

Annual Report 2012



United States Bankruptcy Court
Central District of California

Honorable Peter H. Carroll
Chief Judge

Kathleen J. Campbell
Executive Officer/Clerk of Court

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Introduction

EXECUTIVE SUMMARY

The United States Bankruptcy Court for the Central District of California continued to provide excellent public service in 2012, despite the year's budgetary challenges. Highlights include:

- Investiture ceremonies were held for Judges Julia W. Brand and Neil W. Bason at the Roybal Federal Building and Courthouse in Los Angeles. Judge Brand's investiture was held on April 12, 2012, Judge Bason's on May 31, 2012. Both judges were sworn in on October 24, 2011, and serve in the Los Angeles Division.
- The Court welcomed Judge Mark D. Houle to the bench. Judge Houle was sworn in on February 17, 2012 to serve in the Riverside Division. His investiture was held in Riverside on October 11, 2012.
- A celebration at the Riverside Division on March 15, 2012 honored Judge Meredith A. Jury's reappointment to a second term as a bankruptcy judge in the Central District of California. First appointed in 1997, Judge Jury's current term expires in 2025.
- Judge Ellen Carroll retired on February 16, after 14 years of service. Following her retirement, Judge Robert N. Kwan relocated from the Santa Ana Division to the Los Angeles Division, and Judge Catherine E. Bauer relocated from Riverside to Santa Ana.
- Although bankruptcy filings declined for the second consecutive year, the Central District averaged over 111,000 filings per year during the past five years, the highest five-year average in the Court's history. This was the fifth consecutive year the Central District led the nation in total bankruptcy filings.
- The Court achieved the lowest Bankruptcy Noticing Center costs per case in the nation for the second consecutive year. The Central District's low BNC costs yielded approximately \$1.65 million in savings to the Federal Judiciary in 2012.
- In a continuing effort to improve customer service and streamline business processes, the Court established a district-wide Call Center in 2012 offering service in English and Spanish. Both automated service and live operators provide information to callers from each of the district's five divisions. Since the Call Center is centralized, it also ensures that the Court provides consistent information to the public, and frees up staff resources in the divisions to focus on operational tasks.
- The Court launched its newly redesigned website on October 25. The new website is better organized and easier to navigate than its predecessor, and provides quick access to a variety of resources and information.
- The Clerk's Office extensively reconfigured and renovated the Los Angeles Division to make more effective use of available space. The changes increase the volume of available space in the division, facilitate each department's unique tasks, and prepare the division for future space planning adjustments.
- Three foreign delegations visited the Los Angeles Division in order to learn about American bankruptcy law and practice. The Court welcomed judges from the Shandong Province of China, bankruptcy officials from the Ukraine, and members of the Academic and Legal Affairs Division of Thailand.
- In April, the Court published its first annual report on the district's *pro se* litigants. *Access to Justice in Crisis: Self-Represented Parties and the Court* provides a comprehensive analysis of the Central District's large self-represented population, measurements of that population's impact on the Court, and an overview of services and programs that assist *pro se* parties throughout the district.
- In January, the Clerk's Office established three Centers of Excellence, groups of volunteer staff members that provide a district-wide forum for collaboration on the Court's multiple projects and initiatives. Members serve as advisors in the areas of Process Improvement, Employee Engagement, and Communication, sharing ideas and implementing initiatives to achieve the Court's goals.
- The first graduating classes of the Court's two new leadership development programs, Paths to Success and Gateway Leadership, were recognized by Chief Judge Peter H. Carroll and Executive Officer/Clerk of Court Kathleen Campbell in ceremonies held on November 8, 2012. Designed to develop aspiring leaders and enhance the skill of current leaders, both programs provided content and project experience in the areas of management, communication, and team-building.

THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

Photo Not Available

From left to right:

Top Row: Theodor C. Albert, Deborah J. Saltzman, Scott C. Clarkson, Neil W. Bason, Ernest M. Robles,
Mark D. Houle, Wayne Johnson, Mark S. Wallace

Second Row: Robin L. Riblet, Thomas B. Donovan, Catherine E. Bauer, Meredith A. Jury, Julia W. Brand, Sandra R. Klein,
Richard M. Neiter, Erithe A. Smith, Robert N. Kwan, Victoria S. Kaufman

Front Row: Alan M. Ahart, Sheri Bluebond, Vincent P. Zurzolo, Peter H. Carroll (Chief Judge), Geraldine Mund (recalled),
Barry Russell, Maureen A. Tighe

APPOINTMENTS AND MILESTONES

INVESTITURE OF JUDGE JULIA W. BRAND

On April 12, 2012, the investiture of Judge Julia W. Brand was held at the Roybal Federal Building and Courthouse in Los Angeles. The ceremony began with U.S. Marshal David Singer giving the opening of court. Judge Brand's nieces and nephews then led the Pledge of Allegiance, and Executive Officer/Clerk of Court Kathleen J. Campbell called the calendar. Chief Bankruptcy Judge Peter H. Carroll and Chief District Judge Audrey B. Collins welcomed the distinguished judges and agency heads in attendance, among them 18 bankruptcy judges from the Central District of California. After Chief Judge Collins administered the oath of office, Judge Brand's husband, Michael, and her sons, Alex and Jeffrey, performed the investiture of robe. A reception in honor of Judge Brand followed the ceremony.

Photo Not Available

Chief District Judge Audrey B. Collins and
Judge Julia W. Brand

INVESTITURE OF JUDGE NEIL W. BASON

On May 31, 2012, the investiture of Judge Neil W. Bason was held at the Roybal Federal Building and Courthouse in Los Angeles. U.S. Marshal David Singer gave the opening of court, and Executive Officer/Clerk of Court Kathleen J. Campbell called the calendar. Chief Bankruptcy Judge Peter H. Carroll and Chief District Judge Audrey B. Collins welcomed the distinguished judges and agency heads in attendance, among them 21 bankruptcy judges from the Central District of California, five bankruptcy judges visiting from the Northern District of California, and Judge Bason's father, the Honorable George F. Bason, Jr., a former bankruptcy judge from the District of Columbia. Northern District of California Bankruptcy Judge Dennis Montali, for whom Judge Bason worked as a law clerk between 2000 and 2008, administered the oath of office, and Judge Bason's father performed the investiture of robe. A reception in honor of Judge Bason followed the ceremony.

Photo Not Available

Judge Dennis Montali and Judge Neil W. Bason

INVESTITURE AND SWEARING IN OF JUDGE MARK D. HOULE

On February 17, 2012, the Central District welcomed Judge Mark D. Houle to the bench. Chief Judge Peter H. Carroll administered the oath of office to Judge Houle at the Riverside Division, where Judge Houle maintains chambers. Judge Houle filled the judgeship vacated by Judge Ellen Carroll, who retired on February 16.

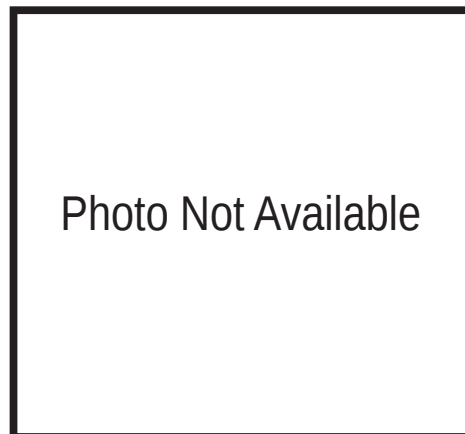
On October 11, 2012, Judge Houle's investiture was held at the Riverside Division. U.S. Marshal David Singer gave the opening of court, Judge Houle's two sons, Trent and Dominic, led the Pledge of Allegiance, and Executive Officer/Clerk of Court Kathleen J. Campbell called the calendar. Chief Bankruptcy Judge Peter H. Carroll and Chief District Judge George H. King then welcomed more than 200 guests and introduced the judges. Judge Houle was sworn in by Chief District Judge King. The ceremony concluded with Judge Houle's wife, Marie, and his father, Normand, performing the investiture of robe. A reception in honor of Judge Houle followed the ceremony.

Photo Not Available

Chief District Judge George H. King and Judge Mark D. Houle

JUDGE ELLEN CARROLL RETIRES

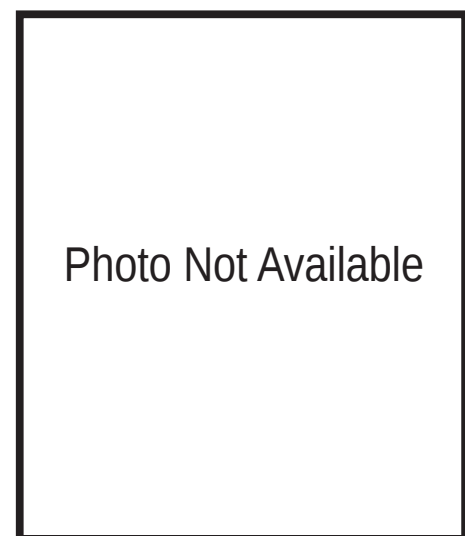
Judge Ellen Carroll retired on February 16, 2012, after 14 years of service. Concurrent with Judge Carroll's retirement, two Central District judges relocated. On February 10, Judge Robert N. Kwan relocated from the Santa Ana Division to the Los Angeles Division, and on February 16, Judge Catherine E. Bauer relocated from Riverside to Santa Ana. Judge Ellen Carroll's pending chapter 7 and 11 cases were reassigned to Judge Kwan.



Judge Ellen Carroll

CELEBRATION HELD FOR JUDGE MEREDITH A. JURY'S REAPPOINTMENT

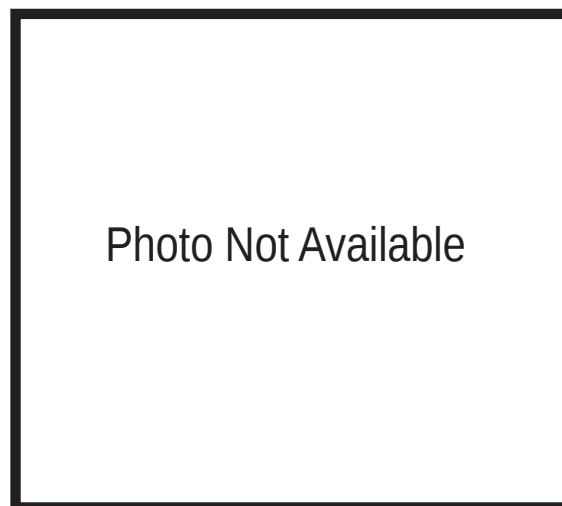
A celebration was held at the Riverside Division on March 15, 2012, to mark the reappointment of Judge Meredith A. Jury to the bench. The event was attended by Judge Jury's friends and family, judges from the Bankruptcy Court and District Court, Executive Officer/Clerk of Court Kathleen J. Campbell, members of the bar, and Clerk's Office staff. The ceremony started with comments by Todd Frealy, President of the Inland Empire Bankruptcy Forum. Chief Judge Peter H. Carroll and retired Judge David Naugle spoke about Judge Jury's strong work ethic, integrity, and her willingness to take on more than her share of work. In her brief remarks at the end of the ceremony, Judge Jury spoke about her fondness for Riverside and her gratitude for her working relationships with local counsel, her colleagues, and Court staff. A reception in honor of Judge Jury followed the ceremony.



Judge Meredith A. Jury

JUDGE SHERI BLUEBOND INDUCTED INTO AMERICAN COLLEGE OF BANKRUPTCY

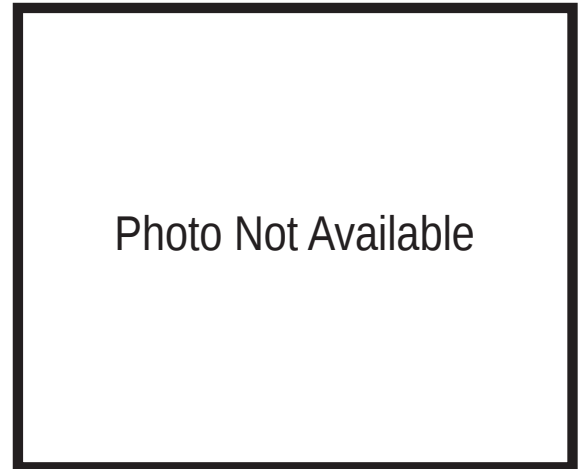
On March 16, 2012, Judge Sheri Bluebond was inducted into the American College of Bankruptcy in a ceremony at the United States Supreme Court Great Hall in Washington, D.C. The American College of Bankruptcy is an honorary association of bankruptcy and insolvency professionals who are distinguished by their outstanding qualifications, ethical standards, character, integrity, and scholarship, among other criteria. Judge Bluebond, one of two judges inducted in the College's 23rd Class of Fellows, is also a member of the College's Judicial Outreach Committee. Judge Bluebond joins distinguished colleagues from the Court who have been inducted into the American College of Bankruptcy, including Judges Thomas B. Donovan, Geraldine Mund, Robin L. Riblet, and Barry Russell, retired Judges John E. Ryan and William J. Lasarow, and former Judge Lisa Hill Fenning.



Judge Sheri Bluebond and American College of Bankruptcy President Michael L. Cook

JUDGE BARRY RUSSELL HONORED AS MOST SENIOR BANKRUPTCY JUDGE ACTIVELY SERVING IN THE UNITED STATES

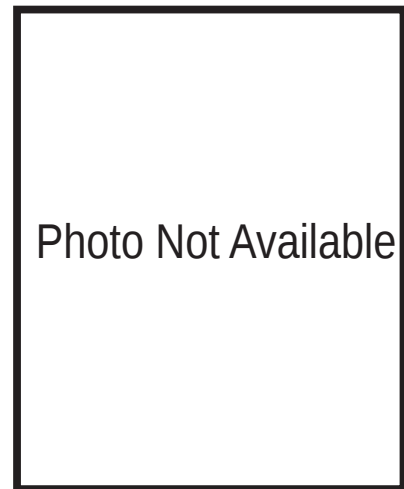
The retirement of Rhode Island Bankruptcy Judge Arthur N. Votolato in July made Central District Bankruptcy Judge Barry Russell the most senior bankruptcy judge actively serving in the United States. Judge Russell, appointed in 1974, has served in the Central District for 38 consecutive years. On August 6, 2012, Chief Judge Peter H. Carroll and Executive Officer/Clerk of Court Kathleen J. Campbell presented Judge Russell with a plaque at a surprise ceremony in honor of his new standing. Judges Sheri Bluebond, Richard M. Neiter, Sandra R. Klein, and Julia W. Brand attended, along with numerous Clerk's Office and chambers staff. Judge Russell said that he loves what he does for a living and does not intend to retire. "There are very few jobs around that you enjoy going to every day," he said.



Judge Barry Russell and Chief Judge Peter H. Carroll

JUDGE ERITHE A. SMITH APPOINTED TO JUDICIAL CONFERENCE COMMITTEE ON ADMINISTRATION OF THE BANKRUPTCY SYSTEM

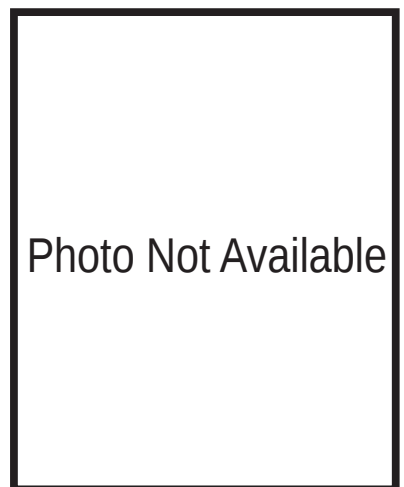
Judge Erithe A. Smith was appointed to the United States Judicial Conference's Committee on the Administration of the Bankruptcy System ("Bankruptcy Committee") by Chief Justice John G. Roberts, Jr. for a three-year term effective October 1, 2012. Judge Smith serves on the Subcommittee on Budget Matters, as well as the Subcommittee on Estate Administration. She also serves as the Bankruptcy Committee's liaison to the Bankruptcy Rules Committee of the Judicial Conference.



Judge Erithe A. Smith

JUDGE DEBORAH J. SALTZMAN APPOINTED TO CM/ECF NEXTGEN WORKING GROUP

On November 7, 2012, Judge Deborah J. Saltzman was appointed to the national Case Management/Electronic Case Files (CM/ECF) NextGen Working Group. The group includes five bankruptcy judges. The purpose of the NextGen Working Group is to review functional requirement and design documents for a new application related to how work is done in CM/ECF, and to review policy questions and make recommendations concerning whether policy issues should be referred to the Court Administration and Case Management Committee's Next Generation Subcommittee. Judge Saltzman will provide regular updates to the Court's IT committee and to the CM/ECF committee.



Judge Deborah J. Saltzman

JUDICIAL COMMITTEES

In accordance with the Court Governance Plan, judicial committees appointed by the Chief Judge address Court-related issues and provide feedback to the entire Board of Judges regarding Court operations and administrative issues. The Chief Judge and the Executive Officer/Clerk of Court are *ex officio* members of each committee. Clerk's Office staff members attend meetings and support the judicial committees.

The members of the 2012 judicial committees were:

EXECUTIVE

Peter H. Carroll, Chair
Alan M. Ahart
Theodor C. Albert
Sheri Bluebond
Meredith A. Jury
Robin L. Riblet
Maureen A. Tighe
Vincent P. Zurzolo

ALTERNATIVE DISPUTE RESOLUTION

Barry Russell, Chair
Catherine E. Bauer
Richard M. Neiter
Maureen A. Tighe

CASE MANAGEMENT

Sheri Bluebond, Chair
Mark D. Houle
Robert N. Kwan
Robin L. Riblet
Maureen A. Tighe

CHAPTER 13

Catherine E. Bauer, Chair
Julia W. Brand
Meredith A. Jury
Victoria S. Kaufman
Wayne Johnson
Vincent P. Zurzolo

EDUCATION AND TRAINING/RETREAT

Deborah J. Saltzman, Chair
Neil W. Bason
Julia W. Brand
Richard M. Neiter
Erithe A. Smith

INFORMATION TECHNOLOGY

Deborah J. Saltzman, Chair
Scott C. Clarkson

RULES

Sandra R. Klein, Chair
Theodor C. Albert
Thomas B. Donovan
Wayne Johnson

SPACE AND SECURITY

Robert N. Kwan, Chair
Alan M. Ahart
Wayne Johnson
Robin L. Riblet
Mark S. Wallace

BANKRUPTCY FILINGS

BANKRUPTCY FILINGS

In 2012, the Central District of California again saw a decrease in bankruptcy filings. A total of 105,515 individual and business bankruptcy cases were filed in 2012, a 21.6 percent decrease from the 134,501 filings in 2011. Filings for all chapters declined significantly.

