

# ANNUAL REPORT

## 2022



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 2022, the U.S. Bankruptcy Court for the Central District of California engaged local students and stakeholders through community outreach, expanded resources for self-represented litigants, and fortified IT security practices and policies.

Highlights of the year include:

### ***Honorable Theodor C. Albert Appointed Chief Bankruptcy Judge***

On January 1, Honorable Theodor C. Albert assumed the post of Chief Bankruptcy Judge for the Central District of California, succeeding Judge Maureen A. Tighe. Judge Albert is the ninth judge to hold this position.

### ***Ninth Circuit Court of Appeals Appoints Magdalena Reyes Bordeaux as New Bankruptcy Judge***

The U.S. Court of Appeals for the Ninth Circuit appointed Magdalena Reyes Bordeaux as the next bankruptcy judge. Judge Reyes Bordeaux maintains chambers in Riverside.

### ***Ninth Circuit Court of Appeals Appoints Ronald Alonzo Clifford III as New Bankruptcy Judge***

The U.S. Court of Appeals for the Ninth Circuit appointed Ronald Alonzo Clifford III as the next bankruptcy judge. Judge Clifford maintains chambers in Santa Barbara.

### ***Diversity, Equity, and Inclusion (DEI) Statement***

The Court adopted its first-ever 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 *Personnel Handbook* and posted on its website.

### ***Online Payments Now Available for Pro Hac Vice***

Effective January 4, the Court began accepting electronic payment for *pro hac vice* 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 *pro hac vice* fees.

### ***NCBC 2022: Las Vegas***

Over 300 Clerk's Office staff members from bankruptcy courts throughout the federal judiciary attended the 2022 National Conference of Bankruptcy Clerks in Las Vegas from June 6 to 9, marking the first annual conference since 2019 due to COVID-19 cancellations.

### ***Hybrid Courtrooms Available Districtwide***

New technology has been installed in every courtroom that allows video appearances. A document camera has also been added to display paper-based documents or exhibits. User manuals have been updated, and staff have been trained to use the new technology, allowing for increased flexibility in conducting hearings.

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

The Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles underwent 18 months of technological upgrades, including new audio-visual systems, conduits, power, and data network infrastructure. These upgrades enhance the courtroom's capabilities for evidence presentation, video conferencing, streaming, and high-quality audio, benefiting all users.

On June 3, the Court's Executive Committee approved the continuation of the Courtroom of the Future (CoTF) project in the four courtrooms of the Riverside Division. The Court expects to complete all four courtrooms by the end of 2023.

### ***The Central Guide Replaced the Court Manual***

The Court released *The Central Guide*, a new digital tool that replaced the *Court Manual* and can be accessed through the Court's website under "Rules and Procedures." *The Central Guide* is a one-stop digital database with four sections that contain hundreds of links to content that no longer needs to be in the *Court Manual* because it is already published on the Court's website in other locations.

### ***CoE for Operations Improvement Facilitates New Refresher Training Series***

The CoE for Operations Improvement developed refresher courses that enable staff to assist other departments as the needs of the Court evolve.

### ***Update of Operations Corrective Actions Guidelines***

The Operations Improvement Center of Excellence (CoE) carefully reviewed the guidelines used by Operations staff during the Quality Control (QC) process. The CoE experts made comprehensive and effective modifications, including referencing the new *Central Guide* as a reliable source of information and using consistent language for clarity. The CoE also condensed the guidelines to make them more efficient.

### ***Expanded Court Website Zip Code Search***

The CoE for NextGen electronic Self-Representation (eSR) updated the Court's zip code search feature. With the recent update, users can enter a zip code for a location such as Oakland and will be directed to the U.S. Bankruptcy Court, Northern District of California.

### ***CoE for Court Technologies Simplified Access to Tentative Rulings/Posted Calendar***

QR codes were added inside and outside courtrooms to help visitors access court rulings and calendars faster on their personal devices. They are available in English and Spanish and can be scanned with Android and iOS smartphones. This new feature is especially helpful for those who need to access a judge's calendar in the District.

### ***New Audio Recording Request, Processing, and Delivery***

The CoE for Court Technologies introduced an online system for handling requests and payments related to court proceeding recordings. This new system offers requestors the choice of receiving either a CD or an audio file, and will decrease paper dependency.



# 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 provide the highest quality of justice and service to the public by:

- Maintaining a safe, professional environment
- Adhering to high standards of conduct and professional development
- Treating the public with dignity and respect
- Being accessible, convenient, understandable, and responsive to the needs of the district's diverse community
- Allocating and managing resources efficiently and effectively
- Using advanced technology to support the Court, enhance access to justice, and serve those who access the Court
- Educating the public about the role and function of the Court and the services provided

## OUR VALUES

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

# THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

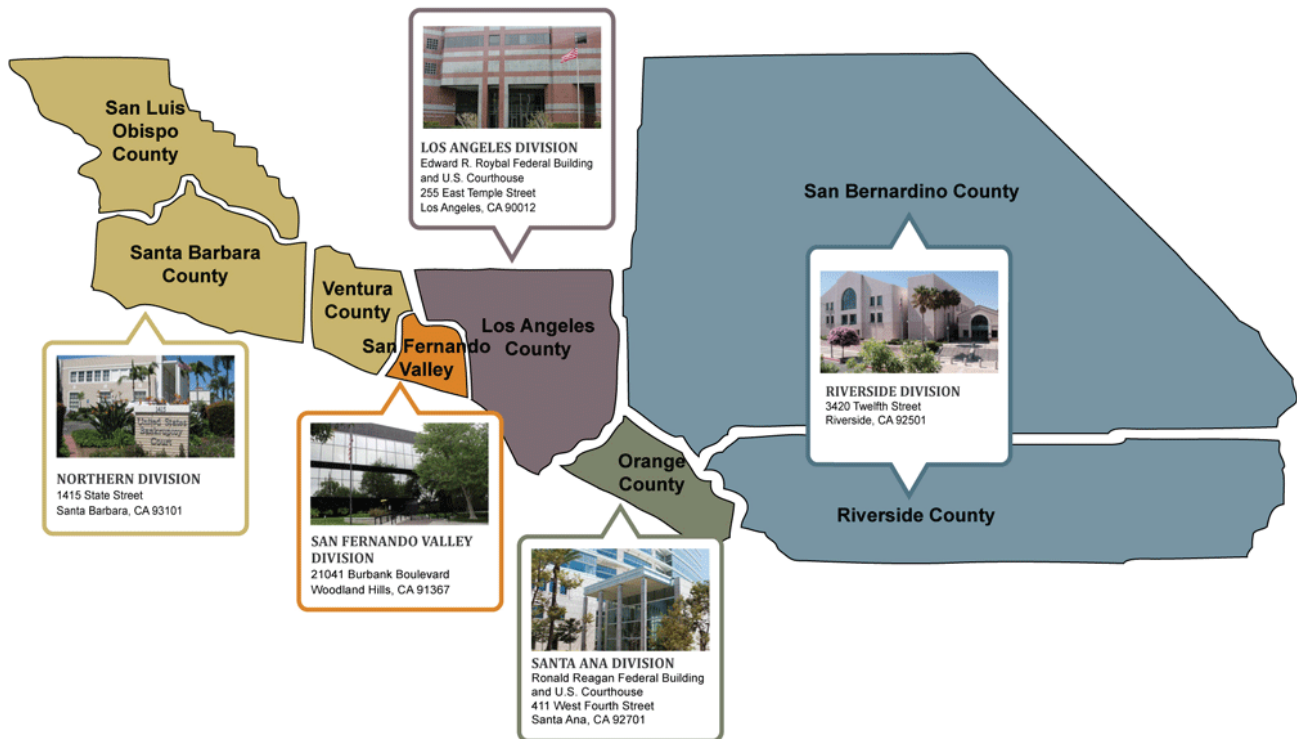


Top Row (left to right): Mark D. Houle, Martin R. Barash, Theodor C. Albert (Chief Judge), Wayne Johnson, Scott C. Clarkson, Ernest M. Robles, Neil W. Bason, and Deborah J. Saltzman

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

Front Row (left to right): Barry Russell, Geraldine Mund (Recalled), Maureen A. Tighe, 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).

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

## POPULATION SERVED

With a population of more than 19.2 million people, 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).



# Issue 1: Enabling Broad Access to the Court

## COURT EVENTS AND COMMUNITY OUTREACH



### 2022 Ninth Circuit Civics Contest

The U.S. District Court and U.S. Bankruptcy Court for the Central District of California hosted a Civics Contest (Local Contest) for high school students. The Local Contest was held in conjunction with an essay and video competition sponsored by the Ninth Circuit for high school students in the Western United States (Ninth Circuit Contest), “The First Amendment and the Schoolhouse Gate: Students’ Free Speech Rights.”

This year, the Central District of California received more than 144 essays and 26 video submissions. On June 30, Judge Sandra R. Klein hosted a virtual reception for the winners via Zoom. Before the reception, each student whose essay or video was selected as first, second, or third place, as well as honorable mention, received a certificate, and the top three students in each category also received cash prizes of \$1,000 for first place, \$750 for second place, and \$500 for third place.

Winners of the essay competition were all from Arcadia High School in Arcadia: First place – Mary Leung; second place – Keshwanth Puligulla; and third place – Ella Yee. Rachel Wang and Annalise Xiao received honorable mentions for their essays.

Winners of the video competition were: First place – Jesus Montes from Rubidoux High School in Jurupa Valley. Jesus’ video was so impressive that it was selected as the second-place video in the Ninth Circuit Civics Contest; he won an additional \$2,000; second place – Grace Yue from Oxford Academy in Cypress; and third place – teammates Amber Gregory, Makaela Valdez, and Angela Vargas

from Pacific High School in San Bernardino. Viren Mehta of Oxford Academy and teammates Lesley Perez and Esmeralda Morales of La Puente High School received honorable mentions for their videos.



### Judge Klein Hosts Mock Trial for Loyola Law School Consumer Bankruptcy Clinic Students

On April 8, Judge Sandra R. Klein hosted Loyola Law School Consumer Bankruptcy Clinic students and Professor Tamar Terzian 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, Judge Klein, the law students, and Professor Terzian shared their law school experiences and career goals.

### Fourth Graders Visit the Court

On June 7, Judge Sandra R. Klein welcomed fourth-grade students from Eagle Rock Elementary to participate in a mock trial in her courtroom. The case involved Jack from the classic story “Jack and the Beanstalk,” who was being tried for the alleged manslaughter of an Ogre. The students played various roles, including representing the state and Jack, delivering opening statements, cross-examining witnesses, and presenting closing arguments. Ultimately, the jury was divided, with eight students voting to convict and seven to acquit. Following the trial, the students visited Judge Klein’s chambers and learned about the equipment used by Deputy U.S. Marshals.



Eagle Rock Elementary

### Judge Bluebond Hosts Mock Trials for Canfield Elementary School

On April 7, Judge Sheri Bluebond hosted mock trials for two fourth-grade classes from Canfield Elementary School in the Los Angeles Division. Students played various roles in the trial of *State v. Jack Robinson*. Judge Sandra R. Klein also participated as one of the presiding judges.



Canfield Elementary School

### Goldilocks Returns to the San Fernando Valley

On May 12, following a two-year hiatus, Goldilocks returned to the San Fernando Valley Division for *The People of the State of California v. Goldilock's* trial. Before the trial, Judge Martin R. Barash greeted the 50 third graders and provided them with an explanation of the justice system. Following the verdict, there was a post-trial discussion and trivia game with prizes for the attendees.



San Fernando Valley Division - Goldilocks

### Virtual Law Day

Despite the pandemic, approximately 50 students from El Dorado High School in Placentia, California, attended a virtual Law Day event hosted by the Court on March 4. The event featured judges, lawyers, and other experts who shared practical advice about high school life. District Judge Maame Ewusi-Mensah Frimpong reassured students that it is acceptable not to have everything figured out in high school. At the same time, Assistant U.S. Attorney Elisa Fernandez encouraged them to seek guidance from their elders. First Amendment lawyer Kelli Sager talked about the history and evolution of students' freedom of speech rights, sharing inspiring stories of high school students who protested the Vietnam War, published articles in school papers, displayed banners at public events, and even posted on Snapchat.



El Dorado High School

### Virtual FED Day

Bankruptcy Judge Sandra R. Klein and Magistrate Judges Pedro V. Castillo and Karen L. Stevenson hosted 70 students from Santa Ana High School for Federal Exploration (FED) Day via Zoom. FED Day began with a "courtroom" discussion with the judges discussing their favorite amendment. Magistrate Judge Castillo kicked off the event by highlighting critical provisions of the Sixth Amendment, which, in criminal prosecutions, guarantees defendants the right to a speedy public trial, to confront





*FED Day - Santa Ana*

and present witnesses, and effective assistance of counsel. Then, Magistrate Judge Stevenson focused on the Nineteenth Amendment, which guarantees women the right to vote. Finally, Bankruptcy Judge Klein discussed the Equal Protection Clause of the Fourteenth Amendment, explaining how it is as relevant today as it was when it was ratified in 1868. It was evident from the questions the students posed that they were interested and engaged in the discussion.

The students also heard from Drug Enforcement Administration (DEA) Special Agent Khanh D. Vo, who was born in Vietnam and escaped with his family when he was four. Special Agent Vo interspersed his remarks with personal stories encouraging students to work hard, stay in school and away from drugs, and pursue their dreams.

### **CARE Presentations Throughout the Central District**

Judge Martin R. Barash, Judge Robert N. Kwan, and Senior Court Analyst Jennifer Kohout volunteered with CARE to educate students about credit in the Central District. Around 200 students registered and attended the conferences, which included programs on Financial Literacy, College & Career Counseling, Building Professional Relationships, and Organization & Time Management.

The newly formed Judicial Outreach Committee of the LA CARE chapter includes Judges Alan M. Ahart, Martin R. Barash, Sandra R. Klein, and Robert N. Kwan. They aim to recruit more judges to make presentations and educate students.



### **National Celebrate Pro Bono Week**

The American Bar Association's Standing Committee on Pro Bono and Public Service hosted National Celebrate Pro Bono Week from October 23-29. This annual event involves publishing an updated Honor Roll of volunteers who have provided their services over the past 12 months. All Help Desks were requested to provide the updated Honor Roll, which was then made available on the Court's website as part of the week's celebrations. Participants were also given certificates, water bottles, and picnic blankets as tokens of appreciation.

## SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

### JANUARY

- January 24: Judges Smith and Reyes Bordeaux were panelists at the Orange County Bankruptcy Forum’s “Redefining Success: It’s Not Your Mother’s Profession Anymore” webinar.

### FEBRUARY

- February 7: Judges Barash and Reyes Bordeaux were panelists at the University of California, Los Angeles Careers in Bankruptcy Law and Los Angeles Bankruptcy Forum Diversity Equity & Inclusion program.
- February 17: Judge Saltzman spoke at the Financial Lawyers annual Nuts and Bolts “Corporate Chapter 11—First Day Motions and Cash Collateral and DIP Financing Negotiations and Approval Workouts and Restructuring Corporate Debt Obligations” program.
- February 23: Judge Klein spoke during the Los Angeles Bankruptcy Forum’s panel discussion at Loyola Law School, encouraging students to consider bankruptcy and insolvency careers.
- February 26: Judge Saltzman was a panelist at *cdcbaa*’s 16th annual review of the Ninth Circuit Decisions on Bankruptcy in 2021.

### MARCH

- March 3: Judges Tighe, Saltzman, Barash, Bason, Bluebond, and Brand participated in the American Bankruptcy Institute’s Bankruptcy Battleground West program. Judge Tighe was a panelist during the “Turning Words into Tactics: DEI in Practice” session; Judge Saltzman served as a panelist during the “Mass Tort Bankruptcies in Review” session; and Judges Barash, Bason, Bluebond, and Brand served as panelists during the “Crossfire” session.
- March 10: Judges Russell and Yun served as panelists during the William Matthew Byrne Jr. 22nd Annual Judicial Clerkship Institute’s Bankruptcy Appeals session.
- March 11: Judge Barash served as a panelist during the William Matthew Byrne Jr. 22nd Annual Judicial Clerkship Institute’s “Hot Topics in Bankruptcy” breakout session.
- March 14: Judge Klein spoke during the Los Angeles Bankruptcy Forum’s panel discussion at Southwestern Law School, encouraging students to consider bankruptcy and insolvency careers.
- March 16: Judge Houle was a panelist at the Orange County Bankruptcy Forum’s “Getting Paid Painlessly: How to Avoid Objections to Your Fee Applications” webinar.
- March 17: Judge Smith served as a panelist at the University of West Los Angeles’ “Fireside Chat: The Road to the Bench and Beyond, Raising the Glass Ceiling on Judicial Appointments in 2022.”
- March 22: Judge Klein participated in an interview for the Judicial Conference Committee on the Administration of the Bankruptcy System’s discussion regarding the role of bankruptcy judges within the judiciary and their selection and appointment.
- March 24: Judge Clarkson was a panelist in the Orange County Bar Association’s Forensic Accounting Program.
- March 31: Judge Klein facilitated a Women’s History Month presentation to the Girl Scouts of Greater Los Angeles.

