and word-for-word impeachment hooks from what you pasted. Creating a session needs *Edit matter details*. It draws on the firm's AI allowance and has its own monthly cap; once the cap is reached only a Firm Admin can override it for the month.
3. Hand the outline to Drafting Studio to shape the final prep memo or cross-examination plan, and pressure-test your own theory before the day.
4. **On the day, work the outline.** Mark each question **Used** ✓ or **Skip** as you go, with the witness's actual answer in its note (**Save note** keeps a note without marking the question), so the session becomes the record of what was asked.
5. **Capture the testimony in Crucible** (Discover → **Crucible** on the matter → **New deposition** → **Create & open**). Type, paste or dictate the questions and answers as they happen. Voice dictation uses your browser's speech-recognition service; your browser vendor may process the audio to transcribe it. The working transcript is marked *UNOFFICIAL WORKING DRAFT — NOT THE CERTIFIED TRANSCRIPT*. **Run impeachment cross-reference** compares the testimony with the case record and flags answers that are inconsistent with it; ⧉ **Alert feed** opens those flags on a second screen. The flags are leads for your judgment, not findings about credibility — verify each source before use. Capture works on every plan; the AI cross-reference and the drafts built from it (*Draft depo summary*, *Draft cross-exam outline*) come with the Silver plan and above.
6. **When the certified transcript arrives**, paste it into **Reconcile to certified transcript** so the flags and drafts cite the official page:line. It replaces the working lines. File the certified transcript on the matter too — it becomes searchable record for P-12 and trial prep.

AFTER THE DEPOSITION: THE CROSS AT TRIAL

Sidebar Trial Prep → **Witnesses** → **Cross** ✦ on the witness opens *New Cross-Exam Outline*, pre-filled with the witness and the matter. Give the witness's *Role / capacity*, the case context, their *Direct testimony*, your *Control goals (admissions we want)* and *Impeachment targets*, paste the *Prior testimony* — the certified deposition transcript is the best source — and list the *Exhibits*, then **Generate outline**. It returns lines of attack with leading questions, impeachment moments quoted verbatim from the prior testimony, and a stop cue for when to sit down; in the courtroom, mark each question **Used** ✓ or **Skip**. Creating one needs *Edit matter details*; it draws on the firm's AI allowance and has its own monthly cap, which only a Firm Admin can override.

P-14 · Settlement & disbursement

PERFORMED BY: ATTORNEY · FUNDS HANDLING: PER P-6

1 · OFFER
Log it the day it arrives (P-4).

2 · VALUE
Run Settlement Estimate / Comparative Fault Calc for the client conversation.

3 · DECIDE
Client decision documented in writing. Counter or proceed — the log shows the advice given.

4 · FUNDS
On acceptance: trust deposit the same day (P-6).

5 · DISTRIBUTE
Signed settlement statement — fees, costs, liens, net — then disburse exactly per it. Trust at zero → P-8.

1. Log every offer and demand the day it happens — the negotiation trail is part of the file.
2. Use the estimate tools to ground the client conversation; document the client's informed decision.
3. On acceptance: funds to trust the same day, a signed settlement statement before any disbursement, then disburse exactly per the statement.
4. Trust hits zero → the close-out checklist is nearly done by construction.

A contingency fee: the stage, the client's statement and the closing statement

On a matter whose fee arrangement is Contingency or Hybrid, **Negotiate** → **Contingency Compliance** keeps the fee paperwork in one place; on any other matter it says *Not applicable*. Editing it needs *Edit matter details*; the trust disbursement needs the trust disbursement permissions (Firm Admins and Attorneys).

1. **Case Category & Stage.** Set the case category and the current fee stage, tick the appellate-uplift box only when it applies, and tick the NICA box on a birth-related neurological injury claim (a warning then explains the special rules). Press **Save category & stage**. The stage for a case where every defendant admitted liability and asked for a trial on damages only is refused unless both of its attestations are ticked. The *Fee Schedule Preview* shows what the chosen stage produces.

