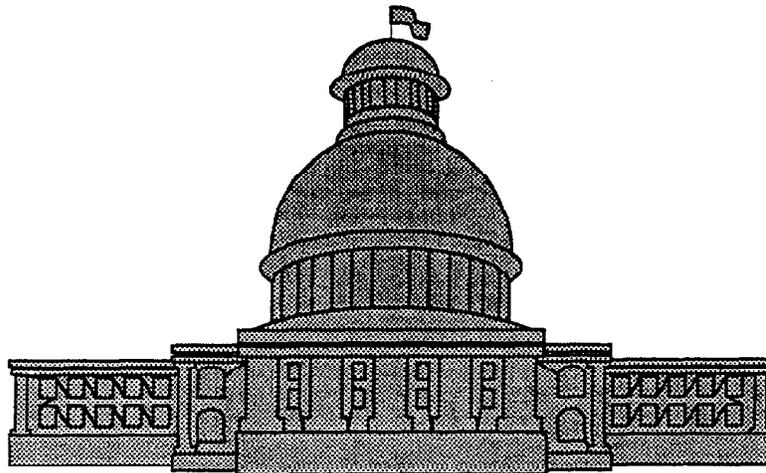


LONG RANGE PLAN

April • 1994



UNITED STATES BANKRUPTCY COURT
Central District of California



Calvin K. Ashland, Chief Judge
Yvonne Evans, Acting Clerk of Court
David M. Grube, Acting Clerk of Court

TABLE OF CONTENTS . . .

Page



I. Executive Summary - Page 1

II. Introduction - Page 3

- A. Overview 3
- B. About the District 3
- C. Why Long Range Planning? 7
- D. What is Long Range Planning? 8

III. The Planning Process - Page 11

- A. The Planning Committee 11
- B. How the Plan was Devised 12
- C. How the Plan is Organized 12
- D. Stakeholder Input and Feedback 14
- E. Implementation, Evaluation, and Review of the Plan 14

IV. The Long Range Plan - Page 17

- A. Mission Statement 17
- B. Goals and Objectives 17

EXECUTIVE SUMMARY

I.

Early in 1993, the U.S. Bankruptcy Court for the Central District of California began developing a long range plan for the Court. The planning process was initiated to facilitate and document the collective decision-making regarding the long term direction of the Court. This document represents the culmination of more than one year of work on the planning program.

The long range plan represents the Court's strategy for meeting the challenges it will face in the years ahead. The plan will help the Court monitor what should be done and why. The plan will also be useful in assisting the Court to cope with changing circumstances by providing a direction that will be useful in guiding future decisions.

The essence of the Court's long range plan can be found in Section IV., which constitutes the core portion of the plan. The core of the plan includes the following elements:

A. Mission Statement

The Court's Mission Statement identifies the Court's identity, philosophy, and main purpose.

B. Key Issues

The key issues are the subject of the plan. The plan includes nine key issues (or planning topics) that the Court feels must be acted upon because of their substantial impact on the Court's functioning. These issues are:

These Issues Are:

- | | | |
|------------------------------------|---------------------|-------------------------|
| 1. Leadership | 4. Case Management | 7. Human Resources |
| 2. Community Relations | 5. Automation | 8. Resource Management |
| 3. Ethics and Standards of Conduct | 6. Court Governance | 9. Space and Facilities |

C. Goals and Objectives

Goals were developed within the context of each planning issue, and indicate the results needed to successfully deal with that issue. Objectives represent the specific steps that must be taken to achieve the goals. Many of the objectives in the plan are applicable to more than one of the nine planning issues, and as a result, some objectives are cross-referenced to related objectives in the plan.

The long range plan includes general time estimates for attaining objectives. This was accomplished by classifying the objectives, which translate broader based goals into operational tasks, into three categories:

Classification of Objectives:

- Short Term (one year or less)
- Long Term (greater than one year)
- Ongoing

During the preparation of the long range plan, the Planning Committee focused on identifying and obtaining feedback about the plan from a representative sample of internal and external participants in the bankruptcy system. A discussion draft of the plan was provided to approximately 145 participants in the bankruptcy system, as well Court staff, inviting comment on the plan. The input received provided the Long Range Planning Committee with additional information about the needs and interests of the participants.

Finally, the Court has made provisions for implementation of the plan, and for monitoring its progress in achieving the goals and objectives. This will be accomplished by assigning each planning issue to a standing committee of the Court, and establishing a new Implementation Committee. The Implementation Committee will review status reports from the standing committees and make recommendations about matters pertinent to the planning process. A comprehensive written report will be presented annually to the Board of Judges, who will review and act upon the recommendations of the Planning Committee. The process is described in more detail in Section III.E.

INTRODUCTION

II.

A. Overview

Increasing caseloads and dwindling resources present an ongoing challenge to the Bankruptcy Court of the Central District of California. The Court must develop an effective strategy if it is to fulfill its mission and satisfy its constituents in the years ahead.

This document represents the culmination of more than one year of work on the planning program. The long range plan is intended to help meet the challenges facing the Court. It describes the Court's mission, goals, and objectives, and serves as a guide for managing the Court and for coping with changing circumstances. It exemplifies the future direction of the Court, and can be utilized to help guide future decision making at all levels.

The plan is relevant for both external and internal participants in the bankruptcy system. For audiences outside the judiciary, the plan describes what we intend to achieve in the years ahead, and how we hope to accomplish these aims. Within the judiciary, the plan provides direction and guidance for operational planning, and will help the Court establish meaningful priorities.

B. About the District

The Central District of California is the largest Bankruptcy Court in the nation. At the present time, the District holds Court in Los Angeles, Santa Ana, San Bernardino, and Santa Barbara. The District anticipates opening a new divisional office in the San Fernando Valley in 1995.

The Central District of California covers approximately 40,000 square miles, and stretches from the Central Coast area of the state eastward to the Nevada and Arizona borders. It is comprised of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, Ventura, and San Luis Obispo Counties. The Bankruptcy Court has jurisdiction over all bankruptcy filings in the seven counties which make up the District.

