

# Nevada Judiciary Strategic Campaign

2026-  
2028

# Introduction

The 2026–2028 Strategic Campaign for the Nevada Judiciary builds upon the progress made during the 2022–2025 campaign and responds to new challenges and opportunities facing Nevada’s courts. This three-year effort was shaped by the contributions of 315 stakeholders, including judges, court staff, attorneys, and community organizations, who shared their vision for a more accessible, efficient, and trusted judiciary.

As an independent branch of government, the Nevada Judiciary remains committed to innovation, accountability, and equity. The strategies identified in this campaign reflect a statewide desire to modernize court operations, enhance fairness, strengthen institutional capacity, and build stronger connections with the communities we serve.



The key objectives in this campaign are guided by three primary strategies identified by Nevada’s court leaders in the 2022-2025 campaign and are designed to improve the way that the Branch provides fair and timely access to justice. The three strategies remain:

**01**

Simplify and improve public access to the courts while continuing to ensure that all parties are treated fairly.

**02**

Support sustainable and user-focused court innovations to improve the delivery of court services.

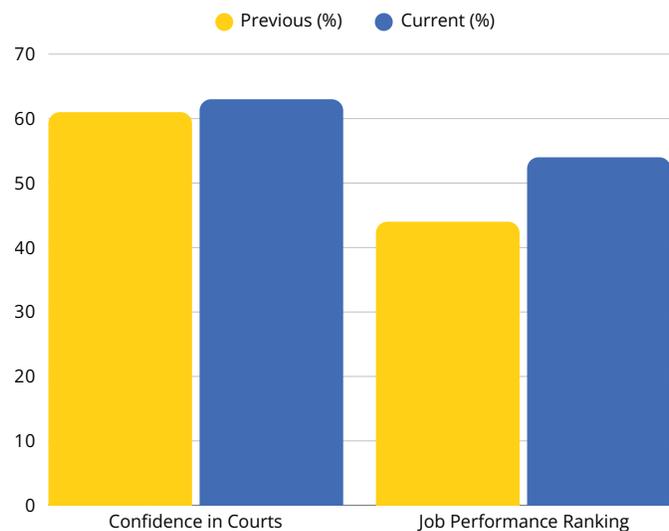
**03**

Develop methods for Nevada courts to be supported by both sustainable funding and appropriate judicial, personnel, and technological resources at all levels of the Branch.

## Advancing a culture of **continuous improvement** within the Nevada Judiciary

These three strategic priorities remain focused on a central goal: advancing a culture of continuous improvement within the Nevada Judiciary through user-focused practices. In our decentralized court system, some jurisdictions have already achieved or initiated many objectives, while others are beginning that journey. This campaign fosters peer learning and collective progress, enabling each court to pursue individual success while contributing to systemic transformation.

Public confidence in state courts has shown a modest yet meaningful rebound: according to the NCSC's 2024 State of the State Courts report, 63% of Americans now place "a great deal" or "some" confidence in state courts—an increase of two percentage points from 2023. 54% rate the job being done by state courts as 'good' or 'excellent,' up from 44% in 2021.



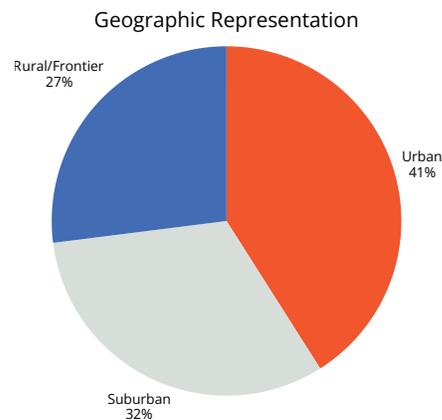
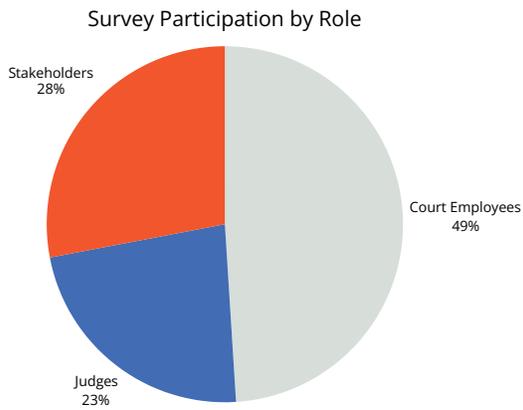
However, there remains significant room for improvement—only 27% believe courts do enough to assist self-represented litigants. Collectively, this data underscores both the judiciary's enduring trust capital and the public's desire for innovation, transparency, and increased access to justice.