Chapter 7 filings decreased by 18.2 percent to 81,128 filings in 2012 and accounted for 76.9 percent of all petitions filed district-wide. Chapter 7 filings also accounted for 77.9 percent of all business filings and 76.9 percent of all nonbusiness filings in 2012.

Chapter 11 filings dropped 22.4 percent to 904. Chapter 11 cases, which typically require more judicial resources than cases that are filed under other chapters, accounted for approximately 1 percent of all petitions filed in 2012, consistent with the percentage of chapter 11 filings from 2011. Over 67 percent of chapter 11 petitions were business cases.

Chapter 13 filings decreased the most, falling 31.3 percent. A total of 23,473 chapter 13 petitions were filed in 2012. Chapter 13 petitions accounted for 22.2 percent of all filings in 2012, down from 25.4 percent in 2011. Chapter 13 petitions also accounted for 22.9 percent of all nonbusiness filings and 4.5 percent of all business filings in 2012.

The number of bankruptcy petitions closed by the Central District in 2012 dropped 24.8 percent to 110,014. Because terminations exceeded filings in 2012, there were 65,962 cases pending in December 2012, which was 6 percent less than the number of cases pending in December 2011.

Although bankruptcy filings continued to decline for the second consecutive year, the Central District still averaged over 111,000 filings per year during the past five years, the highest average in the Court's history. This was the fifth consecutive year the Central District led the nation in total bankruptcy filings.

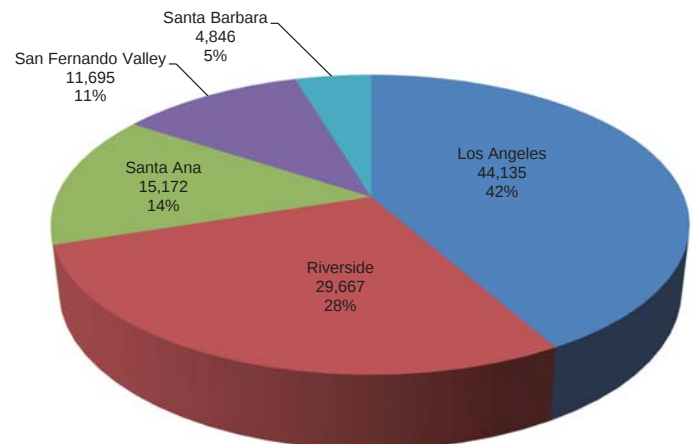
According to the national filing data released by the Administrative Office of the United States Courts, the Central District of California received 85.2 percent more bankruptcy filings than the second largest district, the Northern District of Illinois. Additionally, the Central District of California led the nation with the highest total of chapters 7, 11, 13, business, and nonbusiness filings. Bankruptcy filings in the Central District of California account for nearly 9 percent of the nation's filings.

CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2012

| Year | Total | Chapter | | | | |
|----------------|---------|---------|--------|--------|--------|--------------------|
| | | 7 | 11 | 12 | 13 | OTHER ¹ |
| 2008 | 65,856 | 49,451 | 789 | 2 | 15,611 | 3 |
| 2009 | 108,647 | 83,656 | 1,126 | 9 | 23,853 | 3 |
| 2010 | 142,726 | 109,415 | 1,123 | 13 | 32,174 | 1 |
| 2011 | 134,501 | 99,170 | 1,165 | 9 | 34,154 | 3 |
| 2012 | 105,515 | 81,128 | 904 | 7 | 23,473 | 3 |
| Percent Change | | | | | | |
| 2011 - 2012 | -21.6% | -18.2% | -22.4% | -22.2% | -31.3% | - |

¹ Includes cases filed under chapters 9 and 15 of the bankruptcy code

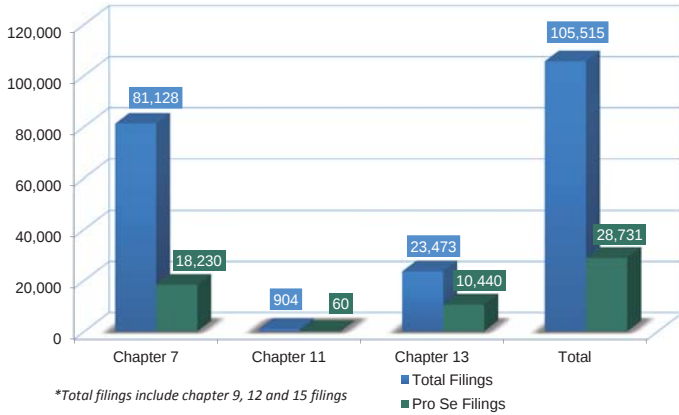
CENTRAL DISTRICT OF CALIFORNIA Total Bankruptcy Filings By Division 2012



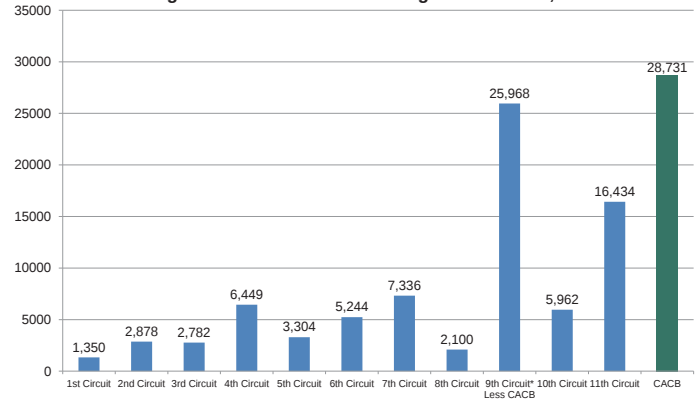
CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2012

| Year | Filed | | | Closed | Pending |
|----------------|---------|-------------|----------|---------|---------|
| | Total | Nonbusiness | Business | | |
| 2008 | 65,856 | 62,345 | 3,511 | 40,414 | 51,461 |
| 2009 | 108,647 | 103,539 | 5,108 | 85,719 | 74,443 |
| 2010 | 142,726 | 137,363 | 5,363 | 135,153 | 82,059 |
| 2011 | 134,501 | 130,188 | 4,313 | 146,224 | 70,383 |
| 2012 | 105,515 | 102,006 | 3,509 | 110,014 | 65,962 |
| Percent Change | | | | | |
| 2011 - 2012 | -21.6% | -21.6% | -18.6% | -24.8% | -6.3% |

U.S. Bankruptcy Court - Central District of California
2012 Pro Se Filings



Bankruptcy Cases Filed by Pro Se Debtors
During the 12-Month Period Ending December 31, 2012



PRO SE FILINGS

The Central District of California led the nation in both the number and percentage of *pro se* filings in 2012. The Central District's rate of *pro se* filings for the year was 27.2 percent, over three times the national average of 8.9 percent and 331 percent more than the next highest district, the Eastern District of California. The Central District handled over 26 percent of the entire nation's *pro se* bankruptcy filings. The Central District alone handled more *pro se* filings than seven individual circuits. Its *pro se* filings exceeded those of all the combined districts which make up the entire First, Second, Third, Fourth, Fifth, Sixth, and Seventh Circuits. If the Central District were treated as a circuit, it would continue to lead the nation in total *pro se* filings.

Of the 105,515 bankruptcy cases filed in the district, 28,731 were *pro se* filings. Chapter 13 petitions had the highest *pro se* percentage with 44.5 percent, followed by chapter 7 petitions with 22.5 percent. Chapter 11 had the smallest percentage of *pro se* filings with 6.6 percent.

ADVERSARY PROCEEDINGS

In 2012, adversary proceedings decreased 25.5 percent from 4,927 in 2011 to 3,670.

The number of adversary proceedings closed declined the most, with 4,450 cases closed in 2012, 27.4 percent lower than the 6,133 closed in 2011. Pending adversary proceedings fell 17.3 percent, from 4,394 in 2011 to 3,632 in 2012.

Although adversary proceedings have declined for the third consecutive year, the number of adversary proceedings filed, closed, and pending during 2012 was still higher than that of 2008.

CENTRAL DISTRICT OF CALIFORNIA PRO SE CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2012

| Year | Total | Chapter | | | | |
|----------------|--------|---------|--------|----|--------|--------------------|
| | | 7 | 11 | 12 | 13 | OTHER ¹ |
| 2008 | 15,095 | 8,198 | 74 | 2 | 6,821 | 0 |
| 2009 | 25,904 | 15,526 | 112 | 0 | 10,266 | 0 |
| 2010 | 36,731 | 22,093 | 98 | 1 | 14,538 | 1 |
| 2011 | 38,098 | 21,594 | 78 | 0 | 16,426 | 0 |
| 2012 | 28,731 | 18,230 | 60 | 1 | 10,440 | 0 |
| Percent Change | | | | | | |
| 2011 - 2012 | -24.6% | -15.6% | -23.1% | - | -36.4% | - |

¹ Includes cases filed under chapters 9 and 15 of the bankruptcy code

CENTRAL DISTRICT OF CALIFORNIA ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2012

| Year | Filed | Closed | Pending |
|----------------|--------|--------|---------|
| 2008 | 2,976 | 2,286 | 3,211 |
| 2009 | 5,057 | 2,254 | 6,014 |
| 2010 | 4,853 | 5,350 | 5,521 |
| 2011 | 4,927 | 6,133 | 4,394 |
| 2012 | 3,670 | 4,450 | 3,632 |
| Percent Change | | | |
| 2011 - 2012 | -25.5% | -27.4% | -17.3% |

PUBLIC OUTREACH

OFFICIAL VISITS

FOREIGN DELEGATIONS VISIT LOS ANGELES DIVISION

Three foreign delegations visited the Los Angeles Division in 2012 in order to learn more about American bankruptcy law and practice. The first group, made up of 17 judges from the Shandong Province of China, toured the Los Angeles Division on August 15. The judges, visiting Southern California through an international program at CSU Long Beach, were accompanied by an associate professor from the Judges Training Institute of Shandong Province. After a tour of the Clerk's Office operations and administration, the judges visited Chief Judge Peter H. Carroll's courtroom, where they received a demonstration of the Court's video hearing technology. Judge Sheri Bluebond greeted the judges and gave them an overview of Title 11 before taking questions. The tour concluded with a visit to Judge Bluebond's chambers.

Photo Not Available

Chief Judge Peter H. Carroll, Executive Officer/Clerk of Court Kathleen J. Campbell, and Members of Clerk's Office Staff with Delegates from the Ukraine

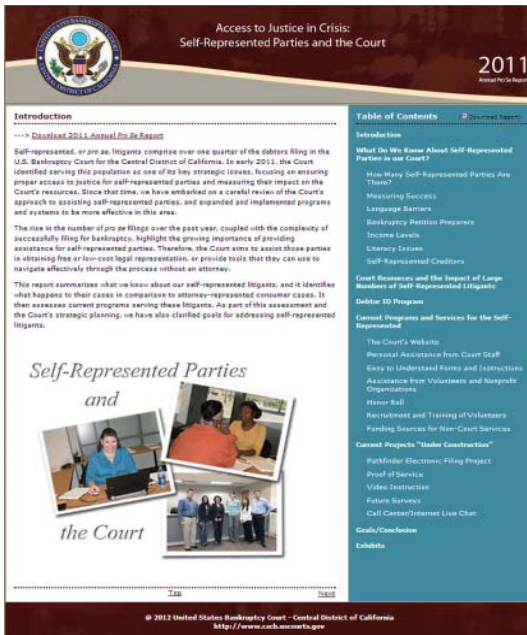
On September 17, nine high-ranking bankruptcy officials from the Ukraine visited the division. Chief Judge Peter H. Carroll welcomed the delegates and Executive Officer/Clerk of Court Kathleen J. Campbell provided an overview of the structure and functions of the Court and the Clerk's Office. The Ukrainian delegation then took a tour of the Roybal Federal Building and Courthouse.

Photo Not Available

Judge Barry Russell (seated) with Members of the Academic and Legal Affairs Division of Thailand

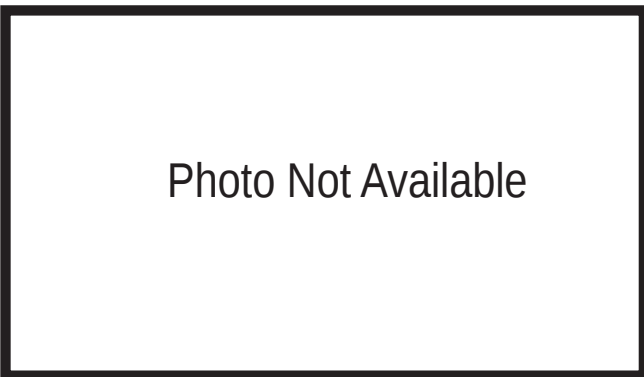
On September 18 and 19, a delegation of 24 members from the Academic and Legal Affairs Division of Thailand, whose role is analogous to that of trustees in the American bankruptcy system, visited the division. On the first day, the delegates visited Judge Barry Russell's courtroom. After brief welcoming remarks from Executive Officer/Clerk of Court Kathleen J. Campbell, Judge Barry Russell spoke about bankruptcy mediation and other topics of interest. The following day, the Thai delegation observed a proceeding in Judge Thomas B. Donovan's courtroom and toured the Roybal Federal Building and Courthouse. Chief Judge Peter H. Carroll presented the delegates with commemorative Central District coins, and the Executive Team fielded their questions.

COMMUNITY OUTREACH



FIRST PRO SE ANNUAL REPORT PUBLISHED

In April, the Court published its first annual report on the district's *pro se* litigants. *Access to Justice in Crisis: Self-Represented Parties and the Court* provides a comprehensive analysis of the Central District's large self-represented population, measurements of that population's impact on the Court, and an overview of services and programs that assist *pro se* parties throughout the district. The report also identifies problems that beset self-represented parties and indicates areas where more research and resources are needed.



Public Counsel President and CEO Hernán Vera, Judge William J. Lasarow, Public Counsel Senior Staff Attorney Magdalena Reyes Bordeaux, and Judge Thomas B. Donovan

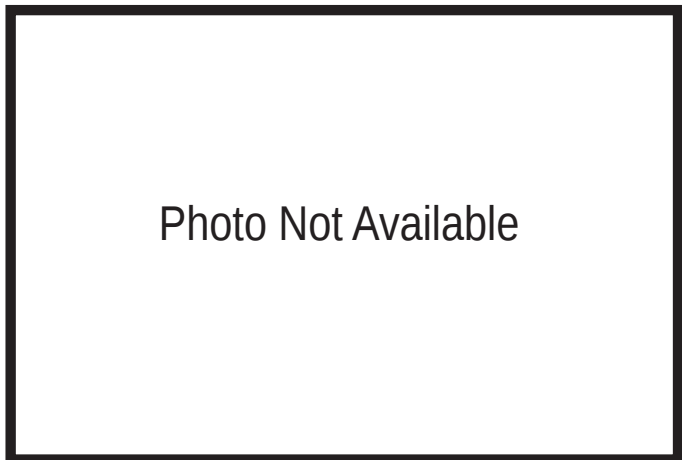
2012 WILLIAM J. LASAROW AWARDS

On June 12, 2012, the William J. Lasarow Awards Ceremony was held at the Roybal Federal Building and Courthouse in

Los Angeles. The annual presentation of the Lasarow Awards recognizes the outstanding contributions of bankruptcy *pro bono* volunteers. Public Counsel, the nation's largest *pro bono* law firm, honors volunteers for donating their time to make access to justice a reality for individuals and families who have nowhere else to turn for legal assistance and representation. Public Counsel and the *pro bono* partner programs at the event assist close to 8,000 self-represented litigants a year, and the Lasarow Awards presentation celebrates this remarkable accomplishment that would not be possible without the participation of *pro bono* bankruptcy attorneys.

Public Counsel Senior Staff Attorney Magdalena Reyes Bordeaux, who manages Public Counsel's Debtor Assistance Project, opened the ceremony. Hernán Vera, President and CEO of Public Counsel, then introduced the Honorable Vincent P. Zurzolo, who presented the prestigious Lasarow Awards to *pro bono* attorneys from each division in the Central District of California.

The evening was also a celebration of Judge Lasarow's 90th birthday, and was attended by Judge Lasarow and his wife. Judge Thomas B. Donovan said a few kind words to wish Judge Lasarow a happy birthday, and Judge Sheri Bluebond led the audience in singing "Happy Birthday" to the judge.



District Judge Philip S. Gutierrez and Judge Barry Russell

MEDIATION PROGRAM

The Central District of California Bankruptcy Court established its Bankruptcy Mediation Program in 1995 to provide the public with effective and reliable assistance in resolving disputes without the time and expense associated with litigation. With 185 members, the mediation panel consists of attorneys and

non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators.

On November 9, 2012, the U.S. Bankruptcy and District Courts for the Central District of California co-hosted the Fourteenth Annual Appreciation Luncheon to honor Bankruptcy Court mediators and District Court settlement officers for 2011-2012. Both courts recognized their panel members for their continued dedication and generous service in the field of Alternative Dispute Resolution. Over 100 guests attended the event, including Judge Alan M. Ahart, Judge Neil W. Bason, Judge Catherine E. Bauer, Judge Julia W. Brand, and Executive Officer/Clerk of Court Kathleen J. Campbell. Judge Barry Russell, the Central District's Mediation Program Administrator, spoke at the event.

From the program's inception in 1995 through the end of the 2011-2012 term, 4,763 matters were assigned to mediation, 4,318 were concluded, and 2,714 were settled. The settlement rate has remained at a very favorable 63 percent.

CENTRAL DISTRICT CONTINUES TO TEST *PRO SE* CASE FILING MODULE

Since 2011, the Central District has been one of three bankruptcy courts in the nation involved in the Administrative Office of the United States Courts' *Pro Se* Pathfinder Project, which is developing and testing an e-file module for self-represented, or *pro se*, debtors. The module, now named "electronic Self-Representation" (eSR), continues to be tested in preparation for the three test courts – California Central, New Jersey, and New Mexico – to go live in 2013. Once the module has been successfully tested in these three courts, the project can be expanded to additional courts.



The eSR module is designed for use by self-represented debtors to prepare and submit bankruptcy case opening documents (e.g. petition, schedules, matrix) electronically. The module is a bridge between current CM/ECF functionality and Next/Gen CM/ECF functionality and will use, as much as possible, the plain language instructional guidance of the Forms Modernization Subcommittee of the Bankruptcy Rules Committee. The module is designed for use in voluntary chapter 7 cases. In addition, courts may choose to offer it for chapter 13 cases and may include local forms required at case opening. It will be accessible through the Internet, and some courts plan to make the module available through public access terminals.

Once operational, debtors will create a password-protected account, receive a unique identifier, and receive instructional prompts to complete case opening documents by entering data.

