



Joint Technology Committee

Legislative Council Staff

Nonpartisan Services for Colorado's Legislature

Fiscal Year 2026-27 IT Capital Budget Request

Judicial Department

Judicial Case Management System

Project Summary

The Colorado Judicial Department is requesting cash fund spending authority for a continuation project to plan for, procure, and implement a case management system. Requests from the Judicial Department are not prioritized by the committee.¹

Table 1
Prior Appropriation and Request Information

Fund Source	Prior Appropriation	Budget Year FY 2026-27	Out Year FY 2027-28	Future Requests	Total Costs
CCF	\$6,000,000	\$0	\$5,000,000	\$0	\$11,000,000
CF	\$9,288,771	\$3,200,000	\$10,358,792	\$0	\$22,847,563
Total	\$15,288,771	\$3,200,000	\$15,358,792	\$0	\$33,847,563

Project Status

The request is for phase three of an anticipated four-phase project. The department indicates that it will submit a prioritized budget request next fiscal year for year-four funding in November 2026. The department was previously appropriated:

- Phase one: \$4.6 million CF and \$6.0 million CCF in FY 2024-25; and
- Phase two: \$4.7 million CF in FY 2025-26.

¹ Section 24-75-302(3.7)(b), C.R.S.

The department extended the project from three to four phases last year during the budget process.

Project Information

Project Objective

The department indicates that the new Judicial Case Management System (CMS) will improve efficiency, access to information, communication, data analysis, and cost effectiveness. The department has worked to identify the needs of the new system, as well as the operational challenges of replacing various existing systems. The request reflects the planning process to procure and implement the new system.

Project Description

According to the department, the existing CMS is used to assist courts and legal professionals in managing and tracking judicial cases and related activities, including document management, scheduling hearings, case financial processing, and communication. The department's intention is to have a system that the 23 judicial District Courts and probation departments can use to effectively manage cases and supervise clients. The department states that the current case management system has been in place for approximately 28 years and the existing platforms that make up the CMS present the department with various challenges including operational inefficiencies and inadequate data governance. The department also states that system support and maintenance is hindered by decreasing labor availability with expertise in these various aging platforms.

Project Planning

The department spent \$3.2 million of previously appropriated funds in April 2025 to complete an information governance analysis. The governance analysis was intended to evaluate and document how employees use the case management system, and provided insight into department business processes, operations, and knowledge management. It also revealed the existing system scope. According to the department, courts and probation staff use over 30 systems each day to accomplish daily case management operations. The governance analysis allowed the department to gain a better understanding of the requirements for a new system, including incorporating the needs associated with the disparate existing CMS system. The department determined that a CMS program readiness assessment should be completed to enable implementation of a new system.

The department states that requested project funding will be used to contract with a vendor to advise it on a market analysis and procurement plan, including creating procurement documents for the new CMS. The department does not indicate whether previously appropriated and unobligated funds will be used for this part of the project. The request lists additional expectations of the advisory vendor, including creating an implementation roadmap and the aforementioned readiness assessment. The department indicates that this phase of the project will take nine months. Following the completion of this stage, the department will be able to adjust future budget requests and select product vendors.

The department reports that it will conduct regular benchmark reviews to ensure meeting metrics for service delivery. The department indicates that it is taking a methodical approach to the project and exercising diligence in engaging with stakeholders and planning for long-term operational impacts of the new system. Further, the department is focusing on avoiding risk through prioritizing planning in its approach to the system replacement thus far.

Cost Information

Table 2
Itemized Cost Information

Cost Source	Total One-Time Costs
Information Governance (<i>obligated from appropriated funds</i>)	\$3,245,000
Advisory Vendor	\$2,450,000
CMS Software and content management	\$6,793,032
Probation software and content management	\$1,750,781
Implementation and interfaces	\$9,804,375
Customization	\$7,003,125
Training	\$2,801,250
Total	\$33,847,563

The department also provided a table of annual hosting and subscription costs related to the CMS. These costs are requested through the department's annual operating budget.

- FY 2024-25: approximately \$480,000;
- FY 2026-27: \$6.1 million; and
- FY 2027-28: \$6.4 million.

Cash Funds

The source of the cash funds is the Judicial Department Information Technology Cash Fund. The department is requesting an extension of the cash fund excess reserves waiver. This cash fund receives revenue from fees charged to use IT resources offered by the department, most notably electronic filing of case documents.

Project Schedule/Timeline

The department did not provide a project timeline in the request. As indicated above, the request is for phase three of an anticipated four-phase request. The department previously reported in its FY 2025-26 IT capital request for the CMS project a five-phase timeline as follows:

- Phase one: Discovery and Planning, completed by August 2025;
- Phase two: Design, completed by February 2026;
- Phase three: Development, completed by December 2026;
- Phase four: Testing, two to four months after Development; and
- Phase five: Deployment, to be determined after Testing.

The department indicated in the FY 2025-26 request it intended to issue a Request for Proposal (RFP) for “design, development, delivery, and support” for the system. The current request states that it plans to work with the advisory vendor to develop an RFP.

Staff Questions and Comments

In a letter to the Joint Budget Committee dated March 13, 2025, the committee did not recommend funding for three FY 2025-26 Judicial Department requests, including phase two of the CMS project.