Nevada courts have already embraced national best practices in case management, performance measurement, and technological advancement. Innovations like online hearings, increased digital access, and pandemic-driven operational shifts have become long-term features of how courts serve the public. The new campaign recognizes these advancements and aligns with mission statements adopted by courts statewide that emphasize accessibility, fairness, innovation, and public confidence. This campaign reflects our shared commitment to those values.

# Approach

This strategic campaign continues the open, participatory approach initiated in 2022. Input was gathered from court users and stakeholders across Nevada through surveys, interviews, and focus groups. In total 315 individuals responded to the survey, including 76 judges and 162 court employees.

Additionally, 93 stakeholders volunteered for focus groups or interviews. All geographic viewpoints of Nevada were represented in the survey with 27% from rural or frontier locations, 32% from suburban areas, and 41% urban. The survey saw a broad age group spectrum with 31% aged 35-44, 25% aged 45-54, 23% aged 55-64, 14% aged 18-34, and 7% over 64.



Due to the success of the 2022-2025 campaign objectives, 12 objectives have already been achieved to varying degrees and received broad support to be continued into the new campaign. This campaign includes six new objectives especially focused on security and generative artificial intelligence themes.

These 18 objectives reflect broad consensus on the most pressing issues and opportunities in Nevada’s courts. These objectives challenge all courts in the state of Nevada to enhance service. Moreover, this campaign preserves flexibility for local courts to adapt their unique needs, resources, and capabilities.



# Strategies & Objectives



# Strategy 1

**Simplify and improve public access to the Nevada courts while continuing to ensure that all parties are treated fairly.**

The Nevada Judiciary remains committed to building a more accessible, user-centered court system by carrying forward key objectives from the 2022–2025 Strategic Campaign while introducing new initiatives to meet evolving public needs. Several successful efforts will continue into the next phase. The Judiciary will also continue strengthening access for self-represented litigants through streamlined self-help resources delivered via a centralized statewide portal. A sustained focus will remain on producing and distributing plain-language educational materials and multilingual "Know Before You Go" resources that prepare users for court participation. Additionally, a sustainable outreach campaign will remain in place to promote broader public understanding of the courts' role in civic life.

## **Building Common Forms for a Stronger, More Accessible Court System**

Every court user, regardless of background, deserves a process that is understandable, consistent, accessible, and legally valid. Whether seeking a protection order, responding to a civil complaint, or addressing a traffic citation, the experience should not vary by geography or legal understanding. When court documents are easier to complete and process, outcomes improve for users and staff alike.

Existing initiatives have focused primarily on family law, with resources such as guided interviews and plain-language forms housed on [selfhelp.nvcourts.gov](https://selfhelp.nvcourts.gov). During this campaign's developments, stakeholders statewide echoed the need to expand standardized forms into other areas of law. Confusing and inconsistent paperwork remains a barrier for many court users. In response, the 2026-2028 Strategic Campaign calls for building on these proven tools and successes by developing a broader set of standard forms that can be used across case types and jurisdictions.

The campaign also includes an objective to increase the uniformity of local court rules. By aligning procedural expectations across jurisdictions, the Judiciary aims to create a more consistent and predictable experience for all court users, particularly those navigating the system without legal representation. Together, these continuing and new objectives reflect a focused effort to improve not just access, but the quality and fairness of that access across Nevada's decentralized court system.





## Continuing Objectives

1

Continue to maintain and enhance guided interviews and standardized forms compatible with the statewide e-filing platform and accepted by all trial courts.\*

2

Continue to strengthen access for self-represented litigants through streamlined self-help resources and a centralized statewide portal. \*Can be expedited and improved with the addition of AI tools

3

Continue to produce and distribute educational content and plain language forms in user-friendly formats and languages.\*

4

Continue to increase uniformity in local court rules to improve consistency and clarity for court users.

5

Continue implementation of a sustainable outreach campaign to educate the public on the role and responsibilities of the courts.\*

## New Objectives

6

Expand interpreter services and develop multilingual online tools to better serve Nevada's diverse population.\*

7

Upgrade court facilities to meet ADA standards, enhancing physical accessibility across the State

8

Broaden timely case resolution options by implementing specialized judicial training and adopting flexible court rules

“

*If more forms, rules, and practices were uniform, SIMPLIFIED, and written in plain English, self-represented litigants would need less hand holding.*

*— Court employee's response in Nevada Judiciary Strategic Campaign Questionnaire†*

\*Can be expedited and improved with the addition of AI tools. See page 12.

†See Addendum for summary of comments from stakeholders.