The module will then present PDF documents with completed information for the debtor's review. The data and forms created through the module will be captured and stored for future upload into CM/ECF. At that point, the debtor will receive a warning that the pleadings are not yet filed and receive instructions (customizable by court) about how to submit a signature, filing fee, or alternate payment arrangement at the time of filing. Debtors will also receive notice of information and/or schedules that are missing or in error. A major goal of this project is to reduce the workload of the Clerk's Office by providing self-represented debtors with a user-friendly, web-based application and allowing the electronic submission of bankruptcy petitions and related documents.

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Roosevelt High School

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Police Cadets from the Los Angeles Police Academy

CENTRAL DISTRICT HOSTS NATION'S FIRST FEDERAL COURT POWER LUNCH FOR STUDENTS

On June 8, 2012, the Court hosted the nation's first Federal Court Power Lunch, a program in which high school students meet judges and lawyers to learn about the law and the legal system. Chief Bankruptcy Judge Peter H. Carroll and Bankruptcy Judges Thomas B. Donovan, Richard M. Neiter, Scott C. Clarkson, Sandra R. Klein, Neil W. Bason, and Julia W. Brand participated in the event. Executive Officer/Clerk of Court Kathleen J. Campbell and many Clerk's Office staff also attended and helped make the event a success. The lunch was generously sponsored by the Women Lawyers Association of Los Angeles.

Approximately 25 Roosevelt High School students attended the Power Lunch, which was held in the Roybal Federal Building and Courthouse. In addition to the bankruptcy judges who participated, Circuit Judge Jacqueline H. Nguyen, Chief District Judge Audrey B. Collins, District Judges Dolly M. Gee and John A. Kronstadt, Chief Magistrate Judge Suzanne H. Segal and District Clerk of Court Terry Nafisi were enthusiastic participants in the lunch. Los Angeles Superior Court Judge Beverly Reid O'Connell and Los Angeles Superior Court Commissioner Nicole Bershon assisted with and participated in the lunch. A number of attorneys also attended, including Keith Higginbotham, five Assistant United States Attorneys, and four Federal Public Defenders.

After the students received an overview of the Central District and the functions of the different federal courts from Chief Bankruptcy Judge Carroll, Chief District Judge Collins, and Chief Magistrate Judge Segal, they played a fun and instructive game of Legal Jeopardy! The Court hosted another Federal Court Power Lunch on October 5, welcoming approximately 40 cadets from the Los Angeles Police Academy.



USC Gould School of Law Dean Robert K. Rasmussen and Judge Barry Russell

JUDGE BARRY RUSSELL ANNUAL SCHOLARSHIP AWARDS

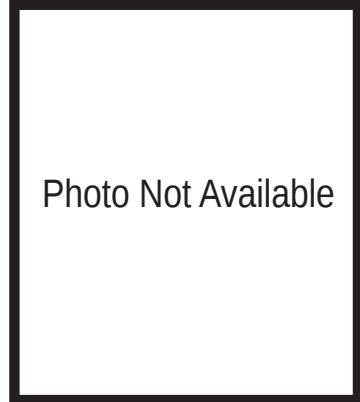
The 30th Annual Judge Barry Russell Scholarship Awards were presented at the Biltmore Hotel in Los Angeles on September 27, 2012. Every year, each of five ABA-accredited law schools in the Los Angeles area (UCLA, USC, Loyola, Southwestern, and Pepperdine) selects a student who has done outstanding work in the area of Federal Courts and Practice to receive the award. Winners of the award receive a plaque, a signed copy of Judge Russell's *Bankruptcy Evidence Manual*, and a \$500 check.

Over 200 people attended the luncheon and ceremony, hosted by the Los Angeles chapter of the Federal Bar Association. For the 18th consecutive year, the presentation of the awards was paired with the Annual Supreme Court Review presented by the distinguished constitutional law scholar Erwin Chemerinsky, Founding Dean of the UC Irvine School of Law.

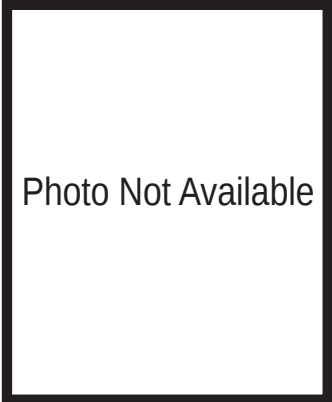
JUDGE CATHERINE E. BAUER SPEAKS AT ORANGEWOOD CHILDREN'S HOME

On July 10, 2012, Judge Catherine E. Bauer was the "inspirational speaker" at the Orangewood Children's Home in Orange. The Home's speaker night is sponsored by the Orangewood PALS, a group of professionals who fight child abuse and neglect in Orange County. Formed in 1996, the Orangewood PALS is an auxiliary of the Orangewood Children's Foundation.

At the Home, Judge Bauer spoke to a group of approximately 50 children who had fallen into unfortunate circumstances. Many were removed from their homes because of suspected child abuse or neglect. The children ranged in age from four to 17 years old. After the children had correctly guessed Judge Bauer's occupation, she told them about her journey to the bench, and encouraged them to study hard and stay out of trouble so they could be whatever they wanted to be in life.



Judge Sandra R. Klein

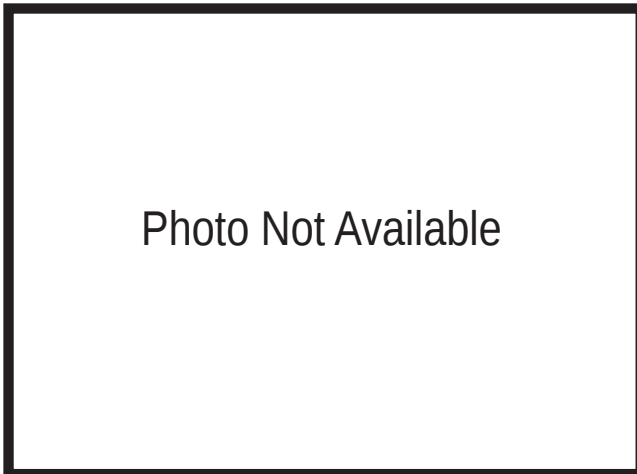


Judge Scott C. Clarkson

BANKRUPTCY JUDGES PRESIDE OVER NATURALIZATION CEREMONIES

Seven bankruptcy judges from the Central District presided over naturalization ceremonies in 2012. Judges Barry Russell, Erithe A. Smith, Meredith A. Jury, Ellen Carroll, Sheri Bluebond, Robert N. Kwan, Scott C. Clarkson, and Sandra R. Klein each led the swearing in of new citizens in ceremonies throughout the year at the Los Angeles Convention Center and Pomona Fairplex.

CHARITABLE DRIVES



CACB CARES! SCHOOL SUPPLY DRIVE

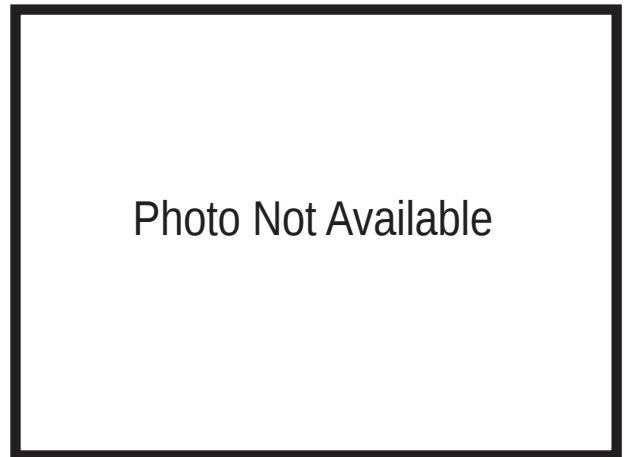
The Court's Center of Excellence for Employee Engagement organized a school supply drive that was held at all five divisions during September. CACB Cares! coordinated a district-wide effort to collect school-related supplies for Schools on Wheels, a non-profit organization that provides tutoring and other educational assistance to homeless children. The Central District collected over 40 large boxes of school supplies, which were donated to Schools on Wheels during the last week of September.

BOOK FAIR HELD IN SANTA ANA DIVISION

The Santa Ana Division held a book fair in the lobby of the Ronald Reagan Federal Building and U.S. Courthouse on October 4, 2012. Among the books for sale were children's books, cookbooks, bestsellers, and general interest books. A percentage of proceeds from the book fair benefited the Ziggurat Child Development Center in the Chet Holifield Federal Building in Laguna Niguel.

CENTRAL DISTRICT RESPONDS TO HURRICANE SANDY

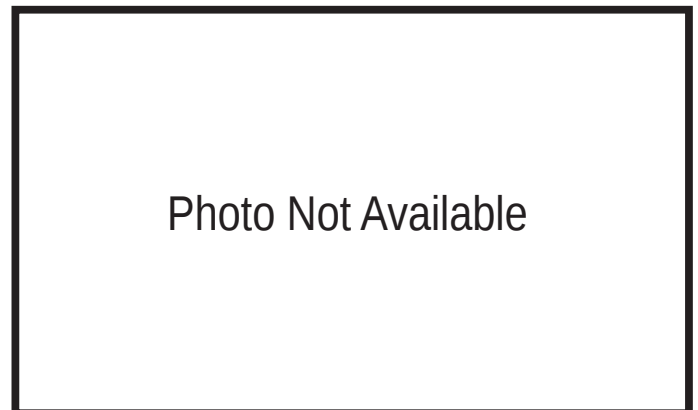
In the wake of Hurricane Sandy, the massive storm that hit the eastern seaboard in October, employees in the Central District contributed \$4,757 to the American Red Cross's disaster relief efforts through the Combined Federal Campaign (CFC). Court staff reached out to members of our court family who were affected by the storm with a video card entitled "California Central Bankruptcy Cares." Set to the Bruce Springsteen song "We Take Care of Our Own," the video presented a photo montage of staff holding up signs with heartfelt messages of support. The video card was sent to the clerks of court in New Jersey and the New York courts, and to the chiefs of both the district and bankruptcy divisions at the Administrative Office of the U.S. Courts.



COURT STAFF SUPPORT "RUN FOR JUSTICE"

Public Counsel held its ninth annual "Run for Justice" fund-raising event as part of the Los Angeles Big 5K run/walk on Saturday, March 17, 2012. Building on last year's participation, nine chambers and Clerk's Office staff members from the Los Angeles, Santa Ana, and San Fernando Valley Divisions participated in the event. Despite heavy rains, all nine staff members completed the run/walk that started at Dodger Stadium.

SPEAKING ENGAGEMENTS AND PROGRAMS



Chief Circuit Judge Alex Kozinski, Chief District Judge Audrey B. Collins, Chief Bankruptcy Judge Peter H. Carroll, Chief Magistrate Judge Suzanne H. Segal, and Judge Barry Russell

CHIEF JUDGE PETER H. CARROLL SPEAKS AT "STATE OF THE CIRCUIT/DISTRICT" LUNCHEON

On April 5, 2012, Chief Bankruptcy Judge Peter H. Carroll joined Chief Circuit Judge Alex Kozinski, Chief District Judge Audrey B. Collins, and Chief Magistrate Judge Suzanne H. Segal at the Federal Bar Association's "State of the Circuit/District" luncheon. Each of the four chief judges spoke to a crowd of over 200 judges,

attorneys, and law clerks gathered at the Kyoto Grand Hotel in downtown Los Angeles. Chief Judge Carroll reported on the Court's heavy caseload as the largest bankruptcy court in the nation, welcomed Judges Julia W. Brand and Neil W. Bason to the bench, and discussed development of the new Strategic Plan to prepare the Court to meet the challenges of the next ten years.

CDCBAA HOSTS SIXTH ANNUAL REVIEW

On January 21, 2012, the Central District Consumer Bankruptcy Attorney Association (CDCBAA) held its "Sixth Annual Review of 2011 9th Circuit Published Decisions and Selected Other Cases on Bankruptcy" at Southwestern Law School. An overflow crowd of over 140 consumer bankruptcy attorneys attended. Together, Judge Sandra R. Klein and Professor M. Jonathan Hayes presented a synopsis of over 50 of the past year's cases, involving the following topics: attorney sanctions, the automatic stay, chapter 13 issues, chapter 11 issues, discharge, property of the estate, taxes, Supreme Court cases, Ninth Circuit Court of Appeals cases, Ninth Circuit BAP, Ninth Circuit cases, and other circuits' cases.

ABI HOSTS "BANKRUPTCY BATTLEGROUND WEST" WITH JUDGES ZURZOLO, NEITER, AND CLARKSON

On March 16, 2012, Judges Vincent P. Zurzolo, Richard M. Neiter, and Scott C. Clarkson participated in the American Bankruptcy Institute's 20th Annual Bankruptcy Battleground West conference at the Hyatt Regency Century Plaza. Judge Zurzolo took part in the panel discussion "Evidence and Experts in the Challenging World of Valuation," and Judge Neiter sat on the panel that discussed "Mediation: Topics and Strategies for Efficient Dispute Resolution." At the conclusion of the program, Judges Zurzolo, Neiter, and Clarkson all took part in "The Great Debate: Stern vs. Marshall—Article I Jurisdiction in an Article III World."

ELEVEN CENTRAL DISTRICT JUDGES JOIN "ASK THE JUDGES" DINNER PROGRAM

On June 4, 2012, practitioners and judges from the Central District of California convened at the Los Angeles Marriott to participate in the annual "Ask the Judges" dinner program, presented by the Los Angeles Bankruptcy Forum in conjunction with Public Counsel. Judge Sheri Bluebond moderated the panel, which was comprised of ten of her colleagues: Chief Judge Peter H. Carroll and Judges Vincent P. Zurzolo, Richard M. Neiter, Robert Kwan, Catherine E. Bauer, Deborah J. Saltzman, Mark S. Wallace, Sandra R. Klein, Julia W. Brand, and Neil W. Bason. The discussion touched on legal issues such as the Bankruptcy Appellate Panel's decision in *In re Friedman*, 466 B.R. 471 (B.A.P. 9th Cir. 2012), as well as procedural concerns,

including the use of holographic signatures on electronically-filed documents, the proper format for the judge's copy, and pleadings with embedded graphics.

"JUDGES' NIGHT" DINNER HELD IN COSTA MESA

On June 14, 2012, seven bankruptcy judges from the Central District participated in the Orange County Bankruptcy Forum program "Judges' Night: Effective Oral Advocacy," held at the Westin Hotel in Costa Mesa. Judges Erithe A. Smith, Theodor C. Albert, Catherine E. Bauer, Deborah J. Saltzman, Scott C. Clarkson, Mark S. Wallace, and Mark D. Houle all answered a questionnaire about oral advocacy that was distributed to attendees prior to the event. At the program, the judges discussed a variety of topics related to oral advocacy, including how oral argument compares to written argument; tentative rulings and what they mean; preparing a script or outline for oral argument; telephonic appearances; and how judges signal to counsel that they have heard enough.

JUDGE VINCENT P. ZURZOLO PARTICIPATES IN PANEL DISCUSSION ON REAFFIRMATION AGREEMENTS

On February 27, 2012, Judge Vincent P. Zurzolo and attorney Peter Lively participated in the panel discussion "Reaffirmation Agreements: What You Need to Know about the Procedures and Practice after BAPCPA" at the Los Angeles Division. The discussion, moderated by Magdalena Reyes Bordeaux of Public Counsel, explored how the passage of BAPCPA in 2005 has affected reaffirmation agreements. Public Counsel Law Center and the Central District Consumer Bankruptcy Attorney Association co-sponsored the event, which required a two-hour *pro bono* commitment in order to register, and counted for 1.5 hours of MCLE credit. About 50 attorneys attended.

JUDGES ALBERT, SMITH, AND WALLACE DISCUSS "CHAPTER 20"

The Orange County Bankruptcy Forum held a brown bag program on the subject of "chapter 20" at the Santa Ana Division on February 23, 2012. The panel included Judge Theodor C. Albert, Judge Erithe A. Smith, and Judge Mark S. Wallace, as well as chapter 13 trustee Amrane Cohen. The panel discussed topics such as: the effect of the 11 U.S.C. § 1328(f)(1) "four year rule" on a chapter 13 plan; the benefit of not getting a discharge in a chapter 13 case when the plan has been confirmed; whether a chapter 13 plan can "strip" a residential lien without a discharge; if courts will follow *In re Tran*, 431 B.R. 130 (Bankr. N.D. Cal. 2010); under what circumstances a judge might allow a chapter 13 plan "lien strip" without a discharge; if a chapter 7 discharge has been issued and the case is closed, under what circumstances the debtor might re-open the chapter 7 case to vacate the discharge and convert to chapter 13; and, if a chapter

7 discharge has been granted and the case is still open, under what circumstances the debtor might convert to chapter 13 and vacate the chapter 7 discharge.



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Assistant U.S. Trustee Jennifer Braun and Judge Maureen A. Tighe

JUDGE MAUREEN A. TIGHE HOLDS LUNCHTIME PRESENTATION ON SELF-REPRESENTED PARTIES

On January 9, 2012, Judge Maureen A. Tighe and Assistant U.S. Trustee Jennifer Braun held a lunchtime presentation for attorneys at the Los Angeles Division. "Self-Represented Parties: What Every Consumer Bankruptcy Attorney Should Know" provided background on the Central District's population of self-represented filers, which now makes up more than one-quarter of all *pro se* bankruptcy litigants in the nation. The presentation also included updates on the Court's programs for parties without attorneys, and advised attorneys about common legal and ethical issues that involve self-represented debtors.

CHAPTER 11 ABSOLUTE PRIORITY RULE PROGRAM FEATURES JUDGES AHART, ALBERT, AND CLARKSON

On April 17, 2012, Judges Alan M. Ahart, Theodor C. Albert, and Scott C. Clarkson spoke at the Orange County Bar Association Commercial Law & Bankruptcy Section's program, "How Absolute is the Absolute Priority Rule in Individual Chapter 11 Cases?" The event was held in the City of Orange, California. Attorneys Jeffrey I. Golden of Weiland, Golden, Smiley, Wang Ekvall & Strok, LLP and Debra Grassgreen of Pachulski Stang Ziehl & Jones LLP were also part of the panel, which was moderated by attorney Richard A. Marshack of Marshack Hays LLP. The two-and-a-half hour program was attended by Judges Erithe A. Smith, Catherine E. Bauer, and Mark D. Houle, as well as approximately 92 attorneys and law clerks. Handouts included a flowchart and diagram from Judge Ahart that served as a visual aid to the "narrow" view and "broad" view, as well as his article, "The Absolute Abolition of the Absolute Priority Rule in Individual Chapter 11 Cases," published in the *California Bankruptcy Journal*. The materials also included Judge Clarkson's Opinion in

In re Friedman, 466 B.R. 471 (B.A.P. 9th Cir. 2012), and Judge Albert's Amended Order Denying Confirmation of Debtor's First Amended Chapter 11 Plan of Reorganization in *In re Kamell*, 451 B.R. 505 (Bankr. C.D. Cal. 2011). At the end of the program, the judges took questions from the audience.