2. **Statement of Client's Rights for Contingency Fees.** The client types their full name and presses **Sign Statement**.
3. **Court Approval**, when the fee exceeds the schedule: enter the order date, the order reference and the **flat rate the order approves** — typed from the order itself, e.g. 40 for 40% — and press **Record approval**. While the statement's flat rate is at or below that rate, the closing statement charges the approved flat-rate fee. Signatures already given are never cleared; if the fee changes, both sign the statement again before it is disbursed.
4. **Closing Statement.** Enter the gross recovery (**Save recovery**), then the costs and liens (**Add cost**, **Add lien**). The attorney and the client each **Sign**; each signature keeps the fee and client net it signed. If either changes afterwards, the signature is marked *Signed on different figures* and **Sign again** appears beside it — the earlier signature stays on record. **Download PDF** prints it.
5. **Disburse from trust per closing statement** appears only once both have signed and any required court approval is recorded, and it is held while either signature was given on different figures. It writes every leg to the trust ledger in one batch, and the card then reads *Disbursed on* the date.

> **THE PERCENTAGES ARE ON THE SCREEN, NOT IN THIS MANUAL**
> The fee tiers, the appellate uplift and the rule citations the page applies are shown on the page itself. Read them there, with the signed fee agreement beside you, before the client signs anything.

On a personal-injury matter: one flow, on the trust ledger

The matter's **Settlement** → **Disbursement** tab runs the whole thing as eight numbered steps, with a *What blocks disbursement* card at the top that is the same computation the software enforces — so the checklist can never disagree with the gate. It includes the checks on the statement itself: the liability-admitted attestation, a fee over the schedule with no court approval covering it, a statement that changed after it was signed, a statement that does not balance, and a fee division outside Rule 4-1.5.

1–2 · RECORDED & RECEIVED

The settlement is recorded and the funds are in trust — and *cleared*. Disbursing against uncollected funds spends other clients' money if the cheque bounces.

3–5 · LIENS

Lien resolution, Medicare conditional payments, then Medicaid / ERISA and the rest. A disputed lien stops the batch; Rule 5-1.1(f) says the disputed portion stays put.

6 · FEE AND COSTS

Computed per the signed fee agreement and the Rule 4-1.5(f)(4)(B)(i) schedule. While the fee is above the schedule and no court-approval order is recorded under **Negotiate → Contingency Compliance** (above), Trial Commander will not disburse the settlement at all at step 8 — not the fee, not the client's share, not the liens — and the blockers card lists it. Once the approval is recorded with the rate the order approves, the closing statement and the batch pay the approved flat-rate fee, and the client's net is figured on it. A statement rate raised above the one approved, or an approval recorded before 28 September 2026 (which has no rate on file), holds the batch again until the approval is recorded with the rate the order states.

7 · CLOSING STATEMENT

The Rule 4-1.5(f)(5) statement, signed by both the attorney and the client — on the figures it now shows. A signature given before the fee or the client's net changed holds the batch until it is given again.

8 · DISBURSE

One click writes every leg to the trust ledger at once, mirroring the signed paperwork exactly. Re-clicking cannot disburse twice.

1. Work the blockers top to bottom. Each names why it stops the disbursement, the next action that clears it, and the rule it rests on.
2. The statement must **balance**: costs, liens and fee cannot exceed the recovery, and the legs that move money must total the gross. Both checks are load-bearing.
3. Any consented fee division with a lawyer outside the firm (P-5) is re-checked against the fee actually being taken and paid as its own leg *out of* the firm's fee — never on top of it. A division that fails the fee-division checks (on a Florida matter, Rule 4-1.5(g) or (f)(4)(D)) is refused by name.
4. Every leg lands or none of them do, and each writes its own audit event. The disbursement is marked done on the closing statement, so a second click is refused rather than repeated.

FEEDING THE FLOW

The pieces the flow reads are gathered earlier, on the same matter: the firm-wide **Settlement Offers** board (every open offer with its expiry, and no date moved without the change being recorded), the **Demand Package** assembled from the chronology, providers, specials and records on file, the **Records Requests** tracker, and the **Lien Ledger**. Keep them current during the case and step 8 is a click rather than a week.

