



# Nevada's Court Improvement Program

## Data Strategic Plan FY 2011 - FY 2015

*Supreme Court of Nevada  
Administrative Office of the Courts*



August 2010

## **COURT IMPROVEMENT PROGRAM MISSION, PURPOSE, AND GOALS STATEMENT**

"The Court Improvement Program is a multidisciplinary project which seeks improvement of interrelated systems that serve children and families who enter the child welfare system. The program operates through team-oriented court and agency initiatives. The goal of the CIP is to make the systems more effective."

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## ***Chapter 1 – Executive Summary: Data Strategic Plan and Collaborative Efforts***

The Court Improvement Program (CIP) has existed in Nevada since 1995 and is overseen by the multi-disciplinary CIP Select Committee (Committee). Part of the Committee's stated mission is to "make the systems more effective." The goal of the Data Strategic Plan is to use empirical information to facilitate this meaningful change.

To enable Nevada's child welfare system to reach new heights of effectiveness, and generate systemic change, the agencies, the courts, and other key players must be able to share and exchange information in a timely manner; the entire system must be able to assess what it is doing and when; and reports must be available to inform strategic refinement of court improvement efforts.

In July 2010, a workgroup composed of two Administrative Office of the Courts (AOC) Deputy Directors, Information Systems Managers for the Division of Child and Family Services (DCFS) and for the AOC, an AOC Systems Analyst, a Children's Services Coordinator for Washoe County Department of Social Services, Assistant Second Judicial District Court Administrator, Second Judicial District Court Technology Manager, the CIP Coordinator met for 2 ½ days to begin the process of developing data exchange capacity among the courts and the child welfare state and local agencies. The long-term goal of this project is to implement an electronic data exchange of the dependency petition between the Family Division, Second Judicial District Court, State of Nevada, Case Management System, and the Division of Child and Family Services statewide automated child welfare information system (UNITY). Because all parties were open to the possibilities, progress was beyond expectations.

A few of the salient decisions from these meetings included leveraging the court's existing e-filing business process, and replacing ASFA and standardize the capture of dependency case-level data around the state.

A week later a Nevada team composed of an AOC Deputy Director and an AOC Court Systems Analyst, the UNITY Program Assistant, a Children's Services Coordinator for

Washoe County Social Services, the Business Policy Analyst for the DCFS, and the CIP Coordinator attended the 13<sup>th</sup> National Child Welfare Data and Technology Conference and the 2010 Court Improvement Program Meeting. The proximity of these two events triggered tremendous unity of purpose and convergence of visioning assisted by the presence of our consultant at both. As a result, the DCFS's Information Systems Manager is looking into revamping their reports to enhance their readability; and the 2<sup>nd</sup> Judicial District Court's Assistant Administrator has assigned their lead dependency division clerk to work with the data exchange consultant.

The mapping of the nine key outcome measures to UNITY has been completed. It appears that we should be able to pull the data needed to inform our local judicial workgroups from UNITY; dovetailing two projects, which will save time and money.

Utilizing new and existing technologies for data collection, analysis, and interpretation identifies outcomes for projects such as the Early Representation Project, providing the basis for program improvement. This fine-tuned project can, then, be tailored to other jurisdictions and their unique issues helping engage local judges, court personnel, attorneys, and other stakeholders.

CIP surveyed the judiciary to ascertain the level of interest in video-conferencing. An overwhelming majority of the judges stated they would strongly support the implementation of a video teleconferencing system and felt that it would save both the courts and the individuals involved in child welfare cases (i.e. victims, litigants, etc.) time and money. One court stated it would provide access to the courts for people who are otherwise shut out. As a result, in the first phase of the rural courts video conferencing project, three rural courts participated. In the second phase, an additional three rural courts have contracted to receive video teleconferencing equipment.

The Data Grant funded redaction software for the Clark County District Attorney, Juvenile Division. This software program redacts information from Clark County District Attorney, Juvenile Division case files, which allows all system partners to share the same information in

a timely fashion, so that all partners can identify the issues facing the family and the steps required to bring the family to safe and timely permanency.

A priority for CIP is continuing the work that has been started with our national partners in developing and implementing data exchange standards, with our statewide partners on developing and implementing case management system functionality standards, and with our statewide partners on implementing videoconferencing capabilities.

