



# ANNUAL REPORT 2023



United States Bankruptcy Court - Central District of California  
Honorable Theodor C. Albert, Chief Judge  
Kathleen J. Campbell, Executive Officer/Clerk of Court

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# Introduction

## Executive Summary

In 2023, the U.S. Bankruptcy Court for the Central District of California made significant strides in engaging students and stakeholders through community outreach, providing comprehensive training and development opportunities for its staff, and enhancing courtroom technologies for improved efficiency and accessibility.

Highlights of the year include:

### ***Bankruptcy Filings***

As indicated by national filing data released by the Administrative Office of the U.S. Courts, the Central District of California led the nation in bankruptcy filings. A total of 21,048 petitions were filed in the Central District, representing a 21.8 percent increase from the 17,282 filings received in 2022.

### ***Judge Robles Retires***

After serving over 30 years as a bankruptcy judge, Judge Ernest M. Robles retired on September 30. He was appointed to his first of three 14-year terms on June 12, 1993. Judge Robles presided over many significant bankruptcy cases throughout his tenure, demonstrating his expertise and commitment to justice.

### ***Investiture of Judge Magdalena Reyes Bordeaux***

On February 9, Judge Magdalena Reyes Bordeaux's investiture was held at the Riverside Division courthouse. She became the first Latina judge appointed to the U.S. Bankruptcy Court, Central District of California.

### ***Court Hosts "Roadways to the Bench: Who Me? A Bankruptcy or Magistrate Judge?"***

On April 3, the Court, in collaboration with the Judicial Conference Committees on the Administration of the Bankruptcy System and the Magistrate Judges System, hosted an event for lawyers and law students titled "Roadways to the Federal Bench: Who Me? A Bankruptcy Judge or Magistrate Judge?" This event focused on promoting diversity on the bench. It included a panel discussion covering various topics, such as the application process for bankruptcy judge and magistrate judge positions, strategies for success in these roles, and the significance of diversity in the judiciary.

### ***Junior Attorneys' Workshop***

On October 26, the Court held its inaugural in-person workshop for junior attorneys. The workshop was designed to enhance junior attorneys' courtroom presentation skills. Plans to host analogous programs are underway.

### ***New Extern Educational Training Program***

The Court created a curriculum to familiarize externs with bankruptcy law terminology, ideas, and core principles. Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with various educational opportunities. The program covered the basics of consumer bankruptcy law, business restructuring, adversary proceedings, motion practice, educational debt discharge, and California non-judicial real property foreclosure. Additionally, the program provided instruction on legal research and writing in bankruptcy, ethics for externs, the resources available at the Ninth Circuit Library, and guidance from career law clerks.

### ***Model Intern Program***

The Court was selected to participate in the 2023–2024 Model Intern Program (MIP) along with the District Court and Probation and Pretrial Services. The MIP is a national initiative organized and funded by the Administrative Office of the U.S. Courts (AO). It offers college students a one-year paid internship, allowing them to explore employment opportunities in the federal judiciary. After two rounds of interviews, an interview panel representing each court unit selected University of California, Los Angeles student Rose Saubel as the MIP intern.

### ***Court Hosts 2023 NCBC Conference in Anaheim***

From May 30 to June 2, the Central District of California hosted the National Conference of Bankruptcy Clerks (NCBC) in Anaheim. With over 1,000 members, the NCBC is committed to fostering the professional development of the clerks of court and the deputy clerks of the federal judiciary. The event drew over 450 bankruptcy court judges and clerks, district court judges and clerks, probation and pretrial services staff, and representatives from the Administrative Office of the U.S. Courts and the Federal Judicial Center.

### ***Courtroom of the Future***

The Court continued updating courtrooms in the Los Angeles, Riverside, San Fernando Valley, and Northern Division with state-of-the-art, easy-to-use, intuitive technologies. These advancements aim to create a modern infrastructure supporting evidence presentation, digital audio recording of the official court record, telephonic and video conferencing, assistive listening, and overall flexibility in courtroom functionality. The updated courtrooms now include high-definition video conferencing, an upgraded audio system for optimal in-room and FTR sound quality, a video display system for presenting paper and electronic exhibits with annotation capabilities, assistive listening devices, and a central control panel housing all available audio and visual functions.

### ***New Mediation Program Launched***

The Court introduced a new web-based mediation program to replace the older version of Microsoft Visual FoxPro. It allows users to easily search for specific mediation matters, individual mediators, case numbers, adversary numbers, plaintiffs, defendants, or debtors.

### ***Sharing Court Opportunities & Unique Talents***

The Court developed a new SharePoint site, Sharing Court Opportunities & Unique Talents (SCOUT), as part of a broader Ninth Circuit initiative to identify and share services during challenging budgetary times. This website provides a convenient repository for courts to offer or request shared services within the Circuit, exchange best practices, and learn from other courts' experiences.



## MISSION, VISION, AND VALUES OF THE COURT



### OUR MISSION

To serve the most populous and diverse judicial district in the country by providing bankruptcy relief, fair and impartial justice, and a prompt and efficient resolution of disputes.

### OUR VISION

The United States Bankruptcy Court for the Central District of California will be aligned with the public's needs and future trends and will be a model of exemplary service with expert, resourceful employees.

### OUR VALUES

- Respect
- Integrity
- Diversity
- Exceptional Service
- Innovation
- Collaboration
- Education

## THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

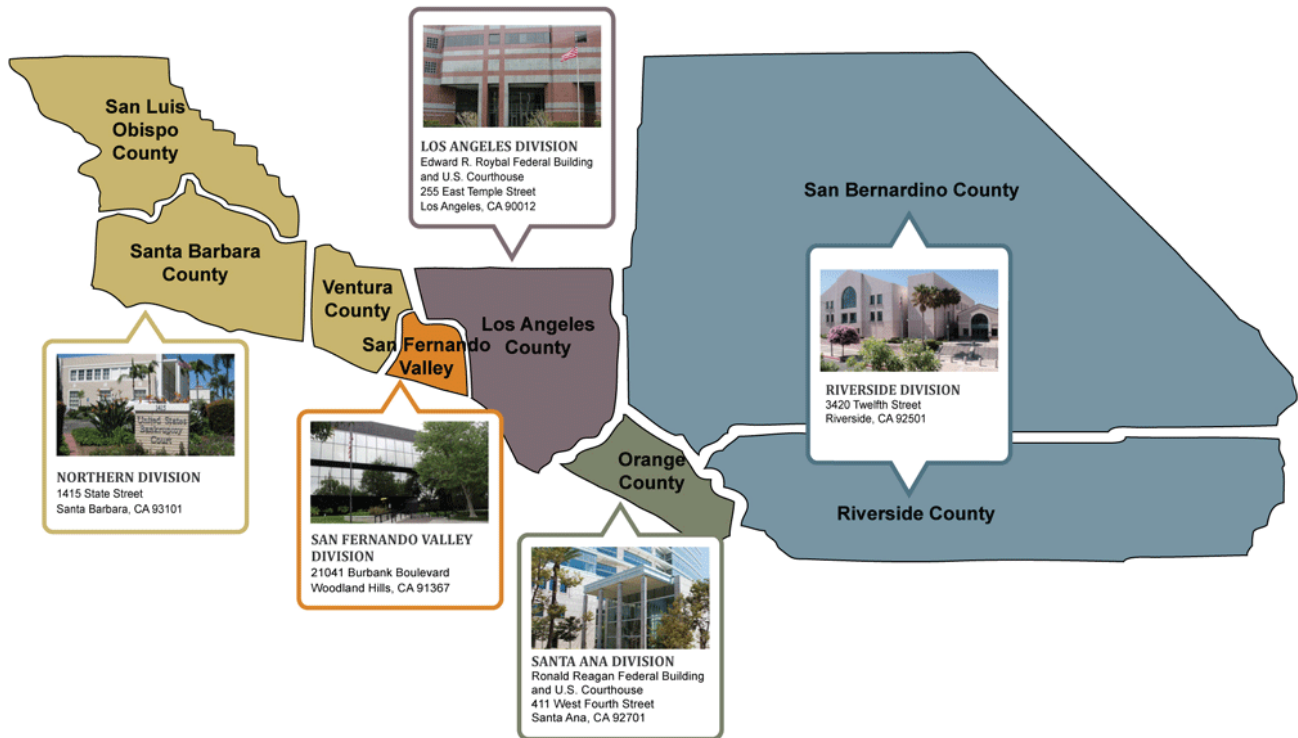


Top Row (left to right): Mark D. Houle, Martin R. Barash, Theodor C. Albert (Chief Judge), Wayne Johnson, Scott C. Clarkson, Ernest M. Robles (Recalled), Neil W. Bason, and Deborah J. Saltzman

Middle Row (left to right): Erithe A. Smith (Recalled), Catherine E. Bauer (Retired), Sandra R. Klein, Victoria S. Kaufman, Robert N. Kwan (Recalled), Mark S. Wallace (Retired), and Scott H. Yun

Front Row (left to right): Barry Russell, Geraldine Mund (Recalled), Maureen A. Tighe (Recalled), Sheri Bluebond, Vincent P. Zurzolo, and Julia W. Brand

## IN PROFILE



## DISTRICT PROFILE

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

The U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. It covers approximately 40,000 square miles, encompasses seven counties, and is served by 21 authorized judgeships. The Central District serves the residents of Los Angeles, Orange, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

## POPULATION SERVED

With a population of more than 19 million, the Central District is home to nearly 50 percent of the state's population. According to the United States Census Bureau, the Central District 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).

# Enabling Broad Access to the Court

## COURT EVENTS AND COMMUNITY OUTREACH

### Delegation Visit

On April 19, Judge Julia W. Brand hosted Judge Jiin Ku of the Supreme Court of Korea and her husband, Gyeongsu Kim, a corporate lawyer in South Korea. Judge Jiin Ku studies bankruptcy procedures at the University of California, Irvine School of Law through the National Center for State Courts' International Programs Division. She visited the Los Angeles Division to observe a court proceeding and learn about debtor education in bankruptcy cases and the application of technology. During their visit, they were given a tour of the Clerk's Office, observed a chapter 13 confirmation hearing, and received a presentation about the bankruptcy court. They also discussed the chapter 13 process, the use of courtroom technology in bankruptcy cases and proceedings, and assistance for unrepresented parties in bankruptcy cases.



*Loyola Law School's Consumer Bankruptcy Clinic*

### Loyola Law School's Consumer Bankruptcy Clinic

On April 13, Judge Sandra R. Klein hosted Loyola Law School Consumer Bankruptcy Clinic (CBC) students for nondischargeability mock trials in the Los Angeles Division. The law students presented oral arguments before Judge Klein and received her feedback upon the mock trials' conclusion. Following the mock trials, the students were invited to a catered reception, where they also met Judge Julia W. Brand. To commemorate their successful completion of the CBC, Judge Klein presented each student with a certificate of participation and tokens of appreciation.



*Canfield Students Visit Los Angeles Division*

On November 6 and 7, Loyola Law School CBC students participated in mock trials before Judge Julia W. Brand. The second and third-year law students argued an 11 U.S.C. § 523(a)(2)(A) nondischargeability hypothetical. After hearing their arguments, Judge Brand provided meaningful feedback to each student and indicated how she would have ruled on the case. Following the mock trials, Judge Brand and the students enjoyed a lunch reception. During lunch, Judge Brand shared her thoughts about her most interesting cases and why

she finds bankruptcy law fascinating. After the event, the law students received certificates of participation and tokens of appreciation.

### Canfield Students Visit Los Angeles Division

On April 20, the Los Angeles Division hosted mock trials for 42 fourth-grade students from Canfield Elementary School. Judge Sheri Bluebond delivered introductory remarks and spoke to the students about the U.S. Constitution and the court system. The students were then divided into two courtrooms, supervised by Judges Sheri Bluebond and Julia W. Brand. After the trial, the students had lunch and listened to a presentation by deputies from the U.S. Marshals Service, who answered questions about their duties and equipment.

## Judge Klein Hosts Constitution Day Event

In September, Judge Sandra R. Klein organized and hosted special events to honor Constitution Day. The first event occurred at Kensington Senior Living in Redondo Beach, California, where the residents gathered on September 17 to participate in a dynamic discussion. The second event was held at the Edward R. Roybal Federal Building and U.S. Courthouse for the Girl Scouts of Greater Los Angeles on September 21. Both events were filled with informative and special activities to commemorate the significant occasion.

Due to popular demand, on September 22, Judge Klein hosted an additional Constitution Day celebration at Kensington Senior Living for residents and staff who could not participate in the earlier event.

## Black Law Students Associations and the Latinx Law Students Associations Visit the Santa Ana Division

On September 12, Judge Ronald A. Clifford III hosted the Black Law Students Association (BLSA) and the Latinx Law Students Association (LLSA) from the University of California, Irvine School of Law, and Chapman University, Fowler School of Law in the Santa Ana Division. Members of the BLSA and LLSA organizations were allowed to observe the Court's hearing calendar, which comprised a Motion to Quash and a Motion to Compel in an involuntary bankruptcy case, a Motion to Convert from a chapter 13 to a chapter 7, and an Application to Employ Counsel in a chapter 11 case, which was contested by the U.S. Trustee.

Following the conclusion of the hearing calendar, Judge Clifford III engaged in a discussion with the students in the courtroom. He delivered a concise overview of the purpose and function of the U.S. Bankruptcy Code and bankruptcy courts. Subsequently, he shared insights into his cultural background and his journey to judgeship. Thereafter, he facilitated a question-and-answer session with the students. Judge Clifford III concluded the session with a guided tour of his chambers and the Clerk's Office.



*Judge Klein Hosts Constitution Day Event*



*Black Law Students Associations and the Latinx Law Students Associations Visit the Santa Ana Division*



*The U.S. Attorney's Office's "Bring Your Children to Work Day"*

## The U.S. Attorney's Office's "Bring Your Children to Work Day"

On August 7, in observance of "Bring Your Children to Work Day," Judge Sandra R. Klein hosted approximately 15 staff members from the U.S. Attorney's Office and 32 children ranging in age from four months to 27 years.



*Eagle Rock Students Visit the Los Angeles Division*



*Pitzer College Students Visit Judge Klein's Courtroom*



*Court Hosts Girl Scouts*

During the event, Judge Klein provided an overview of bankruptcy laws, her responsibilities as a bankruptcy judge, and the range of cases within her purview. She actively engaged the participants by sharing the significance of judges' black robes, the historical consequences for individuals unable to repay debts, and underlining the purpose of bankruptcy laws as a safety net for distressed individuals and businesses.

## **Eagle Rock Students Visit the Los Angeles Division**

On May 12, Judge Sandra R. Klein presided over a mock trial in the Los Angeles Division, hosting a fourth-grade class from Eagle Rock Elementary School. The students actively engaged in a mock trial reenactment of the story of Jack and the Beanstalk, assuming the roles of judge, attorneys, witnesses, bailiff, and jury. Upon the completion of the prosecution and defense presentations, the student jurors deliberated and provided a rationale for their decisions to convict or acquit Jack. Subsequently, the students were afforded the opportunity to interact with Inspector Alexandro Gutierrez from the Federal Protective Service (FPS) and his K9 partner, Elvis, who demonstrated bomb-sniffing capabilities. Inspector Gutierrez also exhibited his tactical gear, featuring a bulletproof vest, a helmet, and handcuffs to the students.

Moreover, the students also witnessed the swearing-in ceremony of Carolyn Park, a mentee of Judge Klein, who recently graduated from Loyola Law School and successfully passed the California Bar Exam.

## **Pitzer College Students Visit Judge Klein's Courtroom**

On October 27, Judge Sandra R. Klein hosted students from Pitzer College. She emphasized the value of her diverse career experiences. The students asked about her typical workday and the U.S. Bankruptcy Code's treatment of student loans. Judge Klein shared her four Rs, "Reading, Researching, 'wRiting,' and Ruling." She also discussed the importance of her law clerks' feedback and hosted the students in her chambers after the courtroom visit.

## **FED Day 2023**

On February 24, approximately 35 students and three faculty members from Santa Ana High School attended Federal Courthouse Exploration Day, also known as FED Day, at the Santa Ana Division, hosted by Judges Sandra R. Klein and Erithe A. Smith. During FED Day, students learned about the federal court

system and had the opportunity to interact with judges and other court professionals. Following a hosted lunch, the day ended with a guest speaker from the Drug Enforcement Agency and an exciting tour of the U.S. Marshals offices and command center.



### **Honor Roll Published During National Celebrate Pro Bono Week**

The Court published its Honor Roll to recognize the volunteers who staff its help desks. These volunteers are pro bono attorneys who provide legal assistance to those who cannot afford it. The Honor Roll is updated every 12 months in conjunction with the National Celebrate Pro Bono Week, organized by the American Bar Association's Standing Committee on Pro Bono and Public Service and observed from October 22 to 28, 2023.

### **Moot Court Competition for Middle School Students**

The Constitutional Rights Foundation of Orange County organized a moot court competition for middle school students at the Ronald Reagan Federal Courthouse on April 25th and May 2nd. Chief Judge Theodor C. Albert and Judge Ronald A. Clifford III volunteered to preside as judges and provided their courtrooms for the students' use. The judges attentively listened to the students' arguments and debates concerning a case involving students accused of hacking. After the trial, the judges ruled on the motion and imparted tips, advice, and suggestions to all attendees.

### **CARE Presentations Continue throughout the Central District**

Credit Abuse Resistance Education (CARE) is a national program established by Retired Bankruptcy Judge John C. Ninfo. Its primary purpose is to share comprehensive knowledge about responsible credit usage and avoiding

excessive debt with high school and college students. CARE presentations were consistently conducted by judges, staff, and dedicated volunteers across the Central District throughout the year.

On April 3, the Los Angeles branch of CARE was featured on KCAL/CBS news. This feature, reported by Kristine Lazar, underscored the critical role of financial literacy in high schools. The report emphasized the need for high school students to possess essential financial information to lead self-sufficient lives. A key segment of the report documented a CARE presentation at Alliance Marine in Sun Valley and included student interviews.

### **Court Hosts Girl Scouts**

On January 17, Judge Sandra R. Klein hosted several enthusiastic Girl Scouts in her courtroom and chambers as part of the Girl Scouts of Greater Los Angeles Justice Patch Program. This visit marked the first in-person Girl Scout Troop visit to the courthouse since the COVID-19 Pandemic. The Justice Patch Program, created and implemented by Judge Klein, allows Girl Scouts to earn a badge or patch while learning about the law, the legal profession, and the roles of lawyers and judges in the community.

During the visit, Judge Klein led lively discussions about her background, education, work experience, and what led her to the bankruptcy bench. The Girl Scouts and their troop leaders/chaperones took turns asking insightful questions and shared their educational goals, passions, and interests.

## SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

Throughout 2023, the bankruptcy judges of the Central District actively organized and participated in various speaking engagements, events, and programs, such as keynote addresses, panel discussions, workshops, and bar association meetings. The Central District bankruptcy judges also conducted various educational programs tailored to legal professionals and the public, promoting legal literacy and enhancing understanding of the justice system.

Some highlights include:

### January

- January 24: Judge Klein participated in a GirlTopia program for Girl Scouts of Greater Los Angeles.
- January 26: Judge Klein was a guest speaker during Professor Gary Williams' Ethical Lawyering class at Loyola Law School.
- January 28: Judge Klein was a co-presenter at *cdcbaa*'s 17th annual review of the Ninth Circuit Decisions on Bankruptcy in 2022.

### February

- February 3: Judge Barash spoke at Tulane University School of Law's Biennial Bankruptcy & Restructuring Symposium.

### March

- March 10: Judge Reyes Bordeaux was a panelist at the University of Oregon School of Law's educational outreach program for law students.
- March 15: Judge Klein discussed careers available in bankruptcy at Loyola Law School.
- March 16: Judge Klein discussed Women's History Month with the Girl Scouts of Greater Los Angeles.
- March 21: Judge Klein discussed bankruptcy at the University of Nevada Law School.
- March 27: Judge Reyes Bordeaux was a panelist for the Women Lawyers Association of Los Angeles' 28th Annual Litigators Forum.
- March 27: Judge Klein participated in the American Bankruptcy Institute's Battleground West's Crossfire program.
- March 30: Judge Barash was a panelist at the Inland Empire Bankruptcy Forum's Recent Developments in Subchapter V Cases webinar.
- March 31: Judge Klein discussed Women's History Month with the residents of Kensington Senior Living.

### April

- April 4: Judge Reyes Bordeaux moderated a discussion with panelist Judge Barash at the University of California, Los Angeles School of Law's Careers in Bankruptcy educational outreach program.
- April 21: Judge Clarkson participated in the American Bankruptcy Institute's Spring Conference "Plenary Session: Circuit Splits and Hot Topics with Bill Rochelle and Friends."
- April 22: Judge Klein presided over mock trials for high school students during Loyola Law School's Young Lawyers program.
- April 26: Judge Klein discussed attorneys' fee disputes during the Federal Judicial Center's "To Allow, or Not to Allow" program.



## May

- May 4: Judge Clarkson was a panelist at the Inland Empire Bankruptcy Forum's Evidence Strikes Bank program.
- May 18: Judge Reyes Bordeaux swore in new Loyola Law School graduates.
- May 20: Judge Clarkson participated in the California Bankruptcy Forum's Subchapter V – "Going Big by Going Small" program.
- May 29: Judge Klein led a Memorial Day Celebration at the Kensington Senior Living Facility.

## June

- June 7 – 10: Judge Clarkson served as a panelist at the Association of Insolvency and Restructuring Advisors National Conference during the "Judges Roundtable," Ethics, and "Emerging Issues in Attorney Discipline: Disciplining Politically-Motivated Attorney Misconduct and Discharging State Bar Sanctions" discussions.
- June 8: Judge Reyes Bordeaux participated in the Litigation Section of the California Lawyers Association's "Pathways to the Bench" panel.
- June 12: Chief Judge Albert discussed the State of the Court at the Los Angeles Bankruptcy Forum's Annual Judges' Night.
- June 14: Judge Saltzman was a panelist during the Ninth Circuit Education Committee's Review of Ninth Circuit Bankruptcy Decisions webinar.

## July

- July 26: Judge Klein discussed attorneys' fee disputes during the Federal Judicial Center's "To Allow, or Not to Allow" program.

## August

- August 29: Judge Klein discussed artificial intelligence during the American Bankruptcy Institute's Southwest Conference.

## October

- October 3, 10, and 17: Judge Klein served as a mentor for high school students during the Girl Scouts of Greater Los Angeles' three-part program.
- October 12: Judge Clarkson participated in the National Conference of Bankruptcy Judges Plenary Opening Session.

## November

- November 2: Judge Klein discussed the benefits of a federal judicial externship at Loyola Law School.

## December

- December 1: Judge Klein administered the oath to newly admitted lawyers at Loyola Law School.
- December 6 and 13: Judge Klein presented a two-part program for the Girl Scouts of Greater Los Angeles Daisies and Brownies earning a Civic Engagement Badge.
- December 8: Judge Clarkson participated in the Allegany County Bar Association's program.
- December 19: Judge Klein discussed the Bill of Rights with high school students at the National Constitution Center's program.

# Fair and Effective Court Operations

## JUDICIAL CASELOAD

### Bankruptcy Filings

In the Central District of California, 21,048 bankruptcy cases were filed in the 12 months ending December 31, 2023, a 21.8 percent increase from the 17,282 filings received in 2022.

According to the national filing data released by the Administrative Office of the U.S. Courts, for the twelve months ending December 31, 2023, the Central District of California received 8.1 percent more bankruptcy filings than the second largest filing district, the Northern District of Illinois. The Central District of California was second in the nation in business filings, 4.8 percent less than the number one-ranked Southern District of Texas. Additionally, the Central District of California led the nation in non-business filings, 4.3 percent ahead of second-ranked Northern District of Illinois. Bankruptcy filings in the Central District of California account for 4.6 percent of the nation’s filings.

### Chapter 7 Filings

In 2023, chapter 7 filings increased 20.8 percent to 17,062, representing 81.1 percent of all petitions filed. Chapter 7 filings also accounted for 72.7 percent of all business filings and 81.6 percent of all nonbusiness filings in 2023.