JUDGE MARK S. WALLACE JOINS SECTION 523 PANEL AT CHAPMAN UNIVERSITY

On April 21, 2012, the Orange County Bankruptcy Forum held a seminar on § 523 of Title 11 at Chapman University School of Law. The panel, comprised of Judge Mark S. Wallace and attorneys William M. Burd, Dan E. Chambers, Robert P. Goe, D. Edward Hays, and Sean O'Keefe, discussed the dischargeability of the following types of debt: domestic support obligations; debts for death or personal injury caused by operation of a vehicle while the debtor was intoxicated; fines, penalties, or forfeitures owed to a governmental unit; orders of restitution; fees and assessments for condo or homeowners association dues that come due post-petition; debts obtained by false pretenses, false representation, or fraud; debts for fraud or defalcation, embezzlement, or larceny; debts for willful and malicious injury to another entity or its property; taxes and debts incurred to pay taxes; and debts neither listed nor scheduled in time to permit timely filing of a claim, or a request for a determination of dischargeability. The panel also discussed pre-trial and trial practice in § 523 nondischargeability adversary proceedings.

JUDGE CATHERINE E. BAUER HOLDS BROWN BAG ON 522(F) MOTIONS

On October 10, 2012, approximately 40 members of the legal community gathered in Courtroom 5D in the Ronald Reagan Federal Building and U.S. Courthouse in Santa Ana. Attorneys and their staff attended as part of the Orange County Bankruptcy Forum Brown Bag Program. Judge Catherine E. Bauer and Christine Fitzgerald, law clerk to Judge Scott C. Clarkson, presented a program entitled "How to Get Your 522(f) Motions the First Time." The program highlighted the most common reasons 522(f) motions were denied and identified when it was appropriate to bring a 522(f) motion. The program was also open to questions from attendees.

JUDGES SALTZMAN AND CLARKSON PARTICIPATE ON CHAPTER 11 PANEL AT CHAPMAN UNIVERSITY

On October 20, 2012, Judges Deborah J. Saltzman and Scott C. Clarkson participated in a panel discussion titled "It's All in the Numbers: A Seminar Regarding Some of the Major Financial Issues that Arise in Chapter 11 Cases." The judges were joined by attorneys Eric J. Fromme of Rutan & Tucker, LLP and Todd

C. Ringstad of Ringstad & Sanders, LLP, as well as Adam Meislik, Senior Managing Director of GlassRatner Advisory & Capital Group, LLC and Brian S. Weiss, founder and Managing Director of BSW & Associates. The speakers discussed cash collateral budgets, monthly operating reports, and methods for valuing assets. The panel explained several practical concepts to the audience, including how a debtor's financial data should be reported to the Court, how attorneys and their clients should interpret financial data, and what types of questions should be posed at a hearing regarding a debtor's budget. The event was hosted by the Orange County Bankruptcy Forum and took place at Chapman University School of Law.



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Judge Barry Russell and Attorney Michael L. Tuchin

JUDGES RUSSELL AND BAUER TAKE PART IN NINTH ANNUAL BANKRUPTCY ETHICS SYMPOSIUM

On December 14, 2012, Judges Barry Russell and Catherine E. Bauer took part in the Los Angeles Federal Bar Association's Ninth Annual Bankruptcy Ethics Symposium, held at the United States Trustee's 341(a) meeting room in downtown Los Angeles. The judges joined Assistant U.S. Trustee Jill Sturtevant and a number of experienced attorneys to discuss ethical issues that arise in bankruptcy. Discussions included "Inducing Attorney Conduct," "Marketing a Bankruptcy Practice (Effectively and Ethically): The Lawyer, Her Technology, and Techno-Ethical Issues," and "An Ethics Conversation with Judge Russell."

FACILITIES, SECURITY, AND EMERGENCY PLANNING



Intake Area



Network Area

CLERK'S OFFICE RECONFIGURES AND RENOVATES LOS ANGELES DIVISION

During 2012, the Clerk's Office extensively reconfigured and renovated the Los Angeles Division to make more effective use of available space. By considering each department's mission and needs, the Clerk's Office has come up with solutions that both increase the volume of available space in the division and facilitate each department's unique tasks. The new modular furniture and "frame and tile" workstations installed in the improved spaces are easily rearranged and repurposed, preparing the division for future space planning adjustments.

In April, the Administrative Services Department (ASD) relocated from the Roybal Federal Building and Courthouse to a reconfigured space in the nearby Federal Building at 300 N. Los Angeles Street, and in May, the Communications Department moved into ASD's former office. Later that month, the Systems Development and Network Management Departments exchanged offices on the 10th floor of the Roybal Building. The move placed Network Management closer to the server room to facilitate maintenance of the servers, and gave Systems Development a shared space

that encourages collaboration. Network Management's new office included workstations with sliding doors, a laboratory, and a shared area for collaborative projects.

The Clerk's Office also began remodeling the Roybal Building's server room in April, installing new lights, ceiling tiles, and floor tiles, as well as new server racks and uninterruptible power supplies. In August, a new heating, ventilation, and air conditioning (HVAC) system replaced the room's old freestanding air conditioning unit. The HVAC cools the room for optimal server performance.

SAN FERNANDO VALLEY CONSTRUCTION PROJECT COMPLETED

The construction project associated with the lease renewal at the San Fernando Valley Division was completed on February 3, 2012, ahead of schedule. Since the Court pays monthly rent, the space released by the project results in recurring savings for the Judiciary.

During the first phase, completed in December, workers removed the records area and built two offices, a storage area, a lunchroom, and a computer training room. The project's second phase added new workstations, a smaller records room, and shelving for the IT department, and modified the division's intake area. To accommodate these additions, the San Fernando Valley Division reduced more than two-thirds of its file storage space by conducting an extensive overhaul of onsite document management practices. The reconfiguration completes a project to consolidate Operations staff onto one floor, thereby substantially reducing the volume of leased space and improving work flow.

NEW KEYCARD READERS INSTALLED

A new keycard system was installed at the Santa Ana Division as part of a district-wide upgrade of each division's security. The new system, which had already been installed at the Northern, San Fernando Valley, and Riverside Divisions, is compatible with photo IDs that double as keycards, or "smart cards." The cards will help Court Security Officers confirm employees' identities and will conform to a national standard, improving court security and facilitating convenient travel throughout the nation. The Los Angeles Division will be the next to receive the new system.

KEY STUDIES AND ACTIVITIES

IMPACT OF JUDICIARY BUDGET-CHALLENGES FOR THE COURT

As 2012 approached, a constrained budget climate for the Judiciary continued and Congress once again narrowly avoided a government shutdown. Final fiscal year allotments were approximately five percent below fiscal year 2011 allotments on a national basis. Throughout 2012, the Judiciary continued to exercise caution with its expenditures and aggressively pursued cost-containment measures as budget challenges were anticipated for the next several years to come. Locally, the FY 2012 appropriation resulted in a 10 percent reduction to the Court's budget allotments, and the Court maintained its hiring freeze, with limited exceptions for critical positions.

Due to these budget conditions as well as anticipated FY 2013 shortfalls, the Court was forced to implement staff reductions in September and 24 court employees were involuntarily separated from service. In addition, several staff also accepted the early retirement/buy out offered by the Court.

FY 2013 BUDGETARY SHORTFALL

Based on the interim financial plan, the Court lost approximately \$2.24 million in funding due to the national financial plan reduction. Additionally, the results of the 2011 Work Measurement Study, conducted by the Administrative Office of the U.S. Courts in order to determine the length of time that it takes the Clerk's Office staff to perform each of its tasks, resulted in a new staffing formula that further reduced the Court's funding. The Court lost an additional \$5.4 million in funding due to the new staffing formula, which reflects the improved efficiency with which the Clerk's Office is processing its work. The new staffing formula, in conjunction with the drop in filings, resulted in funding to the courts that is approximately 4.8 percent below FY12 allotments on a national basis. Funding for cyclical maintenance was reduced 80 percent below formula requirements, and funding for tenant alterations was eliminated altogether.

In the final days of 2012, with Congress having no budget agreement in sight to avoid sequestration, the Clerk of Court issued another memorandum providing instructions for the Court's operations to continue in the event of sequestration taking place on January 2. The Court continued to limit purchases to essential supplies and services to reduce the financial impact of additional cuts to come.

DISTRICT-WIDE CALL CENTER

In a continuing effort to improve customer service and streamline business processes, the Court established a new district-wide Call Center in 2012. The Call Center handles calls from the public for all of the Court's five divisions, located in Los Angeles, Riverside, Santa Ana, Santa Barbara, and the San Fernando Valley.

A new call script, available in English and Spanish, provides automated information about obtaining free or low cost legal assistance, calendar and hearing matters, Court locations, attorneys, credit reporting and fraud, and fees. While automated service is accessible 24 hours a day, seven days a week, live operators are also available during regular court hours. The ability of the automated system to answer a large number of calls permits Call Center operators to attend to those customers who have more case-specific and intricate questions. Since the Call Center is centralized, it also ensures that the Court provides consistent information to the public, rather than answers that vary from division to division and frees up staff resources in the divisions to focus on operational tasks.

Due to the volume of information the Call Center provides to the public, the Court has reduced incoming calls answered by Operations staff by approximately 75 percent, a measure of the Call Center's considerable labor savings for the Court. Staff members who used to answer calls in the divisional offices can now concentrate on the already heavy workload exacerbated by this year's staff reductions.

CAREER TRANSITION CENTER

The Judiciary's budget shortfall, coupled with the Court's decline in case filings and additional reductions resulting from the new staffing formula, created significant budget challenges for the Court not witnessed since 2005. On September 24, in response to the dire situation, the Court notified 24 employees that they would be involuntarily separated from service.

To assist the employees in moving forward, the Court established a Career Transition Center. The Center, which remained open for the duration of the displaced employees' four-week notification period, provided training on topics such as résumé writing, using Microsoft Word and Excel, networking through social media, and improving interviewing skills. The Center made computers, faxes, phones, and other job search resources available to outgoing employees, and put them in direct contact with the Employee Assistance Program (EAP) offered through Federal Occupational Health, California's Employment Development Department (EDD), and WorkSource job placement centers.

Through the Court's Bar Advisory Board membership, network communities and supportive partnerships with the Los Angeles Bankruptcy Forum, the Central District of Consumer Bankruptcy Attorney Association and others, the Career Transition Center was able to provide access to over 20 industry-specific job openings at a variety of law firms and trustee offices. Positions included Case Processing Clerk, Bankruptcy Legal Assistant, Calendar Clerk, Administrative Assistant, and Legal File Clerk. Several displaced employees successfully competed for these positions.

The screenshot shows a web page for the City of San Bernardino bankruptcy case. At the top is a navigation menu with links: Home, About the Court, CM/ECF, Rules & Procedures, Forms, Don't Have an Attorney, Information, Court Locator, and Judges. Below the menu is a breadcrumb trail: Home > Cases of Interest. The main heading is 'City of San Bernardino'. There are tabs for Overview, Significant Case Documents, and Hearing Dates. A 'Quicklinks' section includes links for 'Get a PACER Account', 'Order Transcripts/Audio', 'Noticing Agent Website', and 'Instructions for Courtroom Attendance'. A text block explains that the City of San Bernardino filed for bankruptcy protection under Chapter 9 of the United States Bankruptcy Code on August 1, 2012. It mentions the case was filed in the Court's Riverside Division and assigned case number 12-9-20106. The Ninth Circuit Court of Appeals has designated Judge Meredith A. Jury to preside over the case. A section titled 'Documents May Be Made Available' lists that the Court may make some documents available to the public on its website and that documents provided by the Court in this manner are for convenience only and are not a substitute for the official court record. The 'Official Court Record' section states that users can retrieve official copies of documents filed in this case by accessing the Public Access to Court Electronic Records (PACER) system, and that anyone can access case documents using PACER, but registration is required. A 'Telephonic Hearings in Real Time - LISTEN IN ONLY!' section notes that parties who would like to listen, by telephone, in real time to matters being heard in the City of San Bernardino cases, must contact the court clerk at least two (2) business days prior to a scheduled hearing by calling 951-774-1091. Once the court clerk has given you permission to listen in, immediately contact Court Call at 951-774-1091 to ensure you are added to the Court Call manifest. A disclaimer at the bottom states: 'Please be advised that Court's Official staff are prohibited by law from giving legal advice or performing any legal services on your behalf. Court employees must remain neutral in order to preserve the integrity and independence of the Court. Court employees may, however, provide procedural advice.' A 'Contact Information' box lists: City of San Bernardino, Legal Inquiries, James F. Panman, City Attorney, 951-384-5355; Administrative & Financial Inquiries, Andrea Traub-Keller, Riverside City Manager, 951-384-5122; and Court Contact, Riverside Division, 951-774-1090. There is also a small graphic with the text 'What happens when cities go bankrupt?'.

CITY OF SAN BERNARDINO FILES CHAPTER 9

On August 1, 2012, the City of San Bernardino filed a chapter 9 bankruptcy petition. Chief Judge Alex Kozinski of the United States Court of Appeals for the Ninth Circuit designated the Honorable Meredith A. Jury to preside over the case.

The Executive Team of the Clerk's Office and Riverside Division staff coordinated with the many other agencies involved in a filing of this magnitude. The Court worked closely with officials in the City of San Bernardino, attorneys, the Ninth Circuit, and federal agency heads to prepare for processing the case, as well as handle the public interest generated by the filing.

Representatives from the Clerk's Office met with Court Security Officers and the U.S. Marshals Service to discuss security measures and strategies to manage the flow of traffic in the Riverside Division. As a result of these meetings, the Riverside Division increased security, designated a separate check-in station on the first floor for court appearances, and prepared Judge Jury's courtroom with a closed circuit feed to other courtrooms and videoconference rooms. The Court also established a plan to ensure the expeditious processing of requests for transcripts and audio recordings in this matter.

A new web page dedicated to the City of San Bernardino was developed for the Court website, and a Public Information Officer (PIO) was selected at the Riverside Division to streamline

communication about the case. Along with the PIO contact information, the Court posted special courtroom instructions, hearing dates, important case documents, and transcript/audio instructions on its City of San Bernardino webpage for attorneys, media, and the public.

CENTRAL DISTRICT NOTICING PROCEDURES SAVE JUDICIARY \$1.65 MILLION IN 2012

For the second consecutive year, the U.S. Bankruptcy Court for the Central District of California achieved the lowest Bankruptcy Noticing Center (BNC) costs per case in the nation. The Central District's low BNC costs yielded approximately \$1.65 million in savings to the Federal Judiciary in 2012, and have saved approximately \$3.65 million since 2011. These savings were the direct result of the Court's policies and practices related to Electronic Bankruptcy Noticing (EBN). EBN allows court notices to be transmitted electronically to registered users who receive electronic notices the same day they are produced, and they are accessible around-the-clock.

The Central District's substantial savings are the result of several ongoing initiatives to reduce noticing costs. District-wide policies to streamline notices, particularly entered orders, have resulted in notices that consist of the fewest possible pages, yet retain all essential information. The Court no longer requires that Proof of Service pages be attached to orders, and BNC orders are now served only on parties who are entitled to service but are not registered to use the Court's Electronic Case Filing (ECF) system. The Court has also instituted district-wide policies to limit recipients of orders to only those legally required to receive them.

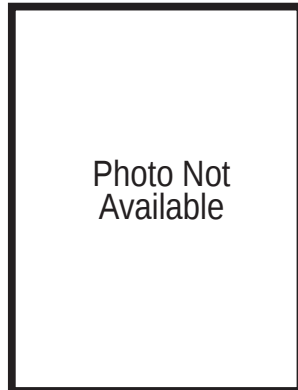
Through publications and bar meetings, the Court has undertaken an aggressive outreach campaign to enroll attorneys, panel trustees, creditors, et al. in EBN, so they receive notices electronically. As a result of these efforts, the Central District has the highest percentage of creditors (41 percent) who receive electronic notices in lieu of paper notices. A prominent link to EBN on the Court's website encourages creditors to sign up for this electronic noticing service.

The Court obtained consent from the U.S. Trustee to receive almost all documents electronically, by way of Notice of Electronic Filing (NEF), including orders and notices the Court is required to serve. Also, more than 90 percent of attorneys in the district receive notices via NEF.

Finally, the Court's Calendaring Information and Orders program (CIAO!) only sends BNC orders to the debtor and the debtor's attorney, if the attorney is not registered to use ECF; in adversary proceedings, only parties that are not registered to use ECF receive orders. Where possible, the Court also combines orders and related notices in a single mailing, thereby reducing mail costs.

CLERK OF COURT APPOINTED TO BANKRUPTCY CLERKS ADVISORY GROUP AND HUMAN RESOURCES ADVISORY COUNCIL

The appointment of Clerk of Court Kathleen J. Campbell to the Bankruptcy Clerks Advisory Group (BCAG) was announced in a memorandum from the Director of the Administrative Office of the U.S. Courts on January 12, 2012. Ms. Campbell was one of four new clerks across the nation appointed by Administrative Office Director Thomas F. Hogan to replace four previous members of the BCAG who had concluded their terms. The group provides advice to the Administrative Office on issues affecting the administration of the bankruptcy system with respect to the bankruptcy clerk's offices and provides input on the development of recommendations to the Judicial Conference. The group has regular meetings by telephone conference, in addition to two in-person meetings each year. Ms. Campbell serves on the BCAG as the circuit representative for all bankruptcy courts in the Ninth Circuit.



On January 20, 2012, Director Hogan also announced the appointment of Ms. Campbell to the Human Resources Advisory Council (HRAC). The HRAC provides advice to the Administrative Office on "the needs and views of unit constituents concerning crosscutting, Judiciary-wide human resources matters, including operational personnel management, core and supplemental benefits administration, training, work measurement, employee relations, fair employment practices, and statistics." The group meets every spring and fall of each year in Washington, DC.

TRANSCRIPTION SERVICES PROJECT

In May 2012, the Clerk's Office initiated the Transcription Services Project, compiling a list of authorized professional organizations that can provide transcription services for bankruptcy and adversary proceedings to the Court and the public. Benefits of the project include an increased quality of service, a higher number of providers, competitive pricing for all stakeholders and reduced labor costs for the Court. After consulting with the Administrative Office of the U.S. Courts and with courts in other districts to determine the criteria authorized providers would have to meet, the team created a Request for Proposal (RFP) seeking qualified organizations.

