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**TENNESSEE ADMINISTRATIVE OFFICE OF THE COURTS;  
STATUS REPORT ON THE TENNESSEE STATEWIDE COURT  
INFORMATION SYSTEMS TECHNOLOGY SOLUTION**

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Report submitted on July 31, 2025, pursuant to Tenn. Code Ann. § 16-3-822

## INTRODUCTION

In 2024, the Tennessee General Assembly passed Public Chapter 947, establishing T.C.A. § 16-3-822, which requires the Administrative Office of the Courts (“AOC”) to create a centralized system for the entire court system. Specifically, it directs the AOC to: “define and develop a centralized system of case management, document management, electronic case filing, electronic payment methods, data reporting, and any other capability deemed necessary for collection and reporting of all state and local public case-level data.” (T.C.A. § 16-3-822(a)). Tennessee Code Annotated § 16-3-822 also requires the AOC to submit a written update on the project every six (6) months to the Governor and certain members of the General Assembly. This report shows our progress toward achieving the vision for the judicial branch and the citizens we serve.

The AOC, working with Gartner Consulting, Inc. and the Department of Finance & Administration’s Strategic Technology Solutions (“STS”) office, began assessing current court case management systems to intentionally and deliberately move from a fragmented landscape of systems to a centralized, modern technology solution for the statewide court system. The effort has resulted in a solid foundation for the procurement of a statewide court information technology solution that meets the needs of the judicial branch and the requirements of the legislature.

As of July 1, 2025, the AOC has completed the following work:

- A **Current State Assessment**: Examined processes and technologies used across the court system; this Assessment was the subject of the previous Report to the Legislature.
- A **Target State Design**: Addressed current state gaps and challenges by presenting a unified, comprehensive court system technology solution within an architectural framework supporting centralized case management, document management, electronic case filing, electronic payment methods, data reporting, and other capabilities to ensure accurate uniform collection and reporting of all state and local public case-level data. The Design provides a blueprint for foundational capabilities and modernization across Tennessee’s courts.
- An **Action-Oriented Roadmap**: Considered the gaps between the current and target states, as well as technology trends, the marketplace for commercial off-the-shelf (COTS) court technology solutions, and Gartner research and experience with similar court technology modernization efforts. This Roadmap guides the AOC through successful implementation of the Target State Design.
- **Functional and Non-Functional Requirements & Use Cases**: Validated by stakeholders, this comprehensive matrix aligns the vendor community around the specific capabilities and process workflows required in response to a competitive procurement.
- A **Request for Proposals (RFP)**: Prepared for the competitive procurement of the Case Management System/eFiling Solution, the RFP includes the specific business requirements and allows for flexibility to configure the statewide solution for county- and court-level workflows and processes. With the assistance of the TN Department of General Services Central Procurement Office, the RFP is scheduled to be released

July 31, 2025. In accordance with the terms of the RFP, the procurement is open to any vendor capable of providing a single solution offering or a partnered solution meeting the requirements.