Using technology in the most efficient manner will ultimately assist in improving outcomes for children and families by reducing errors in duplicative data entry; and allowing outcome measurement capabilities, which will lead to greater consistency and more timely outcomes. Appropriate use of technology has brought our state stakeholders closer together through use of video and teleconferencing on NRS 432B child welfare cases, NRS Chapter 62 and/or child support cases, for purposes of training, taking testimony from any victim, witness, or expert witness, allowing communication between judges both in-state and nationally, allowing prisoners to participate in cases involving their families; thereby, ultimately providing better access to justice. CIP will continue to engage all stakeholders to implement technology appropriate to meeting its mission.

## ***Chapter 2 – Strategic Plan Objectives, Strategies, and Activities***

Each of the following strategies links specific activities to one of the three strategic plans, based upon their primary intent. The three strategic plans are:

- Basic [B]
- Training [T]
- Data [D]

### **Data Objectives**

In the area of data collection, analysis, and planning, Nevada's CIP will focus on the data collection, analysis, and sharing capabilities of the three predominant court case management systems being utilized in Nevada: CourtView Justice Solution's CourtView, Tyler Odyssey, and ACS Contexte. **The child welfare agencies use UNITY. We are planning to focus on information exchange/sharing between and among courts and partner agencies.** The specific objectives in the data collection, analysis, and planning area are:

- Develop a statewide data collection, analysis and planning mechanism for child welfare cases capable of working in conjunction with the three predominant case management systems used in Nevada courts
- Define and incorporate child welfare court **outcome** measures into court procedures, and, where appropriate, incorporate the measures into the three predominant court case management systems and the Nevada Uniform System for Judicial Records (USJR) model
- Develop or enhance case management systems to track child welfare cases **or improve processing of child welfare related cases**
- Emphasize the use of data as a critical and meaningful resource for all stakeholders in defining jurisdictional needs, identifying resources that positively impact outcomes for children and families, and planning for the allocation of personnel and other resources.

## **Data Objectives, Strategies, and Activities**

The following nine strategies have been defined to meet the objectives stated above:

### **D1: Keep current on national trends and requirements pertaining to data collection, analysis, and planning pertaining to child welfare cases**

This strategy includes sending CIP representatives and other pertinent child welfare stakeholders to national conferences to keep current on national trends and requirements pertaining to data collection, analysis, and planning related to child welfare case administration. By improving the quality of data collected, analysis can be tailored to specific jurisdictions and jurisdictional issues to engage local judges, court personnel, lawyers, and stakeholders in assessing their local court's performance and planning collaboratively.

### **D2: Identify outcome measures for courts responsible for any phase of abuse and neglect proceedings.**

This strategy involves the identification of the court child welfare performance measures that are important to Nevada courts. Where appropriate, the outcome measures published by the Administration for Children and Families (ACF) will be incorporated into the Nevada Uniform System for Judicial Records (USJR) model. Finally, this strategy supports the procedures and interim solutions that will be used to collect, analyze, and publish statewide outcome measures.

### **D3: Support data and information exchange requirements**

This strategy involves general and specific components. The general strategy is, for child welfare related cases, to assist courts and partner agencies with the hardware and software necessary to exchange data and information, especially related to the e-filing initiatives of Nevada courts. The project specific component is related to completing a statewide standard for exchanges among courts and child welfare agencies based upon the Global Justice XML data model (referred to as GJXDM or NIEM). As part of this strategy, Nevada is continuing collaboration with other states and the National Center for State Courts (NCSC) to convene national forums to develop a national child welfare data exchange model, which, when completely developed, will be adopted. It is envisioned that this effort will define appropriate case-level data sharing between child welfare agencies and courts as well as the sharing of data between courts. It is further envisioned that these standards may also include the sharing of data with other major stakeholders in child welfare cases (e.g., prosecutor offices, agencies, and providers). Finally, the data exchange requirements would enhance proactive case management and support the calculation of the national child abuse and neglect outcome measures.



**D4: Identify Court Child Welfare Case Management System (CMS) data requirements**

This strategy involves identifying detailed child welfare functional requirements for court child welfare case management systems (CMS). Nevada currently is using three different case management systems (Tyler Odyssey system, CourtView Justice Solutions system, and ACS Contexte system). In this strategy, CIP will work with stakeholders to identify all required functionality desired in a court child welfare CMS. The outcome of this strategy will be used in strategy D5 to develop court child welfare CMS standards. In addition to day-to-day management of individual cases, these requirements will include best practices in child welfare case management; functionality to capture, monitor, and report the outcome measures identified in strategy D2; and data exchanges identified in strategy D3.