## APRIL

- April 1 – 2: Judge Smith was a presenter at the American College of Bankruptcy’s annual induction ceremony in Denver, Colorado. On April 1, Judge Smith co-presented “The Compelling Business Case for ESG and DEI—Why Adopting Firms Have a Competitive Disadvantage.” On April 2, she served as a panelist on the Judges’ Roundtable.
- April 8: Judge Reyes Bordeaux was a panelist at the University of Oregon’s, School of Law, “What Do Bankruptcy Lawyers Do?” Business Law program.
- April 4: Judge Barash served as a panelist during the Los Angeles Bankruptcy Forum’s “Presenting Live Evidence in Adversary Proceedings and Contested Matters” discussion.
- April 11 – 12: Judges Smith, Klein, and Barash participated in the Federal Judicial Center’s National Workshop for U.S. Bankruptcy Judges I. On April 11, Judge Smith was a panelist during the Judicial Wellness plenary session. Also, on April 11, Judges Smith and Klein were panelists during the “Judicial Wellness Follow-up Roundtable” discussion. On April 12, Judge Barash co-hosted two “SBRA Issues” group discussions.

## MAY

- May 10: Judges Johnson and Reyes Bordeaux facilitated a discussion regarding Homestead Issues and Lien Avoidance during an Inland Empire Bankruptcy Forum program.
- May 20: Judges participated and attended the 34th Annual Insolvency Conference presented by the California Bankruptcy Forum. Judge Clarkson was a panelist for the “Judge’s Roundtable: We Can Work It Out: Try to See It My Way” presentation. Judge Klein served as a panelist discussing arbitration, “Should I Stay or Should I Go.”
- May 21: Judges participated and attended the 34th Annual Insolvency Conference presented by the California Bankruptcy Forum. Judge Bluebond facilitated the “\$100,000 Pyramid of Debt Game Show,” and Judges Barash, Bason, and Saltzman served as panelists. Judge Smith led a Zumba class. Judge Clarkson participated in “The State of Hotel California” and “Judge’s Roundtable: Bankruptcy Hot 100” presentations.

## JUNE

- June 13: Chief Judge Albert presented the “State of the Court” at the Los Angeles Bankruptcy Forum’s Annual Judges’ Night. Additionally, Judge Bluebond presented a musical tribute to retiring Judges Smith, Wallace, and Tighe.
- June 22: Judge Klein spoke to residents of the Kensington Senior Living facility in Redondo Beach about being a judge, the law, and the legal profession.
- June 24: Judge Klein spoke during a Berkeley Judicial Institute program addressing public outreach.

## JULY

- July 18: Judge Klein moderated a panel and acted as the master of ceremonies during a reception for the Ninth Circuit Civics Contest winners during the Ninth Circuit Judicial Conference.
- July 22: Judge Klein spoke in a Berkeley Judicial Institute program focused on preparing students for law school.

## AUGUST

- August 6: Judges Barash and Reyes Bordeaux facilitated a Zoom presentation regarding a Public Interest Career in Bankruptcy Law for the Court.
- August 31: Judge Reyes Bordeaux served as the panelist for Riverside County Bar Association’s “Meet the Judges.”



## SEPTEMBER

- September 16: Judge Clarkson was a panelist during the Federal Judicial Center's Appeals Onward and Upward Bankruptcy Judges' Chat.

## OCTOBER

- October 11: Judge Klein participated in a four-part program for the Girl Scouts of Greater Los Angeles, mentoring middle and high school girls.
- October 12: Judge Klein spoke to the University of Maryland, Carey School of Law Professor Gordon's class regarding bankruptcy and insolvency law careers.
- October 18: Judge Klein participated in a four-part program for the Girl Scouts of Greater Los Angeles, mentoring middle and high school girls.
- October 25: Judge Klein participated in a four-part program for the Girl Scouts of Greater Los Angeles, mentoring middle and high school girls.
- October 27: Judge Klein participated in the Women Lawyers Association of Los Angeles Mentor Jet program at Loyola Law School.

## NOVEMBER

- November 1: Judge Klein participated in a four-part program for the Girl Scouts of Greater Los Angeles, mentoring middle and high school girls.
- November 2: Judge Klein administered the oath to Loyola Law School students who passed the bar.
- November 2: Judge Klein was a speaker and mentor during a Girl Scouts of Greater Los Angeles Career Mentoring program.
- November 7: Judge Klein organized and spoke during a program at Loyola Law School addressing the benefits of mentoring.
- November 10: Judge Klein spoke during the Annual Connecticut Bankruptcy Conference in Portland, Connecticut, addressing diversity on the bench.
- November 11: Judge Klein hosted and spoke during a Veteran's Day program at Kensington Senior Living in Redondo Beach.
- November 12: Judges Johnson, Yun, and Reyes Bordeaux were presenters during the Inland Empire Bankruptcy Forum's "Annual Survey of Bankruptcy Law."
- November 13: Judge Klein administered the Oath of Allegiance to 15 new American citizens at the SoFi Stadium in Inglewood, California.
- November 15: Judges Klein and Smith spoke to a Santa Ana High School class about the law and the legal profession.
- November 17: Judges Barash and Reyes Bordeaux participated in the Judicial Roundtable for the Consumer Practice Extravaganza.



*Judge Klein administered the Oath of Allegiance at the SoFi Stadium in Inglewood, California*

## **DECEMBER**

- December 6: Judge Klein spoke during a two-part Civic Engagement program hosted by the Girl Scouts of Greater Los Angeles.
- December 13: Judge Klein spoke during a two-part Civic Engagement program hosted by the Girl Scouts of Greater Los Angeles.

## **Naturalization Ceremonies**

In 2022, several bankruptcy judges from the Central District presided over naturalization ceremonies. Each led the swearing-in of new citizens in ceremonies throughout the year at the Los Angeles Convention Center, Dodger Stadium, SoFi Stadium, and City National Grove of Anaheim.

# Issue 2: Fair and Effective Court Operations

## JUDICIAL CASELOAD

### Bankruptcy Filings

During the 12-month period ending on December 31, 2022, there were a total of 17,282 bankruptcy cases filed in the Central District of California. This represents a 25.2 percent decrease from the 23,104 filings recorded in 2021.

Chapter 7 filings decreased by 30.5 percent to 14,120 filings in 2022 and accounted for 81.7 percent of all petitions filed districtwide. Chapter 7 filings also accounted for 75.0 percent of all business filings and 82.1 percent of all nonbusiness filings in 2022. Chapter 11 filings decreased by 28.3 percent to 231. Chapter 11 cases, which typically require more judicial resources than cases that are filed under other chapters, accounted for approximately 1.3 percent of all petitions filed in 2022, slightly higher than the percentage of chapter 11 filings in 2021. Over 79.7 percent of all chapter 11 petitions were business cases.

In February 2020, the Small Business Reorganization Act of 2019 added a new subchapter V of chapter 11 to the Bankruptcy Code. This legislation aimed to simplify and reduce costs for small businesses filing under chapter 11. In 2022, there were 89 cases filed, amended, or converted to subchapter Vs. Since the Court began receiving subchapter V filings, there have been 307 cases filed, amended, or converted, with 161 subchapter V filings either withdrawn, closed, or converted to another chapter. As of December 31, 2022, there were 146 subchapter V cases pending.

This year, there were 2,929 chapter 13 filings, which is a 19.7 percent increase from the previous year. Chapter 13 petitions accounted for 16.9 percent of all filings, a 10.6 percent increase from 2021. Furthermore, chapter 13 petitions accounted for 17.6 percent of all nonbusiness filings and 6.3 percent of all business filings in 2022.

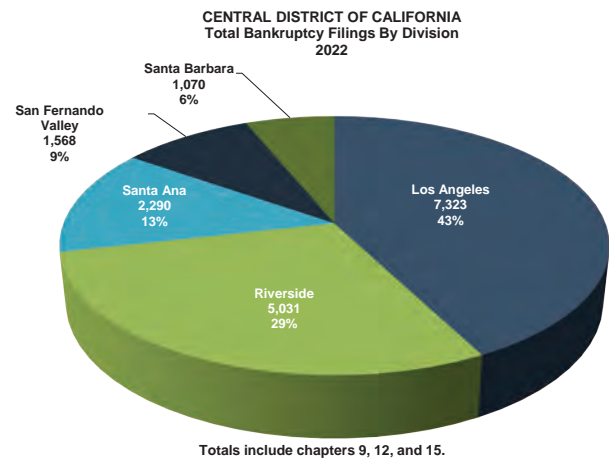
The number of bankruptcy filings terminated in the Central District decreased by 25.9 percent in 2022, reaching a total of 19,816. Additionally, the number of cases pending decreased by 14.8 percent to 14,501 as of December 2022.

Based on the national filing data disclosed by the Administrative Office of the United States Courts, the Central District of California had 2.4 percent more bankruptcy filings compared to the Northern District of Illinois for the twelve-month period ending December 31, 2022. Furthermore, the Central District of California led the nation in business filings and came in second for non-business filings. The Central District's bankruptcy filings accounted for 4.5 percent of the nation's total filings.

**CENTRAL DISTRICT OF CALIFORNIA  
BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE  
CALENDAR YEARS 2008 - 2022**

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
Percent Change 2021 - 2022	-25.2%	-30.5%	-28.3%	-100.0%	19.7%	-33.3%

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



**CENTRAL DISTRICT OF CALIFORNIA  
BANKRUPTCY CASES FILED, CLOSED, AND PENDING  
CALENDAR YEARS 2008 - 2022**

Year	Total	Filed		Closed	Pending
		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	16291	991	19816	14501
Percent Change	-25.2%	-25.8%	-13.4%	-25.9%	-14.8%

## Adversary Filings

During the twelve-month period ending December 31, 2022, adversary proceedings filed increased by 1.7 percent from 649 in 2021 to 660.

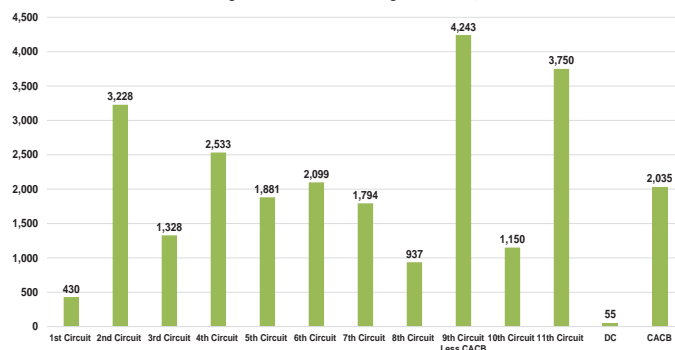
The number of adversary proceedings terminated in 2022 declined by 12.4 percent to 908 from 1,036 terminated in 2021. Pending adversary proceedings decreased 19.4 percent, from 1,270 in 2021 to 1,024 in 2022.

## Self-Represented Litigant Filings

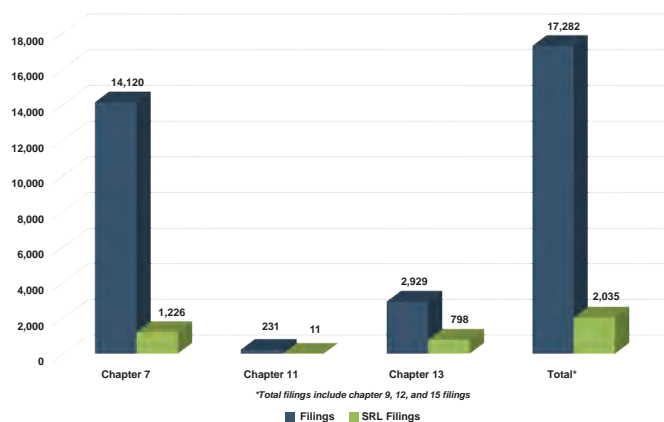
The Central District of California was second in the nation in self-represented litigant (SRL) filings for the twelve-month period ending December 31, 2022. The Central District's rate of SRL filings for the year was 11.8 percent, nearly two times the national average of 6.6 percent. The Central District handled nearly 8.0 percent of the entire nation's SRL bankruptcy filings.

Of the 17,282 bankruptcy cases filed in the district, 2,035 were filed by SRL filers. Chapter 13 petitions had the highest SRL percentage, with 27.2 percent, followed by chapter 7 petitions, with 8.7 percent filed by SRL filers. Chapter 11 had the smallest percentage of SRL filings, with 4.8 percent.

Bankruptcy Cases Filed by Self-Represented Litigants During the 12-Month Period Ending December 31, 2022



U.S. Bankruptcy Court - Central District of California 2022 SRL Filings



CENTRAL DISTRICT OF CALIFORNIA  
ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING  
CALENDAR YEARS 2008 - 2022

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
Percent Change 2021 - 2022	1.7%	-12.4%	-19.4%

CENTRAL DISTRICT OF CALIFORNIA  
SRL CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE  
CALENDAR YEARS 2008 - 2022

Year	Total	Chapter				OTHER <sup>1</sup>
		7	11	12	13	
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
Percent Change 2021 - 2022	7.6%	-12.8%	-52.2%	0.0%	72.7%	0.0%

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

## CASES OF INTEREST

### *Girardi 2:20-bk-21020-BR*

In re Thomas Vincent Girardi and In re Girardi Keese chapter 7 involuntary cases were filed against attorney Thomas Girardi and his law firm, Girardi Keese, in December 2020. Girardi rose to national fame for his role in the case portrayed in the film “Erin Brockovich” and was a nationally prominent personal injury lawyer until he admitted stealing millions from clients in a plane crash suit. The Northern District of Illinois District Court ordered a trustee appointed in 2020 and all assets of Girardi and his firm were frozen. Girardi was investigated by the California State Bar regarding his ability to practice law and financial misdeeds and was disbarred in 2022. The cases continued to receive heavy press coverage due to Girardi’s fame and because his ex-wife is a cast member on the “Real Housewives of Beverly Hills” reality TV show. In 2022, the press frequently reported on the trustee’s efforts to recover property that was given to Girardi’s ex-wife, and Girardi’s other friends and associates.

### *City of San Bernardino Case Closes after a Decade*

Over ten years after the City of San Bernardino filed for bankruptcy, the case was finally closed with both the discharge order and an order closing the case being filed on September 8, 2022. The City of San Bernardino’s website reported that when the city filed for bankruptcy, it was the third largest municipal bankruptcy in the nation’s history, with more than \$1 billion in debts listed in case documents. The City of San Bernardino was the third California city to file for bankruptcy in 2012. Two judges presided over the bankruptcy case due to its lengthy duration. Hon. Meredith A. Jury (ret.) was the first judge to preside over the city’s bankruptcy, followed by Hon. Scott C. Clarkson, who took over on June 29, 2018, upon Judge Jury’s retirement. Judge Clarkson continued to preside over the city’s bankruptcy until its conclusion.

### *In re The Hacienda Company, LLC*

The Hacienda Company (“Debtor”) filed a Subchapter V petition in September 2022. Debtor’s initial status report stated that it intended to propose a plan of reorganization that provides for the sale of its primary asset – shares in a publicly traded Canadian company whose sole business is cannabis growth and sales. The U.S. Trustee moved to dismiss the case under 11 U.S.C. § 1112(b) on the grounds that Debtor itself

was effectively engaged in the sale of cannabis products, or a conspiracy to do so, in violation of The Controlled Substances Act, 21 U.S.C. § 801 et seq. In denying the motion to dismiss, the Court concluded that, although Debtor’s ownership of a roughly nine percent interest in a Canadian company operating a marijuana business was “uncomfortably close” to illegal activity, that did not require dismissal of the bankruptcy case because (1) many debtors have connections to past or even ongoing illegality; (2) dismissing such cases might harm the victims of illegal activity, such as the debtor’s farm workers who had obtained a wage and hour settlement; and (3) instead of the blunt tool of dismissal, it would be better to defer to prosecutors, private attorneys’ general, claim holders, and others to pursue more nuanced remedies. A second motion to dismiss is pending.

### *Arian Mowlavi 22-10296-ES*

On February 21, 2022, Dr. Arian Mowlavi filed a chapter 11 bankruptcy petition in the U.S. Bankruptcy Court, Central District of California. The bankruptcy petition listed 1,000-5,000 estimated creditors and liabilities estimated between \$10,000,000-\$50 million. The case was assigned to Judge Erithe A. Smith but was reassigned to Judge Scott C. Clarkson in September 2022 when Judge Smith retired from the bench. The bankruptcy filing followed a lawsuit involving a social media personality who alleged that she and others were harmed from botched procedures by the doctor and his office.

### *In re Crestlloyd LLC 2:21-bk-18205-DS*

On October 26, 2021, Crestlloyd, LLC filed a chapter 11 bankruptcy in the Central District of California and the case was assigned to Judge Deborah J. Saltzman. On the bankruptcy petition, assets and liabilities were each listed in the \$100,000,001-\$500 million range. In 2022, the Debtor moved to sell its real property (944 Airole Way, Los Angeles, CA 90077), referred to in the press as “The One”, a massive Bel Air mansion and purportedly the largest of its kind. The One sold at auction for \$126 million but the sale price was well below the \$500 million that was the price marketed during the property’s construction.

# KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS

## The Court Welcomes Chief Judge Albert

On January 20, judges, chambers, and Clerk's Office staff gathered to welcome Judge Theodor C. Albert as the new Chief Judge. The meeting began with an introduction by Executive Officer/Clerk of Court Kathleen J. Campbell. Chief Judge Albert then shared his professional journey that led him to the bankruptcy bench. Over 100 guests attended the meeting, and Chief Judge Albert reminded them of their duty as public servants. He highlighted his collaborative approach to leadership and decision-making while stressing the significance of making critical decisions.

## Internal Controls and Audit Complete

The Clerk's Office completed its internal audit schedule for FY 2022. The internal review program strives to assess and evaluate the Court's operations and internal controls in an independent and objective manner, helping the Court accomplish one of its goals: maintaining public accountability. Internal audits are required by the framework prescribed by the Administrative Office of the U.S. Courts and complement national cyclical audits, ensuring continuous monitoring of financial controls.

## Strategic Planning Council

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 are comprised of interested managers and staff who assist the Court in achieving its mission, vision, and strategic goals. CoEs were created for NextGen Migration, NextGen electronic Self-Representation (eSR), Operations Improvement, Website Enhancement, Court Technologies, and Employee Engagement. 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.

In 2022, the SPC and CoEs completed more than 30 projects and initiatives under the *Court's 2020 – 2024 Strategic Plan*.

## CoE for Operations Improvement Facilitates New Refresher Training Series

The CoE for Operations Improvement's Staff Training subcommittee created refresher training courses for Operations staff. These courses aimed to prepare them for a potential case surge or assist other departments with their workload. The first session, "Chapter 7 Individual Case Opening Refresher," occurred on February 3, 2022. Additionally, the CoE completed its second Operations Refresher Training Series training session. The "Chapter 7 Individual Incomplete Petition" refresher training is available in video format through the Learning Management System (LMS) and is mandatory for most Operations staff. The CoE intends to host similar refresher trainings and demonstrations for all chapters.

## Update of Operations Corrective Actions Guidelines

The CoE for Operations Improvement carefully reviewed the guidelines used by Operations staff during the Quality Control (QC) process. The CoE experts made comprehensive and effective modifications, including referencing the new Central Guide as a reliable source of information and using consistent language for clarity. The CoE also condensed the guidelines to make them more efficient. In November, all staff received a T-15 training video to ensure they were fully informed and equipped to carry out their duties to the highest standards.

## Update of CM/ECF Attorney Resources

In October, the Operations Improvement Center of Excellence (CoE) made some significant changes to improve the experience of attorneys who use their resources. Specifically, they updated two important documents: "CM/ECF Frequently Used Docket Event Codes" and "Common Errors & Helpful Tips." The CoE carefully reviewed and revised the wording of both documents to ensure consistency. They also added a reference to the new Central Guide for further guidance. These updated resources are now available on the CM/ECF Resources page of the public website. To ensure users were aware of these changes, a notification was sent through GovDelivery.



## Expanded Court Website Zip Code Search

During an assessment of the Court's website by the CoE for NextGen electronic Self-Representation (eSR), Case Management Administrator Andrea Gomez suggested an improvement to help visitors find the correct court for filing a bankruptcy petition. Ms. Gomez proposed adding a zip code search feature, like the one found on the California Eastern Bankruptcy Court's Court Locator page. Previously, entering a California zip code outside the Central District would result in a "no results" message. With the recent update, users can enter a zip code for a location such as Oakland and will be directed to the U.S. Bankruptcy Court, Northern District of California. Web Developer Kimberly Rubal made the necessary changes after consulting with CM/ECF analysts and updated the Court's website accordingly.

## CoE for Court Technologies Simplified Access to Tentative Rulings/Posted Calendar

The CoE for Court Technologies implemented a helpful solution in April by creating and displaying QR codes. This makes it easier and faster for visitors to access court rulings and calendars on their personal devices. The QR codes, which are available in English and Spanish, are placed both inside and outside each courtroom. They can be accessed using Android and iOS smartphones and take users to Tentative Rulings/Posted Calendars. This feature is beneficial for anyone who needs to access a judge's calendar in the District.

## New Audio Recording Request, Processing, and Delivery

The Center of Excellence (CoE) for Court Technologies has initiated a plan to introduce an online system for handling requests and payments related to court proceedings recordings. This new system will offer requestors the choice of receiving either a CD or an audio file, unlike the current system that only provides a CD. The CoE for Court Technologies has identified Box.com as a potential vendor for processing online order forms, issuing receipts, and using Pay.gov for credit card payments. This initiative aligns with the Court's strategic objective of decreasing paper dependency.

## Language Line Renewal

The Attorney Admission Fund renewed its telephone interpreter service for the fourth consecutive year. This helpful service is provided by the Court to those who represent themselves and have limited English proficiency. It supports over 240 languages and is free if a judge deems it necessary. The service is designed for brief hearings that usually last between 10 to 20 minutes. It is an excellent resource for individuals who need assistance in navigating the legal system and protecting their rights.

## Foreign Delegates Visit the Central District

Five Republic of Korea Supreme Court delegates visited the Court on October 3. The delegates were employees of the IT Center and were interested in CM/ECF and general case management processes. Chief Deputy of Administration John C. Hermann and Project Coordinator Maria Alcala provided a comprehensive overview of the Court and gave them a tour of Intake and the Visiting Judges' Courtroom. The delegates asked questions and received satisfactory answers.

## Court Prohibits Broadcasting, Televising, Recording, and Photographing Proceedings

On September 8, Chief Judge Theodor C. Albert issued General Order 22-01, which prohibits broadcasting, televising, recording, and photographing bankruptcy court proceedings, including hearings conducted by remote transmission. This order was implemented to follow the Judicial Conference's policy of not allowing federal court proceedings to be disseminated publicly. The order reconciles the use of videoconferencing and telephone conferencing during the COVID-19 pandemic with the Judicial Conference's policy as it was not addressed in the Local Bankruptcy Rule (LBR 5073-1).

## *The Central Guide Replaced the Court Manual*

The Court released *The Central Guide*, a new digital tool that replaced the *Court Manual* and can be accessed through the Court's website under "Rules and Procedures." *The Central Guide* is a one-stop digital database with four sections that contain hundreds of links to content that no longer needs to be in the *Court Manual* because it is already

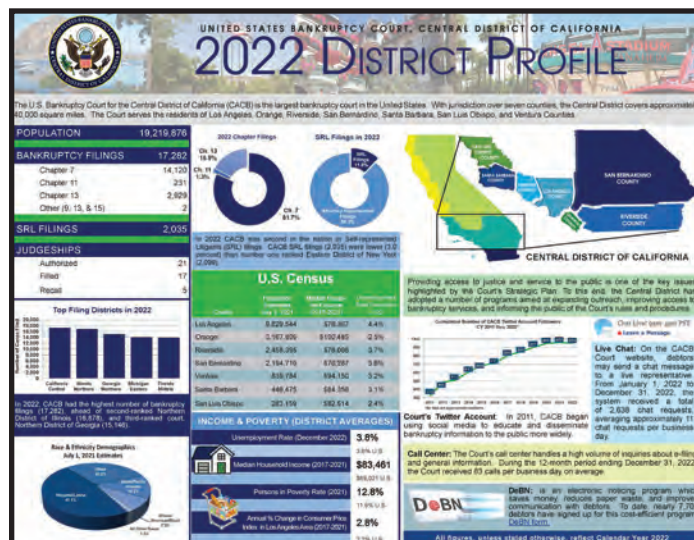
published on the Court's website in other locations. Content that was located exclusively in the *Court Manual* is now in *The Central Guide's* "TCG Supplements." Public Notice 21-024 contains a chart of where to find *Court Manual* content in *The Central Guide*. Chief Judge Theodor C. Albert, Executive Officer/Clerk Kathleen J. Campbell, and Chief Deputy of Operations Benjamin Varela regularly promote *The Central Guide* when participating in public meetings and events.

Throughout 2021 and 2022, 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. More than 250 people attended these interactive sessions, which were held monthly through June 2022 and every other month through December 2022.

Section 1-00 of *The Central Guide* describes in detail how *The Central Guide* is organized to better achieve the goals of the *Court Manual*. Perhaps of utmost usefulness, users can now look up a specific provision of a Local Bankruptcy Rule (LBR) or Federal Rule of Bankruptcy Procedure (FRBP) and access forms and instructions that match that LBR or FRBP provision, including pertinent information found at [www.uscourts.gov](http://www.uscourts.gov) and [www.courts.ca.gov](http://www.courts.ca.gov), and on the websites of the U.S. Trustee, U.S. District Court for the Central District of California, Bankruptcy Appellate Panel, and Ninth Circuit Court of Appeals. Detailed discussions were held with the creators of *The Central Guide* and personnel from these courts and the Office of the U.S. Trustee to ensure content related to their court or agency is accurate and reliable.

To ensure consistency and longevity, the section numbers and their corresponding titles in *The Central Guide* will remain the same for years to come. A significant effort was made to include every possible topic, so that court personnel and the public can confidently search for information using the same section numbers and titles. *The Central Guide* is updated regularly to reflect changes in court protocols or the addition of new rules-related topics. A team led by Law Clerk Jeffrey Cozad and comprising of Law Clerk Deborah Chang, Management Analyst Mark Francisco, Senior Legal Analyst Jennifer Kohout, and Communications Specialist Laura Piedra, along with the Court's Rules and Case Management Committees, collaborated regularly to make the necessary edits. Many attorneys provided suggestions for specific forms and links commonly used in the practice of bankruptcy law, which were included in *The Central Guide*.

*The Central Guide* was a team effort, resulting in a high-quality, user-friendly resource.



## District Profile Published

The Court released an updated District Profile brochure on November 9. This brochure offers a variety of helpful information, such as statistics on filings, details about the U.S. Trustee's Language Assistance Program, and data from the Help Desks. The District Profile provides a brief overview of the Central District, with 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 district's race and ethnicity demographics, median household income, and unemployment and poverty rates, as well as information on the Court's outreach services. The brochure also covers self-represented litigants' requests for language assistance, their use of electronic Self-Representation (eSR) software, and their reliance on bankruptcy petition preparers.

## Operations Expands Call Center Support to Include Districtwide Staff

The Call Center has undergone a major expansion to improve customer service and operational efficiency. Staff from the Riverside Division received specialized training and technical support to provide comprehensive assistance to callers. They are now available to help callers with their inquiries and concerns. However, the Los Angeles Division will continue to oversee and manage Call Center operations, including staff scheduling and ensuring smooth operations.



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

The Court’s shared administrative services agreements were continued in 2022, along with a few 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 by trading services. Throughout 2022, the Court completed the following shared services:

- NYNB for Ms. Rubal’s Web Design Services***  
 On October 6, the Court entered into a shared services agreement with the U.S. Bankruptcy Court, Northern District of New York, for Web Designer Kimberly Rubal to assist the Court with migrating its website to Drupal by the end of the year. U.S. District Court, District of Arizona, and U.S. Bankruptcy Court, District of Delaware, have also expressed interest in pursuing Ms. Rubal’s services to assist with their Drupal websites.
- KSD for Mr. Keohane’s MS Word Formatting***  
 Information Technology & Training Manager Padraic Keohane completed a shared service project for the U.S. District Court, District of Kansas, which focused on formatting the Microsoft Word version of the Court’s Local Rules and Patent Local Rules documents.
- Renewal of MOUs with CACD***  
 On October 17, sharing agreements with the U.S. District Court, Central District of California, for technology and facilities support services for Judge Louise A. LaMothe in the Northern Division; shared expenses for courier services in the Santa Ana Division; and shared Emergency Notification System expenses were signed by District Court and all agreements were renewed through FY 2023.

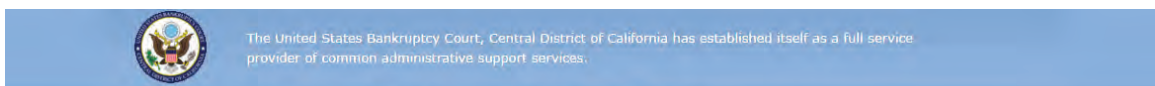
- Renewal of MOUs with the AO***  
 On September 13, an agreement was reached for Applications Developer Keith Klein’s Extended Collaborative Assignment (ECA) to continue working for the Administrative Office of the U.S. Courts (AO) throughout FY 2023. This is the seventh year of a shared agreement with the AO for his services. Mr. Klein splits his time working for the Court, interpreting requirements, and developing software components for NextGen CM/ECF for the AO.

On September 22, Web Designer Kimberly Rubal’s ECA with the AO was renewed for FY 2023. The nature of the ECA project is focused on the Court Website Toolbox Project.

On October 11, Management Analyst Jan Zari’s temporary duty assignment with the AO was renewed through December 2. Mr. Zari is supporting the AO’s Human Resources Advisory Services through the AO’s Exchange Program, which he began in July 2022.

Special Projects Manager Robin Beacham is completing 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 will conclude on July 28, 2023.

Additionally, on December 1, the Court signed an MOU for Facilities Specialist Frederick Agustin to provide 50 percent of his time to the District Court for Office Services support, such as receiving mail and fulfilling office services supply orders. The services began on December 5, 2022, and will continue through September 28, 2023.



**Shared Administrative Service Offerings**  
 Our goal is to provide neighboring or distant court units with an alternate and economical way to maximize sharing.  
 The Team | Offering Catalog



# Issue 3: Judiciary Workforce of the Future

## JUDICIAL TRANSITIONS, MILESTONES, AND AWARDS



*Chief Judge Albert*

### **Honorable Theodor C. Albert Appointed Chief Bankruptcy Judge**

On January 1, Honorable Theodor C. Albert assumed the post of Chief Bankruptcy Judge for the Central District of California, succeeding Judge Maureen A. Tighe. Judge Albert is the ninth judge to hold this position. Due to a sudden increase in COVID-19 cases, the Passing of the Gavel ceremony was postponed.

On April 28, the Passing of the Gavel ceremony was held in Pasadena to mark the change of the Bankruptcy Court Chief Judge from Honorable Maureen A. Tighe to Honorable Theodor C. Albert. Due to COVID-19 restrictions, in-person attendance was limited. Approximately 80 guests and court staff were present at the Ninth Circuit Court of Appeals' historic Richard H. Chambers Courthouse. A live stream of the event was made available for additional guests to participate.



*Judge Reyes Bordeaux*

### **Ninth Circuit Court of Appeals Appoints Magdalena Reyes Bordeaux as New Bankruptcy Judge**

The U.S. Court of Appeals for the Ninth Circuit appointed Magdalena Reyes Bordeaux as the next bankruptcy judge. Her 14-year term began on January 18, 2022, when Chief Judge Theodor C. Albert administered her oath of office. She succeeds Judge Thomas Donovan, who retired on March 24, 2017. Judge Reyes Bordeaux maintains chambers in Riverside.



*Judge Clifford III*

### **Ninth Circuit Court of Appeals Appoints Ronald Alonzo Clifford III as New Bankruptcy Judge**

The U.S. Court of Appeals for the Ninth Circuit appointed Ronald Alonzo Clifford III as the next bankruptcy judge. His 14-year term began on February 1, 2022, when Judge Maureen A. Tighe administered his oath of office. Judge Clifford succeeds retired Judge Richard M. Neiter and maintains chambers in Santa Barbara.

## Judge Wallace Retires

On March 1, Judge Mark S. Wallace retired from his position as a bankruptcy judge after dedicating over 11 years to the Riverside and Santa Ana Divisions. He was appointed by the United States Court of Appeals for the Ninth Circuit on January 20, 2011. Throughout his career, he was known for his fair and impartial rulings, balancing the parties' needs, and upholding the law.



*Judge Wallace*

## Judge Smith Retires

On October 29, Judge Erithe A. Smith retired from her position as a bankruptcy judge after dedicating over 28 years to the role. She was appointed to her first 14-year term on May 2, 1994, and reappointed to a second term on May 2, 2008. Throughout her career, she was recognized for her outstanding achievements by receiving awards such as the Judge of the Year by the Orange County Women Lawyers Association and being inducted into the John M. Langston Bar Association's Hall of Fame. After retirement, Judge Smith was approved as a recalled judge for the Central District of California.



*Judge Smith*

## Years on the Bench



Judge Houle Celebrates Ten Years on the Bench.

## Awards



*Judge Barash*



*Judge Smith*



*Judge Tighe*



*Judge Wallace*

Judge Barash Named CARE 2022 Volunteer of the Year by the Los Angeles CARE Chapter.

Judges Erithe A. Smith, Maureen A. Tighe, and Mark S. Wallace were honored during the Los Angeles Bankruptcy Forum's "Annual Night with the Judges 2022" program.

Judges Erithe A. Smith and Mark S. Wallace were honored during the Orange County Bankruptcy Forum's "Annual Judges' Night: A Celebration of Our Orange County Judges" program.

# PROFILES AND COMMITTEES

## Profiles and Committees



*Judge Reyes Bordeaux*

### **Judge Magdalena Reyes Bordeaux Profiled in Riverside Lawyer Magazine**

The July/August issue of the *Riverside Lawyer Magazine* features a profile of Judge Magdalena Reyes Bordeaux, authored by Michael Gouveia. The piece provides valuable insights into the distinguished career and personal background of Judge Reyes Bordeaux. Through a comprehensive exploration of her early upbringing, formative experiences at Public Counsel, and tireless dedication to advancing access to justice, the article serves as a testament to the judge's exceptional contributions to the legal profession.