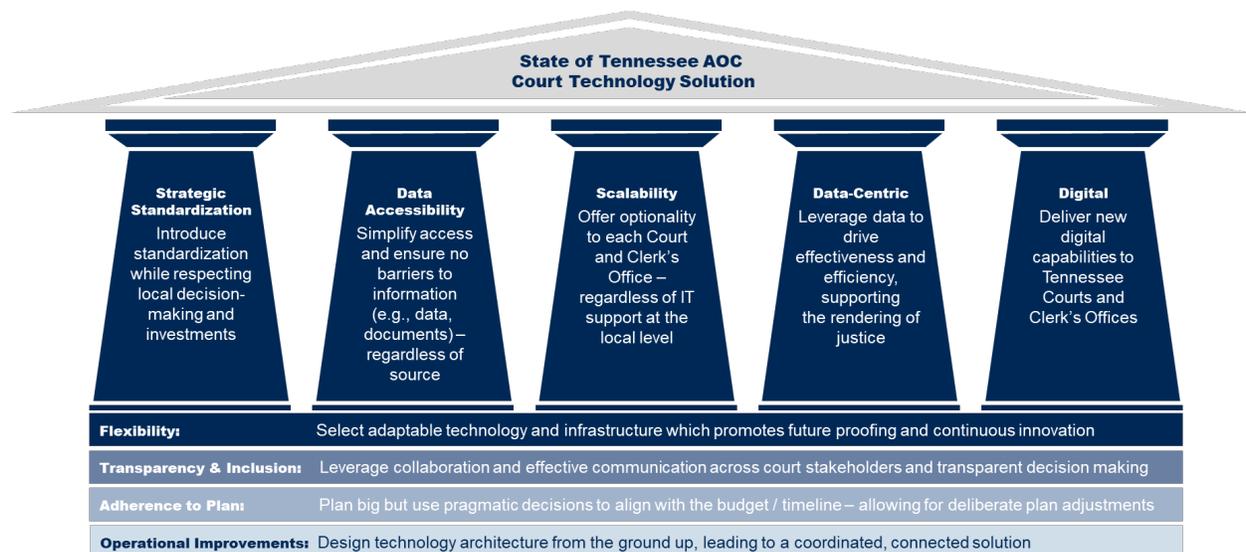
**VISION & GUIDING PRINCIPLES**

The Tennessee Supreme Court (“Court”) and the AOC are committed to modernizing the State’s court system through advanced technology. The Court and the AOC are actively seeking reliable, consistent data delivered by modern systems and streamlined processes including eFiling and centralized data collection and sharing. The full implementation of eFiling and other technological advancements in court system operations will enhance the court user experience, increase efficiency in managing court operations, and provide reliable statewide judicial branch data for data-driven decision-making at both state and local levels.

The vision of the Tennessee judiciary is simple: the effective use of modern technology systems to help the judiciary meet the changing needs of judges, court clerks, and court users. Modern technology will increase efficiency and enable proactive workflows and increase court transparency. Court users will benefit from greater access to public case information – from county to county – and from comprehensive statewide aggregated data.

As court technology evolves, continuous improvement is essential to meet the needs of those who use and work in our courts. Accordingly, the Court and the AOC envision a modern, standards-based, unified statewide technology solution.

Recognizing Tennessee’s non-unified court structure and non-standardized systems across the trial and lower courts, Gartner facilitated the State’s development of a set of guiding principles. The principles underpin the effort to assess and align the existing court technology landscape with the vision of a modern technology solution. The guiding principles summarized below focus efforts on the key qualities of a statewide court technology solution and essential factors for success.



This set of guiding principles ensures that the assessment of existing systems and potential solutions is both objective and consistent. Six core court system components are being addressed to ensure they meet these guiding principles - eFiling, case management, document management, financial management, data repository solutions, and data reporting solutions. At each stage of this effort, the vision and guiding principles have served to provide objectivity and accountability as the AOC has engaged with stakeholders and others to ensure the best outcome for the judicial branch.

## COLLABORATIVE APPROACH

To ensure success, this project must be an inclusive branch-wide collaboration – including judicial officers, court administrators, court clerks and court technology professionals. The AOC engaged in intentional stakeholder collaboration, led by technical consultants, to understand current technology and develop a strategy for innovation and improved delivery of justice through advances in technology systems.

Over several months, a thorough assessment of current and desired system capabilities, integrations and workflows was conducted through robust and candid engagement with court clerks, judges, AOC IT staff and leadership, and partners at STS. The Tennessee-specific insights gathered through surveys and workshops were combined with a catalog of over 800 functional and technical requirements from Gartner’s consulting experience. This combination produced the comprehensive functional and non-functional requirements and use cases, all to align and guide vendor proposals in a competitive procurement. The following chart outlines the types of engagement and activities and the levels of participation.