P-15 · The firm's operating cadence

OWNED BY: FIRM ADMIN · EXECUTED BY: EVERYONE

RHYTHM	WHO	WHAT
Daily	Everyone	Action Center to zero · time logged contemporaneously (or Chronicle blocks reviewed) · new communications logged
Daily	Attorneys	Morning Brief · Agenda check for the next 14 days
Weekly	Attorneys	Red-matter review · unbilled WIP glance · deadline sweep on owned matters
Daily	Everyone	**My Tasks** — overdue first, then what is on you. Overdue tasks also reach the Morning Brief, so an attorney who reads the brief has already seen them
Weekly	Whoever owns the matter	The **On nobody yet** bucket on My Tasks — work that opened on a matter with no one on it. A task with no name against it is a task nobody is doing
Daily	Whoever works the queue	Consultations (P-1) — confirm or decline every request the same day; a request sitting overnight is a prospect who has phoned somebody else
Monthly	Billing	Invoice cycle (P-5) · AR follow-ups from the matter · **Reports** — WIP aging and Realization, read before the invoice run rather than after it
Monthly	Firm admin	Three-way reconciliation (P-6) — without fail, signed and filed · trust trial balance signed · Trust Compliance read
Yearly	Firm admin	Annual trust reconciliation signed (P-6) · the Bar Foundation's IOTA confirmation recorded on Trust Compliance
Weekly	Firm admin	**Paranoid Audit** (Compliance; Firm Admins only) — the findings of a daily sweep across six checks: conflict gaps, dormant retainers, missing fee agreements, suspicious time entries, trust irregularities and old unbilled time. *Mark resolved*, *Dismiss* (with an optional reason) or *Reopen* each, and *Open matter* → to fix it; a finding the next sweep no longer detects resolves itself, and ↻ *Re-scan now* runs the sweep on demand
Weekly	Each timekeeper	Chronicle → Audit on your own time entries (P-5)
Monthly	Firm admin, or whoever holds *View trust account*	Compliance → **Overview** — one status (*All current*, *Review recommended* or *Action required*) over seven cards: trust account, Chronicle audit findings, deadline risk, fee agreements, contingency compliance, Rowe defense readiness and capture-privacy tripwires, each linking to its fix. Attorneys do not hold it by role. The fee-agreement and contingency cards read the 2,000 most recently updated open matters and say so when that is not all
Weekly	Admin or a named attorney	SOL Watch (P-3) — the bar dates at risk *and* the open matters with no bar date at all
As it arrives	Admin + the responsible attorney	A legal-update notification (P-18) — re-run the clocks on the matters it names, once counsel has read the decision
As it arrives	Firm admin + the responsible attorney	A Florida Bar trust-audit notice (P-21) — snapshot the records the same day
Monthly	Admin	Team, permission grants & MCP Access review · AI spend glance · in-app feedback queue (it refreshes itself; the sidebar carries the untriaged count) · policy gates still right · Counsel of Record audit clean
Quarterly	Admin + attorneys	Close stale matters (P-8) · Brief / Motion Bank pruning · practice-area template review

P-16 · Security incidents & lost devices

PERFORMED BY: FIRM ADMIN · IMMEDIATELY

LOST / STOLEN DEVICE
Disable that user at Settings → Team Members — all sessions and tokens die.

SUSPICIOUS SIGN-IN OR PHISHING CLICK
Disable the account, then re-enable only after a credential reset and 2FA.

WRONG DOCUMENT SHARED TO THE PORTAL
Untoggle sharing, then assess exposure from the audit log.

THEN, IN EVERY CASE
Review that account's recent activity in the audit log; document the incident and notify per your obligations — client, carrier, Bar as applicable.

FINALLY
Re-enable access deliberately, not by default.

1. **Contain first:** disabling the affected account is instant, total, and reversible — when in doubt, disable.
2. Investigate from the audit log: what did that account touch, and when.

P-17 · Enabling a practice-area edition

PERFORMED BY: FIRM ADMIN · BEFORE THE FIRST MATTER IN THE AREA

Every seat includes one practice area — the lawyer's own — and civil litigation, with business litigation and employment, is in every plan. Another practice area on a seat is $20 per user per month, added by the firm admin under Settings → Billing, on the *Practice areas by seat* card. Two areas are sold as paid **editions** on top of the plan, switched on by the firm admin — **First-Party Property Insurance** (ch. 627) and **Workers' Compensation** (ch. 440), each $30 per user per month. This procedure covers the two editions.

1 · DECIDE
Who at the firm will practise the area, and how many seats that is.

2 · ENABLE
Settings → Billing → Add-ons. The card shows the price and an Active / Off badge; where it reads *Contact us* rather than a button, write to hello@trialcommander.com and it is switched on for the firm.

3 · IT APPEARS
The area shows up in the sidebar under Practice the day it is enabled — not after its first matter.