**D5: Develop Child Welfare court Case Management System (CMS) data standards**

This strategy involves identifying and defining detailed child welfare functional and data standards for court case management systems (CMS). Nevada currently is using three different case management systems (Tyler Odyssey system, CourtView Justice Solutions system, and ACS Contexte system). It is envisioned that these vendors could each use the functional standards to better support court process of child welfare cases in their products. As part of this strategy, Nevada is collaborating with other states and the National Center for State Courts (NCSC) to convene national forums to develop national court child welfare CMS standards, including day-to-day management of individual cases, these requirements will include best practices in child welfare case management; functionality to capture, monitor, and report the outcome measures identified in strategy D2; and data exchanges identified in strategy D3.

**D6: Implement child welfare data exchanges**

This strategy involves implementing the data exchanges identified in Strategy D3. It is envisioned that implementation will be done between the Second Judicial District (ACS Contexte), the Eighth Judicial District (Tyler Odyssey), the rural counties (CourtView Justice Solutions), and the DCFS UNITY system. [Note: It is possible that data exchanges may also involve systems used by District Attorneys' offices, Public Defender's offices, and/or the State's Attorney General's office as well.]

**D7: Implement Court Child Welfare Case Management System (CMS) data standards**

This strategy involves implementing the CMS functional and data standards identified in strategy DC5. It is envisioned that implementation will be in the Second Judicial District (ACS Contexte), the Eighth Judicial District (Tyler Odyssey), and the rural counties (CourtView Justice Solutions).

**D8: Implement Video Conferencing Capabilities in Courts for use in Child Welfare Cases**

This strategy involves implementing video conferencing capabilities within courts and various locations around the state for use in child welfare cases. The purpose of utilizing video conferencing capabilities is to allow persons not within the geographic area served by the court the ability to participate in court proceedings (e.g., if the child is placed out of the district, the child, foster parents/guardians, and CASA representatives could participate in hearings without having to travel to the court).

**D9: Provide Project Management Oversight for Data Projects**

This strategy involves securing project management resources to oversee the various data projects.

The remaining pages of this chapter delineate each of these nine strategies. For each activity, the following is provided: description, accountable party(s), interim benchmarks, completion indicators, and an anticipated timeframe for performing the activity. [Please note that due to limited funding and resource availability, not all activities have been assigned a timeline.]

<b>D1. Keep current on national trends and requirements pertaining to data collection, analysis, and planning for child welfare cases</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D1.1 Send appropriate representatives to data and technology conferences	CIP Reps AOC Reps IT staff from partner agencies	Participation in conferences Training and materials from conferences and report back at next scheduled CIP meeting	Each fiscal year
D1.2 Collaborate with other stakeholders to facilitate data reports such as those outlined in B3.7, B4.1, B4.10	CIP Staff Stakeholder Staff Consultant	Identify data reports needed and those requiring modification Determine the process required to produce the required reports in the appropriate format Finalized reports presented to CIP Select Committee and partner agencies	Nov 2010- Jan 2012

<b>D2. Identify outcome measures for courts in child welfare cases</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 2.1 Perform “business” analysis to determine best practices and implementation plan for data sharing and integration among agencies to obtain outcome measures from courts	AOC CIP Staff Contractor Courts	Developed RFP for services Contractor selected Business analysis performed Best practices and implementation plan developed	Jun 2009 Revised: June 2010 – July 2011
D 2.2 Where applicable, include outcome measures in USJR model	AOC Supreme Court CIP Staff	Appropriate outcome measures for incorporation in USJR identified Appropriate outcome measures incorporated into USJR model	Jan 2010 – Dec. 2010
D 2.3 Develop procedures for collecting, analyzing, and publishing outcome measures statewide (including interim solutions for collecting data as well as data collected and analyzed for workgroups in B4.8 and B4.9)	AOC CIP Staff Partner Agencies Courts	Submission and analysis procedures documentation developed Interim solution(s) identified Interim solution(s) developed Data submitted B4.8, B5.2 Data analyzed B4.8, B5.2 Reports written and published B4.8, B5.2	Jan 2012 – Dec. 2012  Feb 2011- Mar 2011