### Chapter 11 Filings

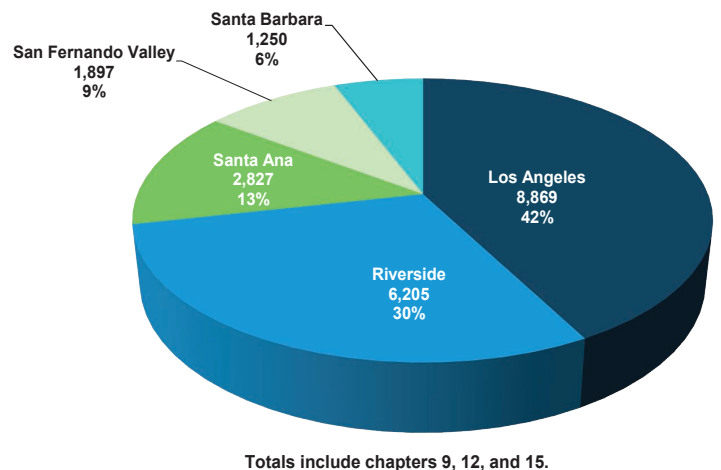
Chapter 11 filings increased 48.1 percent to 342. Chapter 11 cases, which typically require more judicial resources than other chapters, accounted for approximately 1.6 percent of all petitions filed in 2023, slightly higher than in 2022. 89.5 percent of all chapter 11 petitions were business cases.

CENTRAL DISTRICT OF CALIFORNIA  
BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE  
CALENDAR YEARS 2008 - 2023

Year	Total	Chapter				
		7	11	12	13	OTHER <sup>1</sup>
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
2013	75,581	61,127	725	2	13,726	1
2014	57,356	45,710	502	3	11,140	1
2015	46,523	35,266	460	5	10,791	1
2016	41,399	30,403	433	8	10,555	0
2017	38,704	28,657	407	2	9,634	4
2018	37,192	28,489	463	3	8,237	0
2019	38,148	29,972	389	0	7,786	1
2020	27,852	23,910	329	3	3,609	1
2021	23,104	20,329	322	3	2,447	3
2022	17,282	14,120	231	0	2,929	2
2023	21,048	17,062	342	1	3,640	3
Percent Change 2022 - 2023	21.8%	20.8%	48.1%	0.0%	24.3%	50.0%

<sup>1</sup> Includes cases filed under chapters 9 and 15 of the bankruptcy code

CENTRAL DISTRICT OF CALIFORNIA  
Total Bankruptcy Filings By Division  
2023



## Subchapter V Filings

In February 2020, the Small Business Reorganization Act of 2019 was enacted, adding a new subchapter V of chapter 11 (Sub V) of the Bankruptcy Code. This new legislation was designed to simplify and reduce small business filing costs under chapter 11. Since the Court began receiving Sub V filings, there have been 431 cases filed, amended, or converted, and 244 cases that either had the Sub V designation withdrawn, were closed, or converted to another chapter. In 2023, there were a total of 125 cases filed, amended, or converted to Sub V. At year-end, there were a total of 187 Sub V cases pending.

## Chapter 13 Filings

Chapter 13 filings increased 24.3 percent to 3,640 filings in 2023. Chapter 13 petitions accounted for 17.3 percent of all filings in 2023, up from 16.9 percent in 2022. Chapter 13 petitions also accounted for 18.2 percent of all nonbusiness filings and 4.7 percent of all business filings in 2023.

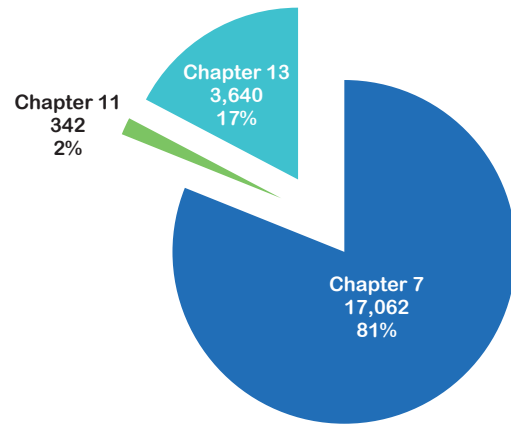
## Cases Terminated

The number of bankruptcy petitions terminated by the Central District in 2023 increased 2.9 percent to 20,392. Terminations were less than filings in 2023, and 15,176 cases were pending in December 2023, 4.7 percent greater than the number of cases pending in December 2022.

## Adversary Filings

The number of adversary proceedings filed increased by 40.2 percent from 660 in 2022 to 925 in the twelve months ending December 31, 2023. Meanwhile, the number of adversary proceedings terminated in 2023 decreased by 24.7 percent to 684 from 908 in 2022. Additionally, pending adversary proceedings increased by 23.6 percent, from 1,024 in 2022 to 1,266 in 2023.

CENTRAL DISTRICT OF CALIFORNIA  
Total Bankruptcy Filings By Chapter  
2023



CENTRAL DISTRICT OF CALIFORNIA  
BANKRUPTCY CASES FILED, CLOSED, AND PENDING  
CALENDAR YEARS 2008 - 2023

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
2013	75,581	72,896	2,685	90,429	51,136
2014	57,356	55,321	2,035	62,024	46,482
2015	46,523	44,653	1,870	50,599	42,415
2016	41,399	39,714	1,685	48,211	35,617
2017	38,704	37,127	1,577	44,893	29,090
2018	37,192	35,616	1,576	39,857	26,449
2019	38,148	36,572	1,576	38,869	25,740
2020	27,852	26,515	1,337	32,921	20,681
2021	23,104	21,960	1,144	26,759	17,028
2022	17,282	16,291	991	19,816	14,501
2023	21,048	19,676	1,372	20,392	15,176
Percent Change	21.8%	20.8%	38.4%	2.9%	4.7%

CENTRAL DISTRICT OF CALIFORNIA  
ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING  
CALENDAR YEARS 2008 - 2023

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
2013	2,834	3,434	3,042
2014	1,981	2,444	2,579
2015	1,922	1,945	2,572
2016	1,457	1,828	2,204
2017	1,358	1,759	1,744
2018	1,160	1,407	1,497
2019	1,181	1,168	1,511
2020	1,279	1,135	1,657
2021	649	1,036	1,270
2022	660	908	1,024
2023	925	684	1,266
Percent Change 2022 - 2023	40.2%	-24.7%	23.6%

**CENTRAL DISTRICT OF CALIFORNIA  
SRL CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE  
CALENDAR YEARS 2008 - 2023**

Year	Total	Chapter				
		7	11	12	13	OTHER <sup>1</sup>
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
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
2016	9,943	5,753	27	3	4,160	0
2017	7,877	4,559	20	1	3,297	0
2018	6,109	3,694	17	0	2,398	0
2019	5,863	3,764	20	0	2,079	0
2020	2,729	2,084	15	0	630	0
2021	1,891	1,406	23	0	462	0
2022	2,035	1,226	11	0	798	0
2023	2,538	1,469	14	1	1,054	0
Percent Change 2022 - 2023	24.7%	19.8%	27.3%	0.0%	32.1%	0.0%

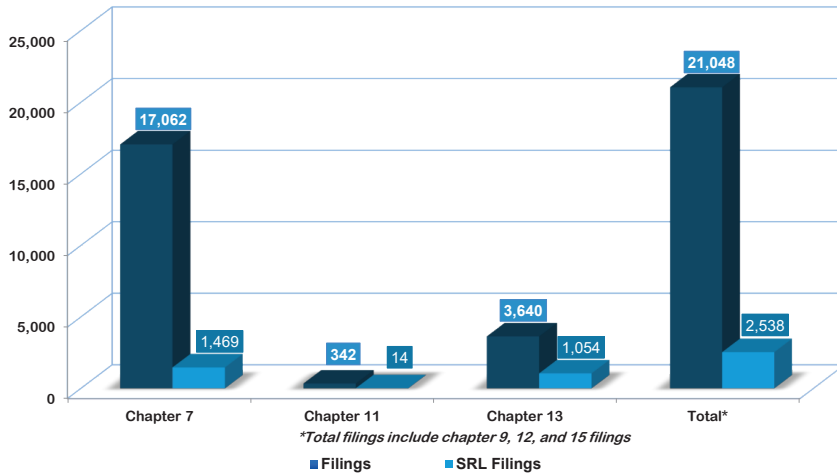
<sup>1</sup> Includes cases filed under chapters 9 and 15 of the Bankruptcy Code

### Self-Represented Litigant Filings

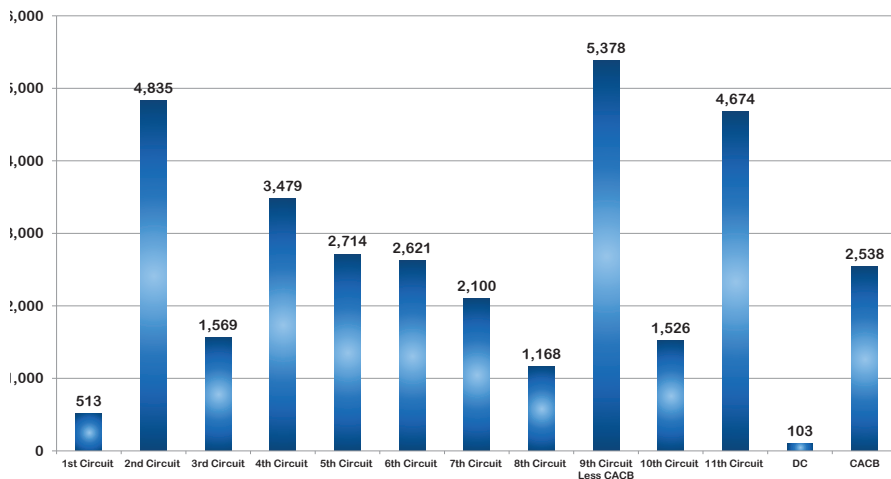
During the twelve months ending December 31, 2023, the Central District of California had the second-highest number of SRL (Self-Represented Litigant) filings in the nation. The filing rate was 12.1 percent, nearly two times the national average of 7.3 percent. Additionally, the Central District handled almost 7.6 percent of all SRL bankruptcy filings nationwide.

Of the 21,048 bankruptcy cases filed in the Central District, 2,538 were filed by SRL filers. Chapter 13 petitions had the highest SRL percentage at 29.0 percent, followed by chapter 7 petitions with 8.6 percent filed by SRL filers. Chapter 11 had the smallest percentage of SRL filings at 4.1 percent.

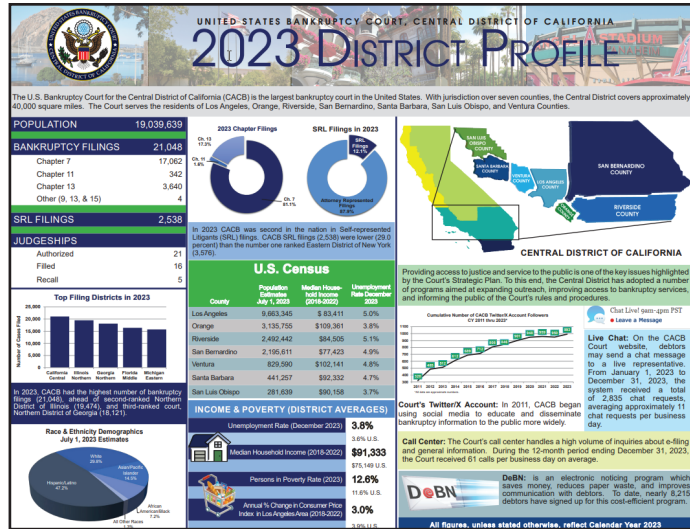
**U.S. BANKRUPTCY COURT – CENTRAL DISTRICT OF CALIFORNIA  
2023 SRL Filings**



**Bankruptcy Cases Filled by Self-Represented Litigants  
During the 12-Month Period Ending December 31, 2023**



# KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS



## District Profile Published

The Court updated and published its District Profile brochure. This brochure contains useful information, including statistics on filings, details about the U.S. Trustee's Language Assistance Program, and data from the Help Desks. The District Profile offers a brief overview of the Central District, providing information on population, median income, and unemployment rates for each of the seven counties in the Court's area. It also includes data on the Central District's race and ethnicity demographics, median household income, unemployment and poverty rates, and information on the Court's outreach services. Additionally, the brochure covers self-represented litigants' requests for language assistance, their use of electronic Self-Representation (eSR) software, and their reliance on bankruptcy petition preparers.

## Internal Controls and Audit Complete

The Clerk's Office finished its internal audit schedule for FY 2023. The internal review program strives to assess and evaluate the Court's operations and internal controls independently and objectively. This helps the Court achieve one of its goals:

maintaining public accountability. Internal audits are mandatory according to the framework outlined by the Administrative Office of the U.S. Courts. They complement national cyclical audits, ensuring continual monitoring of financial controls.



## Junior Attorneys' Workshop

On October 26, the Court held its inaugural in-person workshop for junior attorneys at the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The workshop aimed to enhance junior attorneys' courtroom presentation skills. Each participant had the opportunity to argue a simulated motion before one or more judges of the Court and receive constructive feedback in real-time.

The workshop was well-received and a significant success. The Court plans to host analogous programs in the future.

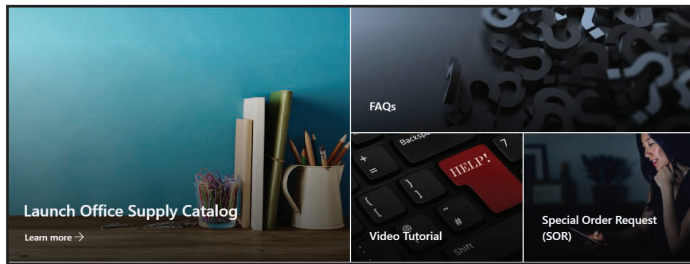
## New Spending Plan Program Launched

In January, the Court introduced a new Spending Plan Program in Power Apps to replace the older version in Microsoft Visual FoxPro. The new Spending Plan Program enables the Court to record various spending requests throughout the fiscal year, which helps

develop a projected spending plan to better manage the Court’s budgeting needs. Additionally, the new Spending Plan Program allows for tracking projects and referencing relevant SORs by budget item.

## New Mediation Program Launched

The Court introduced a new web-based mediation program, which replaced the older version of Microsoft Visual FoxPro. The new program is user-friendly and enables users to search for specific matters in mediation, individual mediators, case numbers, adversary numbers, plaintiffs, defendants, or debtors. The website layout displays all the necessary information on one page, eliminating the hassle of scrolling. The ribbon at the top of the web-based application is a consistent area of the site that includes various tabs for easy navigation.



## SharePoint Office Catalog

The Court launched a pilot program in August for an online Office Supply Catalog site. This program replaces the Office Supply Order form and streamlines the paper-based processes. The Office Supply Order form is essential to the Court’s internal acquisition process for office supplies, allowing staff to request and distribute necessary items for operations. The new platform eliminates delays, saves time, ensures compliance, and automates the internal request process. The paperless approach provides email notifications to keep staff updated on order status, and the Office Services Department can use the site to monitor and maintain inventory with important data. The SharePoint site was made available to all staff in September 2023.



## Sharing Court Opportunities & Unique Talents

The Court developed a new SharePoint site, Sharing Court Opportunities & Unique Talents (SCOUT), as part of a broader Ninth Circuit initiative to identify and share services during challenging budgetary times. This website serves as a platform for sharing information and resources. It illustrates how courts have previously shared services and provides a convenient repository for courts to offer or request shared services within the Circuit in the future, exchange best practices, and learn from other courts’ experiences.

On July 17, court staff presented the SharePoint site to the Ninth Circuit Bankruptcy Courts. Other courts within the Circuit reviewed the site and shared feedback. Additionally, the Court showcased the site to the Ninth Circuit Bankruptcy Chief Judges and Clerks during the October conference.

## Clerk’s Office Prepares for a Government Shutdown

In anticipation of a potential government shutdown, the Clerk’s Office reviewed and updated the Court’s Shutdown Plan, which was later approved by the Court’s Executive Committee in September. Additionally, the Clerk’s Office conducted a virtual Town Hall meeting to provide information about the shutdown’s phases and address staff questions regarding its impact, including possible furlough days.

## The Central Guide Information Sessions

The Court released *The Central Guide*, a new digital tool that replaces the *Court Manual*. *The Central Guide* is a one-stop digital database with four sections containing links to content published on the Court's website or in other locations. Throughout the year, Law Clerk Jeffrey Cozad and Management Analysts Mark Francisco and Jan Zari hosted virtual information sessions for the Office of the U.S. Trustee, Clerk's Office, law clerks, trustees, attorneys, and legal support staff. A recorded informational session of *The Central Guide* is also available on the Court's website.

*The Central Guide* information sessions will continue to be offered to everyone on a regular basis, with a particular focus on new developments in bankruptcy in the Central District.



## Clerk's Office Continues to Offer Shared Administrative Services

The Court's shared administrative services agreements were continued in 2023, along with several additional projects for the year. Since 2013, the Court has published an offerings catalog with three strategic lines of business: Human Capital, Information Technology, and Space and Facilities. Services were offered to court units on a cost-reimbursable basis established through a Memorandum of Understanding (MOU). Individual service offerings were posted to JShare, the judiciary's shared services webpage and catalog. The Court also used services from other courts by transferring funds or trading services. Throughout 2023, the Court completed the following shared services:

- MS Office Training for FLND*  
On March 30, the Court signed an MOU with the U.S. District Court, Northern District of Florida's Office of the Federal Public Defender for Information Technology & Training Manager Padraic Keohane to provide Microsoft Word classes. A remotely held Intermediate and Advanced Word class was offered on April 25 and April 26.
- Web Design for PAED*  
On April 11, the Court signed an MOU with the U.S. District Court, Eastern District of Pennsylvania, for Web Developer Kimberly Rubal to provide up to 80 hours of assistance for the Drupal web migration and related training.
- SharePoint Assistance for PAED*  
On May 25, the U.S. District Court, Eastern District of Pennsylvania, signed an MOU for Applications Developer Sean Chau to work up to five hours a week to build customized SharePoint applications.
- Drupal Training for RID*  
On July 18, the U.S. District Court, District of Rhode Island, signed an MOU for Web Developer Kimberly Rubal to provide multi-day Drupal training on-site during August.
- Human Resources Support for MTD*  
On July 28, the U.S. District Court, District of Montana, signed an MOU to receive approximately 20 hours a week of human resources assistance for non-law enforcement personnel through the end of the fiscal year.
- IT Security for AKB*  
On August 25, the Court entered into an MOU to help the U.S. Bankruptcy Court, District of Alaska, develop SharePoint sites and IT security policies as part of the IT security scorecard.
- Procurement for WAWB*  
In February, the Court entered into an MOU with the U.S. Bankruptcy Court, Western District of Washington, for Procurement Specialist Kelly Reaves to provide procurement support services. Ms. Reaves' support will continue through FY 2024.

- Human Resources Support for AZB  
On September 7, the Court entered into an MOU with the U.S. Bankruptcy Court, District of Arizona, to provide remote and in-person human resources support services. This agreement is scheduled to continue through FY 2024.
- MS Excel Training for NCWD  
On September 15, the U.S. District Court, Western District of North Carolina, entered into an MOU with the Court for Information Technology & Training Manager Padraic Keohane to provide Excel training in October and November remotely.
- Technology and Facilities Support Services for CACD  
The Court continued its sharing agreements with the U.S. District Court, Central District of California, for shared expenses of courier services in the Santa Ana Division and for technology and facilities support services for magistrate judges in the Northern Division.
- Office Services Support for CACD  
The Court and the U.S. District Court, Central District of California, continue to equally share Facilities Specialist Frederick Agustin. Mr. Agustin will continue to provide office services support, including receiving mail and fulfilling office supply orders for both courts through FY 2024.
- Reciprocal COOP Agreement with CASB  
On January 10, the Court entered into an MOU with the U.S. Bankruptcy Court, Southern District of California, for reciprocal support during a COOP event by the unaffected party.
- TDY Extended with AO  
On July 5, Management Analyst Jan Zari began a part-time Temporary Duty Assignment (TDY) with the Administrative Office of the U.S. Courts (AO). Mr. Zari serves as a Human Resources Advisor to the Human Resources Office, Court Human Resources Division, Advisory Services Branch.

Through a series of agreements, Special Projects Manager Robin Beacham continued a full-time temporary duty assignment with the AO. Ms. Beacham reports to the Chief, Case Management Branch, and serves as Product Owner of the Bankruptcy Legacy CM/ECF development team. Additionally, Ms. Beacham provides backup and other general support services to the case management modernization unified search tool and market research efforts. The assignment began on August 1, 2022, and was extended through 2023.

- Extended Collaborative Assignments  
As part of an Extended Collaborative Assignment with the Administrative Office of the U.S. Courts (AO), Web Developer Kimberly Rubal continued to provide Drupal assistance through 2023.

On September 8, the Court approved an Extended Collaborative Assignment with the AO for Applications Developer Keith Klein to continue working part-time through FY 2024 on the Next Generation of the Case Management/Electronic Case Files (NextGen CM/ECF) software development project. Mr. Klein has provided similar services to the AO for over seven years.



# Judiciary Workforce of the Future

## JUDICIAL TRANSITIONS AND MILESTONES

### Judge Robles Retires

After serving over 30 years as a bankruptcy judge, Judge Ernest M. Robles retired on September 30. He was appointed to his first of three 14-year terms on June 12, 1993. Judge Robles presided over many significant bankruptcy cases throughout his tenure, demonstrating his expertise and commitment to justice. Notably, he oversaw the proceedings of high-profile cases such as Verity Health System of California, Inc. and Gardens Regional Hospital and Medical Center, leaving a lasting impact on the legal landscape.



### Investiture of Judge Magdalena Reyes Bordeaux

On February 9, Judge Magdalena Reyes Bordeaux's investiture was held at the Riverside Division courthouse. She became the first Latina judge appointed to the U.S. Bankruptcy Court, Central District of California. Over 150 of Judge Reyes Bordeaux's family, friends, and associates attended the ceremony.

## Years on the Bench



Judges Alan M. Ahart and Vincent P. Zurzolo  
Celebrate 35 Years on the Bench



Judge Maureen A. Tighe Celebrates  
20 Years on the Bench

## Profiles and Committees

### PROFILES



#### **Judge Bason Profiled in the *Daily Journal***

On February 28, the *Daily Journal* published a profile of Judge Neil W. Bason. The article, by Sunidhi Sridhar, describes Judge Bason's rise to the bench, transparent approach in handling cases, and careful consideration of the law while maintaining an efficient courtroom.

The profile briefly follows Judge Bason's path to judgeship, including practicing as special counsel at Howard Rice Nemerovski Canady Falk & Rabkin PC in San Francisco and clerking for U.S. Bankruptcy Judge Dennis Montali in the Northern District of California. Bankruptcy law runs in the family, as Judge Bason's father George F. Bason Jr., was a federal bankruptcy judge for the District of Columbia. "I'm so grateful to my parents because many fathers will have a little competition with their sons, and my dad was never like that," Bason reflected. "Always encouraging, both my parents."

Judge Bason facilitates a transparent approach, including uploading a guide to his past rulings on various issues. "Things that I didn't think were worth publishing because I'm not breaking any new ground, but [attorneys] can better prepare for what they want to argue and how they want to argue it," Bason explained.

Attorney Brian L. Davidoff appreciates Judge Bason's businesslike approach to matters while being able to move the cases forward expeditiously. Nancy B. Clark of Borowitz & Clark LLP said she admires Bason's patience with those who appear before him. "He listens attentively to all arguments and ... is very knowledgeable of the law," said Clark. Most of all, he is always kind and thoughtful."



#### **Judge Houle Profiled in the *Daily Journal***

On October 27, the *Daily Journal* published a profile of Judge Mark D. Houle. The article, by Sunidhi Sridhar, describes Judge Houle's rise to the bench, practical approach to bankruptcy law, and use of tentative rulings.

The profile briefly follows Judge Houle's path to judgeship, including clerking for four judges within the Central District of California and spending 14 years in private practice. Judge Houle also served in the Air Force and the Massachusetts Air National Guard. "Certainly, being appointed a judge is the cherry on the sundae," Houle notes. "I love what I do."

Judge Houle hopes to maintain a professional courtroom that does not put form over function, acknowledging that he is more lenient when enforcing local rules. "If I were to strictly enforce every rule that is out there, I would bring my proceedings to a halt," Houle notes. Golden Goodrich LLP partner David M. Goodrich commented,

"Throughout California, the pulse of the bankruptcy courts varies from heart failure to flatlining. Judge Houle's courtroom seems like the pulse of a well-conditioned athlete -- a healthy heartbeat that is not in danger of heart failure for too little or too much excitement."

The article notes that Judge Houle issues tentative rulings, which allow attorneys to refine their arguments before a hearing and inform him about any gaps in his decision before a potential appeal. Judge Houle does not issue preliminary rulings when a situation is fluid or a case might settle. "Posting a tentative may kill the chances of a settlement," Houle notes.