The profile briefly outlines her path to judgeship, including her mother's vital role in her journey. Additionally, it highlights the significant role her mother played in her life by teaching her values, such as treating people with respect, doing the right thing even when it is difficult, and never giving up. During her tenure at Public Counsel, Judge Reyes Bordeaux emphasized the importance of being courteous, patient, and empathetic.

During her early legal career, Judge Reyes Bordeaux received mentorship from Judge Tighe and Judge Zurzolo. When asked about her goals for taking on the bankruptcy bench, Judge Reyes Bordeaux expressed her desire to serve. She is committed to working diligently every day to ensure that all individuals who appear before her court are treated with fairness, compassion, and, most importantly, feel heard and understand her rulings.



## COMMITTEE APPOINTMENTS

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

On January 1, Chief Judge Theodor C. Albert was appointed 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 the safeguarding of 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 invidious 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.



### Judge Brand Serves on Ninth Bankruptcy Appellate Panel

Judge Julia W. Brand served 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, 2023.



### Judge Smith Serves the American College of Bankruptcy

Judge Erithe A. Smith served the American College of Bankruptcy (ACB) as the co-chair of the Diversity, Equity, and Inclusion (DEI) Committee. The ACB is dedicated to the enhancement of professionalism, scholarship, and service in bankruptcy and insolvency law and practice. ACB members are judges, lawyers, international fellows,



accountants, corporate turnaround specialists, government officials, and other professionals who are experts in the field of 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.

### Judges Klein and Bluebond 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. 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.



*Judge Klein*



*Judge Bluebond*

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

Judge Sandra R. Klein served 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.

## Judges Russell and Saltzman Serve on the Ninth Circuit Bankruptcy Judges Education Committee

Judges Barry Russell and Deborah J. Saltzman served 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. Members of the committee also participate in an annual review of Ninth Circuit bankruptcy decisions and in the annual New Judges Orientation. Judge Russell's term ended on September 30, 2022. Judge Saltzman's term will end on September 30, 2023.



*Judge Russell*



*Judge Saltzman*

## Judge Saltzman Serves on Ninth Circuit Wellness Committee

Judge Deborah J. Saltzman served on the Ninth Circuit Wellness Committee. The Wellness Committee addresses disability, promotes wellness, and provides support and assistance to Ninth Circuit Judicial Officers by developing and maintaining programs and procedures to address these issues. Judge Saltzman's term will end on September 30, 2023.

## Judge Yun Serves on Ninth Circuit IT Committee

Judge Scott H. Yun served on the Ninth Circuit Information Technology (IT) Committee. The committee discusses IT trends and directions, establishes guidelines, and makes recommendations for implementation of new initiatives within the Ninth Circuit, and demonstrates new technologies that can be beneficial to Ninth Circuit courts. The committee also discusses training court staff on new software, hardware, processes, and mandated procedures. Judge Yun's term will end on September 30, 2023.



## Judge Clarkson Serves on EPA Working Group

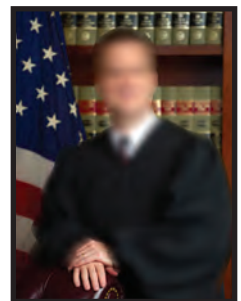
Judge Scott C. Clarkson served on the Electronic Public Access (EPA) Working Group. The EPA Working Group provides a forum for the exchange of information and ideas on public access issues for the Administrative Office of the U.S. Courts (AO). The mission of the EPA Working Group is to provide advice to the AO on issues concerning public access to electronic court records and the development of 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 to the director priorities for the use of revenue from fees. Judge Clarkson's term will end on December 31, 2023.

## Judge Johnson Serves on Court Administration and Operations Advisory Council

Judge Wayne Johnson served 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, and mediation, amendments to the federal rules, pro se access clinics, e-filing and 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.



## **Executive Officer/Clerk of Court Kathleen J. Campbell Serves on the Common Support Study Staffing Formula Development Steering Group**

Executive Officer/Clerk of Court Kathleen J. Campbell served on the Common Support Study Staffing Formula Development Steering Group (Steering Group). The Steering Group assists the Administrative Office of the U.S. Courts by providing advice to help develop a staffing formula, or staffing formulas, for support functions across the Judiciary. Ms. Campbell's term ended on December 31, 2022.





## 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 entire Board of Judges regarding Court operations and administrative issues. The Chief Judge and the Executive Officer/Clerk of Court are *ex officio* members of each committee. Clerk's Office staff members attend meetings and support the judicial committees.

The Court's judicial committees were comprised of the following members in 2022:

### **Executive Committee**

*Theodor C. Albert, Chair*  
 Martin R. Barash  
 Sheri Bluebond  
 Scott C. Clarkson  
 Ronald A. Clifford III  
 Mark D. Houle  
 Ernest M. Robles  
 Deborah J. Saltzman  
 Maureen A. Tighe  
 Vincent P. Zurzolo

### **Case Management Committee**

*Vincent P. Zurzolo, Chair*  
 Sheri Bluebond  
 Mark D. Houle  
 Victoria S. Kaufman  
 Deborah J. Saltzman

### **Chapter 13 Committee**

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

### **Community Outreach**

*Sandra R. Klein, Chair*  
 Sheri Bluebond  
 Scott C. Clarkson  
 Magdalena Reyes Bordeaux  
 Erithe A. Smith  
 Law Clerk: Stephanie Rettier

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

*Martin R. Barash, Chair*  
 Neil W. Bason  
 Scott C. Clarkson  
 Sandra R. Klein  
 Magdalena Reyes Bordeaux  
 Erithe A. Smith  
 Mark S. Wallace

### **IT Committee**

*Martin R. Barash, Chair*  
 Julia W. Brand  
 Scott C. Clarkson  
 Ronald A. Clifford III  
 Magdalena Reyes Bordeaux

### **Rules Committee**

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

### **Space & Security Committee**

*Ernest M. Robles, Chair*  
 Neil W. Bason  
 Scott C. Clarkson  
 Mark D. Houle  
 Erithe A. Smith  
 Scott H. Yun  
 Vincent P. Zurzolo

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



Jan Zari



Johanne Remy



Monica Yepes



Sandra Mohammad



Heidi Corona



Kimberly Rubal



Estella Chavarin

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

The National Conference of Bankruptcy Clerks (NCBC) is a private association that was 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 main 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 continues to serve on the Impact Editorial Committee. As Impact Editor, Mr. Zari chairs the Committee and serves on the NCBC Board, which is 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 from courts across the nation. Mr. Zari’s term will end on December 31, 2023.

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

Executive Administrative Secretary Johanne Remy serves as Co-Chair for the NCBC Awards and Scholarships Committee. The Awards and Scholarships Committee reviews nominations for awards and applications for scholarships and administers them on an annual basis. Ms. Remy will continue to serve in her role until December 31, 2022.

## 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 continue to serve as the NCBC Local Representative for the Central District. In addition to acting as the Court’s local contacts for the annual NCBC Conference, Ms. Yepes, Ms. Mohammad, and Ms. Corona work with the organization’s Ninth Circuit liaison to promote membership in the NCBC and increase participation within the Court. Their terms will end on December 31, 2023.

## Web Developer Kimberly Rubal Serves on the NCBC Website Committee

Web Developer Kimberly Rubal continued to serve on the NCBC Website Committee for the fifth consecutive year. The Website Committee is responsible for promoting NCBC conferences and history and managing NCBC websites, including mobile apps.

## Estella Chavarin, Sandra Mohammad, and Jan Zari Serve on the NCBC Education Committee

Senior Court Analyst Dr. Estella Chavarin, Case Management Administrator Sandra Mohammad, and Management Analyst Jan Zari serve on the NCBC Education Committee. The committee is responsible for planning the NCBC’s educational program on an annual basis. Dr. Chavarin, Ms. Mohammad, and Mr. Zari’s terms ended on December 31, 2022.

## HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

### Diversity, Equity, and Inclusion (DEI) Statement

The Court adopted its first-ever 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. DEI in the workplace increases employee morale and instills a desire to be more effective and productive. The Court's approved DEI statement is included in the Court's *Personnel Handbook* and posted on its website.

### DEI Officer Hosts Training on Microaggressions in the Workplace

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. By using thoughtful prompts and smaller group discussions, she facilitated a dialogue that helped attendees understand and recognize their individual biases and how to best manage them to help create a more productive and respectful workplace.

### 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 2021/2022 Ninth Circuit EDR Training Course provided by the Ninth Circuit via CourtsLearn.

### The Court Celebrates Heritage Months



#### *Hispanic Heritage Month*

National Hispanic Heritage Month is celebrated from September 15 through October 12. To honor this occasion, the Center of Excellence (CoE) for Employee Engagement showcased the accomplishments of noteworthy Hispanic and Latinx figures and shared exciting facts. On October 5, members of the CoE, Planning & Research Manager Blake Francois (chair), and Senior Court Analyst Dr. Estella Chavarin led a group discussion about the importance of the month. The CoE highlighted influential Hispanics and Latinx figures who have contributed to history and their success in government, politics, sports, entertainment, and popular culture. Finally, the presentation concluded with an interactive quiz.



#### *African American Heritage Month*

During African American Heritage Month, also known as Black History Month, the Center of Excellence for Employee Engagement organized an interactive presentation on February 11 to celebrate African American leadership, determination, and character. The Zoom presentation featured Manager, Planning & Research Blake Francois, Case Management Administrator Angela Jefferson, Project Coordinator Shafari Tatum, and Courtroom Deputy Yvonne Gooch-Carter, who shared insights on influential people, places, and events in the history of African Americans in the United States. Senior Court Analyst Dr. Estella Chavarin led the trivia quiz portion and awarded four

lucky prize winners with Amazon gift cards. The session ended with an engaging "questions & comments" segment, where attendees shared additional facts about black history.

celebrates differences. The CoE's dedication to promoting such an environment through initiatives is a testament to the Court's commitment to fostering a positive organizational culture that values and respects all individuals, regardless of their background or orientation.



### **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 2022. The request for buyouts and early retirements was necessitated by the ongoing serious funding challenges facing the Judiciary in the coming years. Two employees accepted a buyout or early retirement payment and separated from the Court by January 3, 2022, and one additional employee accepted the buyout or early retirement payment and separated from the Court on October 1, 2022.

### *AAPI Heritage Month*

Throughout May, the Center of Excellence for Employee Engagement (CoE) celebrated Asian Americans and Pacific Islanders (AAPI) who have significantly contributed to American history and success in various fields, including government and politics, law, cultural awareness, culinary arts, sports, entertainment, and popular culture.

The CoE created a SharePoint page dedicated to AAPI Heritage Month, with weekly themes highlighting notable individuals in their respective fields and cultural attractions, events, and restaurants. The page also included a section where AAPI court staff could share their contributions, such as photos, videos, links to local events, and stories about customs and traditions unique to their cultural heritage.



### *LGBT Pride Month*

During June, the Center of Excellence for Employee Engagement (CoE) embarked on a notable initiative to promote greater understanding and recognition of LGBT Pride Month. To achieve this objective, the CoE sent out a series of weekly informative emails that provided historical context and significance of Pride Month and valuable advice on how employees could participate in local Pride Month events and meaningfully celebrate the occasion.

These collaborative efforts align with the Court's Strategic Plan Goal 3.5 for Diversity, which prioritizes cultivating a diverse and inclusive workplace that acknowledges and



## LEARNING & DEVELOPMENT

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

In 2022, the Clerk's Office staff participated in 2065.75 hours of learning opportunities, of which almost all were virtual-based and equivalent to filling 1,227 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.



### NCBC 2022: Las Vegas

From June 6 to 9, over 300 Clerk's Office staff members from bankruptcy courts throughout the federal judiciary gathered in Las Vegas, Nevada, to attend the 2022 National Conference of Bankruptcy Clerks (NCBC), which held its first annual conference since 2019 after the cancellations of the 2020 and 2021 due to COVID-19. After extensive planning by the host court, the U.S. Bankruptcy Court for the District of Nevada, led by Clerk of Court Mary A. Schott, attendees were treated to an exciting and eventful week that included a variety of educational offerings and networking events. This year, the Central District of California was represented by 27 delegates, including Executive Officer/Clerk of Court Kathleen J. Campbell and Director of Human Resources and Court Services Beryl Dixon.

On the last day, Executive Officer/Clerk of Court Kathleen J. Campbell gave a speech thanking the NCBC and the District of Nevada for hosting an excellent conference and encouraging attendees to attend the 2023 NCBC Annual Conference, which will be held in Anaheim from May 30 to June 2, 2023. Management Analyst Jan Zari

also helped to present the Court's raffle winner, Susanne Bartmess, District of Nebraska, with her NCBC 2023 gift package. Attendees also enjoyed the Court's NCBC 2023 promotional video highlighting staff, court locations, and scenery around our district.

### 2023 NCBC Conference in Anaheim

The Court has started planning to host the 2023 NCBC Conference to be held in Anaheim. Originally scheduled for July 2020, the Conference was postponed to May 30 through June 2, 2023, because of COVID-19. The NCBC 2023 Planning Committee began compiling feedback and suggestions from staff who attended this year's Conference in Las Vegas.



### 2022 Winter Education Seminar

Themed "Ride the Wave," the 2022 Winter Education Seminar (WES) was held via ZoomGov on December 9, with over 100 attendees across the Central District. Following a welcome by Information Technology & Training Manager Padraic Keohane, the morning session began with an overview of the Court's new Diversity, Equity, and Inclusion Statement and webpages by Planning & Research Manager Blake Francois. Next, Fair Employment Practices Officer Tiffany Blakey and Special Emphasis Program Manager LaKaisha Green from the Administrative Office of the U.S. Courts hosted a "Fostering Inclusion & Combating Bias at Work" discussion. During their discussion on diversity and bias, they demonstrated how unconscious bias can create exclusion and addressed the role leaders and peers play in establishing and maintaining an inclusive work environment. The morning session concluded with Project Coordinator Shafari Tatum introducing the Court's new "Be Well" program.



The afternoon session started with a heartfelt message from Chief Judge Theodor C. Albert. Next, the Court's management team presented Length of Service awards to judges and staff for 2021 and 2022. A total of 71 judges and staff members received an award. After the Length of Service awards, all chairs and members of the Centers

of Excellence and the Strategic Planning Council were recognized through a virtual awards ceremony presented by 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 Dixon.

The final afternoon session, “The Art of Not Being Defeated,” was facilitated by Troy Sandidge, founder of Strategy Hackers. Mr. Sandidge shared his personal story of resiliency and overcoming obstacles and shared with the participants how to be a rejection rockstar by being resilient, resourceful, radiant, and authentic. He also talked about learning how to ADAPT: Always Do All Possible Things and what to focus on so that you stay on your journey.

Following the conclusion of the WES, the virtual “Holiday Happy Hour” commenced, featuring a dance challenge, games, trivia, and random drawings.

## **LEAD Academy**

Courtroom Deputy James Le was selected to participate in NCBC’s four-month Leadership, Excellence, Achievement, and Development (LEAD) Academy. The program teaches future leaders how to apply essential leadership skills at the Court. During the program, Mr. Le was paired with a mentor from another court. Typically, the program concludes at the NCBC conference with a workshop; however, because of the pandemic, the NCBC hosted a virtual workshop. The weeklong program consisted of two-hour morning sessions via Zoom with approximately 40-50 participants. The Zoom breakout rooms were a success as they allowed participants to have smaller group discussions away from the main room.

## **The Court’s Local Human Resources Academy Goes Virtual**

From April 21 to 23, the Human Resources (HR) Department, including Director of Human Resources and Court Operations Beryl Dixon, Senior Court Analyst Estella Dr. Chavarin, Human Resources Specialist Michele Moore, Human Resources Administrator Jane Fomocod, Human Resources Administrator Cristina Rogers, and Administrative Specialist Jan Zari, attended the 2020 Virtual HR Academy. The three-day event, hosted by several subject matter experts and trainers from the Court Human Resources Division at the Administrative Office of the U.S. Courts (AO), covered a variety of topics, including HR training, judiciary-wide HR projects and initiatives, the new paid parental leave for federal employees, and employee dispute resolution updates.

Attended daily by over 500 HR professionals, supervisors, managers, and executives from across the judiciary, the Virtual HR Academy was an eye-opening experience in what could be accomplished in a remote environment with a high number of attendees. Plenty of valuable information was shared, and interaction was facilitated between the presenters and attendees via WebEx.

## **Diana Wong Selected to Participate in Federal Judicial Center’s Federal Court Leadership Development Program**

Facilities Project Coordinator Diana Wong was selected for the 2022-2023 Federal Judicial Center’s (FJC) Federal Court Leadership Development Program (FCLDP). The FCLDP is a 12-month program for non-supervisory staff in appellate, district, and bankruptcy courts; circuit offices; and probation and pretrial services offices. The program is designed to help participants develop their leadership knowledge and skills and prepare them for future leadership roles. Ms. Wong was among the 80 applicants out of the 300 CUE-approved candidates from across the judiciary who were selected for the program. Participants in the program will take part in in-person workshops, a two to three-day site visit with another court or agency, and an in-district process improvement project, along with webinars, readings, and other projects designed to develop their skills in various competencies.