According to the 1990 Census, the area serviced by the Central District of California has a population greater than 15 million, and represents more than one-half of California's population of about 30 million. Two of the five most populous counties in the U.S. (Los Angeles and Orange) lie in the Central District. Also, the two fastest growing counties in the nation (Riverside and San Bernardino) are in the District.

Of particular note in the planning of future requirements for service delivery in the Central District is the anticipated growth of the Hispanic population. Based on the official population projections made by the Demographic Research Unit of the California Department of Finance, the population of the District in 1990 was approximately 33% Hispanic. It is believed that this percentage will increase by the year 2000 to nearly 40%. By the year 2040, it is anticipated that 61% of the Central District's population will be Hispanic. With this predicted growth rate of the Hispanic population, there will be new demands that the Court must address if it is to deliver an acceptable level of service to the public.

There are several other factors which create additional demands and challenges for the Court. These include:

1. Bankruptcy Filings

The Court's twenty-one judges and more than 400 non-judicial employees are presently confronted by unprecedented workloads. In 1993, the District received more than 92,000 new filings, approximately three times the number of filings of the next largest Bankruptcy Court in the nation. In recent years, bankruptcy filings have been surging at unprecedented levels. For example, between 1990 and 1992, bankruptcy filings in the District increased more than 58%. Filings in the District have nearly doubled between 1986 and 1993.

Nationwide, bankruptcy filings have grown from approximately 530,000 filings in 1986, to nearly 1 million filings in 1992. National filings between 1990 and 1992 alone increased approximately 24%. Although, at the national level, filings in 1993 did not reach 1992 levels, they are still strong compared to only a few years ago.

a. Filing per Household

The Bankruptcy Division of the Administrative Office of the United States Courts monitors the rate of filings relative to population. On the basis of the 1990 Census of Population and Housing Listings, there was one case filed per 101 households in the nation for the twelve month period ending June 30, 1993. In California, however, there was one case filed per 65 households. This state ranks fifth in the nation in filings per household, and substantially exceeds the national average in this variable.

b. Chapter 11 Filings

Over the two year period October 1, 1990 to September 30, 1992, Chapter 11 filings in the District rose nearly 88%. Although an individual may file under Chapter 11, this Chapter is generally used to reorganize a business. These cases require substantial work on the part of the judges. Of the 2,591 Chapter 11 cases filed in the District in Fiscal Year 1992, more than 39% reported asset levels greater than one million dollars. Nationwide, less than 30% of Chapter 11 cases exceed one million dollars in assets. Large asset cases require considerable judicial involvement and substantial attention from the Clerk's Office.

c. Pro Se Filings

Another variable which presents a special challenge in the District is the number of **pro se** filings. A considerable percentage of Chapter 7 and Chapter 13 filings in the Central District of California are filed by debtors without the assistance of an attorney. Based on a study of bankruptcy petitions conducted in 1992, the Court estimated the percentage of **pro se** cases filed in this District to be approximately 42%. The high percentage of cases filed without legal representation significantly adds to the judicial time required, because the judge is often required to explain procedures and rules with which an attorney would normally be familiar. These cases are also substantially more work-intensive for the Clerk's Office, because **pro se** debtors are less knowledgeable about completing forms, and the Court's rules and procedures.

2. Judicial Workload

The number of judges in the District and the number of Clerk's Office staff are both considerably larger than in any other Bankruptcy Court in the nation. The judicial workload, as measured by the per-judge weighted caseload, is also considerably higher than found in other Bankruptcy Courts. The two additional judges who joined the District in 1994 (for a total of 21) should bring some relief. However, even with these additional judges, the judicial workload, as defined by the per-judge weighted caseload, would still be approximately 50% greater than the national average.

Another way of examining the judicial workload in the District is in terms of bankruptcy filings per judge. The District had 4,978 case filings per judge in 1992, 67% above the national average of 2,980 per judge. In addition, the Court had 136 Chapter 11 filings per judge in 1992, which is 97% above the national average of 69 per judge.

3. Economic Variables

The number of bankruptcy filings, and consequently the judicial resources needed in the District, appear to be directly related to economic conditions in the area. Although there have been some signs of economic recovery in the nation recently, the economy can still be described as sluggish. The situation is even more serious in Los Angeles and several other counties served by the Central District of California.

In January 1994, the unemployment rate in Los Angeles County was 11.0%, significantly higher than the national rate of 6.7%. For the latest period for which data is available, unemployment in Riverside and San Bernardino Counties was almost as high as in Los Angeles, at 10.4%. In Los Angeles County, there are actually about 75,000 fewer people employed than there were one year ago. In addition, the Consumer Price Index in the counties making up the Central District is approximately 6 points higher than the national average.

Much of the service area in the District is heavily dependent on defense, aerospace, electronics, and other high technology industries, all of which have been hard hit by the end of the Cold War and the recession. The loss of tax revenue generated by those businesses has severely impacted some of the other large employers (governmental and quasi-governmental agencies) in the District, and has forced them into cutbacks and reductions-in-force. The economic factors in this area do not suggest optimism for a significant economic recovery in the near future.

4. Unlawful Detainer Activity and Bankruptcy Petition Mills

The District currently has a large proportion of its Chapter 7 and Chapter 13 petitions filed in order to stay evictions from rental property. It is estimated that in 1993, about 13% of the bankruptcy petitions in Los Angeles were filed for this purpose.

The District has a high incidence of petitions prepared by bankruptcy mills". These are private firms of non-attorneys who offer temporary protection from eviction or debt collection. In the area of eviction deferral, they aggressively pursue potential clients by telephone and printed fliers. In the Los Angeles office, "bankruptcy mills" accounted for 67% of the cases filed to stop eviction, and 5% of other filings.

These cases pose a problem for the Court for a number of reasons. Most of these debtors have no intention of completing a bankruptcy by achieving a discharge or reorganization. Filing is motivated primarily by the desire to be on record as having "filed" for bankruptcy protection to avoid eviction. This suggests that such debtors fall outside the group envisioned by the bankruptcy system. Once evidence of filing has been obtained, there is no further need for these individuals to continue the process; procedural sanctions imposed by the Court become irrelevant. These cases, in contrast to legitimate no-asset cases, often require special handling and additional involvement by the judges and the Clerk's Office staff.