After multiple review sessions and discussions with AOC leadership, IT staff and with STS support, Gartner refined the feedback received from stakeholders with its research and experience to create the Target State Design for the Tennessee Court Technology Solution.

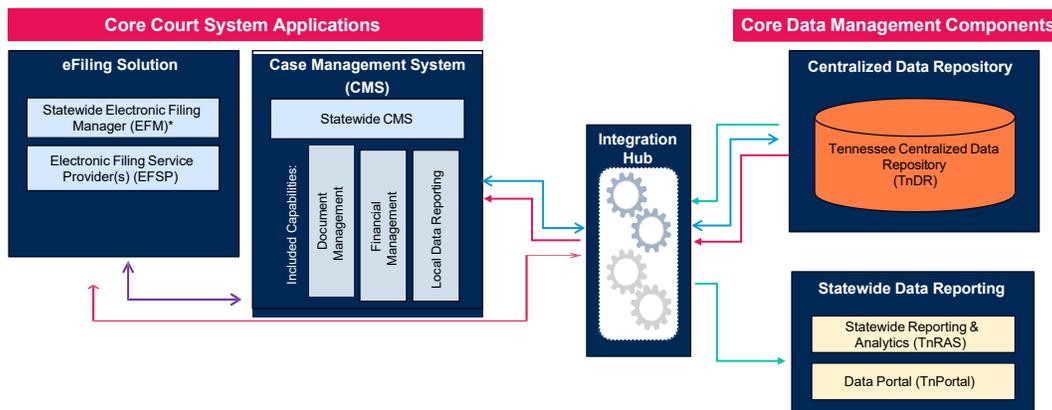
## TARGET STATE DESIGN

The Target State Design uses a modern modular architecture to create a solution that will enable TN AOC to quickly adapt and be nimble in an ever-changing technological landscape. The

architecture provides opportunities for continual improvements, future development, and deployment of new and modern tools and capabilities.

The design, at its most fundamental level, is comprised of 3 major components – the core court system application which includes eFiling and case management; an integration hub; and the core data management component which includes a statewide data repository and data reporting tools. (See Chart below) The pairing of the core system applications and data management components with the integration hub is a modern architecture for delivery and control of large complex systems with multiple applications and voluminous data.

## Target State Design for the Tennessee Court Technology Solution



The **Core Court System Applications** include a **Statewide eFiling Solution** that facilitates the electronic submission of court documents by filers across the state and through to the Case Management System. (Note: Prior to full implementation of the statewide case management system, the Integration Hub will allow the Judicial Branch to temporarily integrate the disparate case management systems in current use.) The Core Court System Applications also include a **Statewide Case Management System (CMS)** that through standardization of court processes provides reliable consistent management of case-related information, workflows, and court processes. Upon implementation, the Core Court System Applications will have the following built-in capabilities:

- **Document Management:** Integrated within CMS to handle the storage, retrieval, and management of court documents.
- **Financial Management:** Embedded functionality to manage court-related financial transactions, including fines, fees, and other monetary processes.
- **Local Data Reporting:** Local data reporting tools within CMS to support court clerks' and judges' ability to run local queries and access pre-defined and ad-hoc reporting.
- **Jury Management:** Streamlining of jury selection and jury management processes to streamline and automate tasks, like summons mailing, juror qualification, and payment distribution to make the process more efficient for courts and the citizens who serve. (Note: Depending upon the capabilities of potential vendors, the Jury Management tool may require separate procurement.)

The **Statewide eFiling Solution** aligns with the ECF<sup>1</sup> standard and is comprised of an **Electronic Filing Service Provider (EFSP)** and an **Electronic Filing Manager (EFM)**. The **Electronic Filing Service Provider** is a web-based, vendor-hosted application for filers to prepare, assemble, and submit filings. The target state design allows for multiple EFSPs. As an example of a multiple EFSP scenario, the solution could include an EFSP for attorneys and frequent filers, and an alternate EFSP with special self-help to guide self-represented litigants through the filing process.