# Strategy 2

## **Support sustainable and user-focused innovations to improve the delivery of court services**

The Nevada Judiciary continues to rapidly modernize and align its operations through several strategic technology initiatives that began under the 2022–2025 Strategic Campaign. Key projects include the statewide deployment of a modern, automated case management system and expanded implementation of an integrated e-filing platform. Together, these systems streamline operations, reduce administrative overhead, and promote uniformity across jurisdictions. The development of a no-fee, publicly accessible online case lookup tool is nearing completion and will greatly enhance transparency and access for the public.

Supporting these tools is the ongoing deployment of the Nevada Courts Data Warehouse that will serve as a foundation for reliable, consistent data reporting. With this infrastructure in place, the Judiciary is moving from basic performance measurement to a performance management framework. This shift enables courts to use real-time data for continuous improvement and strategic planning. Work is also in progress to create and distribute standardized reports and performance dashboards that provide meaningful insights for court leadership and dependable accountability analytics for public stakeholders, advancing transparency and accountability.



Building on these initiatives, the 2026–2028 Strategic Campaign introduces two new, forward-looking objectives. First, the Judiciary will endeavor to implement mobile-friendly court portals that offer real-time updates and are designed with user needs in mind. Second, predictive analytics will be implemented through the Data Warehouse to improve the efficiency of case processing and resource allocation, allowing courts to make more informed, data-driven decisions. These innovations reflect the Branch’s commitment to sustainable, user-focused solutions that strengthen court operations and public trust.



## Continuing Objectives

1

Complete the deployment of a statewide automated case management system to support efficient and consistent court operations.

2

Expand the statewide deployment of an integrated e-filing system to streamline filing processes and reduce administrative burden.

3

Complete the development of a no-fee, publicly accessible online tool for statewide case information, enhancing transparency and public access.

4

Complete the deployment of a statewide data warehouse to improve uniformity in information access and enable consistent statistical analysis across jurisdictions.

- Advance the transition from performance measurement to performance management by integrating data into routine court operations.
- Develop and distribute performance management reports that inform decision-making at the court and branch levels.
- Create and publish court performance dashboards to provide internal and external stakeholders with transparent, real-time metrics.

## New Objectives

5

Launch mobile-friendly court portals that deliver real-time updates and user-centered functionality for court participants.\*

6

Implement predictive analytics to support strategic resource allocation and improve case management efficiency\*

“

*A statewide e-filing program would increase access to justice for those in rural areas. This might be one step towards making it easier to use the rural courts and gain access to justice.*

— Nevada attorney's response in Nevada Judiciary Strategic Campaign Questionnaire†

†See Addendum for summary of comments from stakeholders.

# Strategy 3

## **Develop methods for Nevada courts to be supported by both sustainable funding and appropriate judicial, personnel, and technological resources**

During the 2022–2025 Strategic Campaign, the Nevada Judiciary made significant progress in addressing long-standing funding and staffing challenges. The Supreme Court successfully eliminated its reliance on administrative assessment revenue, marking a key achievement in promoting more equitable and sustainable funding models. However, many trial courts, particularly those in limited jurisdictions, remain dependent on administrative assessments for essential operations and have limited options to implement objectives from this Campaign. The upcoming Campaign will continue to prioritize this issue by exploring viable alternatives to fee-based funding and advocating for broader state investment in local courts.

Progress was also made in supporting judicial and staffing resources. A comprehensive compensation and classification study for the Appellate Courts was completed, leading to long-overdue salary adjustments that better reflect the responsibilities of judicial officers and court staff. In parallel, the Judiciary developed the statewide Continuous Learning Campaign. The Legislature partially funded this campaign and over the next few years. The AOC will roll out this program to equip judicial officers, court administrators and emerging leaders with the skills needed to manage complex court environments.

As the Nevada Judiciary looks ahead, it will maintain a strong focus on education to support sufficient judicial and staff resources in all jurisdictions. Building on past accomplishments, this campaign reinforces the need for a sustainable, equitable, and forward-looking approach to court funding and workforce development.

In the 2022–2025 Strategic Campaign, courts across the state worked collaboratively to identify and formally request needed judicial positions through the 83rd Legislative Session. While those efforts did not result in the approval of new judgeships, the judiciary remains committed to advocating for these critical resources and will return in the next legislative session with refined data and stakeholder engagement. This success represents a significant step forward in attracting and retaining qualified professionals and meeting the broader objective of long-term workforce sustainability.



## Continuing Objectives

1

Identify and implement alternatives to reduce or eliminate reliance on administrative assessments, advancing equitable court funding for trial courts.