C. Why Long Range Planning?

In the past, judiciary planning efforts have been limited to relatively short term operational goals. Recently, there has been increased interest in long range planning as a way of anticipating future demands, and in helping Courts to adopt a more dynamic approach in dealing with important issues. Many Courts have turned to planning to allow them to deal more effectively with the problems being encountered in this era of declining resources. A clear focus on the key issues and careful planning are essential if the Court hopes to meet the challenges that lie ahead.

In an effort to encourage long range planning in the judiciary, the Chief Justice established the Judicial Conference's Committee on Long Range Planning, which identifies emerging trends likely to affect the judiciary, defines the critical issues likely to confront the judiciary, and subsequently develops strategies and plans for addressing those trends and critical issues. To support the Committee and planning efforts throughout the judiciary, the Long Range Planning Office was established by the Director of the Administrative Office of the United States Courts, L. Ralph Mechem, in 1991. The Planning Office provides professional staff support to the Judicial Conference's Committee on Long Range Planning, and supports strategic planning in the judiciary at the local, regional, and national levels.

Early in 1993, the U.S. Bankruptcy Court for the Central District of California undertook the task of developing a long range plan for the Court. The Court had been considering the strategic planning process for some time, but had not been able to commit the considerable resources necessary to pursue this endeavor until recently.

The planning effort grew out of a comprehensive review of the operations in the District in the summer of 1992. The review was conducted by a team of independent consultants, with both Court and private industry expertise. Establishing a Long Range Planning Committee was one of several major recommendations made by the review team. The Committee has shown considerable creativity and dedication in achieving its mission, and the group has been able to meet or exceed the many milestones encountered in developing the long range plan. The Long Range Planning Office assisted this Court immeasurably in its planning efforts, and in developing its comprehensive plan.

D. What is Long Range Planning?

There has been much literature written, and a substantial amount of reference material is available about long range planning. The Long Range Planning Office of the Administrative Office of the U.S. Courts has developed some material which is available to federal Courts. This office has also developed a **Planning Handbook for Federal Courts**, completed in August 1993, which is quite comprehensive in scope. This handbook should be helpful to individual Courts engaging in planning activities.

Long range planning is a series of steps designed to assist in developing a strategy for the long term (3-10 years) on issues that have organization-wide impact. During its initial meetings, the Long Range Planning Committee decided that in its long range plan, the Court's goals would be formulated in the context of a 5 year period into the future. It is anticipated that some of the objectives, however, will be relevant in the year 2000 and beyond. For specific information about the time frames encompassed by the plan, see **Section III.C**.

The long range planning process is primarily a process of agreeing on ends, and identifying the means to achieve those ends. Essentially, long range planning is deciding now how to achieve success later. In fundamental terms, the long range planning process focussed on answering three basic questions about the Court.

Basic Questions:

- Where is the Court now?
- Where does the Court want to be?
- How does the Court get there?

As part of the long range planning process, the Planning Committee's efforts centered on a series of tasks, most of which are delineated below. Some of the tasks were dependent on one another, and consequently had to be explored in sequence. These tasks included:

Elements of the Planning Process:

- **Analysis of the Court and the present situation.**
- **Development of a mission statement which identifies the Court's core purpose and values.**
- **Identification of the Court's stakeholders (i.e., participants in the bankruptcy system), analysis of what they want, and how well they are being served.**
- **Evaluation of past performance and identification of the problems and obstacles facing the Court.**
- **Identification of the key issues facing the Court, and an analysis of the Court's strengths, weaknesses, opportunities, and constraints as they relate to these issues.**
- **Formulation of goals, objectives, and strategies with regards to the key issues facing the Court, and establishing a desired outcome with respect to each issue. This task included development of measurable accomplishments to bring about results.**
- **Sifting and narrowing the number of key issues, and setting priorities (so the plan does not become too ambitious and require too many resources). This step included evaluation and consideration of the Court's capacity to deal with long range issues.**
- **Identifying implementation issues, and implementation of the plan. This included assigning specific responsibility for successful completion of the different components of the plan.**
- **Monitoring progress and evaluating the plan.**
- **Revising the plan to incorporate new events or issues, and included making adjustments to the means, ends, or both.**

An essential attribute of the long range planning process is that it documents the collective decisions regarding the long term direction of the Court. It establishes an outlook toward planning at the leadership level that will help to support future versions of the plan. Planning is an ongoing process, however, and as such, is never really complete. As new issues arise or circumstances change, adjustments in the plan and how the Court addresses the issues must be made.

The completion of a planning cycle indicates the Court has reached consensus on its future directions, and has built a framework which will be useful to guide future decisions. A written plan also communicates the Court's intentions to both internal and external audiences, and helps the Court monitor what should be done and why.

THE PLANNING PROCESS

III.

A. The Planning Committee

The completion of the long range plan for the District took about 12 months. To facilitate the process, a Planning Committee was formed early in 1993. A representative cross section of judges and senior managers was selected to participate on the Planning Committee. The selections were made by the Chief Judge and the Clerk of Court respectively. The Committee consisted of 21 individuals, and included the judges of the Executive Committee, the Clerk of Court and Chief Deputy Clerks, and representative senior staff from each Divisional office. Although the group was large, members of the Committee felt comfortable at the meetings; participation was encouraged; and the discussions were lively and productive.

Each Committee member also participated in one of three subcommittees, which were responsible for developing specific planning issues. The subcommittees formulated the specific goals and objectives of the long range plan, which were presented to the full Committee for discussion, feedback, consensus, and approval. Each of the subcommittees handled the assignments between the full Committee meetings somewhat differently. Some groups delegated issues to specific subcommittee members based on experience and expertise, who subsequently presented their work to the full subcommittee. Other subcommittees functioned more as a group, developing their issues as a team.

Finally, as the plan began to take shape, a Revision Committee was formed. The Revision Committee, which consisted of at least one representative from each of the three subcommittees, was assigned the tasks of:

- Reducing redundancies or inconsistencies in the plan and determining appropriate cross references for the plan's objectives;
- Refining the organization of the issues, goals, and objectives, and the structure of the completed plan; and,
- Reviewing and providing input on the background, introductory, and technical chapters of the plan.