David B. Golubchik, a partner at Levene Neale Bender Yoo & Golubchik LLP, mentioned Houle's rulings are not based on emotion and tend to be more predictable as he focuses on the law. "It's a good thing because you know what you're getting from him no matter which side of the case you're on," the attorney commented.

## Judge Klein Featured in "Bankruptcy Courts and Paths to the Bench" Video

The Committee on the Administration of the Bankruptcy System featured Judge Sandra R. Klein in its "Bankruptcy Courts and Paths to the Bench" video. This educational video provides a comprehensive overview of the bankruptcy process, incorporating interview segments with esteemed district and bankruptcy court judges, seasoned bankruptcy practitioners, and a debtor who has undergone bankruptcy proceedings.



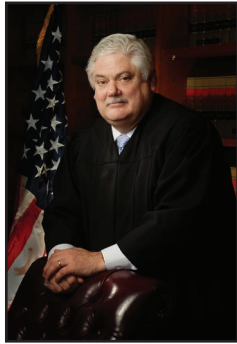
## Judge Reyes Bordeaux Featured in the *Business Law Section eNews for February 2023*

On February 28, the California Lawyers Association's *Business Law Section eNews for February 2023* highlighted the accomplishments of Judge Magdalena Reyes Bordeaux. The article chronicled her professional journey, emphasizing her prior role as a senior supervising staff attorney at Public Counsel, where she specialized in consumer bankruptcy law. Furthermore, it acknowledged her instrumental role in establishing the Debtor Assistance Project in the Central District of California, which supports numerous debtors each year. In addition to her work with consumer debtors, Judge Reyes Bordeaux was an adjunct professor at Loyola Law School. She authored multiple articles, two of which were featured on the cover of *Los Angeles Lawyer* magazine. Judge Reyes Bordeaux also held positions as the Ninth Circuit Lawyer Representative for the Central District of California and later as a Ninth Circuit Judicial Conference Executive Committee member. Moreover, the article acknowledged Judge Reyes Bordeaux's active engagement in the Business Law Section of the California Lawyers Association, overseeing various educational programs and promoting diversity, equity, and inclusion initiatives.

## COMMITTEE APPOINTMENTS

### Chief Judge Albert Serves on the Ninth Circuit Conference of Chief Bankruptcy Judges

Chief Judge Theodor C. Albert continues to serve on the Ninth Circuit Conference of Chief Bankruptcy Judges. The Conference, which meets twice per year, supports the effective and expeditious administration of justice and safeguarding fairness in the administration of the bankruptcy courts within the circuit. It also serves as a resource for the Judicial Council of the Ninth Circuit and its representatives to the Judicial Conference. To these ends, it promotes the fair and prompt resolution of disputes, ensures the effective discharge of court business, prevents any form of discrimination, enhances public understanding of and confidence in the judiciary and the bankruptcy system, and keeps apprised of and advises the Judicial Council on issues which may affect these goals. Chief Judge Albert's term will end on December 31, 2025.



professionalism, scholarship, and service in bankruptcy and insolvency law and practice. ACB members are judges, lawyers, international fellow accountants, corporate turnaround specialists, government officials, and other professionals who are experts in bankruptcy and insolvency. ACB members are selected on an invitation-only basis by a Board of Regents. The ACB's DEI Committee was established to continue to execute the challenges of the Mission Statement, develop a comprehensive plan, and continue the necessary work to achieve systemic change in the College and the insolvency community.



Judge Smith

Additionally, Judge Geraldine Mund was appointed to serve on the ACB's Bankruptcy History Committee in 2023.



Judge Mund

### Judge Brand Serves on Ninth Bankruptcy Appellate Panel

Judge Julia W. Brand continues to serve on the Ninth Circuit's Bankruptcy Appellate Panel (BAP). With the consent of all parties, the BAP is authorized to hear Bankruptcy Court appeals that would otherwise be heard in District Court. Judge Brand's term will end on November 30, 2026.



Judge Klein

Judge Bluebond

Kathleen Campbell,

### Judges Smith and Mund Serve the American College of Bankruptcy

Judge Erithe A. Smith serves as the American College of Bankruptcy (ACB) as the Diversity, Equity, and Inclusion (DEI) Committee co-chair and on the DEI Wellness subcommittee. The ACB enhances

### Judge Klein, Judge Bluebond, and Executive Officer/Clerk of Court Kathleen J. Campbell Serve the NCBJ

Judge Sandra R. Klein served the National Conference of Bankruptcy Judges (NCBJ) as the co-chair of the Diversity, Equity, and Inclusion Committee and as a member of the Next Generation Committee, and

Judge Sheri Bluebond served as the Ninth Circuit Representative. Executive Officer/Clerk of Court Kathleen J. Campbell was appointed to serve on the NCBJ's *Ad Hoc* Consolidation Committee on September 1, 2023. The NCBJ's mission is to promote the interests of bankruptcy judges generally; to utilize their expertise on issues of bankruptcy law and procedure to improve the administration of the bankruptcy system; to foster scholarship, collegiality, and diversity among members of the bankruptcy bench and bar; and to provide opportunities for education and networking for bankruptcy judges and the bankruptcy community at large.

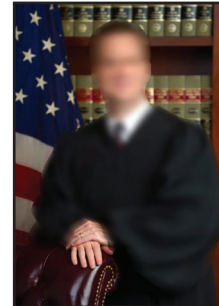
has been instrumental in overseeing the national implementation of oral histories for bankruptcy judges and attorneys, constructing NJCHS's Strategic Plan, and much more.

**Judge Klein Serves on Ninth Circuit Public Information & Community Outreach Committee**

Judge Sandra R. Klein continues to serve on the Ninth Circuit Public Information & Community Outreach Committee. Charged with educating the public about federal courts, the Ninth Circuit Courts and Community Committee promotes community outreach programs and cultivates relationships between the courts and media. Judge Klein's term will end on September 30, 2024.



Judge Brand



Judge Johnson



Judge Saltzman



Judge Yun

**Judges Brand, Johnson, Saltzman, and Yun Serve on the Ninth Circuit Bankruptcy Judges Education Committee**

Judges Julia W. Brand, Wayne Johnson, Deborah J. Saltzman, and Scott H. Yun continued to serve on the Ninth Circuit Bankruptcy Judges Education Committee. The committee was formed over 20 years ago to provide an educational program devoted to bankruptcy topics. Members are either elected by their peers or volunteer to serve three-year terms. The committee consists of six or seven bankruptcy judges from the Ninth Circuit who work together to create a pre-conference program that is presented at the annual Ninth Circuit Judicial Conference. Committee members also participate in an annual review of Ninth Circuit bankruptcy decisions and the annual New Judges Orientation. Judge Saltzman's term ended on September 30, 2023. Judge Brand's term will end on September 30, 2025. Judges Johnson and Yun's terms will end on September 30, 2026.

**Judge Reyes Bordeaux Serves on the Advisory Council for the Ninth Judicial Circuit Historical Society**

Judge Magdalena Reyes Bordeaux serves on the Advisory Council for the Ninth Judicial Circuit Historical Society (NJCHS) Committee. The NJCHS was founded in 1985 to collect, preserve, and present to the public the history of law in the western United States and the Pacific Islands. The organization also educates children and the public about the judicial system, the rule of law, and other civic values. As a member of the Advisory Council for the NJCHS, Judge Reyes Bordeaux





Judge Houle



Judge Saltzman

### Judges Houle and Saltzman Serve on Ninth Circuit Wellness Committee

Judges Mark D. Houle and Deborah J. Saltzman continued to serve on the Ninth Circuit Wellness Committee. The Wellness Committee addresses disability, promotes wellness, and assists Ninth Circuit Judicial Officers by developing and maintaining programs and procedures to address these issues. Judge Saltzman’s term ended on September 30, 2023. Judge Houle’s term will end on September 30, 2026.



Judge Bluebond



Judge Reyes Bordeaux



Judge Yun

### Judges Bluebond, Reyes Bordeaux, and Yun Serve on Ninth Circuit IT Committee

Judges Sheri Bluebond, Magdalena Reyes Bordeaux, and Scott H. Yun continued to serve on the Ninth Circuit Information Technology (IT) Committee. The committee discusses IT trends and directions, establishes guidelines, and recommends implementing new initiatives within the Ninth Circuit. It also demonstrates new technologies that can benefit Ninth Circuit courts and discusses training court staff on new software, hardware, processes, and mandated procedures. Judge Yun’s term ended on

September 30, 2023, and Judges Bluebond and Reyes Bordeaux’s term will end on September 30, 2026.

### Judge Clarkson Serves on EPA Working Group

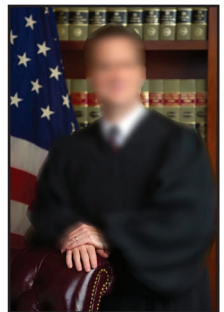
Judge Scott C. Clarkson served on the Electronic Public Access (EPA) Working Group. The EPA Working Group provides a forum for exchanging information and ideas on public access issues for the Administrative Office of the U.S. Courts (AO). Its mission is to advise the AO on issues concerning public access to electronic court records and develop recommendations to the Judicial Conference of the United States on such matters.



More specifically, the EPA Working Group is asked to provide guidance on the development, implementation, and enhancement of electronic public access services in the federal judiciary, including, but not limited to, PACER, the Case Locator, and Voice Case Information System (VCIS) applications, and the availability of electronic court records. The EPA Working Group also advises AO staff on EPA fees, the review of billing and fee collection systems, bulk dissemination of court data, and public outreach. The EPA Working Group is responsible for reviewing and recommending priorities for using revenue from fees to the director. Judge Clarkson’s term ended on December 31, 2023.

### Judge Johnson Serves on AO’s Court Administration and Operations Advisory Council

Judge Wayne Johnson continues to serve on the Administrative Office of the U.S. Courts: Court Administration and Operations Advisory Council. The Council provides advice on crosscutting court administration and operations issues affecting circuit, district, and bankruptcy courts. Issues include case management, courtroom support, records management,



fees, mass torts, attorney admissions, alternative dispute resolution, mediation, amendments to the federal rules, pro se access clinics, e-filing, e-services programs, pro bono matters, use of technology related to court and case management, and legislation affecting these areas. Judge Johnson's term will end on December 31, 2024.

### **Judge Yun Serves on *Ad Hoc* Committee on Electronic Trial Exhibits**

Judge Scott H. Yun serves on the *Ad Hoc* Committee on Electronic Trial Exhibits. This committee was created to investigate ways to transform physical trial exhibits into electronic format, to store the converted electronic exhibits in district court dockets, and ultimately to include such electronic exhibits as part of the record on appeal. The *Ad Hoc* Committee will be dissolved after presenting its findings and recommendations to the Ninth Circuit Trial Improvement Committee, the Ninth Circuit Information Technology Committee, the Administrative Office of the U.S. Courts, and the Judicial Council of the Ninth Circuit, or as directed by the Chief Circuit Judge.



## CALIFORNIA CENTRAL DISTRICT 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 Board of Judges regarding court operations and administrative matters. 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 Court's judicial committees were comprised of the following members in 2023:

### **Executive Committee**

*Theodor C. Albert, Chair*  
Sheri Bluebond  
Scott C. Clarkson  
Ronald A. Clifford III  
Mark D. Houle  
Deborah J. Saltzman  
Vincent P. Zurzolo

### **Case Management Committee**

*Vincent P. Zurzolo, Chair*  
Sheri Bluebond  
Scott C. Clarkson  
Victoria S. Kaufman  
Deborah J. Saltzman

### **Chapter 13 Committee**

*Wayne Johnson, Chair*  
Ronald A. Clifford III  
Mark D. Houle  
Victoria S. Kaufman  
Scott H. Yun

### **Community Outreach**

*Sandra R. Klein, Chair*  
Sheri Bluebond  
Julia W. Brand  
Magdalena Reyes Bordeaux  
Law Clerk: Stephanie Rettier

### **Education & Training/Retreat**

*Martin R. Barash, Chair*  
Neil W. Bason  
Wayne Johnson  
Sandra R. Klein  
Magdalena Reyes Bordeaux

### **IT Committee**

*Martin R. Barash, Chair*  
Julia W. Brand  
Scott C. Clarkson  
Ronald A. Clifford III  
Mark D. Houle

### **Rules Committee**

*Neil W. Bason, Chair*  
Scott C. Clarkson  
Robert N. Kwan\*  
Barry Russell  
Deborah J. Saltzman

### **Space & Security Committee**

*Mark D. Houle, Chair*  
Neil W. Bason  
Scott C. Clarkson  
Ernest M. Robles  
Barry Russell  
Scott H. Yun

\* Judge Kwan serves as the official style editor for the Local Rules.





Monica Yepes



Sandra Mohammad



Heidi Corona



Estella Chavarin



Linda Quan



Jan Zari



Johanne Remy

## Clerk's Office Staff Members Serve on NCBC Committees

The National Conference of Bankruptcy Clerks (NCBC) is a private association created in 1980 to address the ongoing needs of bankruptcy clerks. Since then, NCBC has evolved to include deputy clerks and other parties interested in the welfare of the bankruptcy system. NCBC's primary goals are to provide its members with training and development opportunities, advocate for bankruptcy clerks and the bankruptcy system, and foster leadership and input on a national level. NCBC is governed by officers, board members, and committees who meet in person and by telephonic conference. The Central District of California Clerk's Office staff served on several NCBC boards and committees.

### Jan Zari Serves as NCBC Impact Editor

Management Analyst Jan Zari continued to serve on the Impact Editorial Committee. As Impact Newsletter Editor, Mr. Zari chaired the Committee and served on the NCBC Board, tasked with producing and editing the NCBC's quarterly newsletter, *Impact*. Each issue includes updates from the NCBC Board and news about the organization's activities, as well as the latest from the Administrative Office of the U.S. Courts, the Federal Judicial Center, and courts across the nation. Mr. Zari's term ended on December 31, 2023.

### Jan Zari Elected to the NCBC Board of Governors

At the 2023 NCBC Conference in Anaheim, President Andrea Redmon announced the election of Management Analyst Jan Zari as a new member of the NCBC Board of Governors for a two-year term. After serving the NCBC for nine years as the Impact Newsletter Editor, Mr. Zari will transition into his new role as an NCBC Board Member.

He will serve as the Chair of the NCBC Mentorship Committee, which oversees the NCBC's Mentorship Program and LEAD Academy Program.

### Monica Yepes, Sandra Mohammad, and Heidi Corona Serve as NCBC Local Representatives

Case Management Administrators Monica Yepes and Sandra Mohammad and Team Leader Heidi Corona continued to serve as the NCBC Local Representatives for the Central District. In addition to acting as the Court's local contact for the annual NCBC Conference, Ms. Yepes, Ms. Mohammad, and Ms. Corona collaborated with the organization's Ninth Circuit liaison to promote membership in the NCBC and increase participation within the Court. Their terms ended on December 31, 2023.

### Estella Chavarin, Linda Quan, and Jan Zari Serve on the NCBC Education Committee

Senior Court Analyst Dr. Estella Chavarin, Management Analyst Jan Zari, and Executive Administrative Secretary Linda Quan serve on the NCBC Education Committee. The committee is responsible for planning NCBC's annual educational program. Their terms ended on December 31, 2023.

### Johanne Remy Serves as Co-Chair of the NCBC Awards and Scholarships Committee

Executive Administrative Secretary Johanne Remy served as Co-Chair for the NCBC Awards and Scholarships Committee. The Committee reviews nominations for awards and applications for scholarships and administers them on an annual basis. Ms. Remy's term ended on December 31, 2023.

## HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT



### Court Hosts 2023 NCBC Conference in Anaheim

In 2018, the Court was selected to host the 2020 National Conference of Bankruptcy Clerks (NCBC) Conference. Local efforts began in late-2018, with a planning committee formed involving a significant number of Operations, Administration, and Information Technology staff. The Court's Planning Committee collaborated closely with the NCBC Board of Directors to propose conference speakers, educational breakout sessions, and activities. Due to the COVID-19 pandemic, on April 30, 2020, the NCBC Board made the difficult decision to postpone the Court's hosting of the conference until 2023.

After years of planning and preparation, the Central District of California hosted the NCBC Conference in Anaheim from May 30 to June 2, 2023. With over 1,000 members, the NCBC is committed to fostering the professional development of the clerks of court and the deputy clerks of the federal judiciary. The conference drew over 450 bankruptcy court judges and clerks, district court judges and clerks, probation and pretrial services staff, and representatives from the Administrative Office of the U.S. Courts and the Federal Judicial Center.

The national anthem at the Opening Ceremony was performed by the "Sidebars" quartet, featuring Bankruptcy Judge Sheri Bluebond, Superior Court Judge Maurice Leiter, Offices Services Coordinator DeLano Hull from Fox Rothschild, and Associate Debbie Flores from Fox Rothschild. Chief Bankruptcy Judge Theodor C. Albert and Executive Officer/Clerk of Court Kathleen J. Campbell presented welcome

remarks, marking the commencement of an engaging and eventful week complete with educational programs, keynote speakers, annual updates from judiciary leaders, and optional off-site activities.

During the conference, NCBC President Andrea Redmon expressed gratitude to Ms. Campbell, NCBC 2023 Project Manager Jan Zari, subcommittee Chairs Diana Wong, Alexandra Ordaz, Sandra Mohammad, Laura Piedra, and Estella Chavarin, and members of the Clerk's Office staff for their efforts in planning and hosting the event. Ms. Redmon also expressed appreciation for the support of the conference sponsors, including BlueCross BlueShield, CourtCall, FedAdvantage, the Orange County Chapter of the Federal Bar Association, Kaiser Permanente, the Los Angeles Bankruptcy Forum, the National Association of Bankruptcy Trustees, the National Association of Chapter 13 Trustees, and Starr Wright USA.



### Court Hosts "Roadways to the Bench: Who Me? A Bankruptcy or Magistrate Judge?"

On April 3, the Court, in collaboration with the Judicial Conference Committees on the Administration of the Bankruptcy System and the Magistrate Judges System, hosted an event for lawyers and law students titled "Roadways to the Federal Bench: Who Me? A Bankruptcy Judge or Magistrate Judge?" This event focused on promoting diversity on the bench and took place simultaneously in 38 cities across the United States. It included a panel discussion covering various topics, such as the application

process for bankruptcy judge and magistrate judge positions, strategies for success in these roles, and the significance of diversity in the judiciary. After the panel discussion, local lawyers, law clerks, and law students engaged in roundtable discussions with circuit, district, magistrate, and bankruptcy judges to learn about pathways to the federal bench.



## Keeping It Real: 2023 Winter Education Seminar

After three years of virtual Zoom sessions, the 2023 Winter Education Seminar was held in-person on December 8 in Los Angeles. This year's theme was "Keeping It Real." The seminar began with a welcome from Executive Officer/Clerk of Court Kathleen J. Campbell, followed by an ice-breaker activity led by Manager, Planning & Research Blake Francois and Senior Court Analyst Dr. Estella Chavarin to encourage participant interaction. Information Technology & Training Manager Padraic Keohane served as moderator throughout the day.

The morning session included a presentation on "Working in Resilient Environments" (WIRE) by the Kaiser Permanente Educational Theatre. The facilitators used collaborative exercises, reflective practices, and creative expression to teach strategies for improving employee experience and job satisfaction. This was followed by a session on Building Effective Communication in the Workplace, which highlighted the four components of effective communication and included role-playing scenarios. The morning activities concluded with The Compliment Circle, where attendees were invited to compliment at least four people they had interacted with.

The afternoon session commenced with Chief Judge Theodor C. Albert expressing gratitude to the staff for their hard work. He presented awards and certificates to acknowledge their various accomplishments. The "Realizing Technical Change" technology showcase followed, featuring presentations by Audio/Visual Manager Michael Garcia, Information Technology & Training Manager Padraic Keohane, Applications Developer Sean Chau, and Senior Court Analyst Peter Athey. They demonstrated the use of tools for the Courtroom of the Future, Microsoft Forms, and the new SharePoint site. Management Analysts Jan Zari and Mark Francisco also discussed the updated telework form for remote workers. After a brief break, Ninth Circuit Judicial Security Officer Eric Christensen from the Administrative Office of the U.S. Courts offered a security and safety presentation titled "Your Role in Crime Prevention." The topics covered included personal safety awareness, travel safety, and disaster preparedness.

At the conclusion of this year's seminar, Mr. Keohane hosted a new activity titled "What's the Deal?" During this activity, participants answered questions about the day's presentations and winners received prizes.

## Model Intern Program

The Court was selected to participate in the 2023-2024 Model Intern Program (MIP) along with the District Court and Probation and Pretrial Services. The MIP, previously known as the Model Intern Diversity Pilot Program (MIDPP), is a national initiative organized and funded by the Administrative Office of the U.S. Courts (AO). It offers college students a one-year paid internship, allowing them to explore employment opportunities in the federal judiciary.



Following the selection, the Bankruptcy Court's Clerk's Office extensively recruited from a diverse pool of candidates at higher learning institutions near the Riverside Division and in the greater Los Angeles metropolitan area. The Court received over 65 applications, which were narrowed down to a final pool of applicants by Bankruptcy Judge Magdalena Reyes Bordeaux and District Judge Sunshine S. Sykes. After two rounds of interviews, an interview panel

representing each court unit selected University of California, Los Angeles student Rose Saubel as the MIP intern.

Beginning June 27, Ms. Saubel commenced full-time work with Probation and Pretrial Services for two months, then moved to Judge Sykes's chambers in September, followed by the District Court's Clerk's Office in October. On November 1, she started her rotation with Judge Reyes Bordeaux's chambers, and on December 1, she began a rotation with the Bankruptcy Court's Clerk's Office.

### **Learning & Development Courses Train and Educate Court Personnel**

In 2023, the Clerk's Office staff participated in 1634.81 hours of learning opportunities, of which almost all were virtual-based and equivalent to filling 588 student seats. The training topics ranged from personal and professional development to technical skill development related to specific job functions. Training delivery included live webinars, pre-recorded sessions, and videos on demand from internal and external sources.

### **Law Clerk/Extern Training Program**

In 2023, the Court held three New Law Clerk/Extern training sessions. More than 100 participants attended, including participants from the U.S. District Court. The training program is designed to provide bankruptcy knowledge and other relevant information to new law clerks and externs.

### **New Extern Educational Training Program**

For decades, law student externs have been welcomed by the bankruptcy judges of the Central District of California. They are allowed to assist in chambers, observe court proceedings, and gain valuable insight into the administration of the bankruptcy system. This externship program is an essential tool for introducing aspiring lawyers to bankruptcy law as a potential career path. It also helps to educate and develop the next generation of bankruptcy attorneys and promote diversity within the bankruptcy bar and bench. However, before starting their externship,

many externs have limited knowledge of bankruptcy law, whether through law school or other means. To address this, the Court created a curriculum to familiarize externs with bankruptcy law terminology, ideas, and core principles.

Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with various educational opportunities. They introduced externs to teachers and practitioners who are leaders in the field. During these programs, students were instructed by judges, attorneys, and academics, including Bankruptcy Judges Martin R. Barash, Neil W. Bason, Sheri Bluebond, Magdalena Reyes Bordeaux, Julia W. Brand, Scott C. Clarkson, Deborah J. Saltzman, and Scott H. Yun. The program covered the basics of consumer bankruptcy law, business restructuring, adversary proceedings, motion practice, educational debt discharge, and California non-judicial real property foreclosure. Additionally, the program provided instruction on legal research and writing in bankruptcy, ethics for externs, the resources available at the Ninth Circuit Library, and guidance from career law clerks on how to excel and make the most of their externship experience.

### **Beryl Dixon and Jan Zari Attend FJC's Faculty Development Program**

From June 14 to 16, Director of Human Resources and Court Services Beryl Dixon and Management Analyst Jan Zari attended the Federal Judicial Center (FJC)'s new Faculty Development Program in Denver, Colorado. The event was attended by professionals representing bankruptcy courts, district courts, and probation and pretrial services, all of whom are actively engaged in designing and delivering training programs within their respective agencies.



*Beryl Dixon*



*Jan Zari*

Over two days, the program explored various training-related subjects, including evaluating teaching material efficacy, distinguishing between facilitation and presentation/lecturing, fostering knowledge transfer,

managing challenging participant behaviors and unforeseen circumstances, and best practices for delivering instructions, addressing inquiries, and utilizing PowerPoint slides.

### **Diana Wong Completes FJC's Federal Court Leadership Development Program**

Facilities Project Coordinator Diana Wong completed the Federal Judicial Center's 12-month leadership development program. The Federal Court Leadership Development Program (FCLDP) aims to help non-supervisory court staff enhance their leadership abilities and acquire the necessary skills for future leadership roles. Throughout the program, Ms. Wong worked on a process improvement project, observed various leadership qualities during a site visit, learned about different leadership styles, and crafted professional development plans to aid in defining and achieving her career goals.