2

Expand staff development and leadership training through the statewide Continuous Learning Plan

- Provide targeted training for court users and staff to support adoption of new systems and practices
- Offer leadership and management development programs for judges and court administrators
- Standardize onboarding and professional development pathways for court personnel

3

Continue to assess and monitor the sufficiency of judicial and court staff resources across all jurisdictions.\*

## New Objective

4

Enhance the structural and personal security of judges and court employees through the Statewide Security Commission

- Conduct comprehensive security assessments at judicial facilities statewide
- Implement consistent safety protocols, including panic buttons, secure parking, and surveillance systems, as well as no-cost and low-cost measures that can be implemented in the short-term
- Deliver regular, scenario-based security training for staff and judicial officers to promote safety awareness and readiness
- Conduct cybersecurity assessments and develop achievable and efficient action campaigns

\*Can be expedited and improved with the addition of AI tools. See page 12.

# From Code to Conduct

## **Anticipating impact, embracing innovation, artificial intelligence in service of justice.**

When the 2022-2025 Strategic Plan was developed, large language models (LLMs) had not yet entered public use. Their rapid rise has already changed the way people seek information, interact with systems, and engage with institutions, and new AI developments on the horizon are likely to reshape our work in ways we cannot yet fully predict. For courts, AI presents both an opportunity and a challenge. On one hand, it offers powerful tools to improve access, efficiency, and user experience. On the other, it demands thoughtful oversight to ensure fairness, accountability, and public trust. As Nevada's courts continue to modernize, we must not only harness the potential of emerging AI technologies but also remain vigilant in understanding their limitations, impacts on litigants, and implications for justice.

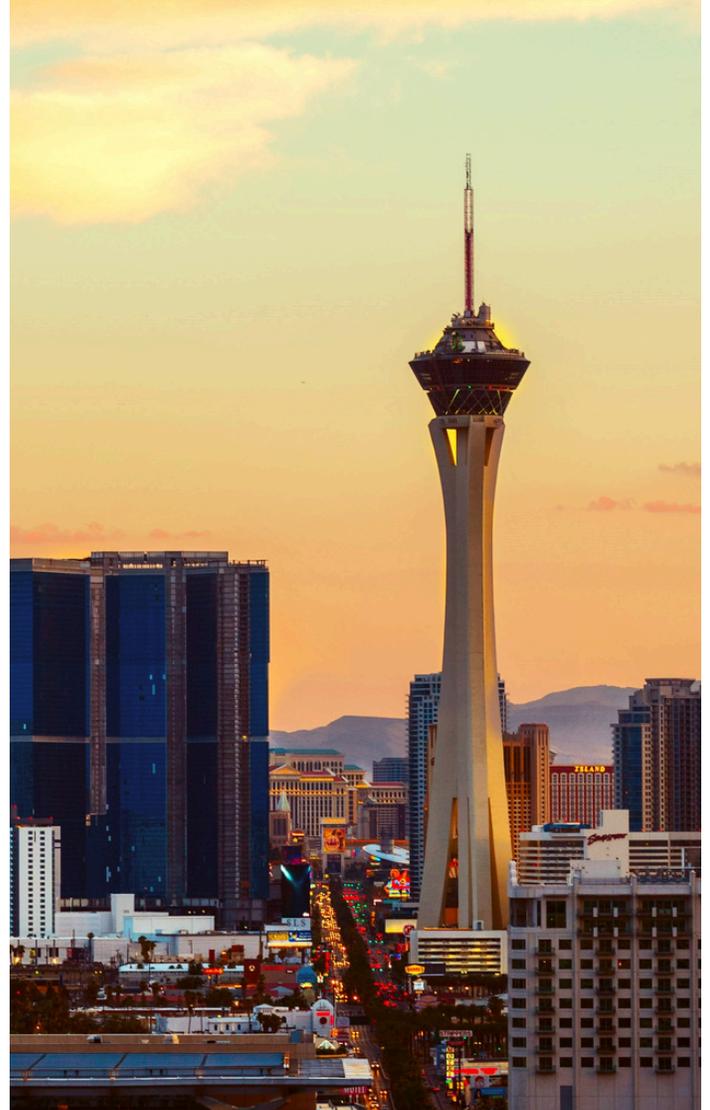
AI-driven language processing tools, including chatbots, machine translation, and plain language generators, can help courts communicate more clearly with the public, especially self-represented litigants and those with limited English proficiency. These capabilities directly support ongoing efforts to expand interpreter services and multilingual tools (Objective 1.6), strengthen centralized self-help resources (1.2), and produce plain language forms and user-friendly educational content (1.3).