B. How the Plan was Devised

To develop a written strategic plan for the District, the Long Range Planning Committee met for a total of seven days in 1993. During this time, the committee members participated in a series of workshops held in the Los Angeles Court. The workshops, which were scheduled several months apart, were coordinated through the Administrative Office of the United States Courts' Long Range Planning Office. Dr. William Lucianovic of that office facilitated the planning sessions for the District.

The Court found the workshop approach to be especially valuable in that it introduced the Planning Committee to all of the steps necessary in the development of a long range plan, and featured a skills building process for the participants. These skills will be useful in the coming years as the Court modifies its plan to reflect the changing environment over time, and incorporates new issues into the plan.

Workshops were held on April 15-16, June 28-29, September 30-October 1, and December 6, 1993. Modifications were made constantly during the formulation of the plan. A draft of the plan was distributed to all Committee members prior to the final full Committee meeting on December 6, 1993, resulting in some further revisions. A second draft of the plan was then prepared for review and discussion by the Board of Judges prior at the annual judges retreat, which was held on January 28-30, 1994.

The entire plan was reviewed at the Board of Judges meeting in January 1994, and further modifications were made to the Mission Statement, Goals, and Objectives of the plan. In addition, the Board requested that the Revisions Committee prepare objectives for several new goals that were added to the plan at the January meeting.

All modifications were incorporated into the final draft of the plan. The amended plan was approved by the Board of Judges at the March 1994 quarterly judges meeting.

C. How the Plan is Organized

The core of the Court's long range plan is the mission statement; the key issues which are the subject of the plan; and the goals and objectives with regards to these issues. These elements of the plan are included below in Section IV.

The Planning Committee identified a wide range of possible planing issues during its first few meetings. After much discussion and deliberation, the topics were consolidated into nine key issues that the Planning Committee felt must be acted upon because of their substantial impact on the Court's functioning. These issues, along with their corresponding abbreviations, are:

Planning Issues:

- | | |
|---|------------------------------|
| 1. Leadership (LD) | 6. Court Governance (CG) |
| 2. Community Relations (CR) | 7. Human Resources (HR) |
| 3. Ethics and Standards of Conduct (ES) | 8. Resource Management (RM) |
| 4. Case Management (CM) | 9. Space and Facilities (SF) |
| 5. Automation (AT) | |

The nine planning issues identified by the Court are organized so that related issues are grouped together. Issues are categorized according to three general clusters. The first three issues, Leadership, Community Relations, and Ethics, represent the values and aspirations of the Court. They constitute the guiding principles of the Court. The next two issues, Case Management and Automation, reflect the business of getting the job done, fulfilling the Court's responsibilities in managing and processing cases, maintaining and accessing records, and providing case related and other information. Finally, the third group of issues, Court Governance, Human Resources, Resource Management, and Space and Facilities represent areas that support the Court's activities. These issues are essential because they facilitate the Court's effectiveness in performing its responsibilities.

In many instances, specific objectives are relevant to more than one of the nine planning issue areas. When this occurs, objectives are cross-referenced to related issues, goals, and objectives. This will assist those charged with implementing the plan as they will be more likely to consider related issue areas in determining how to meet objectives. This will also be helpful in evaluating the Court's progress on the plan, particularly as specific issues, goals, and objectives will be addressed and monitored by different individuals in the Court.

During its full Committee meetings, the group struggled with how to tackle the range of time frames required to fulfill the various objectives. After considerable discussion, the Committee decided to classify objectives, which translate broader based goals into operational tasks, into three categories:

Classification of Objectives:

- Short Term (one year or less)
- Long Term (greater than one year)
- Ongoing

The Committee felt that this distinction was more manageable than attempting to provide specific completion time frames estimates for each objective. It also allows objectives to be grouped together, and reduces the need to continually adjust and modify time-frames during the life of the plan.

D. Stakeholder Input and Feedback

In preparing the Court's long range plan, the Planning Committee focused on identification and analysis of the Court's stakeholders. Stakeholders are defined as individuals or organizations that have a special interest in the Court's success, or participants in the bankruptcy system. In addition to the judges and Court staff, principal stakeholders are attorneys and attorney groups, attorney services, the U.S Trustee, panel and standing trustees, and the public.

Soon after the goals and objectives of the plan were completed, the Court began the task of obtaining feedback and input about the plan from its major stakeholders. A discussion draft of the plan, along with a cover letter from the Chief Judge, was mailed to approximately 145 participants in the bankruptcy system. In addition, a memorandum from the Clerk of Court was prepared for all Court staff, inviting comment on the plan.

The input provided the Long Range Planning Committee with the opportunity to consider the needs and interests of the stakeholders before the final draft of the plan was prepared. The Committee also considered the stakeholders' needs and concerns, and made every effort to include them into the final long range plan for the Court. In addition, the Board of Judges reviewed and discussed the stakeholder input at the judges retreat in January 1994. As applicable, this feedback was incorporated into the final draft of the long range plan.

E. Implementation, Evaluation, and Review of the Plan

At the January 1994 judge's retreat, the Board of Judges discussed and considered several alternatives for implementing the plan, and a consensus was reached about how the plan would be implemented in the District. At this meeting, an Implementation Committee was formed to oversee the implementation of the Court's long range plan.

This Committee will help prioritize the goals and objectives so that the Court does not over-burden its staff and overload its resources in the implementation of the plan. The Committee will also oversee the development of specific action plans for those goals and objectives given high priority. To be effective, the Committee will be required to constantly monitor and evaluate the Court's capacity to deal with Long-Range issues and give special consideration to the impact of new initiatives on the day-to-day operations of the Court.

The Implementation Committee will assign each issue to a standing committee of the court. Where the Court has no standing committee with expertise in particular issue area, a new committee will be established. It is anticipated that the number of new Committees required will be very small. The assigned committees will monitor the progress made by the Court in the issue areas for which they are responsible.

Each year, the standing committees will submit an annual status report to the Implementation Committee. The report will be made in a format determined by the Clerk of the Court to assure uniformity in the reporting process. The individual reports will be consolidated by the Implementation Committee, and merged into a comprehensive report for the District.