### **Wendy Jackson Attends FJC's New Supervisors' Development Program**

On March 6, Operations Supervisor Wendy Jackson attended the Federal Judicial Center's Tier 2 in-person workshop in Birmingham, Alabama. The New Supervisors' Development Program helps newly appointed supervisors develop fundamental supervisory skills. Tier 2 of the program consists of a 3.5-day in-person workshop with plenary and praxis sessions where participants practice using their skills. Tier 1 of the program is self-directed and self-paced. During the workshop, participants engaged in multiple role-playing scenarios. They diligently worked to find the best solutions for procedures related to performance management, corrective feedback, communication, and other relevant topics.



### **Clerk's Office Staff Attend FJC's Management Development Program**

Operations Manager Otoniel Gonsales and Office Services Supervisor Anthony Gonzalez attended the Federal Judicial Center's (FJC) Management Development Program (MDP). The MDP offers experienced supervisors the opportunity to strengthen their skills, which enables them to address daily challenges and achieve organizational goals. The program uses an interactive, blended-learning approach, including pre- and post-workshop webinars. The FJC trainers and speakers provided insights on recognizing managerial strengths and areas that require further development, utilizing critical thinking skills to address challenging workplace issues, implementing strategies to foster a high-performing team, conducting difficult conversations with direct reports, and assessing ways to create an excellent work environment. Mr. Gonzalez virtually attended the program from February 6 to February 9, and Mr. Gonsales participated in person in Indianapolis, Indiana, from May 9 to May 11.



*Otoniel Gonsales*



*Anthony Gonzalez*

### **Blake Francois Selected for the FJC's Advanced Supervisors Institute**

Manager of Planning & Research, Blake Francois was selected to participate in the Federal Judicial Center's (FJC) new Advanced Supervisors Institute (ASI). ASI is a one-year program that offers leadership and management training to experienced managers and supervisors in the federal courts. The program includes monthly webinars and a mandatory 3.5-day in-person workshop. The program is designed to elevate participants' leadership capabilities by providing them



with comprehensive knowledge and advanced skills in leadership, enabling them to significantly enhance their contributions to organizations and emerge as exemplary leaders. Additionally, the program allows participants to further develop and fortify their management abilities.

## NCBC LEAD Academy

Senior Court Analyst Peter Athey and Facilities Project Coordinator Diana Wong completed the National Conference of Bankruptcy Clerks' (NCBC) 2023 LEAD Academy program. The LEAD (Leadership, Excellence, Achievement, and Development) Academy is a four-month leadership development program for non-supervisory NCBC members aimed at helping them acquire essential leadership skills to take on greater responsibilities in their current positions and prepare for future leadership roles.



*Peter Athey*



*Diana Wong*

The LEAD Academy concluded with an in-person workshop at the 2023 NCBC Annual Conference in Anaheim. During the seminar, Mr. Athey and Ms. Wong worked with mentors to complete readings, assignments, and discussions. They also took the Gallup CliftonStrengths 34 assessment to identify their unique talents and created a self-development plan for their short- and long-term career goals.

In addition, as part of the LEAD Academy, Operations Manager Melissa English and Operations Supervisor Wendy Jackson mentored participants from other courts.



*Brett Bolte*



*Christina Yip*



*Kyle Lang*

## National IT Conference

The Administrative Office of the U.S. Courts held its national IT Conference in Louisville, Kentucky, from August 16 through August 18. Chief Deputy of Administration John Hermann, Information Security Officer Brett Bolte, Audio Visual Specialist Kyle Lang, and Software Developer Christina Yip attended along with 713 registrants from all U.S. states and territories. The conference covered IT Security, national committee updates, development and automation of business processes, courtroom technology, CM/ECF modernization, and serving the public with remote services.

## New Employee Development Programs Launched

In recognizing the interplay between retirements, recruiting, and the retention of career employees and to prevent the loss of critical competencies, the Workforce Planning Team formulated two new employee development programs: FLEX and RESET. These employee development programs facilitate upskilling, reskilling, and broadening knowledge among employees across all experience levels. Both efforts collectively offer experiential learning opportunities to address foreseeable gaps in the skills and capabilities of the Court's constantly changing workforce. Establishing continuity in the knowledge path of skills and competencies essential to the Court's mission and strategic objectives will foster a well-prepared, versatile workforce.



### RESET

The RESET program, a comprehensive initiative designed to redistribute the knowledge and skills necessary to perform Operations' duties, directly responds to the constantly changing skills required for these essential court functions and employee attrition. The program bridges the gap between learning the information and performing the work, ensuring that these skills are not lost over time. Phase I provides refresher training to employees with previous operations experience, reconnecting them with the knowledge and tools needed to enhance their capabilities. Phase II offers comprehensive training to all staff formally expressing interest in learning, assisting with individual self-development and ongoing professional development. Each phase involves observation and hands-on experience, with the goal of stabilizing workflow and productivity, maintaining quality performance levels, and protecting against unexpected workforce shortages.



*Flexible Learning Equals eXcellence*

### FLEX

Flexible Learning Equals eXcellence (FLEX) is designed to distribute knowledge, skills, and information regarding administrative duties and responsibilities. FLEX engages interested employees with training opportunities to increase their skill sets and prepare them for evolving or alternative roles. Through assessments, presentations, and job shadowing, employees are

exposed to different work environments to gain a better understanding of how each fits into the broader picture of court operations. This valuable insight bridges ongoing professional development and potential career paths. FLEX aims to establish flexible workforce capabilities that will support future staffing needs and ensure access to the fundamental knowledge, skills, and expertise necessary to sustain quality performance.

### Career Development Sessions Offered

In accordance with the Court's Flexible Learning Equals eXcellence (FLEX) Program and Career Development Learning Path requirements, two live training sessions were offered to all interested Clerk's Office staff. On July 26, Senior Court Analyst Dr. Estella Chavarin led the "Goal Setting" training class, discussing the career development goal-setting path. Participants were provided with two assessments to help them create their career goals, and by the end of the course, SMART goals were developed to track the participants' progress. On August 15, Dr. Chavarin also led the "Resume & Cover Letter Writing" session, offering techniques and tips for creating a modernized resume tailored to the desired job or position. Participants also had the option to participate in resume review sessions following the session.

### GATED Launched

On November 16, the Court launched its Group for Advancing Technological Excellence & Development (GATED). This initiative, led by the Court Technologies Center of Excellence, aims to forge partnerships with chambers to provide comprehensive support in best practices, research, recommendations, implementation, and training on various aspects of court technologies. On December 4, GATED successfully conducted its inaugural training session, where participants were introduced to the extensive file, folder, and document content search capabilities of Copernic Desktop Search.



## Information Technology Help Desk and Audio-Visual Professional Developmental Opportunities

The Court implemented a professional development program for staff in the Information Technology Help Desk and Audio-Visual (A/V) departments. This immersive 12- to 16-month program will enable participants to acquire proficiency in various technology support functions, participate in substantive projects, and gain valuable learning experiences. Throughout the program, participants will continue to fulfill their existing official responsibilities.

## EDR Policy Training

In 2020, the Judicial Council approved, and the Court adopted the Ninth Circuit's Employment Dispute Resolution (EDR) Policy. Most notably, the new policy includes annual training requirements for judges and all staff, including chambers. Pursuant to the publication requirements, all chambers and Clerk's Office staff completed the 2022/2023 Ninth Circuit EDR Training Course provided by the Ninth Circuit via CourtsLearn.

## Reasonable Accommodations Training for Managers, Supervisors, and Staff

On October 25 and 27, Manager, Planning & Research Blake Francois held mandatory reasonable accommodations training sessions designed for managers and supervisors. During this training, managers and supervisors gained a better understanding of their responsibility to provide reasonable accommodations to employees with disabilities. The training also covered the legal requirements, best practices, and common challenges that managers and supervisors may face.

On November 8, a morning and afternoon reasonable accommodations session was held for all interested staff. During this training, staff gained a better understanding of the *Reasonable Accommodation Guidelines for Persons with Disabilities*. These training sessions educated all attendees about the laws against disability discrimination and the rights of the employees.



## Center of Excellence for Employee Engagement Celebrates African American Heritage Month

February marks African American Heritage (or Black History) Month. In honor of this celebration, the CoE for Employee Engagement highlighted the accomplishments of notable African American figures via weekly videos. Each week, a CoE member recorded and shared a short video highlighting the significant achievements of an African American figure who has impacted politics, sports, entertainment, or popular culture.



## Center of Excellence for Employee Engagement Celebrates Hispanic Heritage Month

September 15 to October 15 marks National Hispanic Heritage Month. To commemorate this occasion, the Center of Excellence (CoE) for Employee Engagement showcased various Hispanic countries' diverse cultures, traditions, and histories throughout the month. Through a series of events, presentations, and activities, the CoE for Employee Engagement highlighted Hispanic communities' vibrant and dynamic heritage and promoted understanding and appreciation.





## Center of Excellence for Employee Engagement Hosts First Native American Heritage Month Celebration

November marks the celebration of National Native American Heritage Month. In honor of this celebration, the Center of Excellence (CoE) for Employee Engagement members, joined by Senior Legal Analyst Jennifer Kohout and Model Intern Program (MIP) Intern Rose Saubel, highlighted some Native American cultural demographics, terms or phrases to avoid, notable moments in history, and discussed legendary pioneers throughout history and in the present. Also, Ms. Saubel, who is a member of the Torres-Martinez tribe, shared and explained some unique Native American artifacts.

The event was well-attended by judges and staff from Bankruptcy Court, District Court, and Probation and Pretrial Services. District Judge Sunshine S. Sykes, who is the first Native American to serve as a federal district judge in California, a member of the Navajo Nation, and one of MIP Intern Ms. Saubel's mentors, shared some opening remarks and mentioned that this was the first celebration of its kind that she has attended since her appointment.

## New Clerk's Office Training Policy Nears Compliance

The Clerk's Office Training Policy, implemented in FY 2022, completed its inaugural year. As per the policy, all Clerk's Office staff members must participate in at least four hours of continuing education training per fiscal year. Moreover, employees serving in supervisory or managerial roles must complete an additional two hours of training focusing on leadership topics. The primary goal of the policy is to instill and promote a culture of continuous learning throughout the Clerk's Office.

## Buyout/Early Retirement Authority

The Court received approval from the Administrative Office of the U.S. Courts to offer another round of buyouts and early retirements for FY 2023. The request was necessitated by the severe funding challenges facing the judiciary in the coming years. Four employees accepted a buyout or early retirement payment and separated from the Court on December 21, 2022, and one additional employee accepted the buyout or early retirement payment and separated from the Court on September 29, 2023.

## "Be Well" Health & Wellness Program Relunched

The Human Resources Department relunched the Court's "Be Well" Health and Wellness Program in July 2023. A new SharePoint page was created for all staff and judges to access resources and information related to eight dimensions of wellness, including emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual wellness. Each month, Project Coordinator Shafari Tatum highlighted a specific dimension and recommended on-demand training and related activities.



## Outstanding Clerk's Office Staff Recognized

In August, Chief Judge Theodor C. Albert, Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputy of Administration John Hermann, Chief Deputy of Operations Benjamin Varela, and Director of Human Resources and Court Services Beryl visited each division to express appreciation to the staff for their diligent efforts and innovative contributions. Several staff members were presented with Special Service Awards to acknowledge their unwavering commitment and exceptional service to the public. Additionally, other staff members were also recognized with Length of Service Awards for their longstanding dedication to the Court.

# A Flexible and Responsive Infrastructure

## FINANCIAL

### FY 2023 Judiciary Appropriations

After receiving a partial year/interim allotment on October 1, 2022, the Court began FY 2023 operating under a Continuing Resolution (CR). Adhering to the full-formula court requirements and the anticipated available funding for FY 2023, a uniform 14.6 percent across-the-board reduction was applied to all discretionary formulas and programs, except for the IT Infrastructure formula, which faced a 20.0 percent reduction. Continuing Resolutions are designed to finance government operations in the absence of enacted full-year appropriations, allowing operations at a specified rate for a specific period. During the CR period, court units must exercise discretion in spending until the enactment of a full-year appropriations bill and the distribution of final allotments. In this instance, final allotments were disbursed on February 6, 2023, resulting in a lower across-the-board reduction by 5 percentage points, from 14.6 percent to 9.6 percent, and for the IT Infrastructure formula from 20.0 percent to 15.0 percent. Budget reductions based on the initial, higher across-the-board percentage, combined with the decline in court filings in recent years, led to a salary shortfall for FY 2023. To address this shortfall, the Court, in collaboration with the Administrative Office of the U.S. Courts and other courts, secured additional funding through participation in buyouts and early retirement, shared administrative services, and other national initiatives and projects. The lower across-the-board reduction and the issuance of final allotments eliminated the salary shortfall, enabling the reallocation of supplemental and shared service funds for the cyclical replacement of automation equipment that had been deferred due to funding shortfalls in preceding years.



## TECHNOLOGY AND INNOVATION

### National Active Directory Migration

The Court successfully migrated all user devices to the National Active Directory (NAD). All courts were required to add their user and computer systems into NAD to enhance judiciary security, enable application single sign-on, and increase service availability. The Networking and Help Desk teams collaborated with the Administrative Office of the U.S. Courts to migrate new laptops and then assign them to users. This strategically implemented approach minimized downtime and prevented interruptions. The migration was completed in all courtrooms.

### FTR Computer Deployment

The Audio-Visual team deployed 34 new FTR desktop computers to all courtrooms as part of the Court's cyclical replacement program. These computers are equipped with upgraded processors, enhanced graphics cards, and PIV-I card readers to adhere to the upcoming Multi-Factor Authentication (MFA) initiative for computing devices. This deployment aligns with the Court's Strategic Plan by ensuring the latest FTR software is up-to-date and employing software and physical measures to uphold information technology security.

### Automated Collections Register

On August 14, the Court implemented a new cashiering system, Automated Collections Register (ACR). The previous system change occurred in 2005 when the Court switched from the Integrated Cashiering System (ICS) to the Cash Register (CR). ACR is a web-based system that replaces CR. The new system, which is nationally supported, offers more functionality than its predecessor and is connected to CM/ECF live to retrieve case numbers and debtor names during the transaction. ACR generates files for the Court's accounting system and auto-docketing interface, enabling automatic receipt docketing on CM/ECF. The ACR system enables supervisors or managers to run reports from any network-connected computer and allows cashiers to work remotely. ACR significantly enhances the Court's cashiering, accounting, and docketing processes.

### eSR Updates

On June 20, the Court improved its electronic Self-Representation (eSR) software page. The update focused on enhancing the user interface, improving functionality, and providing additional resources for self-represented individuals. The page has been redesigned to improve user experience by reducing text content and enhancing visual appeal. It also includes feedback from the Neighborhood Legal Services staff. For instance, documents required for chapter 7 or chapter 13 filings are now separated into their links, and the confirmation email received after submitting an eSR petition includes links to the individual forms needed for completion.

### NextGen CM/ECF Upgrade

On March 6, the Court commenced upgrading NextGen CM/ECF as part of a comprehensive plan to enhance security. After thorough preparation and strategic planning, Operations staff and external testers transitioned to the training environment during the initial phase. The production (live) environment upgrade process began on April 14, including the replication servers, and was completed on April 17.

### Courtroom of the Future

The Court is committed to providing up-to-date technology for evidence presentation in courtrooms. The Court strives to implement and utilize state-of-the-art, easy-to-use, and intuitive technologies for all participants (i.e., parties, attorneys, and witnesses).

#### Los Angeles Division

The Court installed state-of-the-art technology and user-friendly audio-visual control systems in the Los Angeles Division courtrooms. These advancements create a modern infrastructure supporting evidence presentation, digital audio recording of the official court record, telephonic and video conferencing, assistive listening, and overall flexibility in courtroom functionality. The updated courtrooms now include high-definition

video conferencing, an upgraded audio system for optimal in-room and FTR sound quality, a video display system for presenting paper and electronic exhibits with annotation capabilities, assistive listening devices, and a central control panel housing all available audio and visual functions.

#### Riverside Division

On June 3, the Court's Executive Committee approved the expansion of the Courtroom of the Future project to include four courtrooms in the Riverside Division. The project aims to modernize the courtrooms with audio, video, and electronic exhibit display systems similar to those in the Los Angeles Division to promote hybrid use. To support this modernization, the counsel tables were adjusted to meet the technological requirements, and the lectern designs were finalized. The Court intends to complete all four Riverside courtrooms by the end of 2024.

#### Northern Division

The Court upgraded the audio system in the courtrooms in the Northern Division to match the standard for audio of the Courtroom of the Future project. These upgrades complement the recent improvements made to the video system. The new audio system includes digital audio processing, new speakers, and modern microphones. It enhances the clarity of the audio within the room and ensures that the digital recording captures the audio with precision.

#### San Fernando Valley Division

In August, the Executive Committee approved funding for the audio and control system modernization efforts in the San Fernando Valley Division. This initiative includes installing new audio equipment, speakers, and touch-sensitive control panels to enhance functionality for selecting and adjusting courtroom audio-video features. Additionally, a comprehensive cabling infrastructure will be implemented to facilitate potential future upgrades to the video display system.

### **Roybal General Assembly Room Audio Video Installation**

The Court installed new audio-video package equipment in the General Assembly Room of the Edward R. Roybal Federal Building and U.S. Courthouse. This equipment enhances the room's video conferencing capabilities, and it displays high-definition video on two primary screens suspended from the ceiling in the front, as well as large format displays on the side walls. Furthermore, it improves audio quality, providing superior sound levels within the room. The collaborative efforts of the Audio Visual and Office Services teams have resulted in the creation of a versatile space capable of accommodating diverse events and facilitating content input from multiple locations during presentations.

### **Large Format Display Replacement in Roybal Training Room**

The training room in the Edward R. Roybal Federal Building and U.S. Courthouse was upgraded with two new 80-inch displays. These displays are equipped with advanced technology that significantly improves on-and-off synchronization, providing all users with a seamless and enhanced visual experience. A new and sophisticated control system conveniently manages the displays through a user-friendly touch panel at the podium.

### **Intake Lobby Presentation Systems**

The Center of Excellence for Court Technologies introduced new presentation systems in the intake lobbies across all divisions. This initiative involves using informative videos to deliver valuable content to the public and enhance the technological capabilities of the intake lobbies. In addition to the Bankruptcy Basics video, the content covers various topics such as the availability of self-help clinics, eSR, Electronic Dropbox, fees, and secured and unsecured debt. Furthermore, audio and video systems were tailored for each division to optimize the presentation of content based on seating and queuing patterns.

## Public Application System Status

In October, the Court implemented a user-friendly dashboard on its public-facing website. This innovative dashboard is designed to provide users with real-time information about the availability of commonly accessed systems, including CM/ECF, PACER, LOU, and others. Users can now conveniently access timely updates regarding the status and availability of these critical systems, ensuring efficient and informed utilization of court systems.

## Chart Detailing Remote Appearance Approach by Judge

On September 11, the Court added a new section to its website called "Chart Detailing Remote Appearance Approach by Judge," as recommended by the Bar Advisory Board. This chart is a convenient and organized resource that details each judge's approach to allowing remote appearances. It covers the remote appearance preferences of all bankruptcy judges in the Central District, including their preferences for remote appearances in trials, evidentiary hearings, and other hearings involving live testimony. Additionally, it provides links to the remote appearance procedures for each judge.

## 2022 IT Security Self-Assessment Program Scorecard

The Court completed its 2022 IT security self-assessment program scorecard. The scorecard allows the Court and the judiciary to better understand their overall IT security posture and prioritize and identify weaknesses for improvement. The Court has achieved a satisfactory score in 48 out of 57 metrics on the scorecard, placing it in the top tier of "Continuous Improvement." The scorecard is updated annually to remove items with a high level of compliance and to add new items that will further improve security for the judiciary.

## IT Security Refresher

All court employees completed a mandatory annual IT security refresher training as part of the IT Security Self-Assessment Program Scorecard requirements. The training covered identifying confidential information and threats, avoiding dangers, backing up data, implementing password protections, and tips on practicing general Internet safety. Additionally, IT department staff completed additional IT security training as required per the scorecard.

## **FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS**

### **Ergonomic Improvements for Law Clerks and Judicial Assistants**

The Space and Facilities team implemented ergonomic improvements to law clerk and judicial assistant workstations, including height-adjustable workstations that can be personalized to individual preferences, ergonomic seating designed to promote proper posture and reduce the risk of discomfort, and advanced lighting solutions aimed at fostering a more inviting and productive atmosphere. These changes cultivate a workspace that supports employees' physical health and contributes to their overall satisfaction and efficiency.

### **Santa Ana Facility Security Committee Tabletop Exercise**

On April 18, Ninth Circuit Judicial Security Officer Eric Christensen from the Administrative Office of the U.S. Courts conducted a tabletop exercise at the Santa Ana Division. The exercise evaluated the Santa Ana Occupant Emergency Organization's (OEO) ability to organize, define roles, and communicate throughout an emergency with building occupants and first responders. The OEO discussed a hypothetical scenario where a chemical, biological, or radiological (CBR) agent was released via mail, triggering the activation of the Occupant Emergency Plan (OEP). Participants used the OEP to guide their response and provided recommendations to the Designated Official.

### **Floor Warden Refresher Training**

The Emergency Preparedness Team traveled to all divisions to provide in-person floor warden refresher training to all chambers and Clerk's Office staff. Because most of the court's staff, including designated floor wardens, continue to telework, it is crucial to ensure everyone is prepared to respond to potential incidents. The refresher included information on evacuations, shelter-in-place, and incident reporting/situational awareness.

### **Pandemic Information Sharing**

The Space Planning Department continued to support and contribute to the reconstitution of the Court through efforts to identify safety items and health concerns, proposing their use and installing them as appropriate to provide social distancing and employee safety throughout court facilities.

Emergency Preparedness team members Anthony Gonzalez and Alexandra Corey continued to monitor the Centers for Disease Control and Prevention, the World Health Organization, the General Services Administration, and the JNet websites for updated guidance, information, and tips regarding the COVID-19 pandemic. The team updated the Court's Intranet site and emailed all staff as new information became available.

Information was frequently updated, posted on the Court's external and internal websites, and submitted to the Administrative Office of the U.S. Courts for publication.