4 · DECIDE WHO OPENS ITS MATTERS
An edition is the firm's, so it is on no one seat. Which matters a person may open is set per person, under Settings → Team Members → Profile & access → Access Scope → Allowed practice areas: a person with areas ticked opens only those areas' matters, and a person with none ticked is not limited by practice area. Ticking the area on one person keeps no one else out. The Practice-area seat licenses card caps how many people may have an area ticked.

5 · READ THE MANUAL
The area's own practice manual covers its clocks, tools and traps before the first file, not after.

1. An edition is billed per active seat, so adding a person adds the edition for that person too. Decide the headcount before you enable it.
2. An edition is not a seat's practice area. Its tools open for everyone at the firm, whatever practice area is on their seat; which matters each person may open is still set by their Access Scope (step 4). The **Practice-area seat licenses** card only caps how many people may be limited to an area's matters; it is not a purchase and nothing on it is billed.
3. Turning an area off does not delete anything. Matters already in that area keep their record; what changes is who can reach the area's surfaces.

> **DO NOT PROMISE AN AREA THE FIRM HAS NOT SWITCHED ON**
> A practice area that is not enabled computes nothing for that area — it does not compute quietly or approximately. Check the sidebar before you tell a client the software is watching their ch. 627 clocks.

P-18 · When the law behind a clock changes

PERFORMED BY: FIRM ADMIN + THE RESPONSIBLE ATTORNEY · WHEN A LEGAL-UPDATE NOTIFICATION ARRIVES

More than forty primary sources sit behind the deadline engines and the money tables — holiday schedules, the § 55.03 judgment-interest table, the means-test standards, court rule pages. **Trial Commander's own team watches them, not your firm:** a daily sweep fetches each one and compares it with the version last verified, and a separate watch flags Florida bills touching the chapters the product

encodes. When a figure moves, our team corrects it in a release. Your firm has no board to work and nothing to acknowledge — a verification applies to every firm, so it is not a button on any one firm's screen.

What does reach your firm is a **legal-update notification** when a watched court decision affects matters you hold — for example, the watch on the Florida Supreme Court's *Hughes* case (SC2024-0025), sent to firms holding the First-Party Property Insurance edition. It names your open matters that may be affected and says, in those words, **RE-RUN AFTER REVIEW**.

1 · NOTIFIED
The firm's administrators receive the notification, naming the matters.

2 · READ THE DECISION
Counsel reads the opinion it links to. No date in the app has changed, and none will change on its own.

3 · RE-RUN
Once counsel has read it, re-run the clocks on each matter named. Until then, do what the notification says (for *Hughes*: keep serving the presuit notice).

4 · RECORD
A note on each matter says who read the decision and what was re-run.

1. The list of matters is a *candidate* list when the notification says so — it names every open matter the decision could touch, not only those it does.
2. If you think a figure the software uses is wrong, report it (Feedback, or hello@trialcommander.com) with the source you are reading — correcting the data is a release, not a setting.
3. The *verified* date on each practice hub's **FL authority** card shows how recently those authorities were checked.

EXAMPLE

The Florida Supreme Court decides *Hughes*. The administrators of a firm holding the property-insurance edition are notified, with its four open property-insurance matters named. The responsible attorney reads the opinion that afternoon, re-runs the presuit clocks on all four the next morning, and leaves a note on each saying so.

P-19 · Merging two records for one person

PERFORMED BY: ANYONE HOLDING *EDIT CONTACTS* · IRREVERSIBLE

High-volume intake produces duplicates: the same person calls twice, comes in once through the website and once through a referral, or is typed *Bob* in March and *Robert* in June. A second record is a record nobody looks at — a matter on it goes unwatched and a conflict check on it clears the wrong person.

1 · CATCH IT EARLIER
The new-contact form and the new-matter form's New Client Name box warn, in amber, when the name already exists, and link to the record. It never blocks — go ahead if it really is a different person.

2 · PICK
On the contact: **Merge into another contact…**. Same-name records are listed first; search finds a different spelling.

3 · REVIEW
Every row that would move, including the zeros. Swap the direction here if the wrong record is surviving.

IF IT REFUSES
Two portal logins is a blocker: turn portal access off on one record first, so nobody's sign-in disappears.

4 · CONFIRM
Type the name of the record being merged away, then **Merge and archive**. The done screen reads the audit record back.