In this comprehensive report, the Implementation Committee will recommend whether the adopted plan should be revised, assess whether particular areas of the plan are not adequately being implemented or addressed, and make recommendations regarding any other matters pertinent to the planning process. The comprehensive report will be presented to the Board of Judges at a quarterly Board of Judges meeting. The Board of Judges will then discuss and act upon the recommendations of the Implementation Committee.

THE LONG RANGE PLAN

(IV)

A. Mission Statement

Mission Statement:

Our mission as the Bankruptcy Court for the Central District of California is to serve the public by:

- Resolving all matters referred to the Court in a just, efficient, and timely manner;
- Supplying prompt and accurate information in an understandable manner;
- Responding to the needs of the entire community fairly and courteously;
- Providing leadership in the administration of justice in the bankruptcy system.

In fulfilling our mission, we recognize the importance of:

- Demonstrating respect for the dramatic impact that bankruptcy has on the lives of our users;
- Instilling confidence in the competence, impartiality and ethics of the entire Court.

B. Goals and Objectives

On the following pages, goals and objectives have been outlined for nine key issues.

ISSUE:

LEADERSHIP

(LD)

GOAL LD1:

Enhance leadership skills throughout Court.

Short Term Objectives

- LD1A: Develop centralized system of keeping track of and exchanging information about judges' and staff's participation in District, Circuit, and Judicial Conference Committees, and other law-related teaching, speaking, and writing projects. (See LD2B, LD4D)
- LD1B: Increase training and development of leadership skills at all levels. (See LD4D, HR1D, HR2D)
- LD1C: Increase training to develop written communication skills at all levels. (See HR3C)
- LD1D: Establish a program of written self-description of job definition and self-evaluation of job performance as part of performance review process. (See HR3C, CM1H)
- LD1E: Provide increased staff education about importance and role of bankruptcy system in general economy and legal system, tying that education to importance of job performance for real-life concerns of users. (See ES1D, CM1H)
- LD1F: Develop training programs to instill problem-solving orientation. (See HR1D, HR2B)

Long Term Objectives

- LD1G: Develop staff mentor program. (See HR2B)
- LD1H: Develop a "Day with the Judge" program to enhance staff's understanding of judge's role and responsibilities.
- LD1I: Develop internal electronic bulletin board system for exchanging information about leadership activities. (See AT1C, CG2C, CG5F, SF2I)

GOAL LD2:

Increase effectiveness of the Court's communication and working relationships with other federal Courts, agencies, and Congress.

Short Term Objectives

- LD2A: Invite participation of District Court Bankruptcy Committee members in our visiting judge program.
- LD2B: Make orientation and training programs about bankruptcy available for organizations such as District Court judges, senior District Clerk's staff, and senior U.S. Attorney and U.S. Trustee staff. Communicate the availability of these programs to other organizations that may wish to participate. (See LD3D, CR2C)
- LD2C: Conduct tours and seminars for United States Senators, and Representatives from the District.

Long Term Objectives

- LD2D: Obtain representation on the Judiciary's Bankruptcy Administration Committee.
- LD2E: Schedule joint retreat with representatives of these external groups to address common problems and educate them about our special needs.

Ongoing Objectives

- LD2F: Encourage judges to volunteer for appointment to committees, and submit resumes to Judicial Conference Secretariat annually (with copies to Chief Bankruptcy Judge for coordination and support purposes).
- LD2G: Monitor and provide appropriate input on federal legislative proposals that may impact administration of the bankruptcy system or this Court.

GOAL LD3:

Improve communication and relations with state Courts and legislative branches.

Short Term Objectives

- LD3A: Invite Los Angeles Courts and relevant agencies to summit meeting on the unlawful detainer problem.
- LD3B: Initiate development of inter-clerk coordinating groups, regarding cross-training opportunities, policy matters, among others. (See HR4)

Long Term Objectives

- LD3C: Develop bankruptcy training program for state Court clerk personnel in conjunction with state Court Administrative Office.

Ongoing Objectives

- LD3D: Initiate and participate in cooperative and educational efforts with state Court judges relating to the impact of the bankruptcy system. (See LD2B)
- LD3E: Communicate with the State Courts to develop educational programs of benefit to both systems.
- LD3F: Communicate and coordinate with State Courts to develop policy and procedures regarding proceedings that affect both Courts.
- LD3G: Monitor and provide appropriate input on state legislative proposals that may impact administration of the bankruptcy Courts in California.

GOAL LD4:

Initiate and formalize cooperative efforts with professional organizations and groups.

Short Term Objectives

- LD4A: Encourage increased participation (including appointment to boards, chair, and officer positions) by judges, judicial and Clerk's office staff, and staff in local, regional, national and international bar, and professional organizations. (See CR2C)
- LD4B: Increase participation of the Court in "Bridging the Gap" programs.
- LD4C: Encourage judges to use the judicial evaluation methodology developed by the Court's Research, Development and Information Division.
- LD4D: Develop centralized system of keeping track of and exchanging information about the roles and activities of our judges and staff in professional organizations. (See LD1A)

Ongoing Objectives

- LD4E: Initiate annual "State of the Court" report and program. (See CR2B, CR2C)

GOAL LD5:

Encourage increased community involvement and leadership.

Short Term Objectives

- LD5A: Encourage participation in the Federal Toastmasters chapter, and other on-site programs by coverage in *Full Court Press*.
- LD5B: Develop periodic feature column in the *Full Court Press* highlighting community activities or achievements by staff.

GOAL LD6:

**Develop and implement pilot projects and innovations
with Board of Judges' coordination.**

Short Term Objectives

- LD6A: Review and report on self-calendaring pilot project. (See CM3A, CG4H)
- LD6B: Review and report on fast track pilot project. (See CM2B, CM2E, CM2H, CG4H)
- LD6C: Review and report on "notice and opportunity to object" relief from stay pilot project. (See CM3B, CG4H)
- LD6D: Implement unlawful detainer courtroom. (See CM2B, CM2H, CG4H)
- LD6E: Volunteer for A.O.-sponsored pilot programs for automation involving software development. (See CG4H)

Long Term Objectives

- LD6F: Develop interactive software videos to educate staff and public about Court functioning and bankruptcy law. (See CM1H)
- LD6G: Develop pilot case management techniques and training program as part of implementation of team concept. (See CM1G, HR3B)

Ongoing Objectives

- LD6H: Continue to develop innovative automation solutions for our problems. (See AT1G-AT1L)

ISSUE:

COMMUNITY RELATIONS

(CR)

GOAL CR1:

Recognize and serve the needs of our demographically diverse community.