# APPENDICES

## Appendix I: 2020 – 2024 Court Strategic Plan Accomplishments

### Issue 1: Enabling Broad Access to the Court

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers</b></p>	<p><b><u>Clerk’s Office Promotes Self-Represented Litigants’ Resources</u></b> Clerk’s Office staff continued publicizing the Court’s self-represented litigants’ resources throughout the Central District.</p> <p><b><u>DAP</u></b> Debtor Assistance Project (DAP) is an association of pro bono organization representatives, bar associations, volunteer attorneys, judges, court staff, and trustees who meet bi-monthly to report on the status of their services and discuss issues related to serving self-represented parties in the Central District and case data information. DAP organizations provide free or low-cost legal services to qualified, self-represented parties.</p> <p><b><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u></b> The Clerk’s Office provided an email box so self-represented litigants (SRLs) could contact the Court and connect remotely with a Help Desk.</p> <p><b><u>Diverse Community Outreach Efforts</u></b> Throughout the year, with the assistance of the Community Outreach Committee, the Court continued to ensure that its community outreach efforts, including Power Lunches, Law Day, and other activities, included representatives of the Central District’s diverse community.</p> <p><b><u>eSR Promotion</u></b> The Court continues to promote the use of eSR software through various mediums, including videos, flyers, and other informational materials distributed throughout the Central District.</p> <p><b><u>Online Chat Program</u></b> The Clerk’s Office has continuously offered its online chat program since 2014. Through this chat program, visitors to the Court’s website can conduct a real-time online conversation with a Call Center representative. Online chat is available in English and Spanish.</p> <p><b><u>Public Counsel</u></b> The Court continued to partner with Public Counsel to co-sponsor events aimed at educating practitioners on the Court’s policies and procedures.</p> <p><b><u>Self-Help Desk Honor Roll</u></b> To encourage attorney participation at each self-help desk location, the Court has continued its recognition program of posting an Honor Roll and hosting a reception for volunteers. The Court also published its annual Honor Roll to commemorate the beginning of the American Bar Association’s National Pro Bono Celebration week.</p>

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers (cont.)</b></p>	<p><b><u>Self-Help Desks</u></b> Self-help desks are available in all five divisions. The Court actively works with pro bono organizations to provide staffing for the self-help desks.</p> <p><b><u>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u></b> Led by Judge Houle, the Court initiated a telephone interpreter pilot program for limited-English-proficient filers. The telephone interpreter pilot program was designed to provide on-demand language interpretation services to the Central District's very diverse population.</p> <p><b><u>Third-Party Filer Tracker</u></b> The Court uses the Third-Party Tracker to track unscrupulous bankruptcy petition preparers. The information is exported to Excel and submitted to the Office of the U.S. Trustee every other month. The U.S. Trustee uses it to track serial runners and for their investigations and prosecutions as they deem necessary.</p>
<p><b>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court</b></p>	<p><b><u>Appointment Cards for Self-Represented Litigants</u></b> Initiated by Judge Tighe, the Court distributed appointment cards to better assist self-represented litigants (SRLs) with tracking the next activity in a case.</p> <p><b><u>District Profile</u></b> Each year, the Court publishes a District Profile. The profile provides a snapshot of the Central District's filings, demographics, poverty and income, and labor statistics.</p> <p><b><u>Online Intake Appointment System</u></b> Implemented the Online Intake Appointment System to address limited traffic in the Clerk's Office.</p> <p><b><u>Long-Range Space Utilization Plan</u></b> The Court maintained and updated its Long-Range Space Utilization Plan.</p> <p><b><u>Self-Represented Litigants Report</u></b> The Court collects and compiles data in its Self-Represented Litigants Report. The report profiles litigants in bankruptcy, examines the district's self-represented filers, provides a statistical review of outcomes, and provides an overview of programs and available services.</p> <p><b><u>Small Business Reorganization Task Force</u></b> Established and chaired by Judge Tighe as a twelve-month task force, the Small Business Reorganization Task Force (SBRTF) explored obstacles that small businesses face in seeking bankruptcy relief. The SBRTF Final Report was published in December 2020.</p>



## 1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court (cont.)</b></p>	<p><b><u>Statistical Analysis and Reporting</u></b>            Provided regular statistical information (weekly, monthly, quarterly, yearly) and filing and economic trend analyses upon request.</p> <p><b><u>Judges Speaking Engagements, Events, and Programs</u></b>            See the Speaking Engagements, Events, and Programs section of this report.</p> <p><b><u>DAP</u></b>            See 1.1.1</p> <p><b><u>Third-Party Filer Tracker</u></b>            See 1.1.1</p>
<p><b>1.1.3 Enhance and improve the Court’s website for maximum effectiveness</b></p>	<p><b><u>Access to eSR and Online Chat Program</u></b>            The Electronic Self-Representation (eSR) software and Online Chat Program continue to provide additional convenience to parties in remote locations or disabled parties who have difficulty visiting the Court’s onsite self-help desks.</p> <p><b><u>Community Outreach Portal</u></b>            The Court continued to use its new public-facing community outreach section on the Court website. The section serves as a resource for the Court’s community outreach activities and is updated regularly with community outreach events.</p> <p><b><u>Educational Videos in Spanish</u></b>            The Court produced several videos in Spanish to promote understanding and improve service for Spanish speakers.</p> <p><b><u>eSR FAQs</u></b>            In addition to a link to electronic Self-Representation (eSR) software on the Court’s website, a dedicated webpage has eSR frequently asked questions, links to additional forms to be completed and filed with an eSR petition, and also an electronic bankruptcy petition checklist to assist debtors with gathering all the required documents before getting started on a petition.</p> <p><b><u>Interactive Statistics Webpage</u></b>            The Court continued to update its statistics dashboard with yearly and monthly filings and closings. Data is available by district, division, and county.</p> <p><b><u>Online Chat Program FAQs</u></b>            FAQs were maintained and updated for the Online Chat program in English and Spanish.</p>

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.1.3 Enhance and improve the Court’s website for maximum effectiveness (cont.)</b></p>	<p><b><u>Website</u></b> The Court continues to improve and update its website with current information and resources for self-represented litigants and others.</p> <p><b><u>Website Translation</u></b> The Court provides a Google Translate feature on its website to enable visitors to translate webpage content into several languages.</p> <p><b><u>eSR for Chapter 13</u></b> The Court’s locally developed electronic Self-Representation (eSR) module, a tool to help individuals complete a bankruptcy petition when they have decided to file bankruptcy without an attorney, was modified and made available online to chapter 13 debtors to file a petition with the initial forms. eSR has been available to chapter 7 debtors since 2014.</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> The Court developed comprehensive and easy-to-follow login instructions for electronic Self-Representation (eSR) software. These instructions were designed to be displayed on every public terminal and were circulated among all departments. The instructions were also posted at all eSR terminals to ensure maximum visibility.</p>
<p><b>1.1.4 Increase outreach to underserved communities and partner with organizations such as educational institutions, charities, houses of worship, uniformed services, groups with potential vulnerable populations, and other governmental organizations</b></p>	<p><b><u>CARE Program</u></b> The Court’s Credit Abuse Resistance Education (CARE) Program provided financial literacy to assist students with managing finances, using credit wisely, saving money, and avoiding financial problems. Additionally, the CARE program materials were updated, posted, and made available to judges for future presentations.</p> <p><b><u>Community Outreach Committee</u></b> Judge Sandra R. Klein continued to serve on the Ninth Circuit Public Information &amp; Community Outreach Committee. Charged with educating the public about federal courts, the Ninth Circuit Courts and Community Committee promotes community outreach programs and cultivates relationships between the courts and media.</p> <p><b><u>Girl Scouts Visit the Central District</u></b> Throughout the year, Girl Scout troops visited the Central District.</p> <p><b><u>Ninth Circuit Public Information and Community Outreach Committee</u></b> Judge Klein continued to serve on the Ninth Circuit Public Information and Community Outreach Committee, which focuses on circuit-wide initiatives.</p> <p><b><u>Court Events and Community Outreach</u></b> See the Court Events and Community Outreach section of this report.</p>

## 1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.1.4 Increase outreach to underserved communities and partner with organizations such as educational institutions, charities, houses of worship, uniformed services, groups with potential vulnerable populations, and other governmental organizations (cont.)</b></p>	<p><b><u>FED Day 2023</u></b> See the FED Day 2023 article in this report.</p> <p><b><u>Diverse Community Outreach Efforts</u></b> See 1.1.1</p>
<p><b>1.1.5 Support and facilitate self-help centers and pro bono programs throughout the District</b></p>	<p><b><u>Clerk’s Office Promotes Self-Represented Litigants’ Resources</u></b> See 1.1.1</p> <p><b><u>DAP</u></b> See 1.1.1</p> <p><b><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u></b> See 1.1.1</p> <p><b><u>Self-Help Desk Honor Roll</u></b> See 1.1.1</p> <p><b><u>Self-Help Desks</u></b> See 1.1.1</p>

## 1.2 Outreach for Businesses

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>1.2.1 Have sufficient outreach and public education to ensure that businesses in financial distress are aware of bankruptcy laws, referral resources, and bankruptcy-related fraudulent schemes</b></p>	<p><b><u>Small Business Reorganization Task Force</u></b> See 1.1.2</p>
<p><b>1.2.2 Investigate and identify barriers that prevent small businesses from accessing court resources</b></p>	<p><b><u>Small Business Reorganization Task Force</u></b> See 1.1.2</p>

<b>1.2 Outreach for Businesses</b>	
<b>STRATEGIES:</b>	<b>ACCOMPLISHMENTS:</b>
<p><b>1.2.3 Maintain and develop relationships with a diverse range of organizations, community groups, and bar associations</b></p>	<p><b><u>Bar Advisory Board</u></b>                      The Court’s Bar Advisory Board was initially formed in 2009 and meets quarterly with the Chief Bankruptcy Judge, other interested judges, and the Executive Officer/Clerk of Court. In 2023, the Bar Advisory Board members provided substantial input from their respective bar associations in response to the Court’s request for ideas to improve court operations.</p> <p><b><u>Bar Association Meetings</u></b>                      Judges and the Executive Officer/Clerk of Court or designee update members of the Bar on court business during bar association meetings.</p> <p><b><u>Judges Speaking Engagements, Events, and Programs</u></b>                      See the Speaking Engagements, Events, and Programs section of this report.</p> <p><b><u>Clerk’s Office Promotes Self-Represented Litigants’ Resources</u></b>                      See 1.1.1</p> <p><b><u>DAP</u></b>                      See 1.1.1</p> <p><b><u>Diverse Community Outreach Efforts</u></b>                      See 1.1.1</p>
<p><b>1.2.4 Study the existing business bankruptcy procedures to see whether there are barriers to business accessSmall Business</b></p>	<p><b><u>Reorganization Task Force</u></b>                      See 1.1.2</p>

## Issue 2: Fair and Effective Court Operations

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.1.1 Provide sufficient explanations for litigants to understand rulings</b></p>	<p><b><u>Don't Have an Attorney Page</u></b>            The Don't Have an Attorney (DHAA) page on the Court's website features "Bankruptcy Basics" videos that explain the significance of court hearings and rulings, such as for reaffirmation hearings. Additionally, the Court's DHAA page links to resources and materials provided by pro bono organizations to illustrate common actions in bankruptcy cases.</p> <p><b><u>Explanation of Reaffirmation Hearings</u></b>            During reaffirmation hearings, judges and volunteer attorneys provide explanations to litigants. Many judges explain the reaffirmation process in Spanish through volunteer interpreters</p>
<p><b>2.1.2 Ensure that the Court's website has multi-functional navigational tools for all individuals</b></p>	<p><b><u>Accommodations for Deaf and Hearing Impaired</u></b>            Judicial Conference policy requires federal courts to provide reasonable accommodations to the deaf or hearing impaired, or persons with other communication disabilities. Applicants with hearing impairments may request auxiliary aids and services such as qualified sign language interpreters, assisted listening devices or systems, or other effective assistance. Portable headsets are available for each courtroom.</p> <p><b><u>ADA Accommodations</u></b>            On its ADA accommodations webpage, the Court maintained maps for entry to each court location to assist disabled parties.</p> <p><b><u>Educational Videos in Spanish</u></b>            See 1.1.3</p> <p><b><u>Interactive Statistics Webpage</u></b>            See 1.1.3</p> <p><b><u>Online Chat Program FAQs</u></b>            See 1.1.3</p> <p><b><u>Website</u></b>            See 1.1.3</p> <p><b><u>Website Translation</u></b>            See 1.1.3</p>

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.1.3 Promote the education of judges and court personnel on issues of diversity, implicit bias, and cultural literacy</b></p>	<p><b><u>Diversity, Equity, and Inclusion (DEI) Statement</u></b> The Court maintained its Diversity, Equity, and Inclusion (DEI) statement. This DEI statement demonstrates the Court’s commitment to building an inclusive, varied workplace that welcomes people of all backgrounds. The Court’s approved DEI statement is included in the Court’s <i>Personnel Handbook</i> and posted on its website.</p> <p><b><u>DEI Officer Hosts Training on Microaggressions in the Workplace</u></b> The Ninth Circuit Court of Appeals’ Diversity, Equity, and Inclusion Officer Amrita Mallik hosted Microaggression/Implicit Bias Training for the Court on March 8 and 16. The sessions were well-attended by judges, chambers, managers, supervisors, and staff. Ms. Mallik discussed what biases are and how our biases can affect our relationships with others both inside and outside the workplace.</p>
<p><b>2.1.4 Consider adverse impact on parties or professionals with limited financial resources when developing procedures</b></p>	<p><b><u>Judges’ Committees Consider Procedural Changes</u></b> Throughout the year, judges’ committees consider procedural changes that affect the population in the Central District.</p> <p><b><u>Online Payment by SRLs Using Pay.gov</u></b> The Court continued to offer Pay.gov to self-represented litigants as a secure way to make payments online. Pay.gov enables self-represented litigants to pay fees online for the certification of documents, copies, and fee installments for chapters 7 and 13.</p> <p><b><u>Online Payments Now Available for Pro Hac Vice</u></b> The Court continued accepting electronic payment for <i>pro hac vice</i> fees from non-resident lawyers involved in bankruptcy cases or adversary proceedings. This new payment method makes it easier, more convenient, and more efficient for non-resident lawyers to pay the <i>pro hac vice</i> fees.</p> <p><b><u>Bar Advisory Board</u></b> See 1.2.3</p>
<p><b>2.1.5 Facilitate access to court proceedings for all individuals</b></p>	<p><b><u>Mothers’ Room</u></b> The Los Angeles, Santa Ana, Riverside, and Northern Divisions have Mothers’ Rooms, or Lactation Rooms, available for the public and staff. The rooms feature comfortable seating, electrical outlets, a refrigeration unit, a self-locking door, and washroom.</p> <p><b><u>Ongoing Monitoring</u></b> The Office Services Manager monitors physical access to court buildings and court improvements as needed. The Space and Facilities Department works with GSA to ensure physical accessibility to court buildings, implement clear and easy-to-understand wayfinding signage to improve navigation to courtrooms and intake, and work with the Audio-Visual Department to place assistive listening devices in courtrooms.</p>

## 2.1 Non-Discrimination

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.1.5 Facilitate access to court proceedings for all individuals (cont.)</b></p>	<p><b><u>Videoconferences and Telephonic Hearings Across Divisions</u></b> Throughout the year, the Court continued telephonic appearances and the ability to appear by video using Zoom. This massive effort required deployment of new equipment, new procedures for litigant check-in, development of training materials for judges, court staff, attorneys and the general public. A specialized Zoom Guide and training videos were also developed and posted on the Court’s website.</p> <p><b><u>Hybrid Courtrooms</u></b> New technology was installed in every courtroom that allows video appearances. A document camera was also added to display paper-based documents or exhibits. User manuals were updated, and staff were trained to use the new technology, allowing for increased flexibility in conducting hearings.</p> <p><b><u>Courtroom of the Future</u></b> See the Courtroom of the Future article in this report.</p> <p><b><u>Access to eSR and Online Chat Program</u></b> See 1.1.3</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p> <p><b><u>Accommodations for Deaf and Hearing Impaired</u></b> See 2.1.2</p> <p><b><u>ADA Accommodations</u></b> See 2.1.2</p>

## 2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.2.1 Simplify forms, rules, and other resources (“plain English”)</b></p>	<p><b><u>The Central Guide Replaces the Court Manual</u></b> The Court released <i>The Central Guide</i>, a new digital tool that replaces the <i>Court Manual</i> and can be accessed through the Court’s website under “Rules and Procedures.” <i>The Central Guide</i> is a one-stop digital database with four sections that contain hundreds of links to content that no longer needs to be in the <i>Court Manual</i> because it is already published on the Court’s website in other locations.</p> <p><b><u>Local Bankruptcy Rules</u></b> The Court’s Rules Committee and the Clerk’s Office review all pending changes to national rules and forms and revise the Court’s Local Bankruptcy Rules (LBRs) and forms as needed. Amendments to the LBRs were submitted for public comment and approved by the Board of Judges.</p>

2.2 Clear and Understandable Information and Procedures	
STRATEGIES:	ACCOMPLISHMENTS:
2.2.1 Simplify forms, rules, and other resources (“plain English”) (cont.)	<p><b><u>Petitions, Forms, and Instructions Updated</u></b> Throughout the year, the Court updated the Petition Packages and Official Forms and Instructions as needed.</p> <p><b><u>Plain English</u></b> The Court’s Rules Committee ensures that all LBR and LBR form revisions are in plain English. Other documents, such as the <i>Court Manual</i>, Court website, Public Notices, etc., are also published in plain English.</p> <p><b><u>Specific Procedures Provided on Each Judge’s Webpage</u></b> The Court continued to update and provide practitioners with judge-specific procedures on each judge’s webpage found on the Court’s website.</p>
2.2.2 Draft critical forms and information in common languages spoken in the District	<p><b><u>Spanish-speaking Customer Service Representative</u></b> In 2023, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the Call Center.</p> <p><b><u>Educational Videos in Spanish</u></b> See 1.1.3</p> <p><b><u>Online Chat Program FAQs</u></b> See 1.1.3</p> <p><b><u>Website Translation</u></b> See 1.1.3</p>
2.2.3 Strive to limit variances and effectively communicate unique procedural requirements	<p><b><u>Judges Speaking Engagements, Events, and Programs</u></b> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><b><u>Bar Advisory Board</u></b> See 1.2.3</p> <p><b><u>Specific Procedures Provided on Each Judge’s Webpage</u></b> See 2.2.1</p>
2.2.4 Develop mechanisms to improve proceedings involving non-English-speaking individuals and others with communication barriers, including the expanded use and funding of interpreter and translator tools and services	<p><b><u>Spanish Interpreter Volunteer</u></b> Throughout the year, the Court was aided by a Spanish interpreter volunteer who translated court forms and flyers into Spanish.</p> <p><b><u>Spanish-speaking Customer Service Representative</u></b> See 2.2.2</p>



## 2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.2.5 Continue to develop and create a central repository of informational materials and media for court users</b></p>	<p><b><u>SharePoint</u></b> The Court continues to expand its use of SharePoint.</p>
<p><b>2.2.6 Provide the public with instructions that are easily understandable and readily available</b></p>	<p><b><u>Printed Materials and Videos</u></b> The Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341(a) meeting of creditors, free or low-cost bankruptcy help materials in English and Spanish, abbreviated fee schedules, and “Before and After You File” course information flyers. All materials are available on the Court’s “Don’t Have an Attorney” webpage.</p> <p><b><u>Public Use Computers</u></b> Prior to the pandemic, public use computers continued to be made available in each division for the public to use electronic Self-Representation (eSR) software for preparing bankruptcy petitions electronically. Additional computers were also available in each division for the public to use as a resource to research bankruptcy information or to find credit and financial management courses.</p> <p><b><u>eSR FAQs</u></b> See 1.1.3</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p> <p><b><u>Bar Advisory Board</u></b> See 1.2.3</p> <p><b><u>Local Bankruptcy Rules</u></b> See 2.2.1</p>
<p><b>2.2.7 Expand the availability of automated court information and data to the public and staff</b></p>	<p><b><u>Online Chat Program</u></b> See 1.1.1</p> <p><b><u>Interactive Statistics Webpage</u></b> See 1.1.3</p> <p><b><u>Website</u></b> See 1.1.3</p> <p><b><u>Bar Advisory Board</u></b> See 1.2.3</p>

## 2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
2.2.8 Evaluate and utilize social media as appropriate	<p><b><u>Twitter</u></b> The Court continues to utilize Twitter as a social medium for communication.</p> <p><b><u>LinkedIn</u></b> The Court uses LinkedIn to post external positions and connect with applicants.</p>

## 2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff	<p><b><u>Central District Judicial Education Committee Annual Conference</u></b> In 2023, the Central District bankruptcy judges convened for their Annual Educational Conference. The educational program was designed by the Court's Judicial Education Committee and addressed several relevant topics, including updates on bankruptcy issues. The annual conference provided an excellent opportunity to acquire new information and to promote dialogue amongst the judges to best support the public.</p> <p><b><u>Federal Court Leadership Development Program</u></b> Selected court staff participated in the Federal Judicial Center's (FJC) Federal Court Leadership Development Program (FCLDP).</p> <p><b><u>Law Clerk/Extern Training Sessions</u></b> In 2023, the Court held three full-day Law Clerk/Extern training sessions. More than 150 participants attended, including participants from the U.S. District Court.</p> <p>Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with various educational opportunities. They introduced externs to teachers and practitioners who are leaders in the field. During these programs, students were instructed by judges, attorneys, and academics.</p> <p><b><u>Online Learning Paths for Court Staff</u></b> The Learning and Development Unit continued to produce online learning paths for court staff. These self-paced learning paths are based on the general competencies for court staff and leadership competencies for supervisors and managers.</p> <p><b><u>SHOT! Professional Development Program</u></b> The 12-month Success Happens Over Time (SHOT!) program, facilitated by Senior Court Analyst Dr. Estella Chavarin, included courses such as: Overview of 7 Habits of Highly Effective People, Business Writing &amp; Email Etiquette, and Overview of Crucial Conversations.</p> <p><b><u>Training Courses and Programs</u></b> See the Learning &amp; Development Courses Train and Educate Court Personnel article in this report.</p>

## 2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff (cont.)</b></p>	<p><b><u>Winter Education Seminar</u></b> See the Keeping It Real: 2023 Winter Education Seminar article in this report.</p> <p><b><u>Local Bankruptcy Rules</u></b> See 2.2.1</p> <p><b><u>Petitions, Forms, and Instructions Updated</u></b> See 2.2.1</p>
<p><b>2.3.2 Provide accurate and timely procedures and rules to judges and staff</b></p>	<p><b><u>Pandemic General Orders</u></b> Throughout the year, the Court entered and posted General Orders to keep the public informed during the ever-changing pandemic.</p> <p><b><u>Local Bankruptcy Rules</u></b> See 2.2.1</p> <p><b><u>Petitions, Forms, and Instructions Updated</u></b> See 2.2.1</p>
<p><b>2.3.3 Ensure court procedures remain in compliance with relevant statutes, rules, and policies</b></p>	<p><b><u>Petitions, Forms, and Instructions Updated</u></b> See 2.2.1</p>
<p><b>2.3.4 Make certain that court proceedings are recorded accurately and completely, and that high-quality transcripts and audio recordings are readily accessible</b></p>	<p><b><u>Court Recorders</u></b> The Court's court recorders ensure that all hearings are properly recorded into digital files by listening to the actual recording of a court hearing and monitoring the digital recording application while the hearing is underway. Transcript quality is ensured as parties requesting court transcripts can only do so from transcription agencies that meet the Court's quality standards and are listed on the Court's website. Clerk's Office staff who perform the court recording functions have been trained to record a hearing from anywhere (e.g., a court recorder stationed in the Los Angeles Division can record a proceeding in the Riverside Division).</p> <p><b><u>FTR Gold Improvements</u></b> The Court regularly upgrades its recording software, FTR Gold. The For-The-Record (FTR) recording software received patches and operating system updates for security and continued performance and stability. New external encoders were deployed to enable audio adjustments for improved recording of the record.</p>
<p><b>2.3.5 Provide resources and training on strategies for effectively dealing with litigants who may have a mental health condition</b></p>	

2.4 Cost-Effectiveness	
STRATEGIES:	ACCOMPLISHMENTS:
<b>2.4.1 Support and encourage the use of alternative dispute resolution procedures</b>	<p><b><u>Bankruptcy Mediation Program</u></b> The Mediation Program entered into its 28th year in 2023 and remains the largest and most robust bankruptcy mediation program in the nation. The mediation panel consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators.</p>
<b>2.4.2 Develop clear procedures for remote telephonic and video appearances that are dependable and effective</b>	<p><b><u>National Video Teleconference Service</u></b> The National Video Teleconferencing Service (NVTCS) was established to offer courts the ability to do point-to-point, multi-point, and audio conferences. The Court's Courtroom Technology staff continued to use the NVTCS's bridging service to conduct internal videoconferences in Los Angeles and Santa Ana Divisions. The Court plans to expand the usage of NVTCS as funding permits.</p> <p><b><u>ZoomGov User Guides</u></b> Created user guides and facilitated training to use ZoomGov videoconferencing for court hearings and general meetings.</p> <p><b><u>Videoconferences and Telephonic Hearings Across Divisions</u></b> See 2.1.5</p>
<b>2.4.3 Evaluate and implement systems to broaden self-help resources available via video</b>	<p><b><u>eSR Promotion</u></b> See 1.1.1</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p>
<b>2.4.4 Consider commuting challenges and their impact on litigants when implementing court procedures</b>	<p><b><u>Remote Access to Court Hearings</u></b> Following the pandemic, the Court held hearings remotely by telephone or by video. Efficiencies gained by holding some court hearings remotely have been enjoyed by self-represented litigants and attorneys, saving all parties the travel time and expense associated with traveling to court. The Court is taking into account the positive feedback on holding remote hearings for some matters, for future business even after the pandemic concludes.</p> <p>In reaction to the closure of Court buildings, the Court shared information with SRLs and attorneys regarding suspended or discounted rates offered by the telephonic hearing provider, Court Call.</p> <p><b><u>Videoconferences and Telephonic Hearings Across Divisions</u></b> See 2.1.5</p>