A subcommittee of Operations staff helped determine what the new transcription policies and procedures will be, and the Clerk's Office helped create a new methodology for seeking

and identifying qualified organizations by using a RFP. The Clerk's Office has also ensured that authorized organizations understand they are not entering into a contract with the Court. By researching current policies and procedures and consulting with the Administrative Office, the project team determined the necessary steps to authorize organizations from which the Court and public may purchase transcription services. New policies, procedures, and an authorized list are scheduled to be implemented in 2013.

BANKRUPTCY OPERATIONAL PRACTICES FORUM 2012

Ten representatives from the Clerk's Office and chambers participated in the 2012 Bankruptcy Operational Practices Forum held in Atlanta, Georgia from August 21 through August 22. The forum provides an opportunity for all bankruptcy courts to come together to learn about best practices and receive an overview of upcoming changes to CM/ECF and CM/ECF Next Generation.

Topics of interest this year included the future of telecommunications in the Judiciary, shared administrative services, social networking, the *Pro Se* Pathfinder Project, Bankruptcy Noticing Center savings measures, and IT strategies. Jeffrey Cozad, Judge Zurzolo's law clerk and a member of the Bankruptcy Noticing Work Group, represented the Court at a panel discussion about initiatives and ways to help reduce BNC costs. A demonstration of the coming attractions of CM/ECF version 5 gave the participants a sneak preview of the changes in this new CM/ECF release. Participants also learned about programs from other courts which allow the electronic filing of proofs of claim. Another highlight was an informative presentation from supervisors of different courts demonstrating the CM Assist program, which helps effectively assign quality control functions and measure staff's efficiency.

The forum also offered opportunities for the participating courts to come up with interesting topics for discussion in breakout sessions. In addition to attending these informative breakout sessions, representatives from the Central District had an opportunity to network, discuss issues, and exchange ideas with their counterparts in other courts. They also provided their recommendations to the Court on topics that would help promote technology development and work improvement.

FINANCIAL MANAGER JAMES SANDINO WORKS IN WASHINGTON, D.C. THROUGH COURT/ADMINISTRATIVE OFFICE EXCHANGE PROGRAM

From September 2011 through April 2012, Financial Manager James Sandino lived and worked in Washington, D.C. through one of the exchange programs offered by the Administrative Office of the U.S. Courts (AO). Mr. Sandino applied and was selected for a temporary assignment in D.C., where he worked on the Judiciary Integrated Financial Management System (JIFMS) project. He and three fellow participants in the program assisted in the development of JIFMS, a new system that will reconcile the Judiciary's multiple accounting applications, making work processes and reporting easier for AO and court employees.

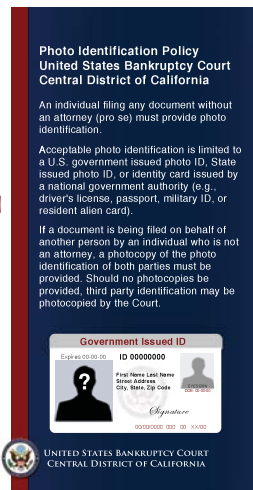
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DEBTOR ID PROGRAM

The Debtor ID Program, developed in 2011, addresses several common abuses of bankruptcy in which non-attorneys file cases on behalf of debtors. Some bankruptcy petition preparers (BPPs) have engaged in fraudulent practices, such as filing bankruptcy in a debtor's name without that debtor's knowledge, changing information on petitions in the presence of clerks, charging clients far more than the maximum amount of \$200 recommended by the Office of the U.S. Trustee, and failing to disclose their own involvement in a filing. In order to assist one client at another's expense, some BPPs have also filed bankruptcy to slow a foreclosure action that has no connection to the named debtor.

Under the Debtor ID Program, when someone other than a debtor files, the Court keeps a copy of the photo ID presented in order to determine who controlled the filing. The program, adopted by the Northern and San Fernando Valley Divisions in 2011, expanded to the Riverside Division in 2012. In July 2012, the web-based application Third-Party Filer Tracker went live. Developed by IT staff in collaboration with San Fernando Valley Operations staff, the program collects data about and tracks the activity of BPPs and other third-party filers throughout the Central District.

I.D. Required



JUDGES' OPINIONS POSTED THROUGH GPO WEBSITE

On April 16, 2012, the Court began participating in a pilot program to post judges' written opinions to the searchable website of the U.S. Government Printing Office (GPO). All courts were directed to begin using the GPO website to post written opinions before the end of September 2012, so that written opinions from all federal courts throughout the nation would be gathered at a single, searchable website. The written opinions of Central District bankruptcy judges had previously been available on the Court's website, but since April, judges' opinions have also been flagged when docketed in CM/ECF and subsequently posted to the GPO website.

LOCAL BANKRUPTCY RULES AND FORMS UPDATED

The Court completed a comprehensive review and update of its Local Bankruptcy Rules (LBRs) and Court Manual during 2012. New order processing requirements for lodging orders were introduced, as follows: the need for a proof of service and judge's copy of lodged orders was eliminated; a notice of lodgment is now required for orders where the motion was opposed; and service of orders has been limited to fewer parties, thereby reducing both court labor when reviewing orders and the Judiciary's Bankruptcy Noticing Center expenses. LBRs and portions of LBRs that were repetitive of the Bankruptcy Code, Federal Rules of Bankruptcy Procedure (FRBP), or another LBR were eliminated. Latin phrases were replaced with plain English and language was made more consistent with the FRBP and other LBRs. Heavily used procedures were clarified and emphasized, such as proofs of service, status conference orders, pretrial stipulations, and case conversions. Addressing changes in technology, the term "papers" was replaced with "documents." The LBRs were posted on December 19, 2012, and made effective on January 2, 2013. The Court Manual was thoroughly reviewed and updated to reflect the LBR changes, and to enhance instructions.

Additional LBR forms for individual chapter 11 cases were introduced in 2012. Since June 2011, a total of 15 LBR forms for individual chapter 11 cases have been made available in an effort to simplify the process and reduce legal expenses in these cases. The forms were developed with extensive input from the local bar.

In addition, the Court posted 80 revised LBR forms that included an updated proof of service as well as other non-substantive formatting changes. The Court developed and utilized a Forms Style Guide to standardize text and format the forms to be compatible with CM/ECF. The revised forms are PDF fillable and can also be saved using the free Adobe Reader software. In the background, these forms were converted from WordPerfect to Word as part of the Court's transition to one word processing software. In early 2013, all LBR form orders were updated to remove the proof of service to comply with the new order processing requirements.

HUMAN RESOURCES AND STAFF DEVELOPMENT

CENTERS OF EXCELLENCE ESTABLISHED



In January 2012, the Clerk's Office established three Centers of Excellence (CoE) that provide a district-wide forum for staff collaboration on the Court's multiple projects and initiatives. Volunteer staff serve on the CoEs as advisors in three key areas (Process Improvement,

Employee Engagement, and Communication), sharing ideas and implementing initiatives to achieve the Court's goals.

issue in the workplace and to present their ideas for resolving or improving the issue. Many of the Capstone projects, which were reviewed by senior leadership and the Executive team, are being considered for implementation in the Court.

On November 8, a graduation ceremony was held at the Los Angeles Division recognizing the participants of both leadership development programs. Chief Judge Peter H. Carroll and Executive Officer/Clerk of Court Kathleen J. Campbell commended the graduates and presented each with a certificate. Judges Russell, Zurzolo, and Klein also attended. Participants in both Paths to Success and Gateway Leadership noted the value of the programs and praised the Court's interest in and commitment to the professional development of its employees.



Paths to Success and Gateway Leadership Graduates



Raising the Bar Graduates

COURT'S NEW LEADERSHIP DEVELOPMENT PROGRAMS GRADUATE FIRST PARTICIPANTS

In the fourth period of 2012, the Court proudly recognized the first graduates of its two new leadership development programs, Paths to Success and Gateway Leadership. Forty-nine (49) Clerk's Office managers, supervisors, and team leaders completed the Gateway Leadership program in late October. Over the duration of their nine-month program, participants engaged in interactive discussions, presentations, and small group activities in the areas of change management, conflict resolution, building high performance teams, and effective decision making. The experience allowed current leaders to share their knowledge with peers, while providing them with new management tools and techniques to broaden their leadership skills and improve their practice.

The Paths to Success program graduated 21 participants on November 1. Designed for aspiring leaders, this 18-month program consisted of classroom training, coaching, on-the-job technical training, and a final Capstone project. The Capstone project was a unique opportunity for participants to identify an



(back row) Chief Judge Peter H. Carroll, Ben Gage, Howard Camhi, Jason Wallach, Keith Higginbotham, Kathleen J. Campbell (front row) Brian Holman, Josefina Fernandez McEvoy, Judge Alan Ahart, Paul Glassman, Karen Rinehart, James King

RAISING THE BAR ON BANKRUPTCY CONCLUDES

The Raising the Bar on Bankruptcy program concluded on April 13, 2012, with its 12th and final session. The program, which began in 2011, covered all chapters of bankruptcy, as well as the history of bankruptcy and jurisdiction in bankruptcy. Court staff participated from across the district, viewing sessions live in Los Angeles or from a division by videoconference. DVD recordings of the sessions were also available. Participants who attended or

viewed all 12 sessions received certificates at ceremonies held throughout the district. The 66 staff members who both viewed every session of Raising the Bar on Bankruptcy and completed the Federal Judicial Center's Interactive Bankruptcy Online Tutorial, or iBOT, received special recognition at the June 1 Board of Judges meeting, as did the attorney presenters.

Thanks to all of the presenters: Judge Alan M. Ahart; bankruptcy attorneys Dennis McGoldrick, Erik Clark, Howard Camhi, David Lally, Wes Avery, Marisa Hawkins, Karen Rinehart, Richard Esterkin, Peter Lively, Nancy Clark, Ben Gage, Aki Koyama, James King, Keith Higginbotham, Bernard Given, Jason Wallach, Paul Glassman, Michael Slattery, Jerry Namba, Josefina Fernandez McEvoy, and Brian Holman; and paralegal Frankie Gudiel.

WORD TRAINING FOR DISTRICT COURT

As one of the Judiciary's steps to conserve resources, the Central District Bankruptcy Court and District Court formed a voluntary shared services arrangement under which the Bankruptcy Court's Staff Development Department offers automation classes to District Court chambers and Clerk's Office staff in Los Angeles. In November and December, Staff Development offered the first four of the 44 total classes scheduled through September 2013. The classes consist of basic and advanced Word, Excel, and PowerPoint 2010. Some of the sessions to be held in the future will take place at the Riverside and Santa Ana District Court locations.

COURT PARTICIPATES IN NEW SUPERVISORS' DEVELOPMENT PROGRAM

Three supervisors from the Central District applied to and were selected to attend the New Supervisors' Development Program, held August 27 through August 31, 2012, at the Thurgood Marshall Federal Judiciary Building in Washington, D.C. The Federal Judicial Center, which provides training for federal judges and court employees, hosted 91 new supervisors from across the country. The educational program focused on skills for effective management, leadership, and communication. Participants completed pre-work assignments before arriving in the capital, where they received training in "Foundations of Management," "Emotional Intelligence," "Six Leadership Actions," and the responsibilities and expectations of being a supervisor. To complete the program, which extended through December, they also completed post-work assignments.

Two members of the Staff Development Department also participated in the program as faculty coaches. Each faculty coach was assigned five or six supervisors to coach during the pre-work, discussion groups and post-work phases of the training.

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COURT STAFF ATTEND 2012 NATIONAL CONFERENCE OF BANKRUPTCY CLERKS

The National Conference of Bankruptcy Clerks (NCBC) held its 32nd annual training conference in San Francisco from August 7-10, 2012. Many members of the Clerk's Office staff attended. Breakout sessions covered topics such as audit best practices, teamwork, serving in tough economic times, and leadership. Two staff members attended the Michigan State University program, which included sessions on strategic planning and information technology. Operations Support Clerk Jan Zari graduated from the program, receiving a certificate in Judicial Administration.

AFRICAN-AMERICAN HERITAGE CELEBRATION

The United States Bankruptcy Court, in cooperation with the United States District Court, sponsored an African-American Heritage Celebration on February 14, 2012, at the Roybal Federal Building and Courthouse. The event, which focused on Lincoln's presidency and the Civil War, was broadcast live to the other Bankruptcy Court divisions in the Central District. After Chief District Judge Audrey B. Collins welcomed attendees from both courts, speaker Nick Smith from the Pasadena Library talked about Civil War history in the Los Angeles area. Olga Tsapina, Norris Foundation Curator of American Historical Manuscripts at the Huntington Library, followed with a discussion of the politics of race during Lincoln's presidency. Mr. Smith returned to tell the story of the 55th Massachusetts, an African-American regiment in the Civil War that fought the Battle of Honey Hill. District Judge Otis D. Wright II then delivered a passionate speech about his own journey to becoming a federal judge. Nick Smith concluded the program with the story of a Civil War veterans' post in Pasadena whose last member died in 1946.

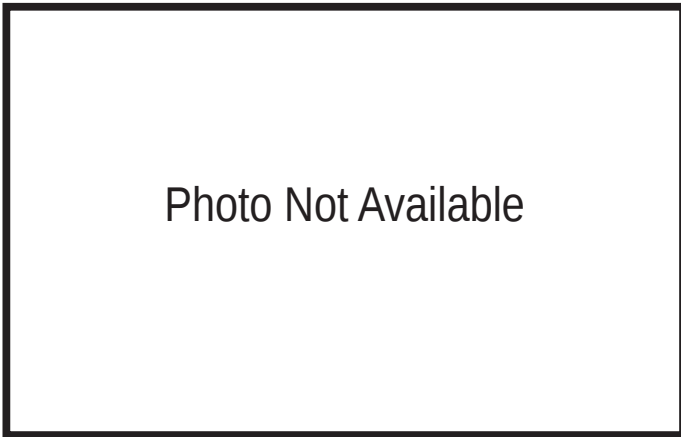


Boyle Heights neighborhood, where Congressman Edward R. Roybal grew up. Representatives of Roosevelt High School paid tribute to Circuit Judge Harry Pregerson, a Roosevelt alumnus, and a speaker from Las Angelitas del Pueblo talked about the history of Olvera Street. The event concluded with Chief Bankruptcy Judge Peter H. Carroll thanking the participants for attending.

Kandice Edwards as Michelle Obama, Heidi Corona as Justice Sandra Day O'Connor, Jim McNabb reading Amelia Earhart, Lakesh Ross as Dr. Maya Angelou, and LaTanya Marshall as Susan B. Anthony

WOMEN'S HERITAGE CELEBRATION

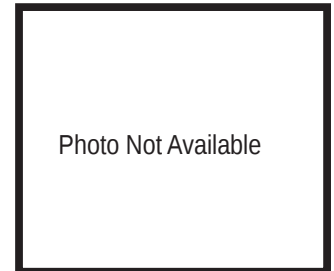
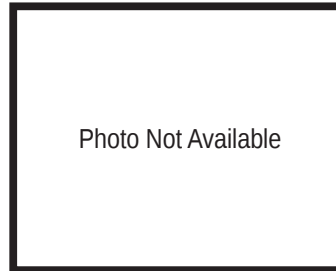
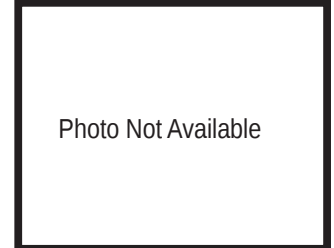
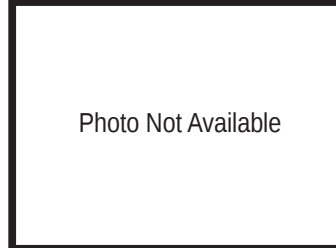
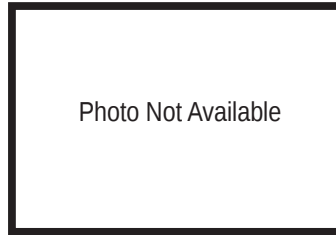
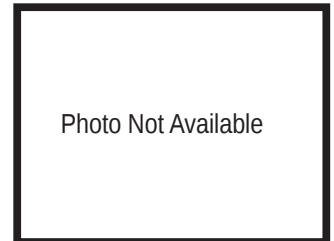
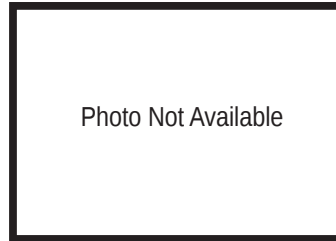
The Court sponsored a Women's Heritage Celebration on March 29, 2012, at the Roybal Federal Building and Courthouse in Los Angeles. The event, broadcast live to the other Bankruptcy Court divisions in the Central District, began with greetings from Executive Officer/Clerk of Court Kathleen J. Campbell and Chief Judge Peter H. Carroll. Then, one representative staff member from each division delivered a speech attributed to a woman from American history. Selections included speeches by Sojourner Truth, Susan B. Anthony, Amelia Earhart, Sandra Day O'Connor, First Lady Michelle Obama, and a poem by Maya Angelou.



Left to Right: District Judge George H. King, Chief District Judge Audrey B. Collins, Chief Bankruptcy Judge Peter H. Carroll, and Judge Barry Russell

HISPANIC/LATINO HERITAGE CELEBRATION

On October 4, 2012, the Bankruptcy and District Courts co-sponsored a Hispanic/Latino Heritage Celebration at the Roybal Federal Building and Courthouse. Approximately 100 participants from various federal agencies attended. After Chief District Judge Audrey B. Collins welcomed the attendees, representatives of the Boyle Heights Historical Society spoke about the history of the



ANNUAL AWARDS CEREMONIES HONOR CLERK'S OFFICE EMPLOYEES

The 2012 Annual Awards Ceremonies, held at all five divisions in September, honored the outstanding service to the public and dedication of Clerk's Office employees throughout the district.

Chief Judge Peter H. Carroll and Clerk of Court Kathleen J. Campbell both spoke passionately about what the Court stands for and how every employee's hard work counts. Both speakers reviewed the district's impressive achievements during a challenging year.

Special Service Awards were given to employees for significant contributions to the Court in 2012, and Length of Service Awards recognized employees who have continued to dedicate their exceptional skills to the Court for the past five to 40 years.

Members of the executive staff presented each award recipient with a certificate signed by Chief Judge Carroll and Clerk of Court Kathleen J. Campbell. Several judges throughout the district also participated in their divisions' ceremonies, praising the hard work of the Clerk's Office staff.

The seminar's program included a presentation by a representative of the Los Angeles Fire Department about disaster preparedness, a preview of some of the new software Court staff will use in 2013, and breakout sessions on the new Local Bankruptcy Rules and how to use Microsoft Word 2010. Elective sessions offered in the afternoon covered *pro se* debtors, floor warden training, customer service tips, and communicating effectively.