In addition to supporting communication, AI can help streamline routine interactions with the court through guided interviews, intelligent forms, and personalized digital interfaces. These tools allow users to complete tasks such as filling out forms, receiving case updates, and navigating court services with minimal staff assistance. Such innovations align with priorities to enhance standardized forms compatible with statewide e-filing (Objective 1.1), launch mobile-friendly portals with real-time updates (2.5), and expand public outreach and education about the role of the courts (1.4).

Beyond front-end improvements, AI can strengthen court operations behind the scenes through predictive analytics and data-informed decision-making. By identifying trends in caseloads, staffing needs, and resource allocation, AI tools can support more equitable and strategic planning across the Nevada court system. These capabilities are central to ongoing efforts to implement predictive analytics for improved case management (Objective 2.6) and assess the sufficiency of judicial and staff resources in all jurisdictions (3.3). When used responsibly and transparently, AI technologies can help realize the Judiciary's commitment to innovation, accountability, and continuous improvement.

# Court Security

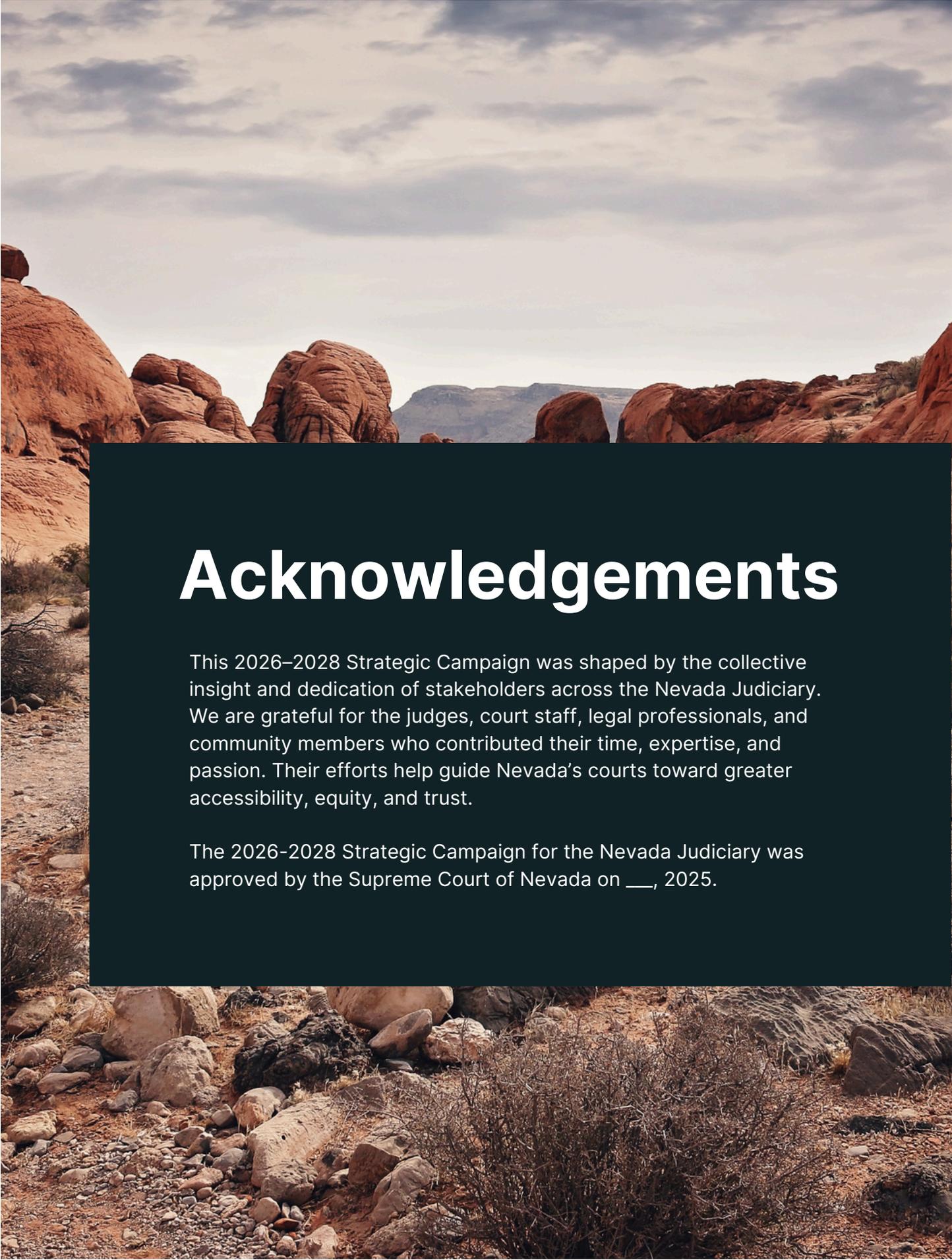
Court security emerged as a recurring theme throughout stakeholder feedback, reflecting growing concerns about both physical and digital safety for court personnel. Participants emphasized the need for safer facilities, better emergency preparedness, and stronger protections for judges, staff, attorneys, and court users. In response, the 2026–2028 Strategic Campaign includes a dedicated objective to enhance court security statewide. This will include facility assessments, implementation of consistent safety protocols, staff training, and strengthened cybersecurity practices. These efforts aim to create a more secure, resilient court system that protects the people who work in and rely on Nevada’s courts every day.