<b>D3: Support data and information exchange requirements</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 3.1 Review National Exchange Model and prioritize implementation order of exchanges in Nevada	NCSC CIP AOC IT Court Reps DCFS County CFS	National Exchange Model reviewed National Exchange Model exchanges prioritized Nevada Implementation Priority document	Oct 2008 – Jun 2009 July 2010-Jan 2011
D 3.2 For child welfare related cases, assist courts and partner agencies with the hardware or software necessary to exchange, share, and store data and information digitally or electronically, especially related to the e-filing initiatives of Nevada courts	Courts Partner agencies	Hardware or software requested and installed. Data collection regarding affect on process.	Ongoing

<b>D4. Identify Court Child Welfare Case Management System (CMS) data requirements</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 4.1 Identify desired Court Child Welfare CMS requirements within Nevada (utilizing what was started by the AOC in 2003)	Contractor CIP Court Reps CMS Vendor	Consultant contracted Court Child Welfare CMS requirements identified NV Court Child Welfare CMS requirements document developed	Sept. 2009 – Oct. 2010
D 4.2 Identify ability of 2 <sup>nd</sup> District Court Child Welfare CMS to support <b>outcome</b> measures (data requirements and business rules) <b>COMPLETED</b>	Contractor CIP 2 <sup>nd</sup> District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	<b>July 2010 – Dec 2010</b>
D 4.3 Identify ability of 2 <sup>nd</sup> District Court Child Welfare CMS to support data exchanges identified in DC3	Contractor CIP 2 <sup>nd</sup> District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	<b>Jul. 2010 – Dec. 2010</b>
D 4.4 Identify gaps and inconsistencies between 2 <sup>nd</sup> District Court Child Welfare CMS and desired functionality	Contractor CIP 2 <sup>nd</sup> District Court Reps CMS Vendor	Gap analysis performed Gap analysis documentation developed	<b>Jul. 2011 – Oct. 2011</b>
D 4.5 Identify gaps and inconsistencies between other CMS used in Nevada and desired functionality	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system Gap analysis document for each system	<b>Jul. 2011 – Oct. 2011</b>
D 4.6 Identify ability of 8 <sup>th</sup> District Court Child Welfare CMS to support <b>outcome</b> measures (data requirements and business rules)	Contractor CIP 8 <sup>th</sup> District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	<b>Jan. 2012 – July 2012</b>

<b>D4. Identify Court Child Welfare Case Management System (CMS) data requirements</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 4.7 Identify ability of 8 <sup>th</sup> District Court Child Welfare CMS to support data exchanges identified in DC3	Contractor CIP 8th District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	Jul. 2012 – Oct. 2012
D 4.8 Identify gaps and inconsistencies between 8 <sup>th</sup> District Court Child Welfare CMS and desired functionality	Contractor CIP 8th District Court Reps CMS Vendor	Gap analysis performed Gap analysis documentation developed	Jul. 2012 – Oct. 2012
D 4.9 Identify gaps and inconsistencies between other CMS used in Nevada and desired functionality	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system Gap analysis document for each system	Oct. 2012 – Dec. 2012
D 4.10 Identify ability of the rural District Court Child Welfare CMS to support outcome measures (data requirements and business rules)	Contractor CIP Rural District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	Jan. 2013 – July 2013
D 4.11 Identify ability of the rural District Court Child Welfare CMS to support data exchanges identified in D3	Contractor CIP Rural District Court Reps CMS Vendor	Analysis performed Analysis documentation developed	Jul. 2013 – Oct. 2013
D 4.12 Identify gaps and inconsistencies between rural District Court Child Welfare CMS and desired functionality	Contractor CIP Rural District Court Reps CMS Vendor	Gap analysis performed Gap analysis documentation developed	Jul. 2011 – Oct. 2013
D 4.13 Identify gaps and inconsistencies between other CMS used in Nevada and desired functionality	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system Gap analysis document for each system	Oct. 2013 – Dec. 2013