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WINTER EDUCATION SEMINAR

The 2012 Winter Education Seminar, "Preparing for the Future," took place on Friday, December 7 at the Ronald F. Deaton Civic Auditorium in Los Angeles. Chief Judge Peter H. Carroll and Executive Officer/Clerk of Court Kathleen J. Campbell opened the seminar by video with a discussion of the Court's Strategic Plan.

TECHNOLOGY



NEW WEBSITE LAUNCHED

The Court launched its newly redesigned website on October 25, 2012. The new website features a user-friendly look and feel that enables the Court to deliver well-organized information to the public, allows for easier navigation across the site, and provides quick access to a wide variety of resources and information about the Court. For the first time, the Court's website is searchable and offers a read-aloud service via BrowseAloud.

The Court developed the new website exclusively for the Central District and is designed to serve the unique needs of our users. The website was built on a judiciary-wide template now used in over 30 federal courts, making it easier for users who conduct business in multiple districts to locate items of interest more quickly. The website redesign was based on a comprehensive assessment of the current website, and included extensive input and feedback from attorneys, trustees, judges, Court staff, and the public. The new website represents a major step forward in the Court's effort to improve customer service and provide a rewarding online experience for our visitors.

AUTO DISCHARGE PROGRAM

In May 2012, the Clerk's Office went live with the Auto Discharge program district-wide. The program reduces labor by eliminating about five to seven minutes of manual review and processing for each case. About 63 percent of chapter 7 cases are automatically discharged, and the rest of the cases are manually reviewed because they require further action. The pilot phase for the Auto Discharge program ran from May 15, 2011 through August 24, 2011. During this phase, 3,834 cases were discharged district-wide. Program adjustments, event modification and user training issues were addressed during this phase to ensure the discharges were not issued prematurely.

STORAGE AREA NETWORKS (SANs) INSTALLED IN REMOTE LOCATION

The installation of two Storage Area Networks (SANs) at a remote location on August 1, 2012 represents a major step forward in the Court's emergency preparedness efforts. One of the two SANs, which are large-scale storage systems that can be shared by multiple servers, houses all of the Los Angeles Division's network user data and application data, while the other replicates both the division's SAN and virtual server at a remote Disaster Recovery site. In the event of an emergency that compromises the Court's network, IT staff will be able to reactivate the network from the remote site, allowing the Court's operational and administrative tasks to resume with minimal data loss and interruptions. Network data from all five divisions will be replicated to the SANs by late 2013.

IT COMMITTEE ESTABLISHED

In 2012, the Court established the Information Technology (IT) Committee, a joint advisory body composed of judges, attorneys, and Clerk's Office staff. The committee's mission is to strengthen the Court's commitment to excellence in Information Technology by providing strategic direction, promoting innovation, and ensuring support to constituents through the use of reliable technology.

COURT UPGRADES TO CM/ECF VERSION 4

The Court upgraded to CM/ECF v4 in 2012. External users are now able to view certain types of attachments to docket entries that were not displayed in previous versions. As mandated by the Judicial Conference, the PACER fee also increased from \$.08 to \$.10 per page, with the cap remaining at 30 pages. CM/ECF v4 performs better than previous versions when running the Claims Activity Report.

COURT ROLLS OUT AUTOMATED WORK DISTRIBUTION PROGRAM

In 2012, the Court began phase-in of CM Assist (CMA), a program designed to help quality control documents while automatically distributing and balancing the workload based on available staff. The program was also developed to measure and enhance productivity with detailed reports, which provide statistical data in the areas of accuracy and timeliness. Staff from the Western District of Oklahoma, where CMA was developed, and the Middle District of Pennsylvania visited Los Angeles in July 2012 to train Operations supervisors from throughout the district in the use of the program. When fully implemented in

2013, CMA will allow staff to be more productive and accurate and increase Clerk's office efficiency.

CM FILING AGENT ALLOWS USERS TO ASSIGN LOGINS TO SUPPORT STAFF

The Court implemented a new CM/ECF feature, known as CM Filing Agent, on July 16, 2012. CM Filing Agent enables registered CM/ECF users to assign logins and passwords to support staff filing electronic documents on their behalf. Registered CM/ECF users no longer need to share their personal CM/ECF password and login with employees, and employees provided with their own logins and passwords can work in CM/ECF simultaneously. Registered users can access CM/ECF reports to view filing activity for each of their registered employees. CM Filing Agent also enables the Court to identify the CM/ECF filers that are error-prone and need additional training. A public notice, email blast, and tweet announcing the availability of Filing Agent and the related electronic training modules were all sent out on June 21.

MECHANISM CREATED FOR REPORTING ALLEGATIONS OF FRAUD, WASTE, AND ABUSE

To enhance the public's continued trust and confidence in the Judiciary, the Clerk's Office developed a policy for reporting allegations of fraud, waste, abuse, or mismanagement of resources in the workplace. Judges, chambers staff, and Clerk's Office staff can report allegations through a secure form available on the Court's intranet site. All submissions are considered confidential and are conveyed to the Clerk of Court and/or Chief Judge, as appropriate.

ANNUAL IT SECURITY TRAINING

The Court's annual end-user IT Security Training was offered through the Court's internal online training system for employees. The mandatory training introduced basic computer security concepts and good security practices for protecting the confidentiality, integrity, and availability of court information technology records and systems. The training is part of the Court's ongoing efforts to educate staff about common tactics hackers use to breach security (including social engineering, phishing, and spyware) and preventive measures to guard against these tactics.

JAVA TRAINING

During the week of February 13, 2012, the Court held an introductory Java training course for IT Developers at the Los Angeles Division. Titled "Java Fundamentals for Non-C Programmers," and led by instructors from AcademyX Computer Training, the class taught the basic structure and syntax of Java and the use of object-oriented

principles in Java applications. A total of 20 people participated in the course, with seven from the Central District and the rest from other bankruptcy, district, and pretrial court units. The attendees received a solid foundation in Java, and the information they acquired will help the Court manage the *Pro Se* Pathfinder project, as well as prepare for the next generation of CM/ECF.

DRUPAL TRAINING

During the week of September 10, 2012, members of the Communications Department and an IT Developer attended Drupal training in the Los Angeles Division. The Clerk's Office used Drupal, the same open-source content management software that powers WhiteHouse.gov, to develop the Court's new website. Drupal provides the Court with a powerful and useful engine for updating and managing the website's content. During the training, staff learned how to fully utilize the advanced features of Drupal, and learned about best practices and available resources for the program. Two days of the training focused on the skills required by content editors, such as creating basic pages, views, and themes. The rest of the week was devoted to more complex skills required by IT professionals, including installation and configuration of modules, creating and managing views, site administration, working with MySQL databases, troubleshooting, performance, and security.

NEW WIRELESS NETWORK IN CENTRAL DISTRICT COURTHOUSES

In June 2012, the Clerk's Office completed the WiFi project, which made Dynamic Circuit Network (DCN) WiFi available in each of the Central District's five divisions. Staff from the Network Management Department installed wireless access points in sufficient number to provide coverage for all chambers, courtrooms, and conference rooms in the district. Judges can use the network to access files on the bench, print files on network copiers from any device with wireless capability, and carry out any task they would perform on a desktop PC.

COURT ATTENDS 2012 TECHNOLOGY USERS GROUP CONFERENCE

From June 26 through June 28, 2012, executives, supervisors, and IT staff attended the Ninth Circuit's 2012 Technology Users Group (TUG) Conference in Los Angeles. Clerk of Court/Executive Officer Kathleen J. Campbell, Chief Deputy of Administration Steven A. Sloniker, and 21 Clerk's Office employees represented the Court. Panel discussions on the first day addressed cyber attacks, IT cost containment, and the mobility and consumerization of IT. Chief Circuit Judge Alex Kozinski, Circuit Judge Sidney Thomas, and Circuit and Court of Appeals Executive Cathy A. Catterson also discussed court technology. On the second day, breakout sessions and vendor presentations encompassed

a wide variety of new tools that are available to courts. The concluding half-day session included presentations on Windows 8, cloud computing, and social media

IT STAFF COMPLETE WINDOWS 7 SUPPORT TRAINING CLASSES

As part of the Court's project to upgrade the district's PC operating systems from Windows XP to Windows 7, 25 IT staff members attended a five-day Windows 7 support training class. Staff from divisional offices traveled to Los Angeles to attend. Successful completion of "Troubleshooting and Supporting Windows 7 in the Enterprise," a Certified Windows Training Course, provided Court employees with the ability to support the Windows 7 operating system and solve technical troubleshooting problems in the Windows 7 and Windows Server 2007 networking environments. The class provided professional training for Court staff in troubleshooting startup issues, hardware device and device driver performance issues, network connectivity issues, and operating system and application issues in a Windows 7 environment.

Some senior IT staff also attended "Planning and Managing Windows 7 Desktop Deployments and Environments," a second five-day course designed to teach desktop administrators how to configure, design, and manage the Windows 7 environment. The course provided professional training for Court staff in managing PC desktop environments and designing a standard Windows 7 image, as well as planning and deploying applications and updates to Windows 7 client computers.

FOUR-DIGIT DIALING INTRODUCED

In April 2012, the Courtroom Technology team completed the upgrade of the Court's phone system with the Session Initial Protocol (SIP) project. The upgrade connects the entire district through the network, so any staff member can reach another by dialing his or her four-digit extension. Prior to the upgrade, phone calls between divisions had to be made as long distance calls, and incurred long distance charges. The Courtroom Technology group also plans to connect video hearings through the network with the SIP project in the near future.

CHIEF JUDGE CARROLL EXPANDS VIDEO HEARINGS

In 2012, Chief Judge Peter H. Carroll continued to hold hearings at the Northern Division by means of videoconference from his Los Angeles courtroom. The video hearings included all chapter 7 related matters, including adversary proceedings. To assist the Northern Division with ever increasing filings, Chief Judge Carroll increased his chapter 7 caseload in the Northern Division by 182 percent in 2012, and heard chapter 7 matters from Santa Barbara two days a week. This represented an increase from

7.2 percent of chapter 7 cases filed in the Northern Division to 25.5 percent of those cases. Parties attending these hearings appeared at the Northern Division, the Los Angeles Division, and by telephone.



Presentation Training Room 952

VIDEO CAPABILITIES ADDED TO PRESENTATION TRAINING ROOM

In October 2012, the Clerk's Office configured the Presentation Training Room 952 in Los Angeles to enable video training capabilities. Staff members in other divisions can now attend training sessions and meetings virtually, without incurring travel costs. Microphones are also embedded in the ceiling of the room, eliminating the need to pass microphones around as speakers change.

COURT CONTINUES TO PROVIDE INFORMATION TO THE PUBLIC THROUGH TWITTER AND YOUTUBE

The Court continues to utilize social media to disseminate information to the public using its Twitter and YouTube accounts. Established in February 2011, the Court's Twitter account has over 485 Twitter followers and the Clerk's Office has posted nearly 1,200 tweets.

The Twitter account, @cacbnews, provides real-time updates, including public notices and announcements of estate sales, Court closures, and Court publications. Since Tweets are limited to 140 characters, the Court shortens the URLs of links using Go.USA.gov, a URL shortener that allows government agencies to create short, trustworthy URLs that end with a ".gov" extension. Some shortened links, primarily public notices, are also used to send email blasts to the Court's registered CM/ECF users. According to data from Go.USA.gov, public notices have been accessed via the shortened URL over 2,300 times. The Court's YouTube channel, CACBTV, continues to feature English and Spanish-language educational videos on bankruptcy and is readily utilized by the public.

IN PROFILE



- Los Angeles Division
- Riverside Division
- Santa Ana Division
- San Fernando Valley Division
- Northern Division

DISTRICT PROFILE

The Central District of California is the largest bankruptcy court in the United States. With jurisdiction over seven counties, the Central District covers approximately 40,000 square miles. The Court serves the residents of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

The Central District is one of 13 bankruptcy courts within the Ninth Circuit, which encompasses the federal courts of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Washington, Guam (a U.S. Territory), and the Northern Mariana Islands (a U.S. Commonwealth). The Ninth Circuit is the largest of the 12 federal circuits in terms of size, population, number of federal judges, and volume of litigation.

POPULATION SERVED

With a population of more than 18.5 million people, the Central District of California represents nearly 50 percent of the state's population. According to the U.S. Census Bureau, the Central District of California is home to four of the five most populous counties in the state, and four of the 12 most populous counties in the United States (Los Angeles, Orange, Riverside, and San Bernardino Counties).

Bankruptcy Filings and Percentage Change: 1980-2012*
CENTRAL DISTRICT OF CALIFORNIA

| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
|------|---------|--------|-------|--------|--------|--------|---------|--------|
| 1980 | 17,935 | N/A | 317 | N/A | 1,963 | N/A | 20,215 | N/A |
| 1981 | 19,145 | 6.7% | 787 | 148.3% | 5,723 | 191.5% | 25,655 | 26.9% |
| 1982 | 21,027 | 9.8% | 2,022 | 156.9% | 10,528 | 84.0% | 33,577 | 30.9% |
| 1983 | 21,831 | 3.8% | 2,128 | 5.2% | 11,074 | 5.2% | 35,033 | 4.3% |
| 1984 | 22,669 | 3.8% | 2,003 | -5.9% | 10,001 | -9.7% | 34,673 | -1.0% |
| 1985 | 25,983 | 14.6% | 1,937 | -3.3% | 9,018 | -9.8% | 36,938 | 6.5% |
| 1986 | 34,286 | 32.0% | 2,079 | 7.3% | 10,452 | 15.9% | 46,817 | 26.7% |
| 1987 | 38,097 | 11.1% | 1,675 | -19.4% | 9,903 | -5.3% | 49,675 | 6.1% |
| 1988 | 39,962 | 4.9% | 1,360 | -18.8% | 9,548 | -3.6% | 50,870 | 2.4% |
| 1989 | 41,869 | 4.8% | 1,394 | 2.5% | 10,838 | 13.5% | 54,101 | 6.4% |
| 1990 | 47,663 | 13.8% | 1,482 | 6.3% | 10,345 | -4.5% | 59,490 | 10.0% |
| 1991 | 64,338 | 35.0% | 2,272 | 53.3% | 12,355 | 19.4% | 78,965 | 32.7% |
| 1992 | 76,842 | 19.4% | 2,542 | 11.9% | 14,483 | 17.2% | 93,867 | 18.9% |
| 1993 | 74,864 | -2.6% | 2,423 | -4.7% | 15,353 | 6.0% | 92,640 | -1.3% |
| 1994 | 65,933 | -11.9% | 2,057 | -15.1% | 16,696 | 8.7% | 84,686 | -8.6% |
| 1995 | 66,276 | 0.5% | 1,449 | -29.6% | 15,104 | -9.5% | 82,829 | -2.2% |
| 1996 | 83,366 | 25.8% | 1,065 | -26.5% | 18,253 | 20.8% | 102,684 | 24.0% |
| 1997 | 96,277 | 15.5% | 911 | -14.5% | 20,999 | 15.0% | 118,187 | 15.1% |
| 1998 | 99,461 | 3.3% | 622 | -31.7% | 20,904 | -0.5% | 120,987 | 2.4% |
| 1999 | 82,623 | -16.9% | 472 | -24.1% | 19,340 | -7.5% | 102,435 | -15.3% |
| 2000 | 64,183 | -22.3% | 573 | 21.4% | 16,028 | -17.1% | 80,784 | -21.1% |
| 2001 | 73,179 | 14.0% | 573 | 0.0% | 14,482 | -9.6% | 88,234 | 9.2% |
| 2002 | 69,940 | -4.4% | 484 | -15.5% | 13,686 | -5.5% | 84,110 | -4.7% |
| 2003 | 65,227 | -6.7% | 371 | -23.3% | 10,088 | -26.3% | 75,686 | -10.0% |
| 2004 | 54,892 | -15.8% | 302 | -18.6% | 5,445 | -46.0% | 60,639 | -19.9% |
| 2005 | 79,948 | 45.6% | 268 | -11.3% | 4,028 | -26.0% | 84,244 | 38.9% |
| 2006 | 14,278 | -82.1% | 241 | -10.1% | 3,326 | -17.4% | 17,845 | -78.8% |
| 2007 | 25,681 | 79.9% | 342 | 41.9% | 8,017 | 141.0% | 34,040 | 90.8% |
| 2008 | 49,493 | 92.7% | 804 | 135.1% | 15,610 | 94.7% | 65,907 | 93.6% |
| 2009 | 83,674 | 69.1% | 1,129 | 40.4% | 23,848 | 52.8% | 108,651 | 64.9% |
| 2010 | 109,488 | 30.9% | 1,125 | -0.4% | 32,176 | 34.9% | 142,789 | 31.4% |
| 2011 | 99,370 | -9.2% | 1,171 | 4.1% | 34,161 | 6.2% | 134,702 | -5.7% |
| 2012 | 81,201 | -18.3% | 908 | -22.5% | 23,472 | -31.3% | 105,581 | -21.6% |