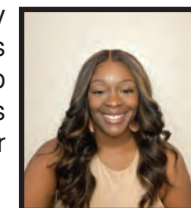


## **Susan Hawkinson and Shafari Tatum Complete LEAD Academy Program**

Courtroom Services Specialist Susan Hawkinson and Project Coordinator Shafari Tatum completed the 2022 Leadership, Excellence, Achievement, and Development (LEAD) Academy program hosted by the National Conference of Bankruptcy Clerks (NCBC). The LEAD Academy is a four-month leadership development program for nonsupervisory NCBC members. The program helps participants gain essential leadership skills to take on greater responsibilities in their current positions and prepare for future leadership roles.



*Susan Hawkinson*



*Shafari Tatum*



In June, Ms. Hawkinson and Ms. Tatum were joined by a group of 25 participants in this year's LEAD program at the 2022 NCBC Annual Conference in Las Vegas for an in-person workshop to cap off their program, which included working with program mentors to complete readings, assignments, and discussions; taking the Gallup CliftonStrengths 34 assessment to build their unique talent profiles; and creating a self-development plan for short and long-term career development planning.

### **First HR University Session Highlights Learning & Development**

Senior Court Analyst Dr. Estella Chavarin facilitated the first Human Resources (HR) University session on March 16. This session highlighted the Learning & Development unit, discussed the various training offerings available, and introduced the "Be Well" model and available and upcoming online learning paths. The participants were also provided with an overview of the new Clerk's Office Training Policy, including the required hours of continuous learning and a demonstration of the new Learning & Development SharePoint page that offers micro-learning opportunities and other resources. A total of 77 Clerk's Office staff collectively participated in both sessions. Future HR University sessions will be held at least once per quarter and will highlight a different area of HR in each session.

### **Interactive Learning Mondays**

This year, Interactive Learning Monday sessions focused on discovering and building individual strengths, including personal and professional attributes and qualities. Staff have discovered areas where they are naturally proficient and identified areas where additional skills can be developed. Each month, presentations explored various themes based on Gallup CliftonStrengths and utilized videos, group discussions, and question-and-answer sessions via Microsoft Teams.

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

In 2022, the Court held three Law Clerk/Extern training sessions. As a result of the COVID-19 pandemic, two of the three training sessions were held virtually via Zoom. 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 chambers staff and future members of the bar.

### **Extern Educational Training Program**

For decades, law student externs have been welcomed by the bankruptcy judges of the Central District of California. They are given the opportunity to assist in chambers, observe court proceedings, and gain valuable insight into the administration of the bankruptcy system. This externship program serves as an important 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, as well as promote diversity within the bankruptcy bar and bench. However, prior to 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 aimed at familiarizing externs with the terminology, ideas, and core principles of bankruptcy law.

Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with a wide range of educational opportunities and introduced externs to teachers and practitioners, who are leaders in the field. During these weeklong programs, students were instructed by Judges Martin R. Barash, Sheri Bluebond, 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, 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.

Authorized judiciary network users can access recorded programs and related materials via the "CACB Chambers Education Portal."

## Jan Zari and Mark Francisco attended the FJC's FCLDP Workshop and Graduation Ceremony

Management Analysts Jan Zari and Mark Francisco attended the Federal Judicial Center's (FJC) Federal Court Leadership Development Program (FCLDP) Phase IV Workshop and Graduation Ceremony from September 13 to 14 in Indianapolis, IN.



*Mark Francisco*

The COVID-19 pandemic affected the schedule and timeline for several key program components for the FCLDP class of 2020 and 2021. The event gave participants from each cohort the chance to connect with one other in person and participate in educational sessions on leading in place, effective decision-making, and creating career development plans. They also had the opportunity to interact with and learn from the FCLDP's faculty advisors, including our Director of Human Resources and Court Services, Beryl Dixon.



*Jan Zari*

On the event's final day, attendees had the opportunity to walk across the stage, celebrating their accomplishments in completing a program that proved to be a challenging, rewarding, and worthwhile educational experience.

## Human Resources Staff Attend Virtual Human Resources Academy

From July 20 to 21, staff from the Human Resources department joined nearly 400 HR professionals and court leaders from around the federal judiciary in the 2022 Virtual Human Resources Academy, hosted by the Administrative Office of the U.S. Courts Human Resources Office, Office of Fair Employment Practices, and Office of Judicial Integrity, along with representatives from the Human Resources Advisory Council.

The educational sessions included HR program updates, updates from the Office of Fair Employment Practices and the Office of Judicial Integrity, and a panel discussion of representatives from the Human Resources Advisory Council on telework policy and best practices for addressing common issues regarding telework in the courts.

## Senior Court Analyst Estella Chavarin Presents at CACD Conference

Senior Court Analyst Dr. Estella Chavarin was asked to facilitate two breakout sessions at the U.S. District Court, Central District of California, Probation & Pretrial Services conference in Palm Springs in September. Dr. Chavarin offered "Managing Your Focus and Get Things Done," which provided tips and information on managing your focus to practice good time management. Her second session, "The Power of Positivity and Resilience During Difficult Times," stressed the benefits of remaining positive and resilient during any personally or professionally challenging time. An average of 45 attendees participated in each session.



# Issue 4: Flexible and Responsive Infrastructure

## FINANCIAL

### FY 2022 Judiciary Appropriations

The Court began the fiscal year operating under a Continuing Resolution (CR) and received a partial year/interim allotment on October 1, 2021. Based on FY 2022 full-formula court requirements and expected available financing, a 14.0 percent across-the-board reduction from full-formula requirements was applied equally to all discretionary formulas and programs. CRs are intended to fund government operations in the absence of enacted, full-year appropriations, allowing operations to continue at a specified rate for a specific period. Court units are required to exercise restraint in obligating discretionary funds during the CR period until a full-year appropriations bill is enacted and final allotments are distributed. Final allotments were issued on April 20, 2022, lowering the across-the-board reduction to full formula discretionary requirements by one percentage point, from 14.0 percent to 13.0 percent. Budget reductions, coupled with the Court's decline in filings in recent years, once again resulted in a salary shortfall for FY 2022. To mitigate the shortfall, the Court worked with the Administrative Office of the U.S. Courts and other courts to obtain supplemental funding through participation in buyouts and early retirement, shared administrative services, and other national initiatives and projects.





# TECHNOLOGY AND INNOVATION

## Courtroom of the Future

As part of the Roybal Realignment initiative, the Los Angeles Division courtrooms in the Edward R. Roybal Federal Building and U.S. Courthouse received significant technology upgrades, thanks to a collaboration between the Administrative Office of the U.S. Courts and the Court. The Roybal Realignment initiative involved an 18-month project that began in early 2021 and ended in August 2022. The project included various improvements, such as the installation of fixed infrastructure for new audio-visual (AV) systems, conduits, power, and the court's data network. Dedicated Systems Incorporated installed the AV package, which was designed by Spectrum engineers to enhance the courtroom's capabilities. These upgrades enable evidence presentation, video conferencing, streaming, and high-quality audio, making it easy to share documents, produce pristine court hearing recordings, and create an unparalleled court environment that benefits all users.

On June 3, the Court's Executive Committee approved the continuation of the Courtroom of the Future (CoTF) project in the four courtrooms of the Riverside Division. This modernization effort will include the installation of similar technologies to those in the Los Angeles Division, including audio, video, and electronic exhibit display systems to promote hybrid use. The Court expects to complete all four courtrooms by the end of 2023.

## Roybal Training Room Audio-Visual Upgrade

The 9th-floor training room of the Edward R. Roybal Federal Building and U.S. Courthouse was equipped with audio-visual technologies to enhance its functionality. These upgrades are perfect for use by court staff and members of the public. The newly installed technologies include advanced presentation systems, audio, and video. The room also boasts high-definition videoconferencing capabilities that significantly improve the two-way streaming of content (slides/presentations) and video to remote locations, providing flexibility in room configuration and speaker preferences.

## Roybal Conference Rooms Receive Audio-Visual Upgrades

The Edward R. Roybal Federal Building and U.S. Courthouse's Orange Grove conference room now features a modern audio-visual package featuring high-definition

videoconferencing equipment. The room is equipped with a touch-sensitive control panel that makes management a breeze, a 4K video switcher for multi-screen viewing, wireless content sharing, and upgraded network cabling. The essential video components have been replaced to ensure excellent performance and dependable service.

Similarly, the Sunset conference room's audio-visual equipment has been upgraded with new high-definition components. This advanced system not only improves the room's capabilities but also makes it more user-friendly. The table has wired inputs for sharing content, and a ceiling microphone array provides clear audio reception during phone and video conferences. To improve accessibility, several individual panels were replaced with a new 10" touch-sensitive control panel.

In addition, meeting room 1352 has been upgraded to include a new high-definition videoconferencing system, enhancing the clarity of presentations and enabling better visibility of speakers during collaborative meetings. These upgrades were made to ensure that the meeting room provides top-notch audio-visual experiences for all users.

## Northern Division Courtroom Audio-Visual Upgrade

Courtroom 202 in the Northern Division received several upgrades and now features state-of-the-art touchscreen controls and high-definition videoconferencing capabilities. The judge, DECRO, and lectern stations now boast new control capabilities, and more monitors have been added to the counsel tables, lecterns, and witness positions. The lecterns now offer content input capability, making it easier to present digital files from mobile devices like laptops.

## Hybrid Courtrooms are Now Available Districtwide

New technology has been installed in every courtroom that allows video appearances. This technology includes new cameras and equipment that make it possible for both in-person and remote participants to appear simultaneously during a ZoomGov hearing. A document camera was also added to the lectern to display paper-based impeachment documents or demonstrative exhibits. This camera allows any paper-based document or exhibit displayed under it to be seen on new monitors within the courtroom and in the ZoomGov hearing. All user manuals in each courtroom

have been updated to reflect how to set up the document camera controls and Zoom hearing and staff members have been trained on how to use the new technology. These new "hybrid" technologies offer increased flexibility for the judge to conduct hearings and provide appearance options for participants, allowing the Court to adapt to an ever-changing environment.

### **Online Payments Now Available for *Pro Hac Vice***

Effective January 4, the Court began offering an electronic payment method for submitting *pro hac vice* fees to the District Court. This new payment method is an excellent improvement for lawyers who are not residents and need to participate in bankruptcy cases or adversary proceedings. The online payment process uses a secure and easy-to-use application called [Pay.gov](https://pay.gov), run by the U.S. Department of Treasury. [Pay.gov](https://pay.gov) accepts all major credit cards, such as Visa, MasterCard, American Express (AMEX), and Discover, giving lawyers multiple payment options. Overall, this innovative payment system will make it easier, more convenient, and more efficient for all parties to pay the *pro hac vice* fees.

### **Spanish Version of eSR Video Updated with the Help of Spanish Interpreter Volunteer**

The Court made significant enhancements to its electronic Self-Representation (eSR) video in Spanish to better support self-represented parties. These improvements include information about NextGen, a critical component of the court's operations. Importantly, a new section on chapter 13 has been included in the eSR video, which is expected to be extremely helpful for individuals who are navigating court proceedings without a lawyer.

Additionally, Ana Cuellar, a Spanish interpreter volunteer returned for a second term through spring 2022. Her efforts in providing Spanish language updates for eSR and other court materials are commendable and invaluable. Ms. Cuellar's presence has been a significant source of support for self-represented parties who often face language barriers while navigating complex legal procedures.

### **ZoomGov Videoconferencing**

Zoom for Government (ZoomGov) continued to be used throughout 2022 for remote and hybrid hearings. The total ZoomGov use in 2022 resulted in 2,445 meetings,

2,039,187 meeting minutes, and 35,123 participants. Additionally, the Zoom Webinar license, which supports up to 1,000 participants at a time, was used for eight training events and had a total of 219 participants in 2022.

### **Staff Attend ATCoP 2022**

From May 4 to 6, Information Technology and Training Manager Padraic Keohane, Senior Court Analyst Dr. Estella Chavarin, and Management Analyst Jan Zari attended the Automation Trainer's Community of Practice (ATCoP) National Conference 2022 in San Antonio, Texas. The ATCoP conference aims to share and learn ways to incorporate modern technology with the daily work of the Court. This year's conference offered various sessions on enhancing training delivery, including tips for using Microsoft Teams, making technology-enhanced education more engaging, and improving public speaking skills. Additionally, there were breakout sessions on Document Management in SharePoint Online, Increasing Teams Proficiency, and Automated Testing of the CM/ECF Environment. The conference provided valuable insight into how courts can use available technology to boost efficiency in the workplace.

Mr. Keohane conducted a pre-conference course on "Making Training Videos with a Phone and PowerPoint." The course taught attendees how to use a smartphone to record videos and use PowerPoint to edit them. Students learned how to trim and splice segments together, add special effects, and use shapes to highlight parts of the screen. Over 30 students attended this two-and-a-half-hour session, which was also recorded.

On the final day of the conference, Mr. Keohane, Dr. Chavarin, and Mr. Zari participated in the conference's showcase sessions, which featured various local court-inspired projects. They gave a presentation on the Court's Keep in Touch Everyone (KITE) Initiative, which was developed to help facilitate communication and employee engagement during the COVID-19 pandemic. The presentation highlighted how technology was used to foster training and stay connected while working remotely, with a focus on the KITE webpage and Learning & Development and Interactive Learning Monday SharePoint pages.

Following the presentation, several courts expressed interest in setting up their own versions. The Administrative Office of the U.S. Courts also listed the site in the Judiciary Lookbook.



## **2022 IT Security Self-Assessment Program Scorecard**

The Court submitted its 2022 Judiciary IT Security Self-Assessment Program Scorecard (Scorecard). The Scorecard provides a high-level view of the Court's current security profile and identifies IT security weaknesses for improvement and resources to support risk mitigation efforts. The Court scored in the highest tier of compliance on the Scorecard. The Scorecard is updated yearly to remove items with high national compliance and add new items that continue to 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 how to identify confidential information and threats, avoid dangers, backup data, implement password protections, and tips on how to practice general Internet safety. Additionally, IT department staff completed additional IT security training as required per the scorecard.

## **New CPUs and Scanners**

New scanning workstations (CPUs and scanners) were installed at intake window locations to replace older devices. The new workstations enable the Court to increase imaging speed and reliability and expand streamlining and automation efforts. The new devices support the Court's Strategic Plan priority to implement a flexible and responsive infrastructure.

## **Update to Windows 10 Version 21H2**

All court devices were updated to the latest version of Windows 10, version 21H2. This update enhanced security and enables future updates from Microsoft. The previous version, 20H2, reached its end of life and was no longer able to be patched or updated. The upgrade was applied to the different devices, and the installer was scheduled overnight to minimize any potential service disruptions.

## **New Image Designed and Tested by IT Help Desk Staff**

Automation Systems Specialist Robert Argleben redesigned the image used to set up court devices. The previous image required the maintenance and updating of multiple versions of the Court's Windows image to work on different devices. However, the new image requires a single update to the Court's Windows image, which saves time, labor, and money. To ensure that the latest image works with new devices, such as CPUs and laptops that have been purchased by the Court, Automation Systems Specialist Yuri Bello successfully tested the image.

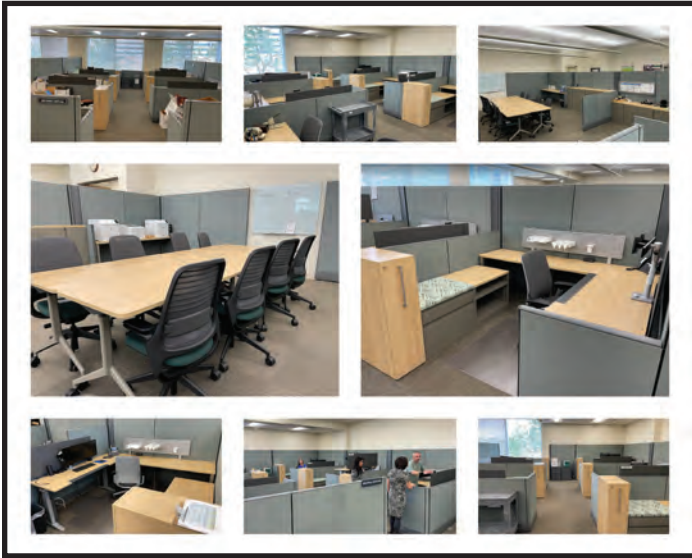
## **CourtSpeak**

To prepare for the launch of CourtSpeak, the Information Technology team upgraded the server to the latest version. CourtSpeak collaborates with FTR to access recorded hearings, convert them to MP3 format, and docket them to CM/ECF for public access via PACER. The newest version of CourtSpeak, CourtSpeak Web, is optimized to process FTR files more efficiently than previous versions. Testing of the previous recording was successful, and implementation began in late 2022. Compared to the older version of CourtSpeak, updates are automatically provided by the CourtSpeak team, eliminating the need for local IT staff to track and install updates, saving time, money, and other resources.

## **Attorney Wi-Fi Upgraded in the Santa Ana Division**

The Santa Ana Division's attorney Wi-Fi system was upgraded to enhance speed, coverage, and reliability. The improvements involved coordination of resources from multiple departments and the installation of new routers, implementation of stricter security controls, and migration to faster fiber Internet service. This upgrade improves the ability for attorneys and bar members to access the Internet with faster bandwidth and supports modern mobile device features such as Wi-Fi calling.

## FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS



### Santa Ana Division Staff Stations Reconfigured

From March 17-18, the Court reconfigured staff workstations on the 2nd floor in the Santa Ana Division to enhance the furniture's ergonomic and functional capabilities. While the existing panels remained in place, all work surfaces, overhead, and storage cabinets were replaced with new components, including adjustable height desks and additional storage options. In addition, this effort allowed the Court to create several collaborative and flexible workspaces for staff that were not available before the remodel.

### Los Angeles Division Staff Coordinate Archiving Efforts

Operations staff from the Los Angeles Division coordinated the archiving efforts of all documents, records, and case files to be sent to the National Archives and Records Administration (NARA) before the end of the year. This project is especially important to court operations because NARA will no longer accept paper or boxes after December 31. More than 500 boxes of records were archived this year.

### 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 continues to telework, including

designated floor wardens, 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.

### Emergency Preparedness Training

The Emergency Preparedness team conducted a refresher Emergency Preparedness training for all court staff via Zoom on February 24-25, 2022. The program included information on evacuations, shelter-in-place, and incident reporting/situational awareness. There was a total of 124 participants, including 11 judges.

### Active Shooter Training

From April 7-8, 2022, Inspector Matthew Vidmar from the Federal Protective Service (FPS) provided Active Shooter Training. A total of 118 participants, including six judges, attended the Zoom presentation.

### Court Updates Reconstitution Plan and Issues New Guidance Regarding Face Coverings

On May 17, the Court released its updated Reconstitution Plan, which included updated guidance on wearing face coverings in court facilities.



The new guidance on face coverings explained that all individuals seeking entry to or occupying the Court must abide by the Centers for Disease Control and Prevention (CDC)'s most recent guidance regarding face coverings. As determined by the CDC, local COVID-19 Community Levels for each county govern the requirements for wearing face coverings in the Court.

Based on CDC recommendations, face coverings became optional in all divisions located in a county with a "Low" or "Medium" Community Level and mandatory for all divisions situated in a county with a "High" Community Level. According to General Order 21-05, the presiding judge determines the protocols in effect in the assigned courtroom or chambers, which may include the requirement to wear face coverings.

## **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, World Health Organization, General Services Administration, and the JNet websites for updated guidance, information, and tips regarding the COVID-19 pandemic. The Emergency Preparedness team updated the Court's Intranet site and notified all staff via email as new information became available.

Information was frequently updated and 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> As the pandemic caused the closure of court buildings where Help Desks operate, the Clerk’s Office provided an email box so that self-represented litigants (SRLs) could contact the Court and be connected 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 offered its online chat program continuously 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 both 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> In order to encourage volunteer participation by attorneys 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:
<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><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>
<b>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court</b>	<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 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> <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>



## 1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<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 continues 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. In 2021, the dashboard was upgraded to include county-level data.</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> <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>            Case Management Administrator Andrea Gomez 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>

## 1.1 Outreach for Individuals

STRATEGIES:	ACCOMPLISHMENTS:
<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><b><u>CARE Program</u></b> In conjunction with Law Day, 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> <p><b><u>2022 Ninth Circuit Civics Contest</u></b> See the 2022 Ninth Circuit Civics Contest article in this report.</p> <p><b><u>Virtual FED Day</u></b> See the Virtual FED Day article in this report.</p> <p><b><u>Virtual Law Day</u></b> See the Virtual Law Day article in this report.</p> <p><b><u>Diverse Community Outreach Efforts</u></b> See 1.1.1</p>
<b>1.1.5 Support and facilitate self-help centers and pro bono programs throughout the District</b>	<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>

<b>1.2 Outreach for Businesses</b>	
<b>STRATEGIES:</b>	<b>ACCOMPLISHMENTS:</b>
<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>	<b><u>Small Business Reorganization Task Force</u></b> See 1.1.2
<b>1.2.2 Investigate and identify barriers that prevent small businesses from accessing court resources</b>	<b><u>Small Business Reorganization Task Force</u></b> See 1.1.2
<b>1.2.3 Maintain and develop relationships with a diverse range of organizations, community groups, and bar associations</b>	<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 2022, 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>
<b>1.2.4 Study the existing business bankruptcy procedures to see whether there are barriers to business access</b>	<b><u>Small Business Reorganization Task Force</u></b> See 1.1.2

## 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>
<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 adopted its first-ever 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 Personnel Handbook and posted on its website.</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 (cont.)</b></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><u>Dialogue Regarding Race Relations</u></b>            In light of the social unrest brought on by the deaths of George Floyd, Breonna Taylor, and others, the Court hosted a dialogue regarding race relations in America on July 14, 2020. Approximately 100 participants, including judges, law clerks, and Clerk’s Office staff, attended the Zoom presentation moderated by Judge Smith, Director of Human Resources and Court Services Beryl Dixon, and Operations Manager Fern Campbell.</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>            See the Online Payments Now Available for <i>Pro Hac Vice</i> article in the report.</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> <p><b><u>Videoconferences and Telephonic Hearings Across Divisions</u></b>            Throughout the year, the Court permitted telephonic appearances immediately after the Court’s first closure in 2020 and quickly implemented 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>



## 2.1 Non-Discrimination

### STRATEGIES:

**2.1.5 Facilitate access to court proceedings for all individuals (cont.)**

### ACCOMPLISHMENTS:

**Courtroom of the Future**

See the Courtroom of the Future article in this report.

**Hybrid Courtrooms**

See the Hybrid Courtrooms Now Available Districtwide article in this report.

**Access to eSR and Online Chat Program**

See 1.1.3

**eSR Log-in Instructions at Public Terminals**

See 1.1.3

**Accommodations for Deaf and Hearing Impaired**

See 2.1.2

**ADA Accommodations**

See 2.1.2

## 2.2 Clear and Understandable Information and Procedures

### STRATEGIES:

**2.2.1 Simplify forms, rules, and other resources (“plain English”)**

### ACCOMPLISHMENTS:

**The Central Guide Replaces the Court Manual**

The Court released *The Central Guide*, a new digital tool that replaces the *Court Manual* and can be accessed through the Court’s website under “Rules and Procedures.” *The Central Guide* is a one-stop digital database with four sections that contain hundreds of links to content that no longer needs to be in the *Court Manual* because it is already published on the Court’s website in other locations.

**Local Bankruptcy Rules**

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.

**Petitions, Forms, and Instructions Updated**

Throughout the year, the Court updated the Petition Packages and Official Forms and Instructions as needed.

**Plain English**

The Court’s Rules Committee ensures that all LBR and LBR form revisions are in plain English. Other documents, such as the *Court Manual*, Court website, Public Notices, etc., are also published in plain English.

**Specific Procedures Provided on Each Judge’s Webpage**

The Court continued to update and provide practitioners with judge-specific procedures on each judge’s webpage found on the Court’s website.

## 2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.2.2 Draft critical forms and information in common languages spoken in the District</b></p>	<p><b><u>Spanish-speaking Customer Service Representative</u></b> In 2022, 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>
<p><b>2.2.3 Strive to limit variances and effectively communicate unique procedural requirements</b></p>	<p><b><u>Spanish-speaking Customer Service Representative</u></b> In 2022, 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>
<p><b>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</b></p>	<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>
<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 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>

## 2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.2.6 Provide the public with instructions that are easily understandable and readily available (cont.)</b></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>
<p><b>2.2.8 Evaluate and utilize social media as appropriate</b></p>	<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:
<p><b>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff</b></p>	<p><b><u>Central District Judicial Education Committee Annual Conference</u></b> In 2022, 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 a number of 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> Administrative Specialist Jan Zari and Operations Team Leader Mark Francisco participated in the 2019-2020 Federal Judicial Center's (FJC) Federal Court Leadership Development Program (FCLDP) class.</p> <p>Facilities Project Coordinator Diana Wong was selected for the 2022-2023 Federal Judicial Center's (FJC) Federal Court Leadership Development Program (FCLDP).</p>

<b>2.3 Informed Judging</b>	
<b>STRATEGIES:</b>	<b>ACCOMPLISHMENTS:</b>
<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><b><u>Law Clerk/Extern Training Sessions</u></b>            In 2022, 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>Judges Barash, Bluebond, Clarkson, Saltzman, and Yun also hosted a week-long program covering the basics of consumer bankruptcy law, business restructuring, adversary proceedings, motion practice, 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.</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 Estella Chavarin, EdD., 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> <p><b><u>Winter Education Seminar</u></b>            See the 2022 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>
<b>2.3.2 Provide accurate and timely procedures and rules to judges and staff</b>	<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>
<b>2.3.3 Ensure court procedures remain in compliance with relevant statutes, rules, and policies</b>	<p><b><u>Petitions, Forms, and Instructions Updated</u></b>            See 2.2.1</p>

## 2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<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:
<p><b>2.4.1 Support and encourage the use of alternative dispute resolution procedures</b></p>	<p><b><u>Bankruptcy Mediation Program</u></b>                      The Mediation Program entered into its 27th year in 2022 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>
<p><b>2.4.2 Develop clear procedures for remote telephonic and video appearances that are dependable and effective</b></p>	<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>



## 2.4 Cost-Effectiveness

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.4.3 Evaluate and implement systems to broaden self-help resources available via video</b></p>	<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>
<p><b>2.4.4 Consider commuting challenges and their impact on litigants when implementing court procedures</b></p>	<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>Network Upgrades</u></b> The Network Management department replaced the Los Angeles network core switches and the closet switches in Northern and Santa Ana Divisions. The new switches have speed and capacities many times that of the replaced equipment. In addition, the Network Management department replaced all patching cable at these divisions to improve the network infrastructure. In May, the Network Management department continued to cyclically replace closet switches in the Riverside and Los Angeles Divisions.</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>

## 2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<b>2.5.2 Streamline and simplify case management policies, procedures, and practices</b>	<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 2022, 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> <p><b><u>Electronic Drop Box</u></b> In 2022, the Court continued to use the Electronic Drop Box (eDB). 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>ADI Enhancements</u></b> The Court amended Chapter 11 and 13 Plan Confirmation docketing events to automate the manual docketing process of noticing the confirmation of a plan. The modified event will prompt the user to confirm a BNC notice to be generated when docketing the confirmation of chapter 11 and 13 plans. The ADI enhancements provide significant staff labor savings.</p> <p><b><u>Online Payments Now Available for <i>Pro Hac Vice</i></u></b> See the Online Payments Now Available for <i>Pro Hac Vice</i> article in the report.</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>Case Management Assist (CMA)</u></b> See 2.5.1</p>

## 2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<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>New 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>
<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) webpage 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 has also offered the Survey Regarding Self-Help Resources in Spanish.</p>

## 2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.6.1 Improve website resources and access for self-represented parties (cont.)</b></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> <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>
<p><b>2.6.2 Enhance functionality of electronic filing</b></p>	<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>
<p><b>2.6.3 Encourage electronic filing where consistent with court rules</b></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>

## 2.7 Non-Attorney Services

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.7.1 Continue to monitor and work to eliminate abusive and fraudulent conduct by bankruptcy petition preparers</b></p>	<p><b><u>Third-Party Filer Tracker</u></b> See 1.1.1</p>
<p><b>2.7.2 Study new and emerging projects and research on effective and legal use of non-attorney assistance</b></p>	<p><b><u>RAND Research</u></b> Following the Court’s RAND interview with researchers in April 2018, in November 2022 a researcher contacted the Court with questions related to an extension of the original bankruptcy project. The Court responded to the RAND researcher’s request to assist with FJC filing data and regarding questions about eSR.</p>

## 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><u>RAND Research</u></b> See 2.7.2</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>Court is Open Flyer</u></b> The Court distributed the “Court is Open” flyer (in English and Spanish) to an extensive list of contacts, including over 700 recipients such as state and local representatives and bar association members. The flyer was developed by Judge Tighe and Clerk’s Office staff and posted to the entrance of each court building.</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:
<b>2.9.1 Manage the Court's budget effectively and request supplemental funding when necessary</b>	<p><b><u>Monthly Spending Plans</u></b> The Clerk of Court submits a monthly spending plan to the Executive Committee for its 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. Opportunities for shared services funding are actively pursued by a designated Clerk's Office team.</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 provided to executive management to ensure proper oversight of government funds.</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><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><u>Court Volunteer Interpreters</u></b> In 2020, volunteer interpreter Jacqueline O'Neill Huerta translated the telephone meeting instructions from the Office of the U.S. Trustee and assisted with the translation of the Court's electronic Self-Representation (eSR) webpage, eSR checklists for chapters 7 and 13, General Orders, and court flyers.</p> <p>From July 15 through early November 2020, volunteer interpreter Ana Cuellar assisted with translating the Court's General Orders on its COVID-19 webpage as well as translating signs at entrances/exits regarding temperature scanners. Also, Ms. Cuellar collaborated with Neighborhood Legal Services of Los Angeles staff to translate bankruptcy petition schedules, the eSR landing page, eSR checklists, filing declaration and other chapter 13 documents. She also assisted with translating flyers and appointment cards for self-represented litigants.</p> <p>In December 2021, Spanish interpreter volunteer Ana Cuellar returned for a new volunteer term through the spring of 2022. Ms. Cuellar assisted with Spanish language updates for eSR and other court materials for self-represented parties.</p>
<b>2.9.3 Maintain a culture of responsible stewardship of all court resources</b>	<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>

2.9 Resource Management	
STRATEGIES:	ACCOMPLISHMENTS:
<p><b>2.9.3 Maintain a culture of responsible stewardship of all court resources (cont.)</b></p>	<p><b><u>Bankruptcy Mediation Program</u></b> See 2.4.1</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> <p><b><u>Reconstitution Plan</u></b> In response to the pandemic and after staff completed an Employee Return-to-Work survey to gather feedback on reopening needs and preferences, the Court drafted a Reconstitution Plan to implement a phased approach to return to the office.</p>

## Issue 3: Judiciary Workforce of the Future

### 3.1 Standards of Conduct

#### STRATEGIES:

**3.1.1 Maintain a workplace that fosters dignity, courtesy, patience, and respect**

#### ACCOMPLISHMENTS:

##### **Diversity, Equity, and Inclusion (DEI) Statement**

The Court adopted first-ever 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 Personnel Handbook and posted on its website.

##### **Ethics Training**

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.

##### **Excellent Customer Service Encouraged**

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.

##### **“Great Place to Work” Campaign**

The “Great Place to Work” campaign continued throughout 2022. 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.

##### **Wellness Campaign Events**

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.

##### **Court Values Campaign**

In 2020, the Court highlighted each of its seven values (respect, integrity, diversity, exceptional service, innovation, collaboration, and education) found in its *2020 – 2024 Strategic Plan*. The Court celebrated each value through an email and *Full Court Press newsletter* article along with a specially created court activity. Also, for each new court value highlighted, the Communications Department created a new logo and intranet banner to display on the Court’s internal website.

##### **Dialogue Regarding Race Relations**

See 2.1.3

##### **Reporting Allegations of Fraud, Waste, and Abuse**

See 2.9.3

### 3.1 Standards of Conduct

STRATEGIES:	ACCOMPLISHMENTS:
3.1.2 Promote performance based on integrity, efficiency, helpfulness, and empathy	<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>
3.1.3 Encourage the reporting of workplace misconduct and reduce barriers to reporting workplace misconduct by implementing an interactive Employment Dispute Resolution process	<p><b><u>Employment 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:
3.2.1 Educate judges and court personnel on existing and emerging technologies.	<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 who were preparing to telework during the pandemic-related divisional closures. Also, 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> In order to facilitate court operations during the COVID-19 pandemic, Zoom for Government (ZoomGov) licenses were purchased to enable judges the ability to conduct court proceedings remotely via videoconference. ZoomGov is a simplified messaging and videoconferencing tool available on PCs, laptops, tablets, and smartphones. The videoconference software has all of 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 2022 Winter Education Seminar article in this report.</p> <p><b><u>ZoomGov User Guides</u></b> See 2.4.2</p>
3.2.2 Foster a culture of learning where judges, chambers, and Clerk's Office staff work to keep needed skills current	<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>Interactive Mondays</u></b> Throughout the year, 20-25 staff members joined Administrative Specialist Jan Zari weekly to discuss topics such as discovering and building individual strengths, including personal and professional attributes and qualities. The sessions allowed staff to connect, interact, and learn in a virtual environment during a period of change and uncertainty.</p>

## 3.2 Recruitment and Development

### STRATEGIES:

**3.2.2 Foster a culture of learning where judges, chambers, and Clerk's Office staff work to keep needed skills current**

### ACCOMPLISHMENTS:

#### **Keep in Touch Everyone (KITE)**

Implemented by the Human Resources Department, Learning & 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.

#### **LEAD Academy**

In 2022, Courtroom Services Specialist Susan Hawkinson, Project Coordinator Shafari Tatum, and Courtroom Deputy James Le completed the NCBC's four-month Leadership, Excellence, Achievement, and Development (LEAD) Academy program hosted by the National Conference of Bankruptcy Clerks (NCBC).

#### **Professional Development Opportunities**

The Court created professional development opportunities in the Communications, Planning & Research, and Audio-Visual Departments.

#### **Together Tuesdays**

In 2020, "Let's Get Together Tuesdays" sessions were offered in which participants Skype during the lunch hour on Tuesdays for fun games and regular chats.