Short Term Objectives

- CR1A: Establish relationship with minority and culturally diverse bar organizations.
- CR1B: Make frequently-used informational documents available in multiple languages. (See CG3B, HR5A)

Long Term Objectives

- CR1C: Determine information needs of community via surveys, focus groups, and interviews. (See ES1D, HR3D, HR5A, HR5B)

Ongoing Objectives

- CR1D: Make translation services available, as feasible. (See HR5A)

GOAL CR2:
Develop public education program.

Short Term Objectives

| CR2A: Conduct evaluation of public education deficiencies and recommend solutions. (See HR3D)

Long Term Objectives

| CR2B: Establish relationship with, and provide appropriate educational materials and programs to, community groups and educational institutions.

Ongoing Objectives

| CR2C: Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy. (See LD4A, LD2B, CR5B)

GOAL CR3:
Improve quality of service to professional Court users.

Short Term Objectives

| CR3A: Conduct evaluation of deficiencies and recommend solutions. (See HR3D)

| CR3B: Standardize public information materials throughout the District. (See CG3D)

Long Term Objectives

| CR3C: Implement changes suggested by evaluation findings. (See HR3D)

GOAL CR4:

Make all Court procedures/processes accessible
to all users of the Court.

Short Term Objectives

- CR4A: Provide directions to the Court's facilities and instructions on the Clerk's Office operations. (See SF2J)

Long Term Objectives

- CR4B: Determine information needs of users via surveys, focus groups, and interviews. (See HR3D)
- CR4C: Expand Court services beyond the courthouse through the use of mobile or temporary off-site office locations. (See AT1J, SF2C, SF2F, SF2G)
- CR4D: Establish a *pro bono* program at each divisional office location. (See SF2K)

Ongoing Objectives

- CR4E: Establish regular communication with public service groups.

GOAL CR5:

Establish media relations program.

Long Term Objectives

- CR5A: Establish contact with interested media.
- CR5B: Provide training to the media on bankruptcy law and Court procedures. (See CR2C)

ISSUE: ETHICS AND STANDARDS OF CONDUCT

(ES)

GOAL ES1:

Provide an impartial Court environment to all users.

Short Term Objectives

- ES1A: Create a training program for all employees regarding the Code of Conduct for United States Court Clerks.
- ES1B: Notify the public that all employees of the Court are held to the higher standards of conduct as expressed in the Code of Conduct.

Ongoing Objectives

- ES1C: Train all employees on the standards of conduct set forth in the Code of Conduct.
- ES1D: Train employees on providing helpful and courteous service. (See LD1E, CR1C, HR5B)

GOAL ES2:

Foster a workplace free of bias.

Ongoing Objectives

- ES2A: Make all policies consistent with the Code of Conduct.
- ES2B: Communicate to all employees the Court's procedure for reporting complaints of bias or violations of the Code of Conduct.

GOAL ES3:

Foster a courtroom environment free of bias.

Short Term Objectives

- ES3A: Evaluate the appropriateness of developing written standards of conduct for all courtroom participants. (See ES4B)

Long Term Objectives

- ES3B: Create a program to implement recommendations of the Ninth Circuit "Gender Bias" Task Force as appropriate. (See ES4C)

GOAL ES4:

Foster civility within the courtroom environment.

Long Term Objectives

- ES4A: Create guidelines for courtroom conduct in cooperation with the bar and other professional organizations.
- ES4B: Incorporate guidelines for courtroom conduct in the local rules. (See ES3A)

Long Term Objective

- ES4C: Provide training programs to bar associations regarding appropriate and expected civility in courtrooms. (See ES3B)

Ongoing Objective

- ES4D: Encourage judges to be role models for appropriate and expected civility in courtroom.

ISSUE:

CASE MANAGEMENT

(CM)

GOAL CM1:

Maximize the Court's efficiency in case processing, while maintaining or improving quality and accuracy.

Short Term Objectives

- CM1A: Cross-train all case processing staff in all case processing functions.
- CM1B: Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress, and performance of case processing system.

Long Term Objectives

- CM1C: Adopt uniform and simplified case processing forms, procedures, and practices. (See CG5G.)
- CM1D: Establish a single, accurate source of case information to which other sources (SARD, BANS, Dockets, and Case Files) can be reconciled. (See AT1F)

Ongoing Objectives

- CM1E: Within each division, consolidate the number of locations housing personnel, files, and records.
- CM1F: Raise and expand staff skill levels with training and rotation of work assignments. (See CG2I, HR1D HR3G.)

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- CM1G: Implement judge-team system, where Clerk's Office employees are grouped in teams, and cases are assigned on the basis of judge or judicial teams. Make individual judge teams fully responsible for all aspects of case processing and management. Establish master calendars for the judge teams, foster cooperation among the teams, and develop an effective backup system for each of the judge teams. (See LD6G, HR3B, HR3J)
 - CM1H: Train Court staff in technical areas of bankruptcy, service delivery, and communications. (See LD1E, LD6F, HR3G)
 - CM1I: Monitor uniformity of implementation of procedures. (See CG5G)
 - CM1J: Conduct ongoing meetings within case administration teams to discuss, develop, and coordinate a methodology which addresses case management issues. Include judges in meetings.

GOAL CM2:

Reduce delay in all phases of case processing.