# Preparing for the Future

This three-part strategy continues to address longstanding structural challenges within the Nevada Judiciary by promoting efficient use of resources, improving operational performance, adopting innovative technologies, and rethinking traditional practices. Through this approach, the campaign becomes a living framework that is embedded in daily court operations and responsive to both community needs and institutional vision.

The Judiciary remains committed to sustainable solutions that enhance transparency and strengthen public trust. A core strength of this strategic campaigning process is its inclusivity. It empowers judges, court staff, and justice partners at all levels to align local goals with statewide priorities.



# Acknowledgements

This 2026–2028 Strategic Campaign was shaped by the collective insight and dedication of stakeholders across the Nevada Judiciary. We are grateful for the judges, court staff, legal professionals, and community members who contributed their time, expertise, and passion. Their efforts help guide Nevada’s courts toward greater accessibility, equity, and trust.

The 2026-2028 Strategic Campaign for the Nevada Judiciary was approved by the Supreme Court of Nevada on \_\_\_, 2025.

# Appendix A

## Overview of Accomplishments from 2022-2025 Strategic Campaign

### Guided Interviews and Standardized Forms

To reduce barriers to accessing the court system, the Nevada Self-Help Center launched a series of guided interviews designed to assist users in determining eligibility and completing forms for common legal issues. Since their introduction, more than 5,500 guided interviews have been completed.

The interviews cover topics such as name changes, divorce (including joint petitions), protection orders, and custody/paternity complaints. In tandem with the Guided Interviews, standardized forms were created for common case types, including divorce, annulment, probate, guardianship, and name change, promoting consistency across jurisdictions and improving compatibility with Nevada’s statewide e-filing system.

Recognizing the importance of accessibility, many forms are available in multiple languages including Spanish, Vietnamese, Tagalog, and Mandarin.

**Supports: Goal 1**

### Expansion of the Self-Help Center and Educational Content

The Self-Help Center was significantly enhanced to offer additional resources such as guided interviews, legal information, access to representation, and an AI-powered chatbot to assist users in real time. Educational content, including short videos on frequently encountered legal topics, was created and made available both online and through the Supreme Court of Nevada’s official social channels.

To further extend reach, print-ready Self-Help Center promotional materials were compiled into media kits and digitally distributed to libraries, community organizations, courts, and educational institutions throughout Nevada.

**Supports: Goal 1**

### Outreach and Engagement Plan

A comprehensive Outreach and Engagement Plan was developed to strengthen the judiciary’s relationship with the public. This plan aims to enhance access to court information, build public trust, and improve communication across multiple platforms. It includes clearly defined audiences, goals, strategies, and communication channels tailored to reach diverse communities throughout Nevada.

**Supports: Goal 1**

## Statewide e-Filing System Launch

Nevada's statewide e-filing system, eFlex, is now operational. Since its launch, more than 15,000 filings have been processed. The system allows users to submit documents securely and remotely with benefits like real-time submissions, fewer paper errors, and greater convenience.

**Supports: Goal 2**

## Nevada Court Data Warehouse

Fulfilling objectives focused on performance measurement and performance management required significant investments in systems and tools. The Supreme Court secured funding for the development of a statewide court data warehouse. The Nevada Courts Data Warehouse is a key piece of infrastructure that will allow courts to evaluate key performance information and adjust management practices in response. Significant progress has been made in the creation of the Data Warehouse, both in terms of software development and coordination with individual courts to interface with their case management systems. The Data Warehouse will be operational in 2026.

**Supports: Goal 2**

## Elimination of Reliance on Administrative Assessments

In the 2023 legislative session, Nevada lawmakers eliminated the Judicial Branch's reliance on administrative assessment revenue. This significant reform moves appellate court operations and district court judge compensation to a more sustainable and appropriate model. Reducing or eliminating administrative assessments for trial courts remains a priority.