## 2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.5.1 Maximize system performance to allow timely access to process and review court documents</b></p>	<p><b><u>Case Management Assist (CMA)</u></b> The Court continued to maximize efficiency through use of Case Management Assist (CMA). Developed by the U.S. Bankruptcy Court for the Western District of Oklahoma, CMA is a quality review program designed to enhance daily operations and case management. Additionally, CMA provides superior internal reports that enable supervisors, managers, and the Executive team to measure the productivity and accuracy of court staff and external users. The Executive team continued to evaluate CMA’s full capability and reconfigured the distribution of work in CMA to increase productivity.</p> <p><b><u>CIAO! “Click-Once” Upgrade</u></b> The CIAO! application was upgraded with “click-once” technology to improve application performance when working remotely.</p> <p><b><u>SSL Certificates</u></b> The Network Management department renewed and replaced Secure Sockets Layer (SSL) certificates on all CM/ECF – Live, Test, and Train environments. SSL certificates on Central District’s public-facing CM/ECF servers were renewed. All SSL certificates on private-facing CM/ECF servers were replaced with new certificates.</p>
<p><b>2.5.2 Streamline and simplify case management policies, procedures, and practices</b></p>	<p><b><u>CMA Reports</u></b> Managers and supervisors analyzed multiple CMA reports to assess the staff’s workload and productivity. Based on these CMA reports, managers and supervisors re-assigned the workload across the divisions and teams to meet court requirements.</p> <p><b><u>CM/ECF Fee Waiver Program</u></b> Under the direction of the Case Management Committee, the Court continued its expanded CM/ECF fee waiver program that was initiated in April 2014.</p> <p><b><u>Notices Updated</u></b> The Clerk’s Office’s “Rejection Notice” and “Deficiency Notice” were updated to align with the manual and electronic petition procedures.</p> <p><b><u>Clerk’s Office Identifies Intake Appointment Scheduling System</u></b> In 2023, the Court continued using the online Intake Appointment Scheduling System. The system allows members of the public to schedule appointments with Intake staff through an online portal. A link to the appointment scheduling software is accessible on the Court’s website. The Intake Appointment Scheduling System allows customers to schedule a date and time to engage in transactions with Intake staff. Members of the public who use the system will avoid waiting in lines, thus, enabling the Court to continue socially distancing and potentially reducing the transmission of COVID-19.</p>

2.5 Assess and Enhance Case Management Procedures	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.5.2 Streamline and simplify case management policies, procedures, and practices (cont.)</b></p>	<p><b><u>Electronic Drop Box</u></b> In 2023, the Court continued to use the Electronic Drop Box (eDB). In response to building closures due to the COVID-19 pandemic. Originally developed by the New Mexico Bankruptcy Court, eDB enables self-represented litigants to electronically submit documents that do not require a fee.</p> <p><b><u>Auto Docketing Interface</u></b> The Court implemented auto closing for chapter 13 dismissals, chapter 7 cases without discharge and no financial management filed, dismissed chapter 7 cases, chapter 13 cases without a plan, and chapters 11 and 13 plan confirmation notifications. ADI helps to reduce labor and aids in managing our caseload more efficiently.</p> <p><b><u>eSR for Chapter 13</u></b> See 1.1.3</p> <p><b><u>Online Payment by SRLs Using Pay.gov</u></b> See 2.1.4</p> <p><b><u>Online Payments Now Available for Pro Hac Vice</u></b> See 2.1.4</p> <p><b><u>Case Management Assist (CMA)</u></b> See 2.5.1</p>
<p><b>2.5.3 Identify enhancements to calendaring and order upload programs to provide more efficient processes and additional management tools</b></p>	<p><b><u>Calendaring and Order Alternatives Examined</u></b> Examined calendaring and order alternatives for streamlining purposes.</p> <p><b><u>CIAO! Databases Merge</u></b> In preparation for NextGen, the CIAO! databases were centralized from five servers onto one CIAO! server. The project began in the fall of 2019 with preliminary test merges and data verification by the CIAO! support team and designated Operations staff. Since merging nearly 20 years of data takes up to 30+ hours and requires verification, each merge was scheduled over a weekend. All five CIAO! databases are centralized onto one server.</p> <p><b><u>Appearance Report in CIAO!</u></b> Implemented new Appearance Report in CIAO! to assist with the logging of parties appearing for remote hearings.</p> <p><b><u>CIAO! "Click-Once" Upgrade</u></b> See 2.5.1</p>

## 2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.5.4 Review and enhance the use of and content provided through digital systems</b></p>	<p><b><u>Online Chat Program</u></b> See 1.1.1</p> <p><b><u>Interactive Statistics Webpage</u></b> See 1.1.3</p> <p><b><u>Website</u></b> See 1.1.3</p> <p><b><u>Public Use Computers</u></b> See 2.2.6</p> <p><b><u>Twitter</u></b> See 2.2.8</p>

## 2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.6.1 Improve website resources and access for self-represented parties</b></p>	<p><b><u>eSR</u></b> The Court continued to use and promote the use of Electronic Self-Representation (eSR) software. eSR is now available for chapters 7 and 13.</p> <p><b><u>Intake Physical Drop Boxes</u></b> The Clerk's Office continued to provide physical drop boxes for documents that were not emergency filings. The public drop box station provided sealable bags so documents could be filed, and the related payment submitted together.</p> <p><b><u>Survey Regarding Self-Help Resources</u></b> Since 2014, the Court's Don't Have an Attorney (DHAA) web page has linked to a Survey Regarding Self-Help Resources so that the Court may collect feedback on the self-represented litigant (SRL) experience when visiting Help Desks and identify the resources most frequently used by SRLs. Since 2017, the Court also offered the Survey Regarding Self-Help Resources in Spanish.</p> <p><b><u>eSR Promotion</u></b> See 1.1.1</p> <p><b><u>eSR FAQs</u></b> See 1.1.3</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p> <p><b><u>Online Chat Program FAQs</u></b> See 1.1.3</p>

## 2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
2.6.1 Improve website resources and access for self-represented parties (cont.)	<p><b><u>Printed Materials and Videos</u></b> See 2.2.6</p> <p><b><u>Electronic Drop Box</u></b> See 2.5.2</p>
2.6.2 Enhance functionality of electronic filing	<p><b><u>eSR for Chapter 13</u></b> See 1.1.3</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p> <p><b><u>eSR</u></b> See 2.6.1</p>
2.6.3 Encourage electronic filing where consistent with court rules	<p><b><u>eSR Promotion</u></b> See 1.1.1</p> <p><b><u>eSR FAQs</u></b> See 1.1.3</p> <p><b><u>eSR Log-in Instructions at Public Terminals</u></b> See 1.1.3</p>

## 2.7 Non-Attorney Services

STRATEGIES:	ACCOMPLISHMENTS:
2.7.1 Continue to monitor and work to eliminate abusive and fraudulent conduct by bankruptcy petition preparers	<p><b><u>Third-Party Filer Tracker</u></b> See 1.1.1</p>
2.7.2 Study new and emerging projects and research on effective and legal use of non-attorney assistance	



## 2.8 Systemic Improvement

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.8.1 Continue to provide accurate and helpful case data and information</b></p>	<p><b><u>DAP</u></b> See 1.1.1</p> <p><b><u>Interactive Statistics Webpage</u></b> See 1.1.3</p> <p><b><u>Bar Association Meetings</u></b> See 1.2.3</p> <p><b><u>Case Management Assist (CMA)</u></b> See 2.5.1</p> <p><b><u>CMA Reports</u></b> See 2.5.2</p>
<p><b>2.8.2 Foster dialogue between bench, bar, and staff on best practices</b></p>	<p><b><u>Judges Speaking Engagements, Events, and Programs</u></b> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><b><u>DAP</u></b> See 1.1.1</p> <p><b><u>Public Counsel</u></b> See 1.1.1</p> <p><b><u>Bar Advisory Board</u></b> See 1.2.3</p>
<p><b>2.8.3 Identify and communicate issues on which data and information would be most helpful to judges, federal and state lawmakers, and organizations</b></p>	<p><b><u>Interactive Statistics Webpage</u></b> See 1.1.3</p> <p><b><u>Printed Materials and Videos</u></b> See 2.2.6</p>
<p><b>2.8.4 Continue to evaluate and expand alternative dispute resolution programs</b></p>	<p><b><u>Bankruptcy Mediation Program</u></b> See 2.4.1</p>
<p><b>2.8.5 Evaluate and respond, when appropriate, to obstacles litigants may encounter when there are multiple venue choices</b></p>	

2.9 Resource Management	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.9.1 Manage the Court's budget effectively and request supplemental funding when necessary</b></p>	<p><b><u>Monthly Spending Plans</u></b> The Clerk of Court submits a monthly spending plan to the Executive Committee for review and approval. The monthly spending plans ensure that the Court remains a good steward of public funds and support the Court's mission.</p> <p><b><u>Supplemental Funding Requests</u></b> Supplemental funding opportunities are monitored, and funding is requested from the Administrative Office of the U.S. Courts and Ninth Circuit when appropriate. A designated Clerk's Office team actively pursues opportunities for shared services funding.</p> <p><b><u>Spending Considerations List</u></b> The Administrative Services Manager maintains an ongoing Spending Considerations list, with spending needs identified and prioritized for consideration by the Court's Executive Committee. Purchase orders and spending are closely monitored throughout the year, and reports are provided to executive management to ensure proper oversight of government funds.</p>
<p><b>2.9.2 Offer intern and extern opportunities and pursue grant funding to provide the Court with resources for special projects</b></p>	<p><b><u>Internships and Externships</u></b> Throughout the years, the Court continued to offer intern and extern opportunities.</p> <p><b><u>Clarkson Lecture Series</u></b> As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, throughout the year, judges hosted discussions regarding bankruptcy and the legal profession for national externs and law clerks.</p>
<p><b>2.9.3 Maintain a culture of responsible stewardship of all court resources</b></p>	<p><b><u>Reporting Allegations of Fraud, Waste, and Abuse</u></b> The Court continued to remind Clerk's Office staff of the methods available to report allegations of fraud, waste, and abuse by employees or contractors who have engagements with the Court.</p> <p><b><u>Electronic and Electrical Waste</u></b> In April 2023, court staff continued to gather electronic and electrical waste (e-waste) to be disposed of by the Office Services Department. The e-waste included keyboards, cabling, calculators, computer interface cards, and broken monitors.</p> <p><b><u>Internal Controls and Audit Complete</u></b> See the Internal Controls and Audit Complete article in this report.</p> <p><b><u>Facilities and Security</u></b> See the Facilities, Security, and Emergency Preparedness section of this report.</p>
<p><b>2.9.4 Develop procedures and systems for contingencies including government shutdown, mega case filings, or sudden budgetary constraints</b></p>	<p><b><u>Case Surge Survey</u></b> Distributed the Case Surge Survey and compiled survey results to assess areas ripe for improvement or vet through ideas on handling a case surge.</p> <p><b><u>Procedures for a Government Shutdown</u></b> Throughout the year, the Court reviewed its procedures for contingencies for a government shutdown.</p>

## Issue 3: Judiciary Workforce of the Future

3.1 Standards of Conduct	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.1.1 Maintain a workplace that fosters dignity, courtesy, patience, and respect</b></p>	<p><b><u>Ethics Training</u></b> In an effort to support adherence to professional conduct, the Court continues to offer online Ethics training annually to all Clerk’s Office and Chambers staff. New employees also take the “Avoiding Ethics Pitfalls” course as part of their orientation process to the Court.</p> <p><b><u>Excellent Customer Service Encouraged</u></b> Throughout the year, the Court continued to encourage staff to provide excellent customer service to the public. The importance of good customer service was emphasized in presentations, exercises, and team meetings. Employees providing excellent customer service were recognized throughout the year.</p> <p><b><u>“Great Place to Work” Campaign</u></b> The “Great Place to Work” campaign continued throughout 2023. The purpose of the campaign is to build on past successes, communicate upcoming programs, and provide all employees with an opportunity to offer new ideas. A broad-based initiative, Great Place to Work includes the use of CACBtv (the Court’s private YouTube channel which addresses the strategic plan, pertinent court updates, and community outreach); the Talent Management Program; Centers of Excellence Open Forums; and various wellness initiatives.</p> <p><b><u>Wellness Campaign Events</u></b> The Human Resources Department offered monthly wellness communications, as well as programming throughout the year to share health-related information and encourage employees to live a healthy lifestyle.</p> <p><b><u>Diversity, Equity, and Inclusion (DEI) Statement</u></b> See 2.1.3</p> <p><b><u>Reporting Allegations of Fraud, Waste, and Abuse</u></b> See 2.9.3</p>
<p><b>3.1.2 Promote performance based on integrity, efficiency, helpfulness, and empathy</b></p>	<p><b><u>Performance Management Program</u></b> The Human Resources Department reviewed the competencies identified in the Court’s Performance Management Program to determine budget and resources required to create new opportunities and develop training programs.</p>
<p><b>3.1.3 Encourage the reporting of workplace misconduct and reduce barriers to reporting workplace misconduct by implementing an interactive Employment Dispute Resolution process</b></p>	<p><b><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u></b> The Court adopted the Ninth Circuit’s Model EDR Plan and held mandatory manager/supervisor and staff training.</p>

## 3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.2.1 Educate judges and court personnel on existing and emerging technologies</b></p>	<p><b><u>Automation T-15 Training Courses</u></b> Throughout the year, the Court offered automation T-15 training courses to judges and staff.</p> <p><b><u>Remote Access Training</u></b> The Information Security Officers also held multiple Information Security Remote Access Training classes for staff preparing to telework during the pandemic-related divisional closures. Also, the Clerk's Office staff provided training on virtual private network (VPN) usage and security. Additionally, judges and staff were trained on remote recording procedures.</p> <p><b><u>ZoomGov Videoconferencing</u></b> To facilitate court operations during the COVID-19 pandemic, Zoom for Government (ZoomGov) licenses were purchased to enable judges to conduct court proceedings remotely via videoconference. ZoomGov is a simplified messaging and videoconferencing tool available on PCs, laptops, tablets, and smartphones. The videoconferencing software has the same features as Zoom commercial but operates in a dedicated, secure infrastructure designed to meet federal requirements.</p> <p><b><u>Winter Education Seminar</u></b> See the Keeping It Real: 2023 Winter Education Seminar article in this report.</p> <p><b><u>ZoomGov User Guides</u></b> See 2.4.2</p>
<p><b>3.2.2 Foster a culture of learning where judges, chambers, and Clerk's Office staff work to keep needed skills current</b></p>	<p><b><u>Executive Team Performance Appraisal</u></b> The Court continued with the performance appraisal system for the Executive team that was initiated in 2014.</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b> Implemented by the Human Resources Department, Learning &amp; Development Unit, and Communications Department, the Keep in Touch Everyone (KITE) initiative provided resources, activities, and a sense of belonging during the unexpected work-from-home period due to the COVID-19 pandemic.</p> <p><b><u>LEAD Academy</u></b> In 2023, two staff members from the Clerk's Office participated and completed the NCBC's four-month Leadership, Excellence, Achievement, and Development (LEAD) Academy program hosted by the National Conference of Bankruptcy Clerks (NCBC).</p> <p><b><u>Professional Development Opportunities</u></b> The Court created professional development opportunities in the Communications, Planning &amp; Research, and Audio-Visual Departments.</p>

## 3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.2.2 Foster a culture of learning where judges, chambers, and Clerk’s Office staff work to keep needed skills current (cont.)</b></p>	<p><b><u>Training Courses and Programs</u></b> See the Learning &amp; Development Courses Train and Educate Court Personnel article in this report.</p> <p><b><u>Winter Education Seminar</u></b> See the Keeping It Real: 2023 Winter Education Seminar article in this report.</p> <p><b><u>Bringing the Future into Focus</u></b> See 2.3.1</p> <p><b><u>Federal Court Leadership Development Program</u></b> See 2.3.1</p> <p><b><u>Law Clerk/Extern Training Sessions</u></b> See 2.3.1</p> <p><b><u>Online Learning Paths for Court Staff</u></b> See 2.3.1</p> <p><b><u>SHOT! Professional Development Program</u></b> See 2.3.1</p> <p><b><u>“Great Place to Work” Campaign</u></b> See 3.1.1</p> <p><b><u>Wellness Campaign Events</u></b> See 3.1.1</p>
<p><b>3.2.3 Increase retention of high-performing employees by offering continual, meaningful work tailored toward both the individual’s existing and potential skillsets</b></p>	<p><b><u>Bringing the Future into Focus</u></b> See 2.3.1</p> <p><b><u>SHOT! Professional Development Program</u></b> See 2.3.1</p> <p><b><u>“Great Place to Work” Campaign</u></b> See 3.1.1</p> <p><b><u>Wellness Campaign Events</u></b> See 3.1.1</p> <p><b><u>Professional Development Opportunities</u></b> See 3.2.2</p>

**3.2 Recruitment and Development**

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.2.4 Establish programs to become an employer of choice</b></p>	<p><b><u>Court Vacancies</u></b>                      The Court advertises vacancies on the Court’s website, Twitter, and its bimonthly newsletter. Additionally, vacancies are published on the Ninth Circuit’s website.</p> <p><b><u>Judges Reach Potential Applicants</u></b>                      Judges provide outreach and information to potential applicants through various speaking engagements on an ongoing basis.</p> <p><b><u>Training Courses and Programs</u></b>                      See the Learning &amp; Development Courses Train and Educate Court Personnel article in this report.</p> <p><b><u>Winter Education Seminar</u></b>                      See the Keeping It Real: 2023 Winter Education Seminar article in this report.</p> <p><b><u>Bringing the Future into Focus</u></b>                      See 2.3.1</p> <p><b><u>Law Clerk/Extern Training Sessions</u></b>                      See 2.3.1</p> <p><b><u>SHOT! Professional Development Program</u></b>                      See 2.3.1</p> <p><b><u>Wellness Campaign Events</u></b>                      See 3.1.1</p> <p><b><u>Professional Development Opportunities</u></b>                      See 3.2.2</p>
<p><b>3.2.5 Recruit people who possess the education, skills, experience, commitment, and desire to serve the public</b></p>	<p><b><u>Court Vacancies</u></b>                      See 3.2.4</p> <p><b><u>Judges Reach Potential Applicants</u></b>                      See 3.2.4</p>
<p><b>3.2.6 Examine workforce demographics, assess future human capital needs, and maintain a current workforce succession plan</b></p>	<p><b><u>SHOT! Professional Development Program</u></b>                      See 2.3.1</p> <p><b><u>Professional Development Opportunities</u></b>                      See 3.2.2</p> <p><b><u>Court Vacancies</u></b>                      See 3.2.4</p>

### 3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.2.7 Encourage judges to obtain feedback from the bankruptcy bar on judicial performance</b></p>	<p><b><u>Mid-Term Evaluations</u></b>            Bankruptcy judges for the Central District of California voluntarily request midterm evaluations offered by the Ninth Circuit.</p>

### 3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement</b></p>	<p><b><u>Employee Recognition Programs</u></b>            The Court continues to promote the Employee Recognition programs as methods to enhance employee satisfaction through the acknowledgement of outstanding service and commitment to the workplace.</p> <p><b><u>Years of Service Awards</u></b>            In 2023, the Court presented years of service awards, honoring Clerk’s Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p> <p><b><u>Safe Actions for Employee Return (SAFER)</u></b>            The Court continued to use SAFER (Safe Actions for Employee Return), a program aimed at providing employees with resources and tools to safely return to work in a post-quarantine environment. The Court created a new SAFER webpage, located on the Court’s Intranet. The new webpage includes a welcome back video, the Court’s Reconstitution Plan, a daily health self-checker, employee training and resources, guidance on travel, health and wellness resources, a comprehensive listing of COVID-19 testing resources by county, and a link to the Employee Assistance Program (EAP) resources.</p> <p><b><u>Diversity, Equity, and Inclusion (DEI) Statement</u></b>            See 2.1.3</p> <p><b><u>Interactive Mondays</u></b>            See 3.2.2</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b>            See 3.2.2</p>
<p><b>3.3.2 Boost work performance and embrace change through continuous reinforcement of mutual trust, active participation, and connection to a shared purpose</b></p>	<p><b><u>Interactive Mondays</u></b>            See 3.2.2</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b>            See 3.2.2</p>

### 3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.3.3 Expand ongoing opportunities for employees to provide regular feedback</b></p>	<p><b><u>Centers of Excellence (CoE)</u></b> The Court established six Centers of Excellence (CoE) comprised of interested staff and managers to help push forward in achieving the strategic goals. In 2023, the SPC and CoEs completed several projects and initiatives under the Court’s 2020 – 2024 Strategic Plan.</p> <p><b><u>Strategic Planning Involves Responsive and Innovative Teamwork! (SPIRIT!)</u></b> The Court established Strategic Planning Involves Responsive and Innovative Teamwork! (SPIRIT!) focus groups to gather feedback on how to achieve the strategic goals set forth in the Court’s Strategic Plan 2020 – 2024.</p> <p><b><u>Strategic Planning Council</u></b> The Clerk’s Office established the Strategic Planning Council (SPC) and six working groups known as the Centers of Excellence (CoE) to monitor and track the goals outlined in the Court’s 2020 – 2024 Strategic Plan. The SPC comprises the Chief Judge, Executive Officer/ Clerk of Court, chief deputies, managers, supervisors, law clerks, and other staff members across the Central District. The CoEs comprise interested managers and staff who assist the Court in achieving its mission, vision, and strategic goals. Each CoE is responsible for creating proposals to plan and execute desired initiatives and process improvements. These proposals are presented to the Strategic Planning Council for approval and adoption.</p> <p><b><u>Case Surge Survey</u></b> See 2.9.4</p>
<p><b>3.3.4 Incorporate employee engagement strategies that recognize and promote the importance of public service and each employee’s role in the Judiciary</b></p>	<p><b><u>Employee Recognition Programs</u></b> See 3.3.1</p> <p><b><u>Centers of Excellence (CoE)</u></b> See 3.3.3</p> <p><b><u>Strategic Planning Council</u></b> See 3.3.3</p>
<p><b>3.3.5 Offer a variety of activities to work together as one team representing the organization</b></p>	<p><b><u>Court Hosts 2023 NCBC Conference in Anaheim</u></b> See the Court Hosts 2023 NCBC Conference in Anaheim article in this report.</p> <p><b><u>“Great Place to Work” Campaign</u></b> See 3.1.1</p> <p><b><u>Interactive Mondays</u></b> See 3.2.2</p>



### 3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
3.3.5 Offer a variety of activities to work together as one team representing the organization (cont.)	<p><b><u>Keep in Touch Everyone (KITE)</u></b> See 3.2.2</p> <p><b><u>Safe Actions for Employee Return (SAFER)</u></b> See 3.3.1</p>
3.3.6 Strengthen current employee and judicial involvement with the new-hire onboarding process	<p><b><u>Law Clerk/Extern Training Sessions</u></b> See 2.3.1</p>

### 3.4 Lines of Communication

STRATEGIES:	ACCOMPLISHMENTS:
3.4.1 Promote programs and activities that enhance communication among judges, chambers, and staff	<p><b><u>Diversity Celebrations</u></b> Throughout the year, the Court recognized and celebrated a variety of heritage months, each dedicated to honoring the diverse cultures and contributions of different communities. These celebrations included educational programs, events, and activities designed to promote awareness and appreciation for the rich histories and traditions represented within the Court and the broader society.</p> <p><b><u>Interactive Mondays</u></b> See 3.2.2</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b> See 3.2.2</p>
3.4.2 Implement initiatives to ensure that all divisions communicate and collaborate effectively	<p><b><u>Winter Education Seminar</u></b> See the Keeping It Real: 2023 Winter Education Seminar article in this report. Bringing the Future into Focus See 2.3.1</p> <p><b><u>Interactive Mondays</u></b> See 3.2.2</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b> See 3.2.2</p>

### 3.4 Lines of Communication

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.4.3 Build on an organizational culture that encourages open communication, transparency, civility, and consideration of all perspectives</b></p>	<p><b><u>Winter Education Seminar</u></b> See the Keeping It Real: 2023 Winter Education Seminar article in this report.</p> <p><b><u>Bringing the Future into Focus</u></b> See 2.3.1</p> <p><b><u>Case Management Assist (CMA)</u></b> See 2.5.1</p> <p><b><u>“Great Place to Work” Campaign</u></b> See 3.1.1</p> <p><b><u>Interactive Mondays</u></b> See 3.2.2</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b> See 3.2.2</p>

### 3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.5.1 Foster diversity in the Court’s workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences</b></p>	<p><b><u>Diversity Hiring Committee Participation</u></b> In an effort to attract diverse candidates, the Court participated in the Diversity and Hiring Committees of the U.S. Attorney’s Office for the Central District of California interactive discussion.</p> <p><b><u>Recruitment Expansion</u></b> The Court expanded recruitment efforts to law schools, minority bar associations, and other organizations. Judges participated in speaking engagements at local law schools to promote diversity in the recruitment of externs and law clerks. The Court continued its partnership with Loyola Law School to provide bankruptcy law students with hands on experience in working with Public Counsel and the Court. The Court hosted high school and grade school students for mock trials, Law Day, and court visits where attorneys and court staff discussed their career paths and how those paths led to a career in the Judiciary.</p> <p><b><u>Diversity, Equity, and Inclusion (DEI) Statement</u></b> See 2.1.3</p> <p><b><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u></b> See 3.1.3</p> <p><b><u>Diversity Celebrations</u></b> See 3.4.1</p>