LOS ANGELES DIVISION

| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
|------|--------|--------|-------|--------|--------|--------|--------|--------|
| 1980 | 12,430 | N/A | 202 | N/A | 1,041 | N/A | 13,673 | N/A |
| 1981 | 13,055 | 5.0% | 508 | 151.5% | 4,162 | 299.8% | 17,725 | 29.6% |
| 1982 | 13,868 | 6.2% | 1,291 | 154.1% | 7,655 | 83.9% | 22,814 | 28.7% |
| 1983 | 14,825 | 6.9% | 1,361 | 5.4% | 8,074 | 5.5% | 24,260 | 6.3% |
| 1984 | 15,950 | 7.6% | 1,309 | -3.8% | 7,484 | -7.3% | 24,743 | 2.0% |
| 1985 | 18,051 | 13.2% | 1,263 | -3.5% | 6,473 | -13.5% | 25,787 | 4.2% |
| 1986 | 23,206 | 28.6% | 1,423 | 12.7% | 7,169 | 10.8% | 31,798 | 23.3% |
| 1987 | 25,599 | 10.3% | 1,125 | -20.9% | 6,392 | -10.8% | 33,116 | 4.1% |
| 1988 | 26,365 | 3.0% | 886 | -21.2% | 5,746 | -10.1% | 32,997 | -0.4% |
| 1989 | 28,017 | 6.3% | 870 | -1.8% | 5,423 | -5.6% | 34,310 | 4.0% |
| 1990 | 32,306 | 15.3% | 1,008 | 15.9% | 5,718 | 5.4% | 39,032 | 13.8% |
| 1991 | 42,894 | 32.8% | 1,586 | 57.3% | 7,107 | 24.3% | 51,587 | 32.2% |
| 1992 | 47,853 | 11.6% | 1,768 | 11.5% | 8,678 | 22.1% | 58,299 | 13.0% |
| 1993 | 44,065 | -7.9% | 1,694 | -4.2% | 9,286 | 7.0% | 55,045 | -5.6% |
| 1994 | 27,701 | -37.1% | 1,190 | -29.8% | 9,189 | -1.0% | 38,080 | -30.8% |
| 1995 | 26,661 | -3.8% | 700 | -41.2% | 7,485 | -18.5% | 34,846 | -8.5% |
| 1996 | 34,165 | 28.1% | 518 | -26.0% | 8,989 | 20.1% | 43,672 | 25.3% |
| 1997 | 39,533 | 15.7% | 498 | -3.9% | 10,086 | 12.2% | 50,117 | 14.8% |
| 1998 | 42,181 | 6.7% | 343 | -31.1% | 10,721 | 6.3% | 53,245 | 6.2% |
| 1999 | 36,837 | -12.7% | 220 | -35.9% | 10,668 | -0.5% | 47,725 | -10.4% |
| 2000 | 28,008 | -24.0% | 203 | -7.7% | 8,306 | -22.1% | 36,517 | -23.5% |
| 2001 | 32,010 | 14.3% | 296 | 45.8% | 7,009 | -15.6% | 39,315 | 7.7% |
| 2002 | 30,626 | -4.3% | 181 | -38.9% | 6,252 | -10.8% | 37,059 | -5.7% |
| 2003 | 28,661 | -6.4% | 146 | -19.3% | 4,380 | -29.9% | 33,187 | -10.4% |
| 2004 | 24,664 | -13.9% | 153 | 4.8% | 2,204 | -49.7% | 27,021 | -18.6% |
| 2005 | 37,166 | 50.7% | 91 | -40.5% | 1,542 | -30.0% | 38,799 | 43.6% |
| 2006 | 6,043 | -83.7% | 97 | 6.6% | 1,119 | -27.4% | 7,259 | -81.3% |
| 2007 | 9,662 | 59.9% | 117 | 20.6% | 2,861 | 155.7% | 12,640 | 74.1% |
| 2008 | 16,596 | 71.8% | 193 | 65.0% | 6,441 | 125.1% | 23,230 | 83.8% |
| 2009 | 28,028 | 68.9% | 348 | 80.3% | 9,100 | 41.3% | 37,476 | 61.3% |
| 2010 | 42,186 | 50.5% | 485 | 39.4% | 14,064 | 54.5% | 56,735 | 51.4% |
| 2011 | 38,586 | -8.5% | 541 | 11.5% | 15,166 | 7.8% | 54,293 | -4.3% |
| 2012 | 32,571 | -15.6% | 421 | -22.2% | 11,181 | -26.3% | 44,173 | -18.6% |

*Based on California Central District internal filings data

| SAN FERNANDO VALLEY DIVISION | | | | | | | | |
|---|--------|--------|-------|--------|-------|--------|--------|--------|
| (Filings prior to 1994 were included in Los Angeles Division) | | | | | | | | |
| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
| 1994 | 8,560 | N/A | 261 | N/A | 1,859 | N/A | 10,680 | N/A |
| 1995 | 8,524 | -0.4% | 239 | -8.4% | 1,794 | -3.5% | 10,557 | -1.2% |
| 1996 | 12,470 | 46.3% | 167 | -30.1% | 2,836 | 58.1% | 15,473 | 46.6% |
| 1997 | 14,451 | 15.9% | 131 | -21.6% | 3,466 | 22.2% | 18,048 | 16.6% |
| 1998 | 14,490 | 0.3% | 62 | -52.7% | 3,531 | 1.9% | 18,083 | 0.2% |
| 1999 | 12,005 | -17.1% | 68 | 9.7% | 3,088 | -12.5% | 15,161 | -16.2% |
| 2000 | 9,344 | -22.2% | 101 | 48.5% | 2,284 | -26.0% | 11,729 | -22.6% |
| 2001 | 10,123 | 8.3% | 76 | -24.8% | 2,164 | -5.3% | 12,363 | 5.4% |
| 2002 | 9,652 | -4.7% | 68 | -10.5% | 2,019 | -6.7% | 11,739 | -5.0% |
| 2003 | 9,063 | -6.1% | 52 | -23.5% | 1,505 | -25.5% | 10,620 | -9.5% |
| 2004 | 7,440 | -17.9% | 45 | -13.5% | 873 | -42.0% | 8,358 | -21.3% |
| 2005 | 11,083 | 49.0% | 68 | 51.1% | 658 | -24.6% | 11,809 | 41.3% |
| 2006 | 2,054 | -81.5% | 41 | -39.7% | 626 | -4.9% | 2,721 | -77.0% |
| 2007 | 3,671 | 78.7% | 74 | 80.5% | 1,630 | 160.4% | 5,375 | 97.5% |
| 2008 | 7,129 | 94.2% | 123 | 66.2% | 3,572 | 119.1% | 10,824 | 101.4% |
| 2009 | 12,454 | 74.7% | 238 | 93.5% | 5,342 | 49.6% | 18,034 | 66.6% |
| 2010 | 12,059 | -3.2% | 204 | -14.3% | 4,852 | -9.2% | 17,115 | -5.1% |
| 2011 | 10,337 | -14.3% | 175 | -14.2% | 4,969 | 2.4% | 15,481 | -9.5% |
| 2012 | 8,340 | -19.3% | 157 | -10.3% | 3,211 | -35.4% | 11,708 | -24.4% |
| RIVERSIDE DIVISION | | | | | | | | |
| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
| 1980 | 2,324 | N/A | 25 | N/A | 417 | N/A | 2,766 | N/A |
| 1981 | 2,886 | 24.2% | 91 | 264.0% | 696 | 66.9% | 3,673 | 32.8% |
| 1982 | 3,370 | 16.8% | 200 | 119.8% | 1,354 | 94.5% | 4,924 | 34.1% |
| 1983 | 3,394 | 0.7% | 202 | 1.0% | 1,540 | 13.7% | 5,136 | 4.3% |
| 1984 | 3,255 | -4.1% | 220 | 8.9% | 1,384 | -10.1% | 4,859 | -5.4% |
| 1985 | 3,994 | 22.7% | 194 | -11.8% | 1,363 | -1.5% | 5,551 | 14.2% |
| 1986 | 5,622 | 40.8% | 194 | 0.0% | 1,861 | 36.5% | 7,677 | 38.3% |
| 1987 | 6,483 | 15.3% | 166 | -14.4% | 2,091 | 12.4% | 8,740 | 13.8% |
| 1988 | 7,403 | 14.2% | 164 | -1.2% | 2,570 | 22.9% | 10,137 | 16.0% |
| 1989 | 7,838 | 5.9% | 162 | -1.2% | 3,428 | 33.4% | 11,428 | 12.7% |
| 1990 | 8,017 | 2.3% | 164 | 1.2% | 2,908 | -15.2% | 11,089 | -3.0% |
| 1991 | 11,494 | 43.4% | 229 | 39.6% | 3,255 | 11.9% | 14,978 | 35.1% |
| 1992 | 14,715 | 28.0% | 237 | 3.5% | 3,613 | 11.0% | 18,565 | 23.9% |
| 1993 | 15,080 | 2.5% | 213 | -10.1% | 3,737 | 3.4% | 19,030 | 2.5% |
| 1994 | 13,846 | -8.2% | 189 | -11.3% | 3,128 | -16.3% | 17,163 | -9.8% |
| 1995 | 15,015 | 8.4% | 146 | -22.8% | 3,343 | 6.9% | 18,504 | 7.8% |
| 1996 | 18,484 | 23.1% | 116 | -20.5% | 3,841 | 14.9% | 22,441 | 21.3% |
| 1997 | 18,616 | 0.7% | 77 | -33.6% | 4,093 | 6.6% | 22,786 | 1.5% |
| 1998 | 21,761 | 16.9% | 65 | -15.6% | 4,062 | -0.8% | 25,888 | 13.6% |
| 1999 | 18,110 | -16.8% | 48 | -26.2% | 3,658 | -9.9% | 21,816 | -15.7% |
| 2000 | 14,933 | -17.5% | 93 | 93.8% | 3,951 | 8.0% | 18,977 | -13.0% |
| 2001 | 17,540 | 17.5% | 46 | -50.5% | 4,080 | 3.3% | 21,666 | 14.2% |
| 2002 | 17,026 | -2.9% | 67 | 45.7% | 4,185 | 2.6% | 21,278 | -1.8% |
| 2003 | 15,445 | -9.3% | 64 | -4.5% | 3,266 | -22.0% | 18,775 | -11.8% |
| 2004 | 12,306 | -20.3% | 31 | -51.6% | 1,751 | -46.4% | 14,088 | -25.0% |
| 2005 | 15,623 | 27.0% | 40 | 29.0% | 1,185 | -32.3% | 16,848 | 19.6% |
| 2006 | 3,020 | -80.7% | 36 | -10.0% | 1,164 | -1.8% | 4,220 | -75.0% |
| 2007 | 6,436 | 113.1% | 48 | 33.3% | 2,659 | 128.4% | 9,143 | 116.7% |
| 2008 | 14,926 | 131.9% | 302 | 529.2% | 4,009 | 50.8% | 19,237 | 110.4% |
| 2009 | 25,800 | 72.9% | 232 | -23.2% | 6,733 | 67.9% | 32,765 | 70.3% |
| 2010 | 33,618 | 30.3% | 180 | -22.4% | 9,478 | 40.8% | 43,276 | 32.1% |
| 2011 | 31,147 | -7.4% | 158 | -12.2% | 9,199 | -2.9% | 40,504 | -6.4% |
| 2012 | 24,452 | -21.5% | 129 | -18.4% | 5,103 | -44.5% | 29,684 | -26.7% |

SANTA ANA DIVISION

| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
|-------|--------|--------|-------|--------|-------|--------|--------|--------|
| 1980 | 3,181 | N/A | 90 | N/A | 505 | N/A | 3,776 | N/A |
| 1981 | 3,204 | 0.7% | 188 | 108.9% | 865 | 71.3% | 4,257 | 12.7% |
| 1982 | 3,789 | 18.3% | 531 | 182.4% | 1,519 | 75.6% | 5,839 | 37.2% |
| 1983 | 3,612 | -4.7% | 565 | 6.4% | 1,460 | -3.9% | 5,637 | -3.5% |
| 1984 | 3,464 | -4.1% | 474 | -16.1% | 1,133 | -22.4% | 5,071 | -10.0% |
| 1985 | 3,938 | 13.7% | 480 | 1.3% | 1,182 | 4.3% | 5,600 | 10.4% |
| 1986 | 5,458 | 38.6% | 462 | -3.8% | 1,422 | 20.3% | 7,342 | 31.1% |
| 1987 | 6,015 | 10.2% | 384 | -16.9% | 1,420 | -0.1% | 7,819 | 6.5% |
| 1988 | 6,194 | 3.0% | 310 | -19.3% | 1,232 | -13.2% | 7,736 | -1.1% |
| 1989 | 6,014 | -2.9% | 362 | 16.8% | 1,987 | 61.3% | 8,363 | 8.1% |
| 1990 | 7,340 | 22.0% | 310 | -14.4% | 1,719 | -13.5% | 9,369 | 12.0% |
| 1991 | 9,950 | 35.6% | 457 | 47.4% | 1,993 | 15.9% | 12,400 | 32.4% |
| 1992 | 12,095 | 21.6% | 416 | -9.0% | 1,841 | -7.6% | 14,352 | 15.7% |
| 1993 | 11,933 | -1.3% | 394 | -5.3% | 1,764 | -4.2% | 14,091 | -1.8% |
| 1994 | 10,929 | -8.4% | 301 | -23.6% | 1,945 | 10.3% | 13,175 | -6.5% |
| 1995 | 11,149 | 2.0% | 285 | -5.3% | 1,933 | -0.6% | 13,367 | 1.5% |
| 1996 | 13,361 | 19.8% | 217 | -23.9% | 2,036 | 5.3% | 15,614 | 16.8% |
| 1997* | 17,839 | 33.5% | 171 | -21.2% | 2,647 | 30.0% | 20,657 | 32.3% |
| 1998 | 15,548 | -12.8% | 124 | -27.5% | 1,936 | -26.9% | 17,608 | -14.8% |
| 1999 | 11,449 | -26.4% | 119 | -4.0% | 1,405 | -27.4% | 12,973 | -26.3% |
| 2000 | 8,599 | -24.9% | 150 | 26.1% | 1,094 | -22.1% | 9,843 | -24.1% |
| 2001 | 9,736 | 13.2% | 118 | -21.3% | 899 | -17.8% | 10,753 | 9.2% |
| 2002 | 9,092 | -6.6% | 141 | 19.5% | 924 | 2.8% | 10,157 | -5.5% |
| 2003 | 8,780 | -3.4% | 77 | -45.4% | 714 | -22.7% | 9,571 | -5.8% |
| 2004 | 7,434 | -15.3% | 53 | -31.2% | 443 | -38.0% | 7,930 | -17.1% |
| 2005 | 11,505 | 54.8% | 58 | 9.4% | 480 | 8.4% | 12,043 | 51.9% |
| 2006 | 2,212 | -80.8% | 57 | -1.7% | 314 | -34.6% | 2,583 | -78.6% |
| 2007 | 4,008 | 81.2% | 91 | 59.6% | 632 | 101.3% | 4,731 | 83.2% |
| 2008 | 7,635 | 90.5% | 162 | 78.0% | 1,186 | 87.7% | 8,983 | 89.9% |
| 2009 | 12,444 | 63.0% | 258 | 59.3% | 2,037 | 71.8% | 14,739 | 64.1% |
| 2010 | 15,764 | 26.7% | 203 | -21.3% | 2,894 | 42.1% | 18,861 | 28.0% |
| 2011 | 14,351 | -9.0% | 238 | 17.2% | 3,783 | 30.7% | 18,372 | -2.6% |
| 2012 | 11,920 | -16.9% | 145 | -39.1% | 3,108 | -17.8% | 15,173 | -17.4% |

NORTHERN DIVISION

(Filings prior to 1992 were included in Los Angeles Division)

| Year | Ch 7 | % Chg | Ch 11 | % Chg | Ch 13 | % Chg | Total | % Chg |
|------|-------|--------|-------|--------|-------|--------|-------|--------|
| 1992 | 2,179 | N/A | 121 | N/A | 351 | N/A | 2,651 | N/A |
| 1993 | 3,786 | 73.7% | 122 | 0.8% | 566 | 61.3% | 4,474 | 68.8% |
| 1994 | 4,897 | 29.3% | 116 | -4.9% | 575 | 1.6% | 5,588 | 24.9% |
| 1995 | 4,927 | 0.6% | 79 | -31.9% | 549 | -4.5% | 5,555 | -0.6% |
| 1996 | 4,886 | -0.8% | 47 | -40.5% | 551 | 0.4% | 5,484 | -1.3% |
| 1997 | 5,838 | 19.5% | 34 | -27.7% | 707 | 28.3% | 6,579 | 20.0% |
| 1998 | 5,481 | -6.1% | 28 | -17.6% | 654 | -7.5% | 6,163 | -6.3% |
| 1999 | 4,222 | -23.0% | 17 | -39.3% | 521 | -20.3% | 4,760 | -22.8% |
| 2000 | 3,299 | -21.9% | 26 | 52.9% | 393 | -24.6% | 3,718 | -21.9% |
| 2001 | 3,770 | 14.3% | 37 | 42.3% | 330 | -16.0% | 4,137 | 11.3% |
| 2002 | 3,544 | -6.0% | 27 | -27.0% | 306 | -7.3% | 3,877 | -6.3% |
| 2003 | 3,278 | -7.5% | 32 | 18.5% | 223 | -27.1% | 3,533 | -8.9% |
| 2004 | 3,048 | -7.0% | 20 | -37.5% | 174 | -22.0% | 3,242 | -8.2% |
| 2005 | 4,571 | 50.0% | 11 | -45.0% | 163 | -6.3% | 4,745 | 46.4% |
| 2006 | 949 | -79.2% | 10 | -9.1% | 103 | -36.8% | 1,062 | -77.6% |
| 2007 | 1,904 | 100.6% | 12 | 20.0% | 235 | 128.2% | 2,151 | 102.5% |
| 2008 | 3,207 | 68.4% | 24 | 100.0% | 402 | 71.1% | 3,633 | 68.9% |
| 2009 | 4,948 | 54.3% | 53 | 120.8% | 636 | 58.2% | 5,637 | 55.2% |
| 2010 | 5,861 | 18.5% | 53 | 0.0% | 888 | 39.6% | 6,802 | 20.7% |
| 2011 | 4,949 | -15.6% | 59 | 11.3% | 1,044 | 17.6% | 6,052 | -11.0% |
| 2012 | 3,918 | -20.8% | 56 | -5.1% | 869 | -16.8% | 4,843 | -20.0% |