#### **Court's Local Human Resources Academy**

See The Court's Local Human Resources Academy Goes Virtual article in this report.

#### **Training Courses and Programs**

See the Learning & Development Courses Train and Educate Court Personnel article in this report.

#### **Winter Education Seminar**

See the 2022 Winter Education Seminar article in this report.

#### **Bringing the Future into Focus**

See 2.3.1

#### **Federal Court Leadership Development Program**

See 2.3.1

#### **Law Clerk/Extern Training Sessions**

See 2.3.1

#### **Online Learning Paths for Court Staff**

See 2.3.1

#### **SHOT! Professional Development Program**

See 2.3.1

#### **"Great Place to Work" Campaign**

See 3.1.1

#### **Wellness Campaign Events**

See 3.1.1



## 3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<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>
<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 2022 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>Theodor C. Albert Appointed Chief Bankruptcy Judge</u></b> On January 1, Judge Theodor C. Albert assumed the post of Chief Bankruptcy Judge for the Central District of California, succeeding Judge Maureen A. Tighe. Judge Albert is the ninth judge to hold this position.</p> <p><b><u>Magdalena Reyes Bordeaux Appointed as New Bankruptcy Judge</u></b> Judges of the United States Court of Appeals for the Ninth Circuit appointed Magdalena Reyes Bordeaux as the next bankruptcy judge.</p>

### 3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.2.5 Recruit people who possess the education, skills, experience, commitment, and desire to serve the public (cont.)</b></p>	<p><b><u>Ronald Alonzo Clifford III Appointed as New Bankruptcy Judge</u></b> Judges of the United States Court of Appeals for the Ninth Circuit appointed Ronald Alonzo Clifford III as the next bankruptcy judge.</p> <p><b><u>Judge Klein Participates in a Diverse Attorney Pipeline Program</u></b> In 2021, Judge Klein spoke during the American Bankruptcy Institute’s national Diverse Attorney Pipeline Program: “Why Bankruptcy: A Discussion on an Awesome Practice.”</p> <p><b><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u></b> In 2021, Judge Klein participated as a panelist during the American Bankruptcy Institute’s program hosted by Loyola Law School addressing the practice of bankruptcy law and the importance of diversity, equity, and inclusion in the workplace.</p> <p><b><u>Judge Klein Discusses the Benefits of Federal Judicial Externships</u></b> In 2021, Judge Klein participated as a panelist during a Loyola Law School panel addressing the benefits of Federal Judicial Externships.</p> <p><b><u>Judge Klein Discusses Bankruptcy Law Practice</u></b> In 2021, Judge Klein participated as a panelist during a program for the University of Maryland, Carey School of Law which addressed the fascinating practice of bankruptcy law, civility, ethics, and courtroom etiquette.</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>
<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>

### 3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement (cont.)</b></p>	<p><b><u>Years of Service Awards</u></b> In 2022, the Court virtually 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 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> <p><b><u>Together Tuesdays</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>Court Values 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> <p><b><u>Together Tuesdays</u></b> See 3.2.2</p>
<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 2022, the SPC and CoEs completed more than 30 projects and initiatives under the Court’s <i>2020 – 2024 Strategic Plan</i>. See the CoE for Operations Improvement Facilitates New Refresher Training Series, Update of Operations Corrective Actions Guidelines, Update of CM/ECF Attorney Resources, Expanded Court Website Zip Code Search, CoE for Court Technologies Simplified Access to Tentative Rulings/ Posted Calendar, and New Audio Recording Request, Processing, and Delivery articles in this report.</p>

### 3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>3.3.3 Expand ongoing opportunities for employees to provide regular feedback (cont.)</b></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>            See the Strategic Planning Council article in this report.</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>Strategic Planning Council</u></b>            See the Strategic Planning Council article in this report.</p> <p><b><u>Employee Recognition Programs</u></b>            See 3.3.1</p> <p><b><u>New Centers of Excellence (CoE)</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>NCBC 2022: Las Vegas</u></b>            From June 6 to 9, 2022, over 300 Clerk’s Office staff members from bankruptcy courts throughout the federal judiciary gathered in Las Vegas, Nevada, to attend the 2022 National Conference of Bankruptcy Clerks (NCBC), which held its first annual conference since 2019 after the cancellations of the 2020 and 2021 due to COVID-19.</p> <p><b><u>NCBC Conference at Anaheim</u></b>            Prior to the pandemic, the Court was selected to host the 2020 National Conference of Bankruptcy Clerks (NCBC) Conference. Unfortunately, the NCBC Board made the difficult decision to postpone the Educational Conference in Anaheim until May 30 – June 2, 2023. Throughout 2022, the Court’s Planning Committee worked with the NCBC Board of Directors to suggest potential conference speakers, educational break-out sessions, and activities.</p> <p><b><u>Dialogue Regarding Race Relations</u></b>            See 2.1.3</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> <p><b><u>Together Tuesdays</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 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
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>Dialogue Regarding Race Relations</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><u>Together Tuesdays</u></b> See 3.2.2</p> <p><b><u>Diversity Celebrations</u></b> See The Court Celebrated Heritage Months article in this report.</p>
3.4.2 Implement initiatives to ensure that all divisions communicate and collaborate effectively	<p><b><u>COVID-19 Planning Meetings</u></b> In an effort to increase communication during the COVID-19 pandemic, Executive Officer/Clerk of Court Kathleen J. Campbell, joined by Chief Judge Albert continued to meet with managers and supervisors monthly. During these teleconferences, Chief Judge Albert and Ms. Campbell provided district-wide updates, general information, and answered questions, while managers and supervisors provided departmental updates and reported staff concerns. The COVID-19 planning meetings ensured that the Court was prepared for contingencies as the pandemic progressed.</p> <p><b><u>Winter Education Seminar</u></b> See the 2022 Winter Education Seminar article in this report.</p> <p><b><u>Dialogue Regarding Race Relations</u></b> See 2.1.3</p> <p><b><u>Bringing the Future into Focus</u></b> 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> <p><b><u>Together Tuesdays</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 2022 Winter Education Seminar article in this report.</p> <p><b><u>Dialogue Regarding Race Relations</u></b> See 2.1.3</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>Court Values Campaign</u></b> See 3.1.1</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> <p><b><u>Together Tuesdays</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>Judiciary Fair Employment Practices (FEPS) Annual Report</u></b> The Court compiled its Fair Employment Practices (FEPS) Annual Report, which was updated with workforce demographics and utilized to assess staffing and succession planning needs.</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>

### 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 (cont.)</b></p>	<p><b><u>Diversity Celebrations</u></b> See The Court Celebrated Heritage Months article in this report.</p> <p><b><u>Dialogue Regarding Race Relations</u></b> See 2.1.3</p> <p><b><u>Diversity, Equity, and Inclusion (DEI) Statement</u></b> See 3.1.1</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>Judge Klein Participates in a Diverse Attorney Pipeline Program</u></b> See 3.2.5</p> <p><b><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u></b> See 3.2.5</p>
<p><b>3.5.2 Provide outreach and information to potential judicial applicants to encourage highly-qualified individuals to apply for judicial openings</b></p>	<p><b><u>Judges Reach Potential Applicants</u></b> See 3.2.4</p> <p><b><u>Judge Klein Participates in a Diverse Attorney Pipeline Program</u></b> See 3.2.5</p> <p><b><u>Judge Klein Discusses Bankruptcy and Diversity, Equity, and Inclusion</u></b> See 3.2.5</p> <p><b><u>Judge Klein Discusses the Benefits of Federal Judicial Externships</u></b> See 3.2.5</p> <p><b><u>Judge Klein Discusses Bankruptcy Law Practice</u></b> See 3.2.5</p> <p><b><u>Diversity Hiring Committee Participation</u></b> See 3.5.1</p>
<p><b>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</b></p>	<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:
<p><b>3.6.1 Pursue opportunities to share services within the Judiciary, including no cost and cost-reimbursable services</b></p>	<p><b><u>Collaboration with District Court</u></b> The Court’s COOP Coordinator collaborated with the U.S. District Court’s Emergency Preparedness and Security Officer.</p> <p><b><u>Shared Services Plan</u></b> The Shared Services Plan has been 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 by 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>
<p><b>3.6.2 Consider sharing positions within the Judiciary when a full-time position is not warranted or funds are limited</b></p>	<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 District Court at the Santa Ana Division.</p>
<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> Five Republic of Korea Supreme Court delegates visited the Court on October 3, 2022. The delegates were employees of the IT Center and were interested in CM/ ECF and general case management processes.</p> <p><b><u>New Centers of Excellence (CoE)</u></b> See 3.3.3</p>
<p><b>3.6.4 Volunteer to serve on national, circuit, and other committees and working groups to ensure the Court has a voice on critical initiatives and programs</b></p>	<p><b><u>Clerk’s Office Staff Serve on NCBC Committee</u></b> Clerk’s Office staff continued to serve on various NCBC Committees.</p> <p><b><u>Federal Executive Board</u></b> The Court’s Continuity of Operations Coordinator continued to collaborate with the Federal Executive Board (FEB), serving on their Greater Los Angeles Area Federal Executive Board (GLAFEB) Continuity Working Group (CWG) Steering Committee.</p> <p><b><u>Judicial Committee Participation</u></b> Chambers and Clerk’s Office staff continued to enhance communication through judicial committee participation.</p> <p><b><u>NextGen Expert Panel Selections for 2020-2021</u></b> Court staff were selected for NextGen Expert Panel.</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>

### 3.6 Collaboration

STRATEGIES:	ACCOMPLISHMENTS:
<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, such as “Using OneNote to Organize Your Next Trial.”</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 the Hybrid Courtrooms Now Available Districtwide article in this report.</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>
<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:
4.1.1 Maintain an IT project review process to determine project feasibility and prioritization	<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>
4.1.2 Review the IT Strategic Plan to ensure alignment with the vision, goals, and initiatives of the Court and compliance with the <i>Guide to Judiciary Policy</i>	<p><b><u>IT Strategic Plan</u></b> See 4.1.1</p>
4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience	<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 <i>Guide to Judiciary Policy</i>, 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> <p><b><u>Proxy Server and Patch Management Applications Upgraded</u></b> 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.</p>



## 4.1 Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible and secure technology experience (cont.)</b></p>	<p><b><u>Quarterly IT Security Assessment</u></b> 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.</p> <p><b><u>2022 IT Security Scorecard</u></b> See the 2022 IT Security Self-Assessment Program Scorecard article in this report.</p> <p><b><u>IT Security Refresher</u></b> See the IT Security Refresher article in this report.</p> <p><b><u>FTR Gold Improvements</u></b> See 2.3.5</p>
<p><b>4.1.4 Assess needs and implement improvements in case management systems</b></p>	<p><b><u>Auto Docketing Interface (ADI)</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 the court's caseload more efficiently.</p> <p><b><u>Programs and Initiatives to Limit In-Person Appearances</u></b> In response to the COVID-19 pandemic, the Court has implemented programs and initiatives to limit in-person appearances.</p> <p>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 manually file involuntary bankruptcy petitions over the intake window.</p> <p>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 through the mail and in-person. 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.</p> <p><b><u>Online Intake Appointment System</u></b> See 1.1.2</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>

## 4.1 Technology

STRATEGIES:	ACCOMPLISHMENTS:
<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><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>
<b>4.1.6 Evaluate new and existing national applications on a frequent basis</b>	<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 network 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>
<b>4.1.7 Institute IT project management and software development methodologies</b>	<p><b><u>Project Management Software Developments</u></b> 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.</p>

## 4.2 Courtroom Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.2.1 Examine courtroom technology guidelines and requirements</b></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 the Hybrid Courtrooms Now Available Districtwide article in this report.</p> <p><b><u>Northern Division Courtroom Audio-Visual Upgrade</u></b> See the Northern Division Courtroom Audio-Visual Upgrade article in this report.</p> <p><b><u>Roybal Conference Room Upgrades</u></b> See the Roybal Conference Rooms Receive Audio-Visual Upgrades article in this report.</p> <p><b><u>Roybal Training Room Upgrades</u></b> See the Roybal Training Room Audio-Visual Upgrade article in this report.</p>
<p><b>4.2.2 Upgrade courtrooms to maximize use of modern courtroom technology and video appearance capability</b></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 the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
<p><b>4.2.3 Implement procedures for the electronic submission of exhibits for evidentiary hearings</b></p>	<p><b><u>Electronic Exhibit Submission</u></b> Clerk's Office staff worked with chambers to review electronic exhibit submission options and provide feedback on verbiage for hearing notices, instructions, and procedures.</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 the Hybrid Courtrooms Now Available Districtwide article in this report.</p>
<p><b>4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations</b></p>	<p><b><u>IT Solutions and Developments</u></b> 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.</p> <p>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 the Hybrid Courtrooms Now Available Districtwide article in this report.</p> <p><b><u>Electronic Drop Box</u></b> See 2.5.2</p>

## 4.2 Courtroom Technology

STRATEGIES:	ACCOMPLISHMENTS:
<b>4.2.5 Analyze the technologies necessary to implement courtroom sharing and the associated costs</b>	<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 from April 18-22, 2022.
<b>4.2.6 Ensure court recording systems are current and optimized for audio quality</b>	<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.  <b><u>Northern Division Courtroom Audio-Visual Upgrade</u></b> See the Northern Division Courtroom Audio-Visual Upgrade article in this report.  <b><u>Roybal Conference Room Upgrades</u></b> See the Roybal Conference Rooms Receive Audio-Visual Upgrades article in this report.  <b><u>Roybal Training Room Upgrades</u></b> See the Roybal Training Room Audio-Visual Upgrade article in this report.  <b><u>Court Recorders</u></b> See 2.3.4  <b><u>FTR Gold Improvements</u></b> See 2.3.5

## 4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
<b>4.3.1 Implement Judiciary IT Security Scorecard requirements</b>	<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 improve the Court’s security.  <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.  <b><u>2022 IT Security Scorecard</u></b> See the 2022 IT Security Self-Assessment Program Scorecard article in this report.  <b><u>IT Security Scorecard Requirements Review</u></b> See 4.1.3  <b><u>Quarterly IT Security Assessment</u></b> See 4.1.3

### 4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
<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 improve the Court's security posture. An annual review of IT security policies and plans were completed, using the Guide to Judiciary Policy and various resource packets as references.</p> <p><b><u>IT Security Training</u></b> See 4.1.3</p>
<p><b>4.3.4 Establish and maintain redundancies to all critical systems</b></p>	<p><b><u>Administrative Office of the U.S. Courts' Cloud Services</u></b> See 4.2.6</p>
<p><b>4.3.5 Expand security awareness through training and frequent communication</b></p>	<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:
<p><b>4.4.1 Provide staff with the required training and equipment to successfully work remotely when necessary</b></p>	<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 during the COVID-19 pandemic.</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 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
<b>4.4.2 Utilize platform-agnostic applications and consider the potential for mobile solutions when initiating new IT projects</b>	<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.
<b>4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology</b>	<b><u>Collaborative Platforms Used</u></b> Collaborative platforms such as Teams and Zoom were prominently used in 2022. 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.  <b><u>Courtroom Videoconference Installations</u></b> New videoconferencing equipment and controls were tested and deployed in courtrooms throughout the District.  <b><u>Courtroom of the Future</u></b> See the Courtroom of the Future article in this report.  <b><u>Hybrid Courtrooms</u></b> See the Hybrid Courtrooms Now Available Districtwide article in this report.  <b><u>Northern Division Courtroom Audio-Visual Upgrade</u></b> See the Northern Division Courtroom Audio-Visual Upgrade article in this report.  <b><u>Roybal Conference Room Upgrades</u></b> See the Roybal Conference Rooms Receive Audio-Visual Upgrades article in this report.  <b><u>Roybal Training Room Upgrades</u></b> See the Roybal Training Room Audio-Visual Upgrade article in this report.  <b><u>SharePoint</u></b> See 2.2.5
<b>4.4.4 Share and promote the use of collaboration tools and unified messaging applications</b>	<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.  <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  <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.