The **Electronic Filing Manager (EFM)** is also a single, vendor-hosted application that connects the statewide CMS directly or disparate instances of current CMS through the Integration Hub. The EFM receives filings from the EFSP(s), routes the filing to the designated court, presents the filing for court clerk review, and, if accepted, transmits the filing to the CMS for the designated jurisdiction specific reporting needs.

The **Integration Hub** is the key to the Target State Design's promise to be modern, modular and future proof. In the overall design, the Integration Hub is the component that allows courts to connect, integrate and manage multiple software applications and systems in real-time. It also facilitates data exchange by normalizing and aggregating for reliable consistent reporting of statewide data. The Integration Hub connects applications statewide and then manages the flow of data between systems which is accomplished by exchanging data in this independent, but interoperable layer.

In the TN Court Technology Solution, multiple stakeholders will be accessing multiple records of data and making "calls" for the data at the same time. Without an Integration Hub controlling those "calls" and exchanges, this large statewide system would suffer from slow response times due to the volume of users and data. The inclusion of the Integration Hub in the Target State Design allows this Court Technology Solution to eliminate one-to-one exchanges where data is tightly coupled to a single application and adopt a more modern approach where data is shared and readily available to multiple applications and access is controlled to ensure confidentiality, where needed, or limit access based on user rights. Not only does the Integration Hub provide real-time data access and controls, it also future proofs the overall solution by supporting the ability to add new or replace applications over time without incurring the time consuming and costly migration of data from one application to another.

The **Core Data Management Components** include a **Statewide Centralized Data Repository** and **Statewide Data Reporting Component**. The **TN Centralized Data Repository** houses aggregated and normalized data to provide a uniform and accurate primary source of statewide court data and court-related information. The **Statewide Data Reporting Component** is comprised of two important tools – a **Statewide Reporting and Analytics Solution** and a **Data Portal (TnPortal)**. The Statewide Reporting and Analytics Solution allows for comprehensive statewide data reporting and analytics for analysis to leverage insights in the data like filings and disposition analyses. The **TnPortal** is a dedicated data portal that provides secure external access

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<sup>1</sup> Electronic Court Filing (ECF) Standards were developed by the Joint Technology Committee of the National Center for State Courts. These approved standards are recommended for use by courts to ensure technology solutions, whether developed by vendors or the courts themselves, foster interoperability of court technology.

to statewide data for TN courts, judges, court clerks and external users. The portal will employ a user-friendly interface to allow users to look-up court data and information.

The **KEY BENEFITS** of the Target State Design are highlighted as follows:



The Target State Design also provides adaptability for future innovation and development and allows for the incremental replacement of legacy systems, while enabling TN AOC to realize benefits more quickly, thereby experiencing some “early wins.”

**NEXT STEPS**

The **Action Oriented Roadmap** identifies the major initiatives to guide the AOC through the successful implementation of the Target State Design. To develop these initiatives, Gartner considered the gaps between the Current and the Target States. The resolution of the gaps created the roadmap for critical next steps. The initiatives are ongoing, and all initiatives are being addressed simultaneously to accomplish the Target State Design. The table below provides a brief summary of each initiative:

**ACTION ORIENTED ROADMAP**

Initiative Name	Initiative Description
Initiative 1. Procure and Implement Statewide CMS and eFiling Solution(s)	Outline the key steps and sub-initiatives necessary to select CMS and eFiling vendor(s), select the CMS and eFiling solutions, and implement the solution(s) statewide. A major component of Initiative 1 is the release of the RFP for the competitive procurement of the CMS and eFiling Solution(s), which is scheduled to be released on July 31, 2025.
Initiative 2. Plan, Procure (if needed) and Implement Integration Hub and TnDR	Develop requirements for the Integration Hub and centralized data repository, assess state resources for suitability, procure (if needed) the necessary platform and System Integrator, implement these solutions, and migrate data.