Short Term Objectives

- CM2A: Implement initiatives in case closing which retain as pending only those cases requiring further judicial attention.
- CM2B: Reduce the number of days an Unlawful Detainer case remains in the system. (See LD6B, LD6D)

Long Term Objectives

- CM2C: Develop appropriate standards for all case processing functions in the Court. (See CG4D, HR3H)
- CM2D: Implement monitoring system to ensure established standards are being met. (See HR3E, HR3H, CG4D)

Ongoing Objectives

- CM2E: Review and evaluate performance of all case processing functions: opening, docketing, noticing, filing, calendaring, handling correspondence, conforming of copies, recording of proceedings, retrieval and routing of files to judges, and closing. (See HR3E, HR3H)

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- CM2F: Eliminate or reduce redundancies and delay points in the processing of cases. (See LD6B)
 - CM2G: Identify cases that can be closed via the use of automated lists and other tools. Close them promptly.
 - CM2H: Monitor Unlawful Detainer, pro se filings, and Legal Assistance filings to determine impact on case management. (See LD6B, LD6D)

GOAL CM3:

Improve efficiency in calendar management for the Bench and Bar.

Short Term Objectives

- CM3A: Implement Court wide self calendaring system. (See LD6A)
- CM3B: Evaluate efficiency of current system of scheduling hearings from the viewpoint of both the bench and bar. (See CG4A, LD6C)
- CM3C: Make copies of local rules more widely available. (See CR4C, CG3F)
- CM3D: Urge all judges to schedule hearings more efficiently. (See CG4A, LD6C)

Long Term Objectives

- CM3E: Develop uniform system for early publication of tentative rulings.

Ongoing Objectives

- CM3F: Obtain funding to purchase equipment necessary to implement telephone conferencing pilot project in one Divisional Office in the District. (See CG4H, RM1G)

ISSUE:

AUTOMATION

(AT)

GOAL AT1:

Provide automated access to case information for the Court, and the public in a comprehensive, accurate, understandable, prompt, and accessible manner.

Short Term Objectives

- AT1A: Provide automated data processing systems supporting case management, case processing, fiscal management, and noticing functions of Court. (See RM2D, RM2E)
- AT1B: Establish or enhance electronic access to Court records and calendars for Court staff (including judges chambers), the public, and government agencies. (See SF2A)
- AT1C: Enable electronic exchange of information among Court divisions, chambers, the Administrative Office, and other agency users. (See LD1I, CG2C, CG3F, CG4F, CG5F, SF2I, HR4C)
- AT1D: Coordinate development of effective training programs with Training Department. (See HR3I)
- AT1E: Provide a help-desk support staff capable of remedying systems/automation problems promptly.

Long Term Objectives

- AT1F: Convert to one uniform case management automated technology for the entire District. (See CM1D)

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- AT1G: Evaluate electronic filing of claims and briefs. (See LD6H)
 - AT1H: Review and evaluate the capability of the Court to receive fax filings. (See LD6H)
 - AT1I: Develop capability to conduct remote hearings via telecommunication and/or other technology. (See LD6H)
 - AT1J: Develop and implement an automated kiosk system to provide case information, and the ability to submit filings through kiosks at remote locations. (See LD6H, CR4C, SF2C, SF2G)
 - AT1K: Implement an "imaging system" within the Court to make documents online to all concerned parties. (See LD6H)
 - AT1L: Study a feasible approach toward the creation of a "paperless" Court. (See LD6H)

Ongoing Objectives

- AT1M: Implement a standardized process of data entry featuring screen design, staff/user instructions, and updating response formats.
- AT1N: Measure and assess the accuracy, timeliness, and usability of automated systems. (See HR3D.)
- AT1O: Develop process for obtaining user feedback on systems operations, performance, and additional desirable features.
- AT1P: Develop procedures to create a security system which protects Court documents and property. (See SF2A)

GOAL AT2:

Develop and implement enhanced District-wide data processing applications systems which support administrative and staff support service functions.

Short Term Objectives

- AT2A: Provide a cohesive electronic communications network.
- AT2B: Secure and implement an on-line Human Resources records system. (See HR3I)
- AT2C: Develop and implement an on-line procurement system. (See RM3C, RM3G)
- AT2D: Develop and implement an on-line inventory. (See RM3A)
- AT2E: Develop an on-line universal forms catalog.

Long Term Objectives

- AT2F: Develop and implement an on-line training system covering all data processing system applications.

Ongoing Objectives

- AT2G: Review and incorporate new automation technologies to enhance the processing of Court data.

ISSUE: COURT GOVERNANCE

(CG)

GOAL CG1:

Maintain and improve full integration of all Court divisions into Court governance structure.

Short Term Objectives

- CG1A: Develop comprehensive, written, Court governance plan.
- CG1B: Evaluate effectiveness of committee structure and appointment process, including the effect of divisionalization upon the Court.
- CG1C: Evaluate effectiveness of the Board of Judges' decision-making structure and process.
- CG1D: Evaluate the effectiveness of the selection process for Chief Bankruptcy Judge.
- CG1E: Formalize procedure for designation of a Chief Judge pro tem to handle issues or problems arising when the Chief Judge is unavailable.
- CG1F: Evaluate and clarify lines of authority among the Board of Judges, the Chief Bankruptcy Judge, individual judges, and the Clerk's office.
- CG1G: Consider the appropriateness of non-Court members on specified committees. (See CG4E)
- CG1H: Develop a cross-referenced topical index system for Court committee and board discussions and actions to track issues, decisions, and implementation.

Ongoing Objectives

- CG1I: Adhere to formal governance plan.
- CG1J: Promote collegiality and consensus among all members of the Court.

GOAL CG2:

Maintain and improve full integration of all Court divisions into Court governance structure.

Short Term Objectives

- CG2A: Communicate Court decision-making and governance structure to line staff via Full Court Press column or regular reporting system. (See HR4B)
- CG2B: Schedule regular committee meetings 2 - 6 months in advance via master scheduling system; publish schedule and agendas.
- CG2C: Improve communications including, but not limited to, use of electronic bulletin boards, desktop publishing formats to enhance readability of reports, timely circulation of minutes. (See LD1I, AT1C, CG5F)

Ongoing Objectives

- CG2D: Include broad representation of divisions on committees and task forces (both judges and staff).
- CG2E: Improve allocation of resources and attention to divisional interests. (See RM2G)
- CG2F: Include issues and concerns of all divisional offices on agendas for Executive Committee and quarterly judges' meetings.
- CG2G: Regularly solicit input from divisions on issues affecting entire Court or single division. (See RM2B)
- CG2H: Encourage team building efforts within divisions and for entire Court.
- CG2I: Encourage and enhance cross-training efforts on site in all divisions. (See CM1F)
- CG2J: Continue mutual aid projects on specific task forces to resolve backlogs.