### 3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
3.5.2 Provide outreach and information to potential judicial applicants to encourage highly-qualified individuals to apply for judicial openings	<p><b><u>Judges Reach Potential Applicants</u></b> See 3.2.4</p> <p><b><u>Diversity Hiring Committee Participation</u></b> See 3.5.1</p>
3.5.3 Encourage law students and attorneys to enter the bankruptcy field to provide a diverse and qualified pool of applicants for future judgeship openings	<p><b><u>Law Clerk/Extern Training Sessions</u></b> See 2.3.1</p> <p><b><u>Judges Reach Potential Applicants</u></b> See 3.2.4</p>

### 3.6 Collaboration

STRATEGIES:	ACCOMPLISHMENTS:
3.6.1 Pursue opportunities to share services within the Judiciary, including no cost and cost-reimbursable services	<p><b><u>Diversity Hiring Committee Participation</u></b> In an effort to attract diverse candidates, the Court participated in the Diversity and Hiring Committees of the U.S. Attorney's Office for the Central District of California interactive discussion.</p> <p><b><u>Shared Services Plan</u></b> The Shared Services Plan was implemented, and a court catalog of shared services was developed. Individual service offerings were updated on JShare, the Judiciary's SAS webpage and catalog. The Court also used services from other courts by transferring funds or trading services.</p> <p><b><u>Shared Administrative Services</u></b> See the Clerk's Office Continues to Offer Shared Administrative Services article in this report.</p>
3.6.2 Consider sharing positions within the Judiciary when a full-time position is not warranted or funds are limited	<p><b><u>District Court Partnership</u></b> The Court continues to share emergency preparedness services with the U.S. District Court for the Central District of California. At the Northern Division, Clerk's Office staff provides mail and facility assistance for Magistrate Judge LaMothe. Additionally, the Court shares courier services with the District Court at the Santa Ana Division.</p>

3.6 Collaboration	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.6.3 Encourage collaborative work efforts through the adoption of project management principles, software, team building exercises, action learning teams, and other efforts</b></p>	<p><b><u>Foreign Delegates Visit the Central District</u></b>                      On April 19, Judge Julia W. Brand hosted Judge Jiin Ku of the Supreme Court of Korea and her husband, Gyeongsu Kim, a corporate lawyer. Judge Jiin Ku studies bankruptcy procedures at UC Irvine through the National Center for State Courts’ International Programs Division.</p> <p>During their visit to the Los Angeles Division, they observed a chapter 13 confirmation hearing, toured the Clerk’s Office, and attended a presentation about the bankruptcy court. They discussed the chapter 13 process, courtroom technology, and assistance for unrepresented parties in bankruptcy cases.</p> <p><b><u>Centers of Excellence (CoE)</u></b>                      See 3.3.3</p>
<p><b>3.6.5 Share the innovative uses of technologies which highlight the individual strengths and talents of the Court</b></p>	<p><b><u>Art of Possible</u></b>                      The Court continues to provide on-demand videos on creative uses of technology by the Clerk’s Office and chambers.</p> <p><b><u>Centers of Excellence (CoE) and SharePoint</u></b>                      The Clerk’s Office established dedicated SharePoint pages for each Center of Excellence to share project information, and the pages are accessible to the Court to view the CoE’s progress.</p> <p><b><u>Hybrid Courtrooms</u></b>                      See 2.1.5</p> <p><b><u>Foreign Delegates Visit the Central District</u></b>                      See 3.6.3</p>

3.7 Flexibility	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.7.1 Prepare employees to perform one another’s jobs where feasible and appropriate to ensure uninterrupted coverage</b></p>	<p><b><u>SHOT! Professional Development Program</u></b>                      See 2.3.1</p> <p><b><u>Professional Development Opportunities</u></b>                      See 3.2.2</p>
<p><b>3.7.2 Increase flexibility to share work among staff in different divisions</b></p>	<p><b><u>Court Recorders</u></b>                      See 2.3.4</p> <p><b><u>Case Management Assist (CMA)</u></b>                      See 2.5.1</p>

## 3.7 Flexibility

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.7.3 Enhance video hearing capability so that judges can easily hear cases in any division</b></p>	<p><b><u>Videoconferences and Telephonic Hearings Across Divisions</u></b> See 2.1.5</p> <p><b><u>National Video Teleconference Service</u></b> See 2.4.2</p>
<p><b>3.7.4 Conduct ongoing reviews of Clerk’s Office organizational structure to ensure effective management practices</b></p>	<p><b><u>Organizational Review</u></b> Throughout the year, the Court reviews the Clerk’s Office’s organizational structure.</p>

## Issue 4: A Flexible and Responsive Infrastructure

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.1.1 Maintain an IT project review process to determine project feasibility and prioritization</b></p>	<p><b><u>IT Strategic Plan</u></b>                      The IT Committee reviews and approves technology improvements and monitors the initiatives to ensure IT Strategic Plan alignment.</p>
<p><b>4.1.2 Review the IT Strategic Plan to ensure alignment with the vision, goals, and initiatives of the Court and compliance with the Guide to Judiciary Policy</b></p>	<p><b><u>IT Strategic Plan</u></b>                      See 4.1.1</p>
<p><b>4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience</b></p>	<p><b><u>Annual IT Security Scan of Servers</u></b>                      The Court participated in the annual security scan of servers at Internet Data Centers, resolving all issues found on local, court-owned servers. The Court also completed a quarterly backup restoration test.</p> <p><b><u>Inventory and Patch Management</u></b>                      The Network Management Department installed new unified endpoint management (UEM) software. The UEM software allows efficient management of server inventory and patches. The new software can generate quarterly reports that meet IT Security Scorecard requirements.</p> <p><b><u>IT Awareness Tips</u></b>                      The IT security officers emailed awareness tips throughout the year to all employees.</p> <p><b><u>IT Security Scorecard Requirements Review</u></b>                      Several policies were reviewed and updated in accordance with the IT Scorecard requirements. Print management, GUPs, and HP management software were migrated to a new server in order to decommission five older servers that were no longer supported by Microsoft in compliance with the IT Scorecard.</p> <p><b><u>IT Security Training</u></b>                      In accordance with the Guide to Judiciary Policy, Vol. 15, §340, court employees completed the annual IT Security Awareness Training. The IT Security Awareness Training was provided as an Electronic Learning Module (ELM), which was created in cooperation with the Administrative Office of the U.S. Courts. All new employees, including non-paid employees, and all who requested new remote access (VPN) accounts completed the appropriate training.</p> <p><b><u>IT Staff Training</u></b>                      To learn and implement security best practices with new and existing technologies, IT staff members participated in security-related training classes.</p>

## 4.1 Technology

## STRATEGIES:

## ACCOMPLISHMENTS:

**4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience (cont.)**

**Proxy Server and Patch Management Applications Upgraded**

The Court's proxy server and patch management applications were upgraded. Agents were distributed to offsite devices so vulnerability scans could continue on offsite devices. Replication failover testing was performed successfully.

**Quarterly IT Security Assessment**

The Network Management Department (NMD) completed quarterly vulnerability scans on LAN and server equipment on the network. Based on the vulnerability reports, the NMD patched and remedied the reported vulnerabilities for more than 80 physical, virtual, and Administrative Office of the U.S. Courts (AO)-hosted servers. In addition, the NMD updated firmware on over 100 network infrastructure devices, including network switches, UPS's, and data closet environmental monitors.

**2023 IT Security Scorecard**

See the 2023 IT Security Self-Assessment Program Scorecard article in this report.

**IT Security Refresher**

See the IT Security Refresher article in this report.

**FTR Gold Improvements**

See 2.3.5

**4.1.4 Assess needs and implement improvements in case management systems**

**Programs and Initiatives Reduce In-Person Appearances**

The Court implemented programs and initiatives that reduce in-person appearances.

The Clerk's Office developed a new option in CM/ECF that allows Attorneys to electronically file an involuntary bankruptcy petition, open the case, and pay the filing fee online. Previously, filing parties or their attorneys were required to file involuntary bankruptcy petitions manually during the intake window.

Additionally, the Clerk's Office successfully developed and deployed a new docket event that allows ECF account holders to docket a request, upload a request form, and pay for a CD of a recorded hearing online. Clerks can also docket and upload the CD request forms that are received in person and through mail. Previously, the form could not be filed online by ECF account holders or docketed by the Clerk's Office staff. It was mailed or hand-delivered with the fee to an intake clerk to be received, stamped, and cashiered. In both the old and new methods, the requesting party is contacted when the CD is ready to be mailed or picked up.

**Online Intake Appointment System**

See 1.1.2

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.1.4 Assess needs and implement improvements in case management systems (cont.)</b></p>	<p><b><u>Auto Docketing Interface</u></b> See 2.5.2</p> <p><b><u>Electronic Drop Box</u></b> See 2.5.2</p> <p><b><u>Intake Physical Drop Boxes</u></b> See 2.6.1</p>
<p><b>4.1.5 Participate in national committees and programs to further the development and advancement of court technology and implementation of best practices</b></p>	<p><b><u>Judges and Clerk’s Office Staff Participate in National Committees and Programs</u></b> See the Committee Appointments section of this report.</p> <p><b><u>Judicial Committee Participation</u></b> See 3.6.4</p>
<p><b>4.1.6 Evaluate new and existing national applications on a frequent basis</b></p>	<p><b><u>National Applications Evaluated and Implemented</u></b> Court staff evaluated the Administrative Office of the U.S. Courts (AO) offerings for videoconferencing (Skype, WebEx, Cisco Meeting) for remote hearings and general meeting use. Additionally, the Court migrated SharePoint sites from locally hosted systems to the AO’s SharePoint Online offering, upgraded NextGen, and moved to the AO provided teleconferencing services.</p> <p><b><u>Migrated to the National Wireless Network Services</u></b> Successfully completed the implementation of the Administrative Office of the U.S. Courts’ (AO) enterprise-level wireless access network across all divisions. Migration to the system helped to reduce costs to the Court while providing a national, standardized, and secure wireless networks across the Judiciary. The centrally managed system is configured, monitored and secured by AO specialists and local WiFi access points are installed and maintained by court staff.</p> <p><b><u>National Password Vault Implemented</u></b> Successfully implemented the Administrative Office of the U.S. Courts’ National Password Vault for privileged accounts. The service improves the Court’s security posture by monitoring and logging privileged password access and use.</p> <p><b><u>National Video Teleconferencing System</u></b> All court video conferencing devices were added to the National Video Teleconferencing System (NVTCS). The national service improves the Court’s ability to support uninterrupted remote hearings through the judiciary’s redundant data centers</p>



## 4.1 Technology

### STRATEGIES:

**4.1.7 Institute IT project management and software development methodologies**

### ACCOMPLISHMENTS:

#### **Project Management Software Developments**

The Court leveraged training in Agile, Scrum, and Kanban to conceptualize a Project Management System. A working version of the system was modeled and developed in Microsoft Access to facilitate the tracking of the Court's portfolio of projects, programs, and tasks. The model is the basis for future developments in SharePoint.

## 4.2 Courtroom Technology

### STRATEGIES:

**4.2.1 Examine courtroom technology guidelines and requirements**

### ACCOMPLISHMENTS:

#### **Courtroom of the Future**

See the Courtroom of the Future article in this report.

#### **Hybrid Courtrooms**

See 2.1.5

**4.2.2 Upgrade courtrooms to maximize use of modern courtroom technology and video appearance capability**

#### **Courtroom of the Future**

See the Courtroom of the Future article in this report.

#### **Hybrid Courtrooms**

See 2.1.5

**4.2.3 Implement procedures for the electronic submission of exhibits for evidentiary hearings**

#### **Electronic Exhibit Submission**

Clerk's Office staff worked with chambers to review electronic exhibit submission options and provide feedback on verbiage for hearing notices, instructions, and procedures.

#### **Courtroom of the Future**

See the Courtroom of the Future article in this report.

#### **Hybrid Courtrooms**

See 2.1.5

**4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations**

#### **IT Solutions and Developments**

The Court's IT Security Officers and IT Managers participated in both the monthly Judiciary Information Security Officer and Assistant Circuit Executives conference calls to discuss IT developments and solutions for security, network, telecommunications and emerging technologies. Additionally, various IT staff members participated in the annual technology conference hosted by the Ninth Circuit, and attended IT security, audio visual, networking, and video editing training classes.

## 4.2 Courtroom Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations (cont.)</b></p>	<p><b><u>IT Solutions and Developments (cont.)</u></b>            Collaborative Teams channels were setup nationally to allow court staff and other members of the Judiciary to meet, share files, and discuss issues, ideas, and innovations. Frequently used Teams channels included topics such as general IT best practices, courtroom technology, digital recording, audio streaming, and IT security.</p> <p><b><u>Courtroom of the Future</u></b>            See the Courtroom of the Future article in this report.</p> <p><b><u>Hybrid Courtrooms</u></b>            See 2.1.5</p> <p><b><u>Electronic Drop Box</u></b>            See 2.5.2</p>
<p><b>4.2.5 Analyze the technologies necessary to implement courtroom sharing and the associated costs</b></p>	<p><b><u>Court Sharing</u></b>            As part of the Court’s shared services for space and facilities, the Santa Ana Division hosted a trial for Judge Patrick B. Augustine from the Occupational Safety and Health Review Commission in 2022.</p>
<p><b>4.2.6 Ensure court recording systems are current and optimized for audio quality</b></p>	<p><b><u>Administrative Office of the U.S. Courts’ Cloud Services</u></b>            The Court signed up for Cloud Hosting Services provided by the Administrative Office of the U.S. Courts (AO). Utilization of the AO’s hosting services enabled the Court to reduce costs associated with the cyclical replacement of equipment, and annual maintenance of servers while also potentially eliminating cooling expenses as the server room space is reduced.</p> <p><b><u>Court Recorders</u></b>            See 2.3.4</p> <p><b><u>FTR Gold Improvements</u></b>            See 2.3.5</p>

## 4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.3.1 Implement Judiciary IT Security Scorecard requirements</b></p>	<p><b><u>Five-Year IT Security Assessment</u></b>            The Court assisted the Administrative Office of the U.S. Courts’ (AO) Information Technology Security Office (ITSO) to complete a five-year Information Technology Security Assessment, which is a thorough assessment of all security controls, providing insight on how to approve the Court’s security.</p>

### 4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.3.1 Implement Judiciary IT Security Scorecard requirements (cont.)</b></p>	<p><b><u>IT Security Monthly Meetings</u></b>            In an effort to safeguard judiciary information and systems, the Clerk of Court, Chief Deputy of Administration, IT Security Officers, Network Manager, IT Help Desk Manager, Special Projects Manager, and a team member from the Ninth Circuit’s IT Security team met monthly. The meeting focused on a review of the Court’s compliance with AO and local IT security policies and needs. Each month the team provided updates on a variety of security metrics and the efforts with each to ensure an optimal security posture for the Court.</p> <p><b><u>2023 IT Security Scorecard</u></b>            See the 2023 IT Security Self-Assessment Program Scorecard article in this report.</p> <p><b><u>IT Security Scorecard Requirements Review</u></b>            See 4.1.3</p> <p><b><u>Quarterly IT Security Assessment</u></b>            See 4.1.3</p>
<p><b>4.3.2 Participate in IT Security Assessments and programs offered by the Ninth Circuit and the Administrative Office of the United States Courts to promote security</b></p>	<p><b><u>Participated in National IT Initiatives and Programming Offers</u></b>            The Court volunteered to participate in national IT initiatives and programming, including NextGen CM/ECF programming opportunities. The Court also volunteered to participate in the Administrative Office of the U.S. Courts’ programming offers related to NextGen CM/ECF.</p> <p><b><u>IT Awareness Tips</u></b>            See 4.1.3</p>
<p><b>4.3.3 Leverage available security tools, resource packets, templates, and awareness materials</b></p>	<p><b><u>IT Platforms Leveraged</u></b>            Information Security Officers (ISOs) used Skype and Teams to perform Remote Access IT Security training as part of implementing telework for all staff. Agents were distributed to offsite devices so vulnerability scans could continue on offsite devices. The IT security COVID-19 page was updated with relevant articles related to remote access and COVID-19 related scams. Event logs were monitored, with a focus on remote access issues. A web application firewall was activated on an outward-facing server. IT staff prepared and participated in an AO Security Posture Scan as well as an AO five-year security assessment, which is a thorough assessment of all security controls, providing insight on how to approve the Court’s security posture. An annual review of IT security policies and plans were completed, using the <i>Guide to Judiciary Policy</i> and various resource packets as references.</p> <p><b><u>IT Security Training</u></b>            See 4.1.3</p>

### 4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
4.3.4 Establish and maintain redundancies to all critical systems	<p><b><u>Administrative Office of the U.S. Courts' Cloud Services</u></b> See 4.2.6</p>
4.3.5 Expand security awareness through training and frequent communication	<p><b><u>IT Awareness Tips</u></b> See 4.1.3</p> <p><b><u>IT Security Training</u></b> See 4.1.3</p>

### 4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
4.4.1 Provide staff with the required training and equipment to successfully work remotely when necessary	<p><b><u>Remote Software Updates</u></b> The Clerk's Office increasingly "pushed out" software updates to all of the Court's computers and devices remotely, saving time and labor. Enterprise computer systems management software was also used to upgrade end-user devices to the latest Windows operating system.</p> <p><b><u>Telework Training Provided to All Staff</u></b> Provided telework training to all staff when required to work from home.</p> <p><b><u>Telework Equipment</u></b> The Court continued to identify telework equipment needs, determine availability with vendors, and request supplemental funding, if needed.</p> <p><b><u>Remote Access Training</u></b> See 3.2.1</p>
4.4.2 Utilize platform-agnostic applications and consider the potential for mobile solutions when initiating new IT projects	<p><b><u>Remote Access to Resources</u></b> The Court moved to a new means of connecting to court resources remotely. The newly installed software expedited the network connection process, while eliminating the need to remote into a desktop computer at work.</p>
4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology	<p><b><u>Collaborative Platforms Used</u></b> Collaborative platforms such as Teams and Zoom were prominently used in 2023. Teams and Zoom were leveraged to facilitate meetings with staff and externs, alert court support staff that the judge was about to take the virtual bench, and other necessary communications that otherwise would have been in-person prior to the pandemic. Zoom was vital to conducting remote hearings and training sessions.</p>

## 4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology (cont.)</b></p>	<p><b><u>Courtroom Videoconference Installations</u></b> New videoconferencing equipment and controls were tested and deployed in courtrooms throughout the District.</p> <p><b><u>Courtroom of the Future</u></b> See the Courtroom of the Future article in this report.</p> <p><b><u>Hybrid Courtrooms</u></b> See 2.1.5</p> <p><b><u>SharePoint</u></b> See 2.2.5</p>
<p><b>4.4.4 Share and promote the use of collaboration tools and unified messaging applications</b></p>	<p><b><u>Assuring Court Excellence (ACE)</u></b> The Court continued to use its SharePoint site titled Assuring Court Excellence (ACE). The site was developed as a centralized repository for capturing key documents required by various national, regional, and local policies and other preferred items requiring documentation and tracking.</p> <p><b><u>Community Outreach Events</u></b> The Court continued to use its Community Outreach SharePoint site. Enhancements to the site were made prior to the launch based on feedback during user acceptance testing. A guide to the site was developed and distributed to coincide with the launch. The site is a valuable resource, allowing for a collaborative space for planning and participation in upcoming community outreach.</p> <p><b><u>Judicial Committees Hub</u></b> The Court continued to use its Judicial Committees Hub. Training was provided to the judicial committee coordinators on the multiple features and functionality of the site. Meeting minutes, agendas, and other materials from the legacy file management solution to the corresponding sites on the judicial committee’s hub were successfully migrated. The Judicial Committees Hub is a valuable resource in allowing for a collaborative space for participant engagement.</p> <p><b><u>Judicial Research Library Site</u></b> The Court continued to use its Judicial Research Library (JRL) SharePoint site. The JRL allows chambers to research bankruptcy-related topics that impact the Court. A guide to the site’s enhanced search features and process for uploading materials was developed and distributed to users. The design, development, and implementation of the JRL site was a collaborative effort between chambers and Clerk’s Office staff.</p> <p><b><u>SharePoint</u></b> See 2.2.5</p>

## 4.5 Paper Reduction

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.5.1 Conduct a feasibility study on existing paper-based procedures to determine what processes may be automated or digitized</b></p>	<p><b><u>Clerk’s Office SOR SharePoint Site</u></b>  The Court continued to use its new Special Order Request (SOR) SharePoint site. The program transforms the existing paper-based form and related processes into a new online platform. The SOR form, an integral part of the Court’s procurement process, allows for acquiring goods and services essential to operations.</p> <p>The new SOR SharePoint site saves time, ensures compliance, eliminates delays, and automates the flow of an SOR from request to fulfillment. The newly standardized approval process provides a way to maintain visibility through each step of the SOR process by providing stakeholders with automated email notifications.</p>
<p><b>4.5.2 Examine the Administrative Office of the United States Courts’ guidelines detailing the use of digital signatures</b></p>	<p><b><u>Clerk’s Office Conducts Research</u></b>  The Clerk’s Office gathered research regarding the Administrative Office of U.S. Courts’ policies regarding the use of digital signatures</p>
<p><b>4.5.3 Encourage use of existing electronic systems in lieu of paper to save time and space while improving access to information</b></p>	<p><b><u>Archiving Project</u></b>  The Court continued to archive case records to free up valuable space.</p> <p><b><u>Records Digitizing Project</u></b>  In an effort to maximize the utilization of existing space and reduce the Court’s footprint in the Los Angeles Federal Building and the Edward R. Roybal Federal Building and U.S. Courthouse, the Records team scanned boxes of documents for both Operations and Administration.</p> <p><b><u>Records Shredded and Disposed</u></b>  Significantly reducing the total volume of storage space required, the Central District shredded boxes of petitions, subsequent documents, claims, financial records, paper documents, old transcripts that were already disposed of by Federal Records Center, and miscellaneous folders. Along with these paper records, the Court was able to dispose of shelving units, storage boxes, and file cabinets</p> <p><b><u>SharePoint</u></b>  See 2.2.5</p> <p><b><u>Electronic Drop Box</u></b>  See 2.5.2</p> <p><b><u>Electronic and Electrical Waste</u></b>  See 2.9.3</p> <p><b><u>Programs and Initiatives to Limit In-Person Appearances</u></b>  See 4.1.4</p>

## 4.5 Paper Reduction

STRATEGIES:	ACCOMPLISHMENTS:
4.5.3 Encourage use of existing electronic systems in lieu of paper to save time and space while improving access to information (cont.)	<p><b><u>Assuring Court Excellence (ACE)</u></b> See 4.4.4</p> <p><b><u>Community Outreach Events</u></b> See 4.4.4</p> <p><b><u>Judicial Committees Hub</u></b> See 4.4.4</p> <p><b><u>Judicial Research Library Site</u></b> See 4.4.4</p>

## 4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.1 Involve public stakeholders in the development and upgrades of technological systems and solutions	<p><b><u>Public Stakeholders Involved</u></b> Throughout the year, the Court continued to involve members of the Bar and public stakeholders in the development of new systems and solutions.</p> <p><b><u>Hybrid Courtrooms</u></b> See 2.1.5</p>
4.6.2 Implement new systems and solutions through pilot project initiatives	<p><b><u>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u></b> See 1.1.1</p> <p><b><u>Online Payment by SRLs Using Pay.gov</u></b> See 2.1.4</p> <p><b><u>Online Payments Now Available for Pro Hac Vice</u></b> See 2.1.4</p>
4.6.3 Deliver pre-development stakeholder training	<p><b><u>Public Stakeholders Involved</u></b> See 4.6.1</p>
4.6.4 Promote communication and facilitate the exchange of ideas through outreach and user satisfaction surveys	<p><b><u>eSR Surveys</u></b> User satisfaction survey disseminated with eSR confirmation email.</p> <p><b><u>Public Stakeholders Involved</u></b> See 4.6.1</p> <p><b><u>Survey Regarding Self-Help Resources</u></b> See 2.6.1</p>

## 4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.5 Expand attorney representation and participation on IT issues	<p><b><u>Public Stakeholders Involved</u></b> See 4.6.1</p>