Initiative 3. Develop Sourcing Strategy	Outline TN AOC's strategy to procure software and/or services, such as a System Integrator or Vendor, to support the Project.
Initiative 4. Develop Resource Plan	Determine resourcing needs, current capacity, skills, and gaps, and devise mitigation strategies, including the need for staff augmentation to support implementation.
Initiative 5. Establish a Court Technology Transformation Office	Create a Court Technology Transformation Office (CTTO) as a unified support center. The CTTO provides the foundation needed to oversee initiatives, enhance consistency and accountability, and ensure the successful rollout of new technology, tools, and processes.
Initiative 6. Develop Statewide Standardization Efforts	Establish a set of standards, rules, processes, and/or policies that all courts must follow to support this Project.
Initiative 7. Develop Data Migration Strategy from CMS to Centralized Data Repository (TnDR)	Develop the standards, processes, and expectations for migrating data from each court system into the centralized data repository.
Initiative 8. Develop and Execute a Change Management Plan	Design and execute a comprehensive organizational change management plan with a structured communication framework to effectively manage transitions, engage stakeholders, plan for training, and ensure the organization's smooth adoption of new technologies.
Initiative 9. Develop and Execute a Vendor Management Plan	Formulate a governance plan for vendor management, aligning on funding expectations and establishing processes for contract management, risk assessments, training, and performance monitoring to ensure Project success.
Initiative 10. Develop Artificial Intelligence (AI) Strategy	Create a statewide AI strategy for this Project that includes clear goals and guiding principles for using and implementing AI, ensuring alignment with judicial objectives and ethical standards.
Initiative 11. Procure Jury Management Solution	Formulate plan to procure a jury management solution that can be integrated into the Court Case Management System.

## FINANCIAL MATTERS

A detailed breakdown of expenditures to date for the current and previous fiscal years is provided in the table below. Expenditures for FY22-23 from one-time \$1.5 million appropriation<sup>2</sup> for a statewide e-filing study and expenditures for FY23-24 from one-time \$75 million appropriation<sup>3</sup> for project implementation combine for a total expenditure to-date of approximately \$1,103,262. Now that the project has reached the competitive procurement stage, the AOC will soon select a vendor and begin customizing and configuring an off-the-shelf solution for the eFiling and Case Management. Upon contracting with a vendor for the Core Court System applications, the

<sup>2</sup> A non-recurring appropriation of \$1.5 million was categorized as a miscellaneous appropriation and administered by the Tennessee Department of Finance and Administration (F&A) for FY22-23. See 2022 Public Chapter 1130, Section 1, Title III-22, Item 10.26, and 2023 Public Chapter 418, Section 1, Title III-22, Item 10.26.

<sup>3</sup> A non-recurring appropriation of \$75 million was categorized as miscellaneous appropriations and was also administered by F&A for FY23-24. See 2022 Public Chapter 1130, Section 1, Title III-22, Item 10.26, and 2023 Public Chapter 418, Section 1, Title III-22, Item 10.26.

implementation and deployment of all components of the Solution will accelerate spending in subsequent fiscal years. Continued implementation and ongoing maintenance of the solution will require recurring appropriations.

<b>Expense Category</b>	<b>Amount</b>
Statewide E-Filing Study	\$ 130,494
Gartner Consultation & Pre-Implementation	\$ 945,000
Developer & Operational Costs	\$ 27,768
<b>Total Expenditures to Date</b>	<b>\$ 1,103,262</b>

## **CONCLUSION**

The improved use of statewide technology will bring greater efficiency, accessibility, and transparency to the court system. All who are served by or provide services in our court system will benefit. The AOC is encouraged by the progress of this Project and anticipates the engagement of multiple vendors to move from design to implementation of a unified modern court technology solution for Tennessee. The Court and the AOC appreciate the thoughtful participation of court clerks, justice partners, attorneys, and court users in fact-gathering and design development activities to date. The Court and the AOC extend continued gratitude for the support of the Executive and Legislative Branches in this strategic effort.