1. **Decide which record survives before you start** — normally the one carrying the matters, the portal login and the signed conflict clearance. The review screen lets you swap, but deciding on the screen is how the wrong one gets kept.
2. **Read the review screen rather than skimming it.** It names the matters, matter relationships, conflict checks, intakes, fee agreements, identity documents, leads, portal invitations, former names, opt-outs, logged calls, appointment requests, booking links and portal payments that move — and, separately, the time entries, invoices, trust entries, communications, documents and timeline rows that come along because their matter does.
3. **Empty fields are filled; nothing is overwritten.** Two exceptions are printed on the screen: a text-message opt-out always carries across and the earliest wins (consent never does), and a signed conflict clearance carries across only where the surviving record has none.
4. **There is no undo.** Once two sets of matters and intakes are on one record, nothing in the data says which came from where. The audit snapshot is the record; a restore is the remedy.
5. The old record is **archived, not deleted**, and points at its survivor — so bookmarks, portal links and old e-mails still land on the right person. The old name is recorded on the survivor as a former name, but the contacts list, the search box and the pickers do not search former names: look the person up by the surviving name. A conflict check still finds the archived record under its old name, so a check run on "Bob" is not blind.

EXAMPLE

A caller is entered as *Bob Feliciano* on Monday by the front desk and as *Robert Feliciano* on Wednesday by the paralegal running the conflict check, who opens the matter on the second record. The first carries a portal invitation and nothing else. The paralegal opens the Monday record, merges it into the Wednesday one, reads the review screen — one portal invitation, zero matters, one lead — types *Bob Feliciano*, and confirms. The invitation link the client was sent on Monday still works.

NEVER MERGE ON A HUNCH

Only an exact name match is offered automatically. "Bob" and "Robert" are found through search, by a person, and the decision that two records are one human being stays the firm's — nothing merges automatically, and there is no bulk screen.

P-20 · Sending a document out for signature

PERFORMED BY: ANYONE WHO CAN WORK THE MATTER'S DOCUMENTS

This is the route for everything that is *not* a fee agreement — a release, an authorisation, a settlement acknowledgment, a retainer replenishment letter, a consent. The Rule 4-1.5 engagement flow is unchanged and is still where fee agreements go.

1 · FIND THE PDF
Matter → **Documents**. The row for a PDF carries **Send for signature**. It is offered on PDFs only.

2 · ADDRESS IT
Recipient name and e-mail. A second signer — a co-signer, guarantor or spouse — is optional, and each signer gets their own private link.

3 · SET THE TERMS
Document title, how many days the link is valid, an optional message shown above the document, and whether the app e-mails the link now or hands it to you to send yourself.

4 · THE SIGNER CONSENTS, THEN SIGNS
They read the statement the law requires, tick *I agree*, and only then does a signature box appear. Typed, or drawn.

5 · IT FILES ITSELF
Once everyone has signed, a new PDF lands on the matter in **Signed Documents**: the original untouched, plus a signature page recording every signer, when, from where, and the original's checksum.

1. **Check the document is final.** Nothing is converted or re-rendered — the signer sees this PDF, as it is. There is no Word conversion, and no way to place a “sign here” box on the page.
2. **Send it from the document, not from scratch.** Starting on the row pre-fills the form and ties the request to the file. The blank form and the command palette reach the same place when you need them.
3. **Leave the second signer blank unless two people really must sign the same document.** Two rows means two links, two consents and one filed copy at the end.
4. **Do not chase by hand.** A signer who has not signed is reminded on day 3 and again on day 7, then never again. Each reminder issues a fresh link and retires the old one, so an e-mail forwarded round an inbox for a week stops working. The sender gets a bell notification saying the app chased somebody.
5. **Cancel from the E-Signatures page** when a document is superseded. Cancelling a two-signer document cancels it for both, which is the only sane behaviour and is worth knowing before you cancel one half expecting the other to stand.
6. **Give a client who asks a paper copy.** The consent statement promises one, and the promise is the firm's to keep.

WHAT THIS IS NOT

It is not notarization, and there are no attesting witnesses — the second signer is a second party, not a witness. **§ 668.50(3)(b)1 excludes wills, codicils and testamentary trusts from Florida's UETA entirely**, so nothing testamentary goes out this way, and neither does anything needing a notary or subscribing witnesses. Identity is not verified: the app has a single-use link to one address and a document checksum, not an ID check. Where a clerk, carrier or opposing counsel has to accept the signature, ask whether they will before you send it rather than after.