## 4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
4.7.1 Identify, monitor, and address building and safety improvements	<p><b><u>Court Security Practices</u></b> The Court continued to meet regularly with the U.S. Marshals Service and Federal Protective Service representatives to discuss court security practices and procedures.</p> <p><b><u>Ongoing Safety Improvements</u></b> The Office Services Manager conducts surveys and requests funds as needed for safety improvements.</p> <p><b><u>Pandemic Supplies Distributed</u></b> The Court continued to monitor, maintain inventory, order, and deploy various pandemic supplies districtwide.</p> <p><b><u>Floor Warden Refresher Training</u></b> See the Floor Warden Refresher Training article in this report.</p> <p><b><u>Ongoing Monitoring</u></b> See 2.1.5</p> <p><b><u>Reconstitution Plan</u></b> See 2.9.4</p> <p><b><u>Keep in Touch Everyone (KITE)</u></b> See 3.2.2</p>
4.7.2 Maintain an updated district-wide long-range space plan	<p><b><u>Long-Range Space Utilization Plan</u></b> See 1.1.2</p>
4.7.3 Pursue funding to ensure all courtrooms are ADA compliant	<p><b><u>Accommodations for Deaf and Hearing Impaired</u></b> See 2.1.2</p> <p><b><u>ADA Accommodations</u></b> See 2.1.2</p>



## 4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.7.4 Participate in security committees to enhance security and safety</b></p>	<p><b><u>Facility Security Committee and Court Security Committee</u></b> Throughout the year, judges and court staff participated in the Facility Security Committee in each divisional location and in the Court Security Committee with U.S. Marshals Service and General Services Administration.</p> <p><b><u>Court Security Practices</u></b> See 4.7.1</p>
<p><b>4.7.5 Design cost-effective office spaces as funding permits to incorporate healthy, well-building inspired principles</b></p>	<p><b><u>Improvements for Law Clerks and Judicial Assistants</u></b> See the Ergonomic Improvements for Law Clerks and Judicial Assistants article in this report.</p>
<p><b>4.7.6 Continue to strengthen the Court's relationship with both the United States Marshals Service and the Federal Protective Service</b></p>	<p><b><u>Facility Security Committee and Court Security Committee</u></b> See 4.7.4</p>
<p><b>4.7.7 Cultivate close working relationships with all federal court representatives to ensure the space needs of the Court are addressed</b></p>	<p><b><u>Facility Security Committee and Court Security Committee</u></b> See 4.7.4</p>

## 4.8 Emergency Preparedness and Continuity of Operations

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.8.1 Review and periodically re-evaluate the Court's security and emergency procedures</b></p>	<p><b><u>Annual Review of the Court's Security and Emergency Procedures</u></b> The Court's Information Security Officers (ISO) led the annual review and updating of the twenty-four policies and plans, which detail and support adherence to the Guide to Judiciary Policy and strengthen the security posture of court resources. Additionally, a team comprised of ISOs, operations managers, administrative specialists, and IT managers led backup and restoration efforts to verify and ensure access to court systems in the event of an emergency.</p> <p><b><u>Floor Warden Refresher Training</u></b> See the Floor Warden Refresher Training article in this report.</p> <p><b><u>Reconstitution Plan</u></b> See 2.9.4</p>

**4.8 Emergency Preparedness and Continuity of Operations**

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.8.2 Conduct systematic testing and training on security and emergency procedures</b></p>	<p><b><u>Court Tests the Emergency Notification System</u></b>                      Throughout 2023, the Crisis Communication Team conducted monthly tests of the Court’s Emergency Notification System to familiarize staff with emergency notifications and the steps to confirm receipt of notifications.</p> <p><b><u>National Preparedness Month</u></b>                      The Office Services department helped staff prepare for emergencies during National Preparedness Month.</p> <p><b><u>The Great ShakeOut</u></b>                      In observance of the yearly ShakeOut event, the COOP Coordinator activated the Court’s emergency notification systems, which generated a brief test emergency response message to judges, chambers, and Clerk’s Office staff.</p> <p><b><u>Floor Warden Refresher Training</u></b>                      See the Floor Warden Refresher Training article in this report.</p>
<p><b>4.8.3 Maintain an up-to-date Continuity of Operations Plan for the Court and Occupant Emergency Plan for all court facilities</b></p>	<p><b><u>COOP Plan Revised</u></b>                      COOP personnel continued their efforts to revise the Court’s COOP plan, including the Pandemic component. COOP personnel conducted meetings with staff; consulted local representatives from city, county, state, and other federal agencies; and analyzed COOP plans from other bankruptcy courts that have faced severe and long-term COOP plan activations such as New York and Louisiana.</p>
<p><b>4.8.4 Communicate and coordinate the Court’s Continuity of Operations Plan and strategies with other court units and appropriate public safety agencies</b></p>	<p><b><u>COOP Webpage</u></b>                      The Court continued to maintain its COOP webpage.</p> <p><b><u>Collaboration with District Court</u></b>                      See 3.6.1</p> <p><b><u>District Court Partnership</u></b>                      See 3.6.2</p> <p><b><u>Federal Executive Board</u></b>                      See 3.6.4</p>

# Appendix II: Bankruptcy Filings and Percentage Change: 1980 – 2023

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023*								
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	25,688	79.9%	344	42.7%	8,014	141.0%	34,046	90.8%
2008	49,451	92.5%	789	129.4%	15,611	94.8%	65,851	93.4%
2009	83,674	69.2%	1,129	43.1%	23,848	52.8%	108,651	65.0%
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	81,200	-18.3%	908	-22.5%	23,472	-31.3%	105,580	-21.6%
2013	61,135	-24.7%	725	-20.2%	13,725	-41.5%	75,585	-28.4%
2014	45,655	-25.3%	505	-30.3%	11,200	-18.4%	57,360	-24.1%
2015	35,255	-22.8%	459	-9.1%	10,800	-3.6%	46,514	-18.9%
2016	30,384	-13.8%	433	-5.7%	10,569	-2.1%	41,386	-11.0%
2017	28,641	-5.7%	407	-6.0%	9,652	-8.7%	38,700	-6.5%
2018	28,481	-0.6%	464	14.0%	8,247	-14.6%	37,192	-3.9%
2019	29,807	4.7%	421	-9.3%	7,922	-3.9%	38,150	2.6%
2020	23,812	-20.1%	350	-16.9%	3,683	-53.5%	27,845	-27.0%
2021	20,329	-14.6%	323	-7.7%	2,448	-33.5%	23,100	-17.0%
2022	14,120	-30.5%	231	-28.5%	2,929	19.6%	17,280	-25.2%
2023	17,061	20.8%	342	48.1%	3,639	24.2%	21,042	21.8%

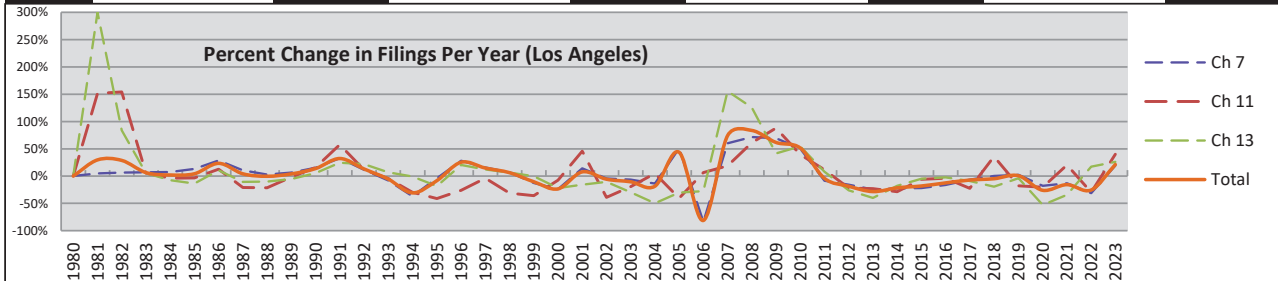
  

\*Based on CA Central District internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023\***

**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	9,664	59.9%	115	18.6%	2,857	155.3%	12,636	74.1%
2008	16,574	71.5%	185	60.9%	6,438	125.3%	23,197	83.6%
2009	28,028	69.1%	348	88.1%	9,100	41.3%	37,476	61.6%
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%
2013	24,573	-24.6%	325	-22.8%	6,717	-39.9%	31,615	-28.4%
2014	19,042	-22.5%	232	-28.6%	5,528	-17.7%	24,802	-21.5%
2015	14,826	-22.1%	218	-6.0%	5,252	-5.0%	20,296	-18.2%
2016	12,414	-16.3%	210	-3.7%	5,136	-2.2%	17,760	-12.5%
2017	11,629	-6.3%	163	-22.4%	4,675	-9.0%	16,467	-7.3%
2018	11,682	0.5%	221	35.6%	3,767	-19.4%	15,670	-4.8%
2019	11,967	2.4%	181	-18.1%	3,628	-3.7%	15,776	0.7%
2020	9,816	-18.0%	144	-20.4%	1,707	-52.9%	11,667	-26.0%
2021	8,541	-13.0%	173	20.1%	1,122	-34.3%	9,836	-15.7%
2022	5,883	-31.1%	122	-29.5%	1,316	17.3%	7,321	-25.6%
2023	7,033	19.5%	171	40.2%	1,661	26.2%	8,865	21.1%



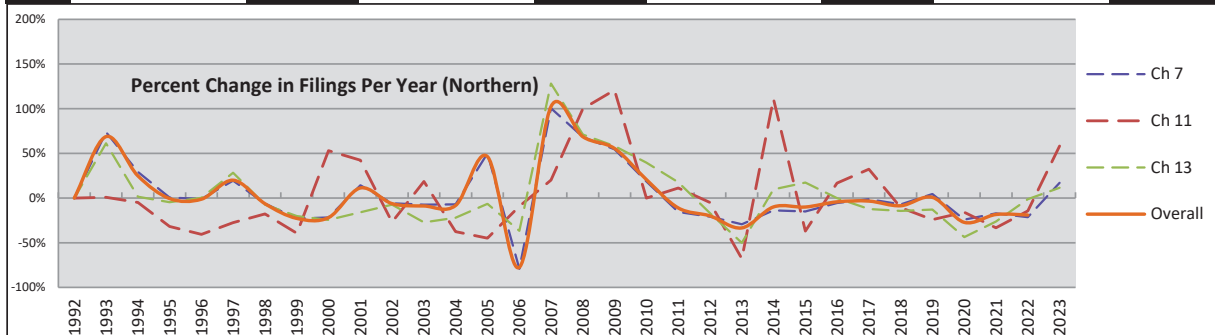
\*Based on CA Central District Internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023\***

**NORTHERN DIVISION**

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

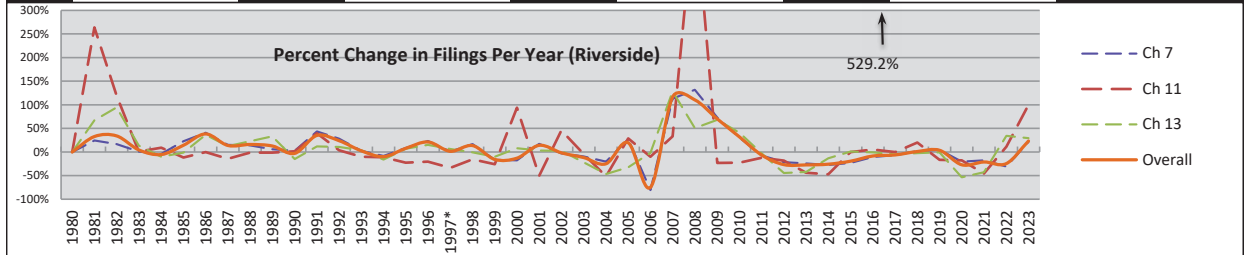
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,786	73.7%	122	0.8%	566	61.3%	4,474	68.8%
1994	4,897	29.3%	116	-4.9%	575	1.6%	5,588	24.9%
1995	4,927	0.6%	79	-31.9%	549	-4.5%	5,555	-0.6%
1996	4,886	-0.8%	47	-40.5%	551	0.4%	5,484	-1.3%
1997	5,838	19.5%	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	1,903	100.5%	12	20.0%	235	128.2%	2,150	102.4%
2008	3,200	68.2%	24	100.0%	402	71.1%	3,626	68.7%
2009	4,948	54.6%	53	120.8%	636	58.2%	5,637	55.5%
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%
2013	2,772	-29.2%	18	-67.9%	433	-50.2%	3,223	-33.5%
2014	2,390	-13.8%	38	111.1%	475	9.7%	2,903	-9.9%
2015	2,030	-15.1%	24	-36.8%	557	17.3%	2,611	-10.1%
2016	1,915	-5.7%	28	16.7%	557	0.0%	2,500	-4.3%
2017	1,890	-1.3%	37	32.1%	488	-12.4%	2,415	-3.4%
2018	1,756	-7.1%	33	-10.8%	418	-14.3%	2,207	-8.6%
2019	1,835	4.5%	25	-24.2%	364	-12.9%	2,224	0.8%
2020	1,393	-24.1%	21	-16.0%	205	-43.7%	1,619	-27.2%
2021	1,156	-17.0%	14	-33.3%	151	-26.3%	1,321	-18.4%
2022	909	-21.4%	12	-14.3%	149	-1.3%	1,070	-19.0%
2023	1,065	17.2%	19	58.3%	166	11.4%	1,250	



\*Based on CA Central District internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023\***

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	6,440	113.2%	48	33.3%	2,660	128.5%	9,148	116.8%
2008	14,928	131.8%	302	529.2%	4,009	50.7%	19,239	110.3%
2009	25,800	72.8%	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	24,451	-21.5%	129	-18.4%	5,103	-44.5%	29,683	-26.7%
2013	18,557	-24.1%	72	-44.2%	2,946	-42.3%	21,575	-27.3%
2014	13,416	-27.7%	38	-47.2%	2,553	-13.3%	16,007	-25.8%
2015	10,281	-23.4%	38	0.0%	2,580	1.1%	12,899	-19.4%
2016	9,215	-10.4%	40	5.3%	2,556	-0.9%	11,811	-8.4%
2017	8,606	-6.6%	40	0.0%	2,431	-4.9%	11,077	-6.2%
2018	8,770	1.9%	48	20.0%	2,373	-2.4%	11,191	1.0%
2019	9,204	4.9%	40	-16.7%	2,358	-0.6%	11,602	3.7%
2020	7,330	-20.4%	33	-17.5%	1,094	-53.6%	8,457	-27.1%
2021	6,028	-17.8%	18	-45.5%	625	-42.9%	6,671	-21.1%
2022	4,173	-30.8%	20	11.1%	838	34.1%	5,031	-24.6%
2023	5,082	21.8%	40	100.0%	1,083	29.2%	6,205	23.3%

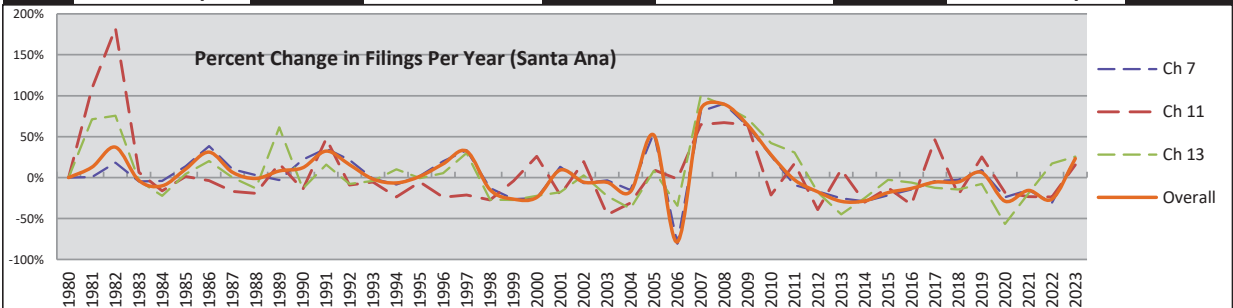


\*Based on CA Central District Internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023\***

**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	4,007	81.1%	94	64.9%	629	100.3%	4,730	83.1%
2008	7,626	90.3%	157	67.0%	1,183	88.1%	8,966	89.6%
2009	12,444	63.2%	258	64.3%	2,037	72.2%	14,739	64.4%
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%
2013	8,902	-25.3%	159	9.7%	1,714	-44.9%	10,775	-29.0%
2014	6,303	-29.2%	111	-30.2%	1,288	-24.9%	7,702	-28.5%
2015	4,939	-21.6%	97	-12.6%	1,255	-2.6%	6,291	-18.3%
2016	4,216	-14.6%	65	-33.0%	1,180	-6.0%	5,461	-13.2%
2017	4,033	-4.3%	95	46.2%	1,031	-12.6%	5,159	-5.5%
2018	3,924	-2.7%	75	-21.1%	882	-14.5%	4,881	-5.4%
2019	4,277	9.0%	94	25.3%	812	-7.9%	5,183	6.2%
2020	3,256	-23.9%	77	-18.1%	352	-56.7%	3,685	-28.9%
2021	2,765	-15.1%	59	-23.4%	284	-19.3%	3,108	-15.7%
2022	1,912	-30.8%	45	-23.7%	333	17.3%	2,290	-26.3%
2023	2,355	23.2%	52	15.6%	418	25.5%	2,825	23.4%



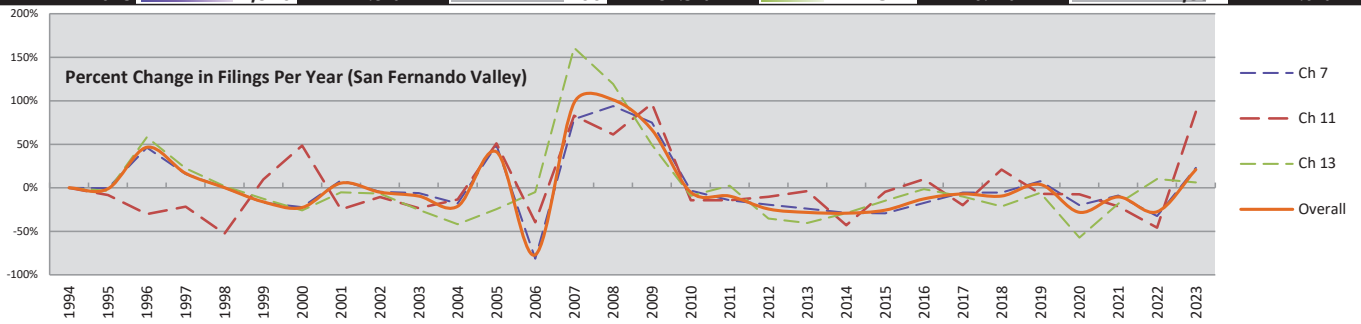
\*Based on CA Central District internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2023\***

**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	3,674	78.9%	75	82.9%	1,633	160.9%	5,382	97.8%
2008	7,123	93.9%	121	61.3%	3,579	119.2%	10,823	101.1%
2009	12,454	74.8%	238	96.7%	5,342	49.3%	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%
2013	6,331	-24.1%	151	-3.8%	1,915	-40.4%	8,397	-28.3%
2014	4,504	-28.9%	86	-43.0%	1,356	-29.2%	5,946	-29.2%
2015	3,179	-29.4%	82	-4.7%	1,156	-14.7%	4,417	-25.7%
2016	2,624	-17.5%	90	9.8%	1,140	-1.4%	3,854	-12.7%
2017	2,483	-5.4%	72	-20.0%	1,027	-9.9%	3,582	-7.1%
2018	2,349	-5.4%	87	20.8%	807	-21.4%	3,243	-9.5%
2019	2,524	7.4%	81	-6.9%	760	-5.8%	3,365	3.8%
2020	2,017	-20.1%	75	-7.4%	325	-57.2%	2,417	-28.2%
2021	1,839	-8.8%	59	-21.3%	266	-18.2%	2,164	-10.5%
2022	1,243	-32.4%	32	-45.8%	293	10.2%	1,568	-27.5%
2023	1,526	22.8%	60	87.5%	311	6.1%	1,897	21.0%



\*Based on CA Central District internal filings data



## Appendix III: Pro Bono Honor Roll

United States Bankruptcy Court - Central District of California



### Public Counsel's Debtors Assistance Project

#### Chapter 7, Adversary Proceeding & Reaffirmation Hearing Volunteers

<b>Attorneys</b>	<b>Attorneys</b>	<b>Attorneys</b>
Christopher D. Cantore	Carmel Hehr	Matthew David Resnik
Atyria S. Clark	David Hernandez	Lauren Ross
Christie Cronenweth	Jonathan Howell	Allan D. Sarver
M. Douglas Flahaut	Ilyse Klavir	Zev Shechtman
Ruben Fuentes	Hugh A. Linstrom	David S. Shevitz
David Golubchik	Peter Lively	Amy Marisa Stern
William Ha	Roksana D. Moradi-Brovia	Tamar Terzian
David Hagen	Sandra Nutt	Jeff Wishman
Jeffrey J. Hagen	Philomena Nzonghe Nzegge	Anne Evaro Wright
Stella A. Havkin	Leonard Peña	

#### Los Angeles Bankruptcy Self Help Desk & Bankruptcy Workshop Volunteers

<b>Attorneys</b>	<b>Attorneys</b>	<b>Law Students</b>
Monica Vesga Alfaro	Aleka Adamian	Beverly Luu
Ben Bira	Melani Aghayane	Hasmik Mehrabyan
Herman Cheung	Amal Ahmed	David Mgeryan
Morgan Fiander	Willie Almack	Moustafa Mohamed
Nikki Hashemi	Eddy Arce-Elias	Andrew Paczynski
Edwin Hausmann	Siramarg Azatyan	Liana Pestana
Jody Kasten	Aaron Baker	Mehrin Saleem
Nathan Kohensedgh	Karamveer Cheema	Maheen Surani
Annalee Lee	Cesar Dominguez	Yash Thukral
Shirley Liang	Emily Duong	Marine Vardanian
William Lindheim	Adam Garcia	John Yoo
Maxwell Martin	Elina Ishkhanyan	Ani Zargaryan
Taylor Maun	Heliya Izadpanah	
Roya Milder	Benjamin Juarez	
Ryan Nolan	Michelle Khanou	
Roberto Rodriguez	Diana Khosrovyan	
Jacqueline Rosen	Cindy Lee	
Thomas Ure	Danielle Lee	
Katherine Webb		
Brian B. Yeretian		

United States Bankruptcy Court - Central District of California



**Public Service Law Corporation's (Riverside Legal Aid)  
Riverside & Coachella Valley Volunteers**

<b>Attorneys</b>		<b><u>Paralegal</u></b>
Cynthia Dunning		Gabriella Figueroa

**Neighborhood Legal Services of Los Angeles County Self-Help Desk Volunteers**

<b>Attorneys</b>	<b>Attorneys</b>	<b>Attorneys</b>
Leon Bayer James G. Beirne Anil Bhartia Nan H. Blitman Sandor T. Boxer Mark Brenner	Michael Wolfe Davis Jon Hayes David S. Hagen Jeffrey J. Hagen Jeffrey S. Kwong	Roksana Moradi Alan Nahmias Patricia H. Said Charles Shamash Sloan Youkstetter

**Legal Aid Foundation of Santa Barbara County Consumer Debt Clinic Volunteers**

<b>Attorneys</b>	<b>Attorneys</b>	<b>Attorneys</b>
Ryan Beall William Beall Bryan Diaz Patricia Ann Fox Martha Warriner Jarrett	Chris Gautschi Karen Grant Reed Olstead Lauren Rode	John Rounds Susan Salehi Randall Sutter Felicita Torres

**Orange County Bar and Public Law Center Volunteers**

<b>Attorneys</b>	<b>Attorneys</b>	<b>Law Students</b>
Brad Calvin Herman Cheung Marshall J. Hogan Sonja Hourany Leslie Kaufman	Miki Kwon Bert Lanthrop Dhruvil Patel John Racanelli	Aris Avedisian Linda Frimpong Ashna Gorajia Yujie Gu Marina Guccione Jessica Tuomisto Nancy Vernon

Revised 11/02/2023

## ABOUT THE COURT

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.

Kathleen J. Campbell  
Executive Officer/Clerk of Court

Benjamin Varela  
Chief Deputy of Operations

John C. Hermann  
Chief Deputy of Administration

## LOCATIONS



Los Angeles Division  
255 East Temple Street  
Los Angeles, CA 90012



Riverside Division  
3420 Twelfth Street  
Riverside, CA 92501



Santa Ana Division  
411 West Fourth Street  
Santa Ana, CA 92701



San Fernando Valley Division  
21041 Burbank Boulevard  
Woodland Hills, CA 91367



Northern Division  
1415 State Street  
Santa Barbara, CA 93101

(855) 460-9641  
[www.cacb.uscourts.gov](http://www.cacb.uscourts.gov)  
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