LONG RANGE PLAN

| CASE MANAGEMENT | | |
|-----------------|--|---|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 1 | Expand site-based <i>pro bono</i> assistance program. | With the opening of the <i>Pro Se</i> Clinic at the Riverside Division in 2011, all five divisions now have onsite self-help desks to provide <i>pro se</i> parties with free legal information, reference material, and <i>pro bono</i> support. |
| 2 | Encourage increased use of telephonic and video appearances where appropriate. | Judges Clarkson and Wallace hear Riverside Division cases assigned to them from their Santa Ana Division courtrooms by video conference. Chief Judge Peter H. Carroll hears Northern Division cases from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, and Neiter were assigned a portion of the Riverside Division case filings that they heard by video conference from their Los Angeles Division courtrooms. |
| 3 | Encourage judges to serve in a different division at least once a year. | No updates to report. |
| 4 | Facilitate the judges' ability to prepare more orders. | The mobile version of Lodged Order Upload (LOU-e), which allows judges to remotely access and approve orders, was implemented in August 2011. The Lodged Order Upload (LOU) program was launched in September 2007. Multiple enhancements were implemented in CIAO! |
| 5 | Reduce Clerk's Office labor component for all case processing and case management functions. | <p>The Clerk's Office began using an automatic discharge feature that substantially reduces labor involved in this manual process. Lodged Order Upload (LOU) program launched in September 2007 and is widely used. ECF usage became mandatory on April 1, 2007. High volume claim filers registered to use ECF. Quality control tracking program developed to identify common errors and users with high error rates to target training/remedial action. Online training modules developed to replace CM/ECF classroom training. Clerk's Office also performs automatic dismissal of deficient cases to reduce referrals to the judges. Adopted district-wide procedures for the electronic service of adequate protection orders and relief from stay orders. The Clerk's Office is currently developing case closing automation.</p> <p>Headers no longer need to be inserted for the Proof of Service (POS) and Notice of Entry (NOE), greatly reducing staff labor. Orders are now much easier for attorneys to prepare, reducing time spent by Court staff answering questions, such as how to add POS and NOE pages, and also time spent by staff fixing orders where the formatting was unacceptable due to the way in which the POS and NOE were imported into the order.</p> <p>In 2010, commenced program to acknowledge staff who propose ideas for improving the Court's efficiency.</p> |

| CASE MANAGEMENT | | |
|------------------------|--|--|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 6 | Standardize docket entries. | Trained registered ECF attorneys to use correct docket codes. Discontinued routine docketing of unused orders. Quality control tracking program developed to identify common errors and users with high error rates to target training/remedial action. Online training modules developed to target common errors/inconsistencies. |
| 7 | Explore the ability to process documents while working at an alternate location. (See also Human Resources Objective #1) | Telework program in place. Clerk's Office staff at divisions also use electronic systems to assist each other as needed. |
| 8 | Facilitate, as appropriate, the administration of small cases. | Individual Chapter 11 Task Force developed forms that were approved for individual chapter 11 cases. |

| COMMUNITY OUTREACH | | |
|--------------------|---|---|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 1 | Expand relations with minority bar associations. | The Court has regular interaction with local bar associations in the district that have diverse memberships. |
| 2 | Obtain funding for foreign language interpretation and translation services. | The Court's FAQs were translated into Spanish and posted on the Court's website in a project coordinated by the Debtor Assistance Project and funded by the Attorney Admissions Fund. |
| 3 | Encourage effective cross-cultural communication in the courtroom. | <p>The Court's FAQs were translated into Spanish and posted on the Court's website in a project coordinated by the Debtor Assistance Project and funded by the Attorney Admissions Fund.</p> <p>In January 2010, the Court and Public Counsel initiated steps to partner with local colleges to have volunteer Spanish translation services available at reaffirmation hearings. The project, now spearheaded by Public Counsel, has students from CSULA and the Northridge Institute volunteering their translation services in the Los Angeles and San Fernando Valley Divisions.</p> |
| 4 | Create bankruptcy education programs. | <p>In 2011, the Clerk's Office initiated its "Raising the Bar" series of bankruptcy education programs conducted for Court staff by subject matter experts from the local bar. Raising the Bar programs were videoconferenced to all five divisions and the series was taped for future use. The Education Committee continues to arrange bankruptcy education programs for the off-site BOJ Seminar, other quarterly BOJ meetings, and extern/law clerk orientation.</p> <p>Sponsored by the chambers of Judge Saltzman in Riverside, the Court continues to offer three training sessions annually to incoming law clerks and externs, in the spring, summer, and fall. The one-day session is conducted by bankruptcy judges and guest speakers.</p> <p>In 2012, the U.S. Bankruptcy Court provided training to 156 Law Clerks and Externs, with 71 percent coming from the U.S. Bankruptcy Court (110 participants) and the remainder from the U.S. District/Magistrate Court (46 participants). This represented a 9 percent increase in attendance over 2011, and a 50 percent increase since 2010. This might be attributable to the "popularity" of bankruptcy in recent years, in addition to ongoing program enhancements which have increased the reputation and popularity of the training program itself.</p> <p>The Court continued to expand its programs, holding the nation's first Federal Court Power Lunch in June 2012, where high school students were able to meet judges from state and federal court, attorneys, and Court staff. The second Federal Court Power Lunch was held with cadets from the Los Angeles Police Academy in October 2012.</p> |
| 5 | Create pamphlets in Spanish available for the public on the nature of chapters 7, 11, and 13. | Since 2011, pamphlets explaining the purpose of chapters 7 and 13 in English and Spanish have been stocked in the Intake lobby at all divisions and are available on the Court's website. The pamphlets are provided by the California State Bar and are entitled <i>What Can I Do If I Can't Pay My Debts?</i> Additionally, a Spanish translation of the Court's FAQs was posted on the Court's website in 2009, which explains the differences between chapters 7, 11, and 13. |

| COMMUNITY OUTREACH | | |
|--------------------|--|--|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 6 | Review all information available to the public and revise it to accord with changes in the law. | The Court's website was redesigned in 2012 with input from the bar and general public. The website now has a more relevant and user-friendly format, as well as a powerful search feature. Since 2011, the Court has also updated all material provided in Intake lobbies at all five divisions, including state bar pamphlets, Keep Your Home California pamphlets, 341(a) locations, and a flyer emphasizing each of the two credit counseling certificates required from debtors in chapter 7. |
| 7 | Provide public education on issues such as separation of powers, judicial independence, rule of law, and <i>stare decisis</i> . | Judges frequently participate in panel discussions and programs sponsored by universities, law schools, bar associations, etc. |
| 8 | Update the Court's website periodically to keep it current and user-friendly. | The Court launched its new website in October 2012. The website offers users a better experience because the information is well organized, includes better navigation, and is easily searched. For those with visual impairments and literacy difficulties, the new website offers a read-aloud service via BrowseAloud. The Court has also incorporated a translation service on the website that provides translations between English and dozens of different languages. During 2012, most Court forms were overhauled and are now fillable and savable without the need to purchase expensive applications. The Court's website is updated regularly to reflect current court information and processes, public notices, judges' practices, etc. |
| 9 | Encourage legal assistance from <i>pro bono</i> attorneys for parties who cannot afford an attorney. (See also Facilities and Security Objective #7) | The Court collaborates with the local bar to provide free and low cost legal assistance to unrepresented parties through the Debtor Assistance Project. The Court now has onsite self-help clinics at all five divisions that provide legal information, reference material, and <i>pro bono</i> support. |
| 10 | Make electronic filing more accessible to the public. | The Court began extensive testing of <i>Pro Se Pathfinder</i> , a national CM/ECF program for self-represented filers to electronically file petitions. The Court will make it available at its self-help clinic in Los Angeles in 2013. Completed numerous ECF training sessions for members of the local and national bar. Online training modules replaced CM/ECF classroom training for new attorneys, as well as targeted error prone areas and LOU. Filing Agent was made available in 2012 to enable select attorney staff members to use CM/ECF simultaneously with their own IDs/passwords. |
| 11 | Publicize appropriate means to communicate suggestions for Court rules and procedures. | In 2009, the Court initiated the Bar Advisory Board. This board, comprised of representatives from local bar associations that provide feedback and suggestions to the Court, is a useful vehicle for communication between the Court and the bar. In 2011, the Bar Advisory Board provided extensive feedback on the Court's new website. Two members of the board volunteered to be on the IT Committee and made valuable recommendations on operational and procedural matters. Judges and executive management attend local bar functions to maintain open communication. The Court continues to seek input from the public on local rules, requesting comments through public notices and the <i>Court News</i> publication. |

FACILITIES AND SECURITY

| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
|---|---|---|
| 1 | Review divisional organization of the Court. | On April 1, 2011, the Ninth Circuit approved a five-year extension on the Court's lease on the Northern Division. Following consideration of a combined Northern Division and San Fernando Valley Division to be located in Ventura County, the Court has decided not to revise its five-division structure and negotiated a new lease for the San Fernando Valley Division, effective November 13, 2011. |
| 2 | Create a plan for court operation in the event of a natural disaster or other catastrophe that affects all or substantially portions of the district. | <p>In 2012, the Court began evaluating the current state of the telework program and how best to integrate it into the Court's COOP plan. Teleworking has the potential to allow certain Court personnel to work from home during times when physical relocation is dangerous or not possible.</p> <p>Also in 2012, the Court continued the evaluation of how to best utilize the emergency notification system. To further ensure that information is shared between agencies in a timely manner, the Court is planning to merge emergency notification system capabilities with District Court in FY 14.</p> <p>Finally, COOP personnel assisted the Federal Executive Board during the annual table top exercise at the Los Angeles Cathedral. The session was focused on a number of scenarios, that would severely affect the Court's ability to provide essential services to the public.</p> |
| 3 | Determine the amount of space used by the Court that is necessary to serve the public. | The Clerk's Office released 9,725 square feet at the San Fernando Valley Division and 14,000 square feet at the Santa Ana Division. |
| 4 | Establish a "virtual" courtroom system. | Santa Ana Division Judges Clarkson and Wallace hear Riverside Division cases assigned to them by video conference between the Riverside and Santa Ana divisions on a routine basis. Chief Judge Peter H. Carroll began hearing Northern Division matters by video from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, and Neiter were assigned a portion of the Riverside Division case filings that they heard by video conference from their Los Angeles Division courtrooms. |
| 5 | Establish or create technology to enable litigants to appear from wherever they are. | Santa Ana Division Judges Clarkson and Wallace hear Riverside Division cases assigned to them by video conference between the Riverside and Santa Ana divisions on a routine basis. Chief Judge Peter H. Carroll began hearing Northern Division matters by video from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, and Neiter held routine hearings on Riverside Division cases by video conference from their Los Angeles Division courtrooms. |
| 6 | Validate efficacy of Continuity of Operations Plan (COOP) on a continuing basis. | <p>The Court's COOP plan is constantly being updated to ensure that it adheres to the latest available version/template, and that it reflects the Court's current organizational structure and performance goals.</p> <p>In 2012, the Court continued the COOP revision process, further bolstering the document's relevance to current Court functions and operations. This process is slated to continue, as the Court moves to new systems and begins to increase collaboration with other federal agencies.</p> <p>In addition, new training courses were developed to ensure pertinent aspects of COOP are understood by all personnel involved in the Court's COOP program.</p> |

| FACILITIES AND SECURITY | | |
|-------------------------|---|---|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 7 | Explore providing space in the courthouses for providing <i>pro bono</i> legal assistance. (See also Community Outreach Objective #9) | With the opening of the <i>Pro Se</i> Clinic at the Riverside Division in 2011, all five divisions now have onsite self-help desks to provide <i>pro se</i> parties with free legal information, reference material, and <i>pro bono</i> support. The Court also makes rooms available for <i>pro bono</i> attorneys to provide legal advice to <i>pro se</i> debtors prior to Reaffirmation Agreement hearings at the Los Angeles, Santa Ana, Northern and San Fernando Valley Divisions. |
| 8 | Make electronic locks and access to doors, elevators, and locations more universal, and limit physical keys and cipher locks. | <p>Judge Mund's office space in the San Fernando Valley was outfitted with a full security package consisting of a monitor, an intercom, and a door release. This package, funded by the U.S. Marshals and installed by UDT, eliminates the need for visitors to use Judge Tighe's chambers entrance.</p> <p>In the Los Angeles Division, the Clerk's Office completed installing card readers at the rear door of every bankruptcy courtroom as a security measure. Judges can unlock the rear door to their chambers by using keycard readers.</p> <p>Keycard readers throughout the district are being upgraded for compatibility with smartcards. This upgrade has been completed at the Riverside Division, is nearly completed at the Santa Ana Division, and is on hold at the Los Angeles Division.</p> |

| HUMAN RESOURCES | | |
|-----------------|--|---|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 1 | Evaluate and modify, if necessary, the use of the telework program. (See also Case Management Objective #7). | The Clerk's Office revised its telework program to include additional positions eligible to telework and increased the number of days select operations positions can telework up to three days per week. |
| 2 | Ensure a smooth transition as senior staff members retire. | <p>The Court facilitated the 2012 Workforce Planning training and workshops for its managerial staff in April through August. While Workforce Planning is an ongoing process, this project has enabled court management to address staffing levels in a proactive manner, particularly around re-engineering department structures, competencies, human resources metrics, and succession planning.</p> <p>In addition, educational programs were developed for future leaders and current members of management. The programs focused on leadership, communication, and technical skills. A total of 74 staff members completed these programs.</p> |
| 3 | Recruit and retain a workforce consistent with the court's technology. | Due to workforce planning efforts throughout the year, the Court did not actively recruit staff. However, training and development efforts continued to enhance workforce skills while strengthening the Court's succession planning program. |
| 4 | Enhance training for all staff. | <p>In 2012, training participant hours increased by almost 80 percent over 2011, from 8,544 hours to 15,293 hours.</p> <p>The Raising the Bar on Bankruptcy lecture series concluded, with over 100 staff members completing all 12 sessions. Over 50 employees also completed the 40-hour Interactive Bankruptcy Online Tutorial. A one-day training session was provided to 156 law clerks and externs, with 71 percent coming from the U.S. Bankruptcy Court and the remainder from the U.S. District/Magistrate Court, representing a 9 percent increase in attendance over 2011, and a 50 percent increase since 2010. For the first time, the Ninth Circuit Law Library offered a Bankruptcy Showcase for chambers at all divisions, featuring the new Lexis Advance and WestLawNext databases.</p> <p>The major upgrade to CM/ECF v4 involved a significant training effort across the Central District. Information Technology staff received specialized training in Java, Windows 7, and Drupal.</p> <p>The nine-month Gateway program graduated 49 Clerk's Office team leaders, supervisors, and managers. A total of 21 aspiring leaders completed the 18-month Paths to Success program. Three supervisors from the Central District applied to and were selected to attend the New Supervisors' Development Program in Washington, D.C. Two members of the Staff Development Department also participated in the program as faculty coaches.</p> <p>Additional training available to all court staff included the AO BeneFit for Life retirement training; desktop automation, including IT Security tips, plus Microsoft and Adobe programs; emergency preparedness training, including the 40-hour Community Emergency Response Team certification by the City of Los Angeles; and the annual 2011 Winter Education Seminar, "Communicating for Success."</p> |

| HUMAN RESOURCES | | |
|-----------------|---|--|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 5 | Develop a new employee recognition program consistent with national guidelines. | <p>The Court implemented a new employee recognition program called Spot-on-Award for Recognition (SOAR). During 2012, the second year that the SOAR program was in place, a total of 273 awards were given to 157 employees district-wide.</p> <p>SOAR gives the opportunity for the Clerk's Office to recognize an employee's contribution to the performance of a team, division, or the entire district. Awards are given based on contributions to the Court in the areas of Customer Service, Outstanding Performance, Teamwork, Suggestions, Special Acts, and Special Service. Awards are divided into three categories: monetary, non-monetary, and time-off.</p> <p>The program also includes custom minted coins that are awarded by the Chief Judge or Clerk of Court for significant contributions.</p> |
| 6 | Establish a mechanism for line staff to provide feedback to management staff. | <p>In 2011, the Court announced the formation of three Centers of Excellence: Process Improvement, Communication, and Employee Engagement. These groups consist of Court staff members who discuss methods for improving various aspects of our Court, and creating a high-performing organization. The three centers have made several accomplishments since their initial meetings in January 2012, including the following:</p> <p>Process Improvement:</p> <ul style="list-style-type: none"> • Creating standardized operations manual. • Updating of various forms for clarity and effective use. • Identify and implement cost-saving measures. <p>Communication:</p> <ul style="list-style-type: none"> • Standardize and publicize best practices for communication (out-of-office email/voicemail, email etiquette). • HELP articles in monthly court newsletter • Court style guide <p>Employee Engagement:</p> <ul style="list-style-type: none"> • Creation of High Five Board for employee recognition • Organized several volunteering/donation initiatives (school supplies, food drive, etc.) • Creation of iBOT training plans <p>The Court participated in two surveys in 2011 designed to improve management and organizational excellence. As a result of these surveys, a suggestion box has been added to the internal website to provide employees an opportunity to provide feedback, ideas, or other suggestions.</p> <p>Also, a "work smarter" email account was created to provide an opportunity for staff to make online suggestions to conserve costs throughout the Court.</p> |
| 7 | Explore alternative work schedules for staff. | No update. |
| 8 | Implement digital time card and leave tracking/management systems. | The Court adopted the Judiciary's HRMIS electronic time card and leave tracking system in December 2012. |

| INFORMATION MANAGEMENT | | |
|------------------------|---|---|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 1 | Expand CM/ECF to all constituents. | The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2013. The Court now provides online CM/ECF training modules to improve access for those interested in obtaining access to CM/ECF or improve their skills. By the end of 2012, a total of 3,661 users had been registered to electronically file documents via CM/ECF. The Court introduced Filing Agent on June 21, 2012 to enable attorneys to assign logins for their office staff that use CM/ECF. All those using Filing Agent can do so simultaneously. |
| 2 | Reduce paper/printer costs. | <p>Among bankruptcy courts nationwide, the Central District had the lowest Bankruptcy Noticing Center (BNC) costs per case in 2012, at approximately \$11.60 per case. By comparison with the national average of BNC costs per case (about \$26.60), the Court saved the Judiciary nearly \$4 million in 2011 and 2012. The Court also has the highest percentage of creditors who receive electronic notices instead of paper notices (41 percent).</p> <p>Networked copiers throughout the Court enable duplex printing and eliminate the need for separate scanners and fax machines while reducing toner expense. The use of PDF files that can be viewed, either from e-mails or from the Court's website, continues to increase (e.g., judicial committee minutes, procedural manuals, reports, newsletters, etc.). The Court studied printing practices and costs to help the Court make business decisions on how to acquire supplies and services more effectively and efficiently reduce expenses.</p> |
| 3 | Enable <i>pro se</i> e-filing safely and in accordance with applicable laws. | The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2013. |
| 4 | Educate other bankruptcy courts regarding the benefits and advantages of the calendaring program CIAO! and other software developed by the Court. | <p>Judge Peter H. Carroll and members of the Clerk's Office provided an overview of CIAO! to a national panel from the AO and other courts in 2008. In 2009, a member of the Clerk's Office demonstrated CIAO! to the CM/ECF Next Generation task force.</p> <p>The AO ultimately decided to go with a competing calendaring program, and the Court has ceased promoting CIAO! to other courts, but continues to enhance features in CIAO! to serve the Court's own purposes.</p> |
| 5 | Provide computer terminals in Clerk's Offices for <i>pro se</i> litigants to use for filing court documents electronically. | The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2013. |
| 6 | Enable e-filing of proofs of claim by high volume claim filers such as the IRS. | <p>Objective completed.</p> <p>The Court registered the IRS and other high-volume claim filers to electronically file claims through CM/ECF.</p> |

| INFORMATION MANAGEMENT | | |
|------------------------|--|--|
| # | OBJECTIVE | ACCOMPLISHMENTS/STATUS |
| 7 | Modify CIAO! so tentative rulings are easily included in the docket as findings of fact and conclusions of law in support of court findings. | Not feasible as tentative rulings may be modified. |
| 8 | Implement digital time card and leave tracking/management systems. | The Court adopted the Judiciary's HRMIS electronic time card and leave tracking system in December 2012. |

For additional information regarding this report or the United States Bankruptcy Court for the Central District of California, you may contact the Clerk's Office at the locations below.



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