**Supports: Goal 3**

## Compensation and Classification Study for Appellate Courts

A comprehensive compensation and classification study for Nevada's Appellate Courts was completed in advance of the 2023 legislative session. The findings supported long-overdue salary adjustments that better align with the responsibilities of judicial officers and court staff.

**Supports: Goal 3**

### **Trial Court Staffing and Leadership Development**

The Judiciary created a Continuous Learning Plan to provide structured professional development opportunities for court staff and leadership. The Legislature provided partial funding, and the program will roll out over the next several years to strengthen leadership and operational capacity in the courts. As part of this effort, a new Rural Courts Conference is being introduced in 2025 to strengthen training, collaboration, and support for rural court personnel.

**Supports: Goal 3**

### **Specialty Court Funding**

While a one-time funding surplus for courts was distributed in FY2025, additional sustainable funding was not obtained during this timeframe. While no new sustainable funding was obtained, courts maintained sufficient funds to operate existing specialty court programs in FY2025, without exhausting allocated resources. [Justice review requested]

**Supports: Goal 3**

### **Judicial Staffing Levels**

The Nevada Legislature considered Assembly Bill 66 a measure that would increase the number of district court judges in the First, Second, Eighth, Eleventh, and Tenth judicial districts. This bill was revised to include an additional judge in the First Judicial District and an additional judge in the Tenth Judicial District. The bill failed to pass out of the Ways and Means Committee before the legislative session concluded. [Justice review pending]