## 4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.4.4 Share and promote the use of collaboration tools and unified messaging applications (cont.)</b></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>

## 4.5 Paper Reduction

STRATEGIES:	ACCOMPLISHMENTS:
<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 (cont.)</b></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> <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:
<p><b>4.6.1 Involve public stakeholders in the development and upgrades of technological systems and solutions</b></p>	<p><b><u>Courtroom of the Future Collaborative Discussions</u></b> Clerk’s Office staff continued needs gathering and design discussions for the Courtroom of the Future. Judges, law clerks, and court staff met at key decisions milestones to ensure the selection of new technologies matched the proposed use in a courtroom setting. Information was shared and feedback received at a variety of occasions such as the Board of Judges and Los Angeles judges’ meetings. Additionally, multiple feedback sessions were held for attorneys.</p> <p><b><u>Courtroom of the Future Tours</u></b> The Court promoted courtroom tours to the Bar Advisory Board and their respective Bar organizations of the upgraded Courtroom of the Future (COTF) spaces within the Edward R. Roybal Federal Building and U.S. Courthouse (Roybal) in Los Angeles. As part of the Court’s Strategic Plan initiative to provide a flexible and responsive infrastructure, the COTF project includes the upgrade of courtroom technology throughout the Central District starting with courtrooms in Roybal. Tours were offered both in-person and virtually. The tours included a review of state-of-the-art technology and intuitive audio-visual control systems, which were added to the COTF in accordance with the goal to provide modern infrastructure in courtrooms to support trends and advancements in technology. The updated courtrooms feature new audio systems, video displays, an electronic exhibit presentation system, telephonic and video conferencing, and a variety of other improvements that expand the usability of the courtrooms.</p> <p><b><u>Hybrid Courtrooms</u></b> See the Hybrid Courtrooms Now Available Districtwide article in this report.</p>

## 4.6 Stakeholder Feedback

STRATEGIES:	ACCOMPLISHMENTS:
4.6.2 Implement new systems and solutions through pilot project initiatives	<p><b><u>Online Payments Now Available for <i>Pro Hac Vice</i></u></b> See the Online Payments Now Available for <i>Pro Hac Vice</i> article in the report.</p> <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>
4.6.3 Deliver pre-development stakeholder training	<p><b><u>Courtroom of the Future Collaborative Discussions</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>Court Shares Information with Law Professor</u></b> The Court shared information found on its “Don’t Have an Attorney” webpage with the University of Nevada, Las Vegas Law Professor Nancy B. Rapoport. The materials were adapted and compiled for a program to educate veterans and servicemembers developed by the American Bankruptcy Institute’s (ABI) Task Force.</p> <p><b><u>eSR Surveys</u></b> User satisfaction survey disseminated with eSR confirmation email.</p> <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>Survey Regarding Self-Help Resources</u></b> See 2.6.1</p>
4.6.5 Expand attorney representation and participation on IT issues	<p><b><u>Courtroom of the Future Collaborative Discussions</u></b> See 4.6.1</p> <p><b><u>Public Stakeholders Involved</u></b> See 4.6.4</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>

## 4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
<p><b>4.7.1 Identify, monitor, and address building and safety improvements (cont.)</b></p>	<p><b><u>Floor Warden Refresher Training</u></b> The Emergency Preparedness Team traveled to all divisions to provide in-person floor warden refresher training to all chambers and Clerk’s Office staff.</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>
<p><b>4.7.2 Maintain an updated district-wide long-range space plan</b></p>	<p><b><u>Long-Range Space Utilization Plan</u></b> See 1.1.2</p>
<p><b>4.7.3 Pursue funding to ensure all courtrooms are ADA compliant</b></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>
<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>Space and Facilities Reconstitution Efforts</u></b> The Space and Facilities team gathered information and space dimensions to support the Court’s reconstitution efforts. The team collected clear face shields, created social distancing space-plan drawings, researched (distanced) courtroom seating positions, and researched self-cleaning surfaces. The team also conducted research into post-COVID workplace concerns and anticipated trends.</p> <p><b><u>Santa Ana Division Staff Stations Reconfigured</u></b> The Court reconfigured staff workstations on the 2nd floor in the Santa Ana Division to enhance the furniture’s ergonomic and functional capabilities.</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>



## 4.7 Facilities and Security

STRATEGIES:	ACCOMPLISHMENTS:
<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>AO Space and Facilities Division</u></b>            Court management, Space Planning, and Audio-Visual team members met frequently to plan for the Edward R. Roybal Federal Building and U.S. Courthouse's courtroom upgrades with the Administrative Office of the U.S. Courts' (AO) Space and Facilities Division.</p> <p><b><u>General Services Administration (GSA)</u></b>            The Court worked closely with GSA to ensure cleaning and disinfection protocols were implemented and followed during the pandemic.</p> <p><b><u>Lease Negotiation</u></b>            The Space Planning Department worked with the Ninth Circuit and GSA to finalize the lease of the San Fernando Valley divisional space. The new lease is 10 years, comprised of eight fixed and two optional years.</p> <p><b><u>Space Planning Meet and Greet</u></b>            The Space Planning Department hosted a virtual meet and greet with the Circuit Executive's Space and Facilities Office's new Project Manager Janet Goodman.</p> <p><b><u>Facility Security Committee and Court Security Committee</u></b>            See 4.7.4</p>

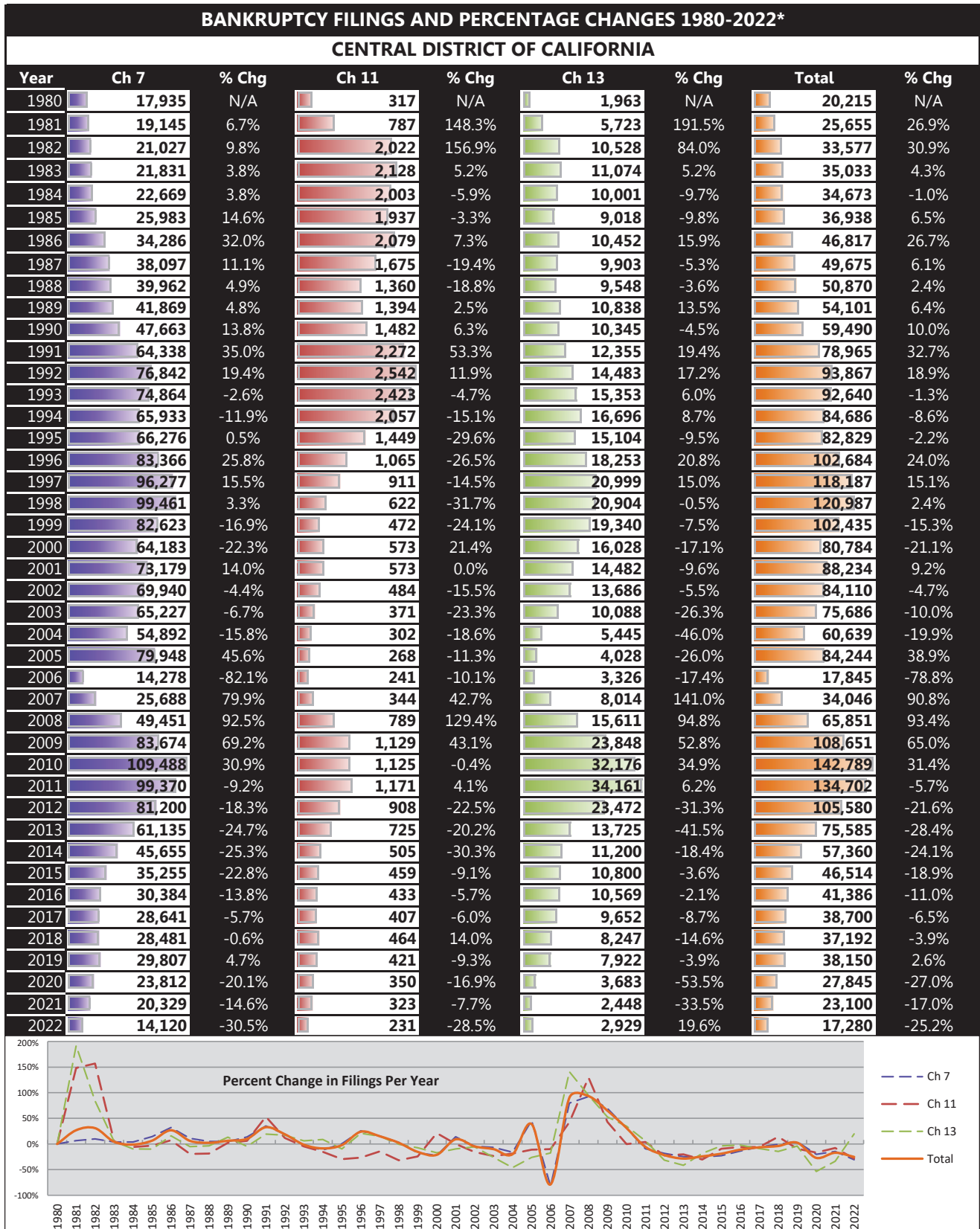
## 4.8 Emergency Preparedness and Continuity of Operations

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 for court resources. Additionally, a team comprised of ISOs, operations managers, Administrative Specialist, 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>Active Shooter Training</u></b>            From April 7-8, 2022, Inspector Matthew Vidmar from the Federal Protective Service (FPS) provided Active Shooter Training. A total of 118 participants, including six judges, attended the Zoom presentation.</p> <p><b><u>Emergency Preparedness Training</u></b>            The Emergency Preparedness team conducted a refresher Emergency Preparedness training for all court staff via Zoom on February 24-25, 2022. The program included information on evacuations, shelter-in-place, and incident reporting/situational awareness.</p> <p><b><u>Reconstitution Plan</u></b>            See 2.9.4</p> <p><b><u>Floor Warden Refresher Training</u></b>            See 4.7.1</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 2022, the Crisis Communication Team conducted monthly tests of the Court’s Emergency Notification System to familiarize staff with emergency notifications and the steps that should be taken to confirm receipt of notifications.</p> <p><b><u>National Preparedness Month</u></b> The Office Services department helped staff to prepare for emergencies during National Preparedness Month.</p> <p><b><u>Returning to the Office Following COVID-19 Shutdown Discussion</u></b> The Emergency Preparedness team presented “Returning to the Office Following COVID-19 Shutdown” to staff with a live Zoom PowerPoint describing what has changed in the office during the pandemic and what to expect when returning to the office.</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 4.7.1</p> <p><b><u>Active Shooter Training</u></b> See 4.8.1</p> <p><b><u>Emergency Preparedness Training</u></b> See 4.8.1</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 – 2022

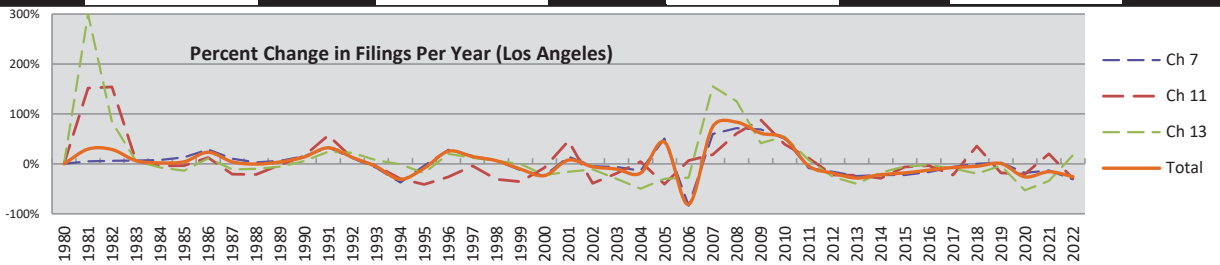


\*Based on CA Central District internal filings data

## BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2022\*

### 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%

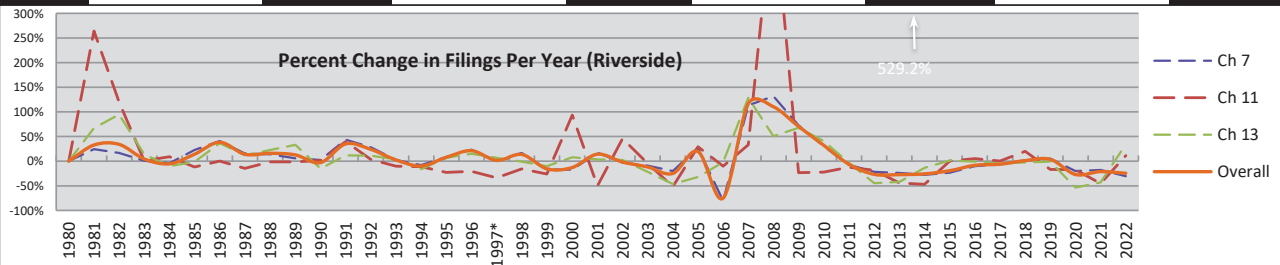


\*Based on CA Central District Internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2022\***

**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%



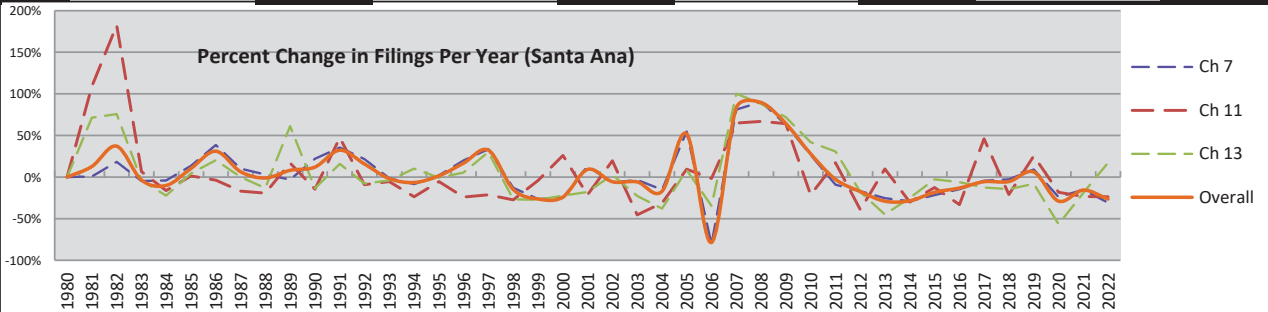
\*Based on CA Central District Internal filings data



# BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2022\*

## 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%



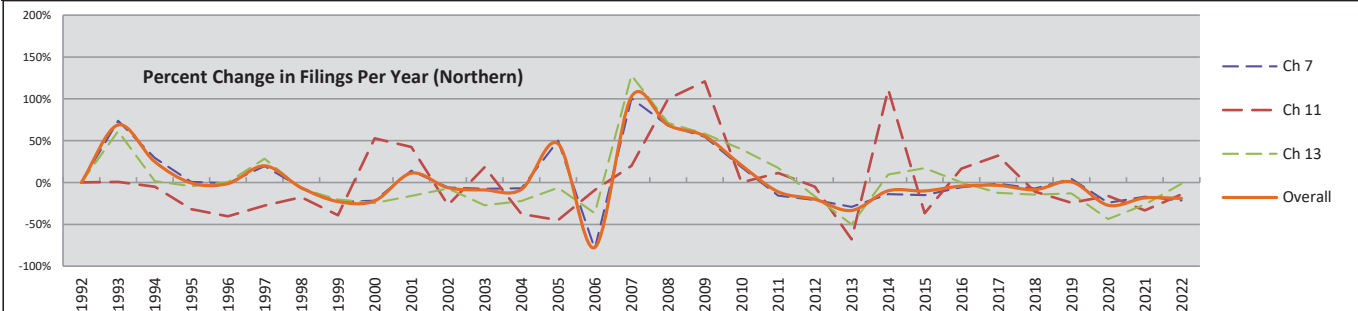
\*Based on CA Central District internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2022\***

**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%



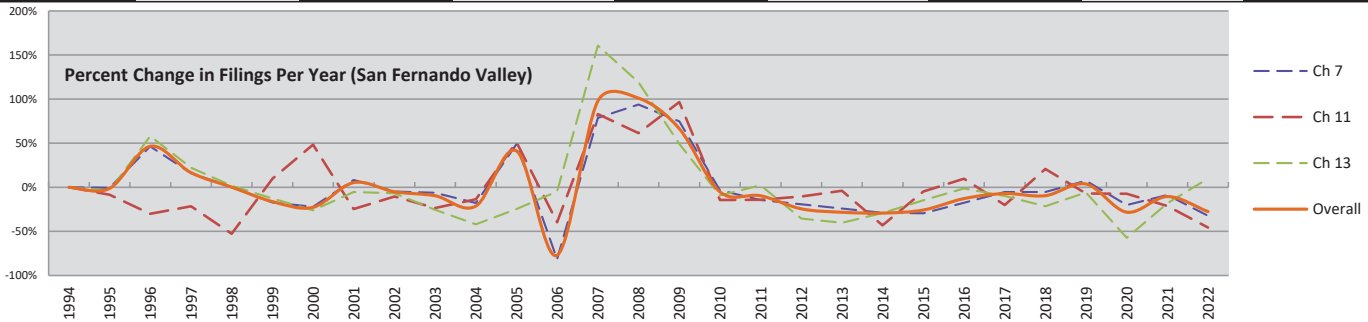
\*Based on CA Central District internal filings data

**BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2022\***

**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%



\*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

#### Attorneys

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Ruben Fuentes  
David Golubchik  
William Ha  
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Ilyse Klavir  
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Roksana Moradi-Brovia  
Adam Morris

#### Attorneys

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Philomena Nzegge  
Leonard Peña  
Lauren Ross  
Allan Sarver  
David Shevitz  
Alison Stevens  
Tamar Terzian  
Jeff Wishman  
Anne Wright

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

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Brian Yeretian

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Damoun Govargiz  
Jane Kaufman  
Kenneth Park  
Lilit Demirtchian  
Lucy Tataryan  
Melody Mohammadi

#### Law Students

Monica Tosunidis  
Ramona Sandoval  
Richard Powers  
Robert McMahon  
Samantha Goldstein  
Sharthak Mukhopadhyay  
Simaranjeet Rai

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

#### Attorneys

Lubana Azad

#### Attorneys

Maria Khan

#### Attorneys

Cynthia Dunning

United States Bankruptcy Court  
Central District of California



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Phil Metzinger  
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Kevin Shone  
Emily Osgood  
Danielle Vega

# 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  
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Northern Division  
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