ENGLISH ONLY, FOR NOW

The consent statement is a statutory disclosure and exists in English alone, pending a Spanish-speaking Florida attorney's read. Hand a Spanish-speaking client the paper version.

EXAMPLE

The Gonzalez medical-records authorisation is on the matter as a PDF. The paralegal presses **Send for signature** on the row, addresses it to the client, leaves the second signer blank, leaves the link at 30 days, and lets the app send it. The client opens the link on a phone, reads the consent, ticks it, signs with a finger, and downloads the copy. A new PDF appears on the matter under *Signed Documents* with the authorisation and a signature page behind it, and a timeline entry records the whole thing. Nobody had to chase it.

P-21 · Responding to a Florida Bar trust audit

PERFORMED BY: FIRM ADMIN · WITH: THE RESPONSIBLE ATTORNEY · THE DAY THE NOTICE ARRIVES

When The Florida Bar's compliance staff give notice of a trust-account audit, the first job is to fix what the records say for the period in question, so that every later answer comes from one set of records. **FL Bar Audit Mode** (**Bar Audit Mode** at a firm outside Florida) does that in one step: it captures an immutable snapshot of the trust records for the audit period and prints them as one Bates-numbered packet.

1 · OPEN	2 · DESCRIBE	3 · SNAPSHOT	4 · PRINT
Trust Accounting → **Bar Audit**, or **Open Bar Audit Mode** on Trust Compliance.	**New Audit Packet**: the notice and the audit period.	**Create & capture snapshot** — fixed from that moment.	**Open packet (print-ready)**; review it with the attorney; respond.

IF A RECORD CHANGES

A snapshot never updates. Correct the record, then create a new packet.

1. **Bring the records up to date first.** Complete any missing monthly reconciliation, trial balance or annual reconciliation for the period (P-6) — the *Required Records* card on Trust Compliance shows

which. The snapshot records what is on file at the moment it is taken.

2. A Firm Admin presses **New Audit Packet** and fills in the *Audit Notice — FL Bar case / file number*, *Notice received on*, the *Response deadline* and a *Bates prefix (auto if blank)* — the *Audit Period* (*Period start*, *Period end*) and any *Internal notes*, then presses **Create & capture snapshot**.
3. **Docket the response deadline yourself** where the firm keeps its own dates (P-3). The packet records the date; it does not remind anyone of it.
4. On the packet, **Open packet (print-ready)** gives a cover page citing the case number, a production index and six numbered sections — the chronological journal, the per-matter ledger cards, the monthly comparisons, the trial-balance and annual-reconciliation checkpoints, the overdraft-override log, and a sample of fee agreements on matters with trust activity — every page Bates-stamped. Print it, or save it as a PDF from the browser.
5. **Review it with the responsible attorney before it leaves the firm.** The packet is the records as the software holds them; the response, and any explanation of what they show, is the lawyer's.
6. When the audit is closed, a Firm Admin presses **Archive** on the packet.

> EXAMPLE
>
> Meridian & Rowe, P.L. receives an audit notice covering the last calendar year. The firm admin reads Trust Compliance, finds December's trial balance unsigned, signs it, and creates the packet with the case number and the period. The managing attorney reads the packet that afternoon; the response deadline goes on the firm calendar before anyone leaves.

The Library

Five companion volumes, each with one job. All are available in the app under **Q&A & Self Help** (admins: also Settings → Help & Resources).

VOLUME	FOR	WHAT IT EXPLAINS
Field Guide	Every user	How to use the system, in the order you'll actually do it — including matter teams and the feedback button.
Administrator's Manual	Firm admins	People, roles and individual permission grants, matter access, the per-seat plans and editions, AI allowances and retention, MCP switches, compliance gates, matter numbering and fee set-up, OneDrive and QuickBooks, the Marketing Hub and intranet, who keeps the legal data current, feedback triage, and the staff lifecycle.
Technical Manual	Users, admins & IT reviewers	Architecture, where data lives, encryption, firm isolation, AI data handling, integrations, backups, and a due-diligence FAQ.
Features Manual	New users & evaluators	Every major capability shown on real screens — what each feature does, where it lives, and a concrete example of using it.
Process & Procedures Manual	The whole firm	This volume: twenty-one numbered SOPs from intake to close-out, editions, legal-data updates and a Bar trust audit, each with steps, a worked example, and a flowchart.