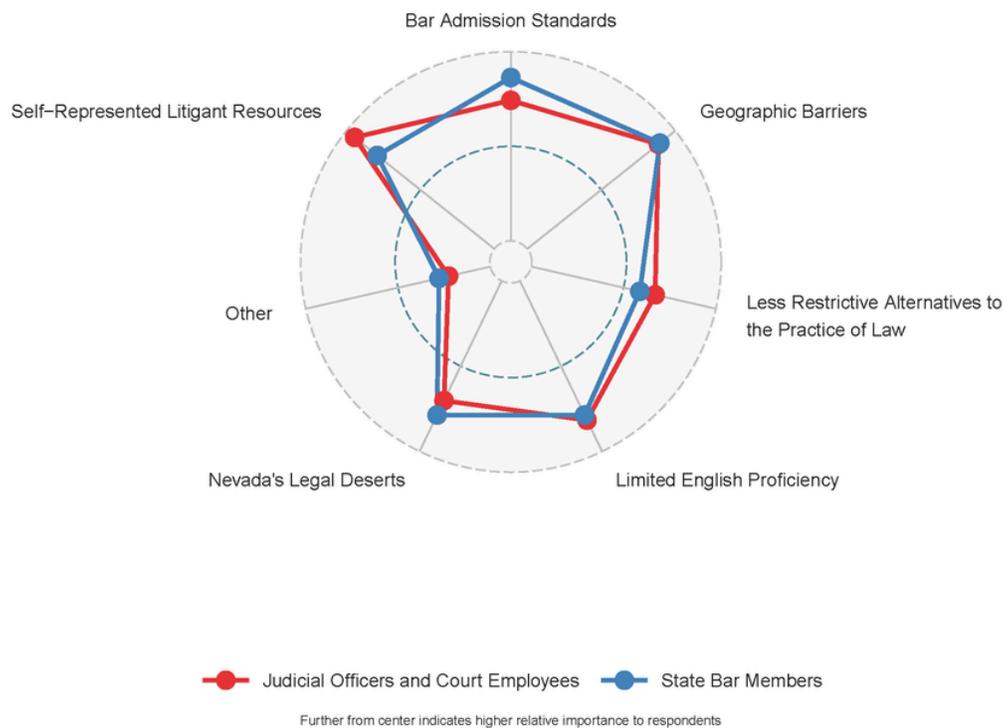
**Supports: Goal 3**

# Appendix B

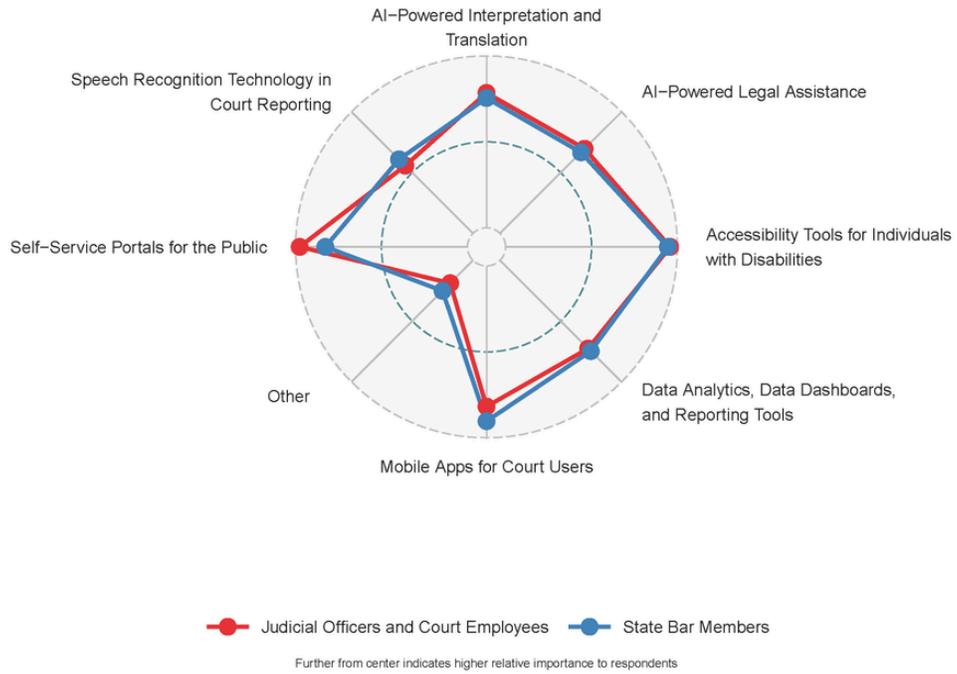
## Nevada Judiciary Strategic Campaign Questionnaire Results

This appendix highlights each respondent group's top priorities across the six major themes identified in the survey. Judicial officers, attorneys, and court employees each emphasized different needs, and the visualizations in this section illustrate how their priorities align and where they diverge. Respondents included 238 judicial officers and court employees, and 77 State Bar members.

**Strategy: Simplify and improve public access to the Nevada courts while ensuring fairness for all parties.**



**Strategy: Support sustainable and user-focused innovations to improve the delivery of court services.**



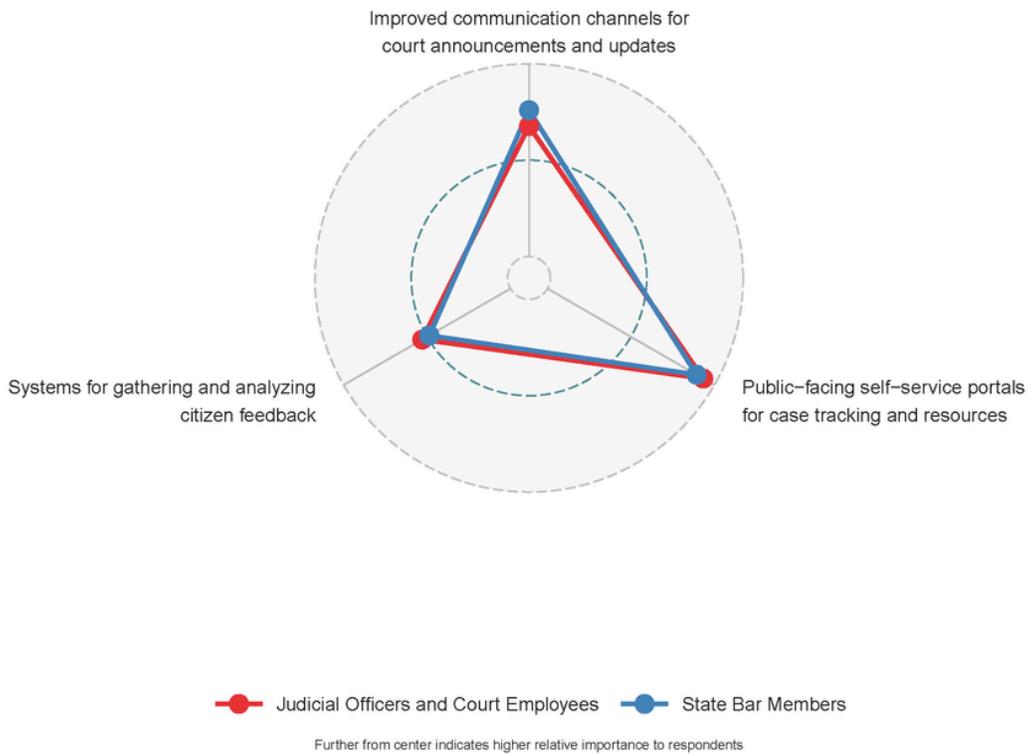
**Strategy: Develop methods for Nevada courts to secure sustainable funding and resources.**



## Strategy: Training and Development



## Strategy: Public Engagement and Transparency



## Strategy: Facilities and Infrastructure