<b>D5. Develop Child Welfare court Case Management System (CMS) data standards</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 5.1 Identify desired Child Welfare CMS functionality and issues within Nevada	Contractor CIP Court Reps CMS Vendor	Consultant contracted Court Child Welfare CMS data and functionality standards identified Nevada Court Child Welfare CMS data and functionality standards developed	Sept. 2011 – Aug. 2012
D 5.2 Identify desired Child Welfare CMS functionality standards in National Standards forum	Contractor Nat'l Forum reps CMS Vendor	National Court Child Welfare CMS Standards forum identified NCSC contracted National Standards forum meetings held National Court Child Welfare CMS Standards interim document developed	May 2009 – Dec 2009
D 5.3 Review National Child Welfare CMS functionality standards <b>COMPLETED</b>	Contractor CIP Court Reps CMS Vendor	National Standards forum meetings held National Court Child Welfare CMS Standards document developed	July 2008 – Sept. 2009
D 5.4 Perform gap analysis between National Child Welfare CMS functionality standards and current functionality of CMS implemented in Nevada	Contractor CIP Court Reps CMS Vendor	Gap analysis performed for each system Gap analysis document for each system	Dec 2012 – Sept.2013



<b>D6. Implement child welfare data exchanges</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 6.1 Implement high-priority data exchange in pilot county (presumably between DCFS system and 2 <sup>nd</sup> District Court Child Welfare CMS)	2 <sup>nd</sup> District Court Reps CMS Vendor DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Sept. 2011 – Oct. 2012
D 6.2 Implement remaining data exchanges in pilot county (presumably between DCFS system and 2 <sup>nd</sup> District Court Child Welfare CMS)	2 <sup>nd</sup> District Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct. 2012 – Sept. 2013
D 6.3 Implement high-priority data exchanges between DCFS system and other CMS used in Nevada	Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct 2013 – Sept 2015
D 6.4 Implement remaining data exchanges between DCFS system and other CMS used in Nevada	Court Reps CMS Vendors DCFS DCFS system support staff Middleware Vendor	Court CMS vendors, middleware vendor, and DCFS support staff contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct 2013 – Sept 2015

<b>D7. Implement Court Child Welfare Case Management System (CMS) data standards</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 7.1 Implement Court Child Welfare CMS requirements standards in 2 <sup>nd</sup> District Court Child Welfare CMS	2 <sup>nd</sup> District Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct. 2011 – Dec. 2012
D 7.2 Implement Court Child Welfare CMS requirements standards in 8 <sup>th</sup> District Court Child Welfare CMS	8 <sup>th</sup> District Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct. 2012 – Dec 2013
D 7.3 Implement Court Child Welfare CMS requirements standards in rural courts Child Welfare CMS	AOC IT Rural Court Reps CMS Vendor	Court CMS vendor contracted or otherwise obligated Project work plans established Software enhancements accepted and placed into production	Oct. 2013 – Sept. 2014

<b>D8. Implement Video Conferencing Capabilities in Courts for use in Child Welfare Cases</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 8.1 Perform business analysis and develop implementation blueprint for video conferencing capabilities <b>COMPLETED</b>	AOC IT CIP	Business Analysis performed Business Analysis document developed Implementation blueprint identified Implementation Blueprint developed	Nov 2008 – Jun 2009
D 8.2 Implement Video Conferencing Capabilities in pilot jurisdiction(s) <b>COMPLETED</b>	AOC IT Pilot Court(s) Pilot Jurisdiction IT Selected Vendor(s)	Pilot jurisdictions identified Video vendor(s) contracted or otherwise obligated Project work plans established Video capabilities implemented	Jul 2009 – Dec 2009
D 8.3 Update business analysis and implementation blueprint document <b>COMPLETED</b>	AOC IT	Business Analysis updated Business Analysis document updated Implementation blueprint updated	Revised: Dec. 2009 – July 2010
D 8.4 Develop Court Guidelines for using Video Conferencing Capabilities for Child Welfare cases	CIP Courts	Video Usage Guidelines developed	Revised: Dec. 2009 – July 2010
D 8.5 Implement Video Conferencing Capabilities in remaining jurisdictions	AOC IT Courts Jurisdiction IT Selected Vendor(s)	Video vendor(s) contracted or otherwise obligated Project work plans established Video capabilities implemented	Revised: July 2010 – Dec 2012

<b>D9. Provide Project Management Oversight for Data Projects</b>			
<b>Activity</b>	<b>Accountable Party</b>	<b>Benchmarks</b>	<b>Timeline</b>
D 9.1 Obtain part-time Project Manager to oversee data projects	AOC Contractor	Project Manager scope of services developed RFP Project Manager selected	Revised: Oct. 2010 – Jun 2014

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COURT IMPROVEMENT FOR THE PROTECTION AND PERMANENCY  
OF DEPENDENT CHILDREN (CIP) SELECT COMMITTEE**

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