GOAL CG3: Make the Court rules more user friendly.

Short Term Objectives

- CG3A: Draft abridged and simplified versions of the rules which can be used as informational pamphlets covering common items such as "How to file a motion for relief from automatic stay," and "How to file a proof of claim." The above pamphlets will be made available to all stakeholders and interested parties.
- CG3B: Publish informational pamphlets about rules and procedures in different languages. (See CR1B)
- CG3C: Obtain a representative on the District Court Rules Committee.
- CG3D: Complete revision of **Attorney Manual**. (See CR3B)

Long Term Objectives

- CG3E: Revise, simplify, and renumber the Local Rules. Coordinate with the District, Circuit, and national Advisory Committee on Bankruptcy Rules projects regarding local rule organizational structure.
- CG3F: Develop indexed electronic bulletin board access to Local Bankruptcy Rules and **Attorney Manual**. (See AT1C, CM3C)

Ongoing Objectives

- CG3G: Revise the **Attorney Manual** every two years.
- CG3H: Revise Local Bankruptcy Rules every two - three years.

GOAL CG4:

Achieve substantial uniformity of procedures among the judges of the Central District.

Short Term Objectives

- CG4A: Conduct a judicial variance study to identify the differences in calendaring practices among the judges. (See CM3B)
- CG4B: Have the Case Management & Delay Reduction Committee prepare recommendations on achieving uniformity of procedures among judges. (See CM1C, CG4C)
- CG4C: Implement a new judge education program which emphasizes uniformity among judges. (See CG4B)
- CG4D: Clarify role definition for chambers and courtroom staff, including courtroom deputies, judicial assistants, law clerks, Court recorders, and relief deputies. (See CM2C, CM2D, CG4A, HR3H)
- CG4E: Evaluate which stakeholders (for example, bar representatives, U.S. Trustees, among others) should participate in some or all Court committees. (See CG1G)

Long Term Objectives

- CG4F: Develop indexed electronic bulletin board system for information about judicial variances, and details of procedures. (See AT1C)

Ongoing Objectives

- CG4G: Update judicial variance study every three years.
- CG4H: Coordinate and review innovative pilot projects at Board of Judges level. (See LD6A-LD6E, CM3E)
- CG4I: Temper the need for uniformity with consideration of Divisional office needs. (See RM2F)

GOAL CG5:

Achieve uniformity of Clerk's Office procedures.

Short Term Objectives

- CG5A: Clarify role definition (See CG4D, HR3F.)
- CG5B: Develop staff feedback system for suggestions for improved systems, and operations via column in *Full Court Press*, and workgroup focus sessions. (See HR4A, HR4B)
- CG5C: Define policies and procedures for each staff position by development of manuals. (See HR3G)
- CG5D: Institute employee training about how to tell the difference between making an exception to a rule or policy in a particular case vs. changing those rules or policies for future cases (i.e., the problem of over-generalization).

Long Term Objectives

- CG5E: Conduct a Clerk's Office variance study which identifies variances among the Clerk's Office functional units and divisional offices.
- CG5F: Load and index all procedural manuals on electronic bulletin board system. (See LD1I, AT1C, CG2C, SF2I)

Ongoing Objectives

- CG5G: Monitor uniformity of implementation of procedures. (See CM1C, CM1I)

ISSUE: HUMAN RESOURCES

(HR)

GOAL HR1:

Attract and retain a fully competent, well-trained, and highly motivated employee force.

Short Term Objectives

- HR1A: Study and report which improvements in employee motivation and job satisfaction will encourage more employees to remain with the Court longer.
- HR1B: Conduct a review of employee skill levels and identify and prioritize the Court's specific training needs to achieve a well trained, competent work force.
- HR1C: Institute ride sharing incentives and arrange parking assistance programs. (See SF2H, SF1E)

Long Term Objectives

- HR1D: Implement a training program to further develop employee job skills. (See LD1B, LD1F, CM1F)
- HR1E: Create a special longevity retention program.
- HR1F: Study the effectiveness of existing programs and create additional incentive programs as necessary.

Ongoing Objectives

- HR1G: Emphasize the Court's strengths in recruitment efforts.
- HR1H: Study and report on turnover problems and solutions.

GOAL HR2:

Develop procedures for the recruitment and retention of senior level staff.

Short Term Objectives

- HR2A: Identify principal sources of past successful recruits to senior management positions. (See HR2C)
- HR2B: Establish a mentor program for workleaders, supervisors and managers. (See LD1G)

Long Term Objectives

- HR2C: Develop written protocol for recruitment procedures for senior management, including placement of announcements and advertisements, and the use of informational networks to identify and encourage application by strong candidates. (See HR2A)

Ongoing Objectives

- HR2D: Identify and develop appropriate training programs for senior managers, and encourage advanced educational opportunities. Develop in-house training programs to prepare employees for broader managerial responsibilities. (See LD1B)
- HR2E: Encourage managers to participate in FJC sponsored programs relating to senior management issues.

GOAL HR3:

Improve performance and productivity efforts.

Short Term Objectives

- HR3A: Develop creative uses of leave which will increase employee satisfaction, yet maintain and improve productivity.
- HR3B: Study the scope, composition, and impact of the team concept upon staff morale, productivity, and job enhancement (for example, Records). (See LD6G, CM1G)
- HR3C: Improve the performance evaluation process. (See LD1D, CM1G)
- HR3D: Initiate periodic, outside input on Court operations. (See CR1C, CR2A, CR3A, CR3C, CR4B, AT1N)
- HR3E: Establish a committee to review workflow and recommend proactive solutions. (See CM2D, CM2E)

Long Term Objectives

- HR3F: Establish accurate, specific, uniform, and comprehensive job descriptions and recruitment bulletins. (See CG5A)
- HR3G: Develop procedure manuals for all positions as training tools. This will encourage uniformity, and facilitate establishing standards. (See CG5C, CM1F, CM1H)
- HR3H: Establish consistent performance expectations and measurements for all positions. (See CM2C, CM2D, CM2E, CG4D)

Ongoing Objectives

- HR3I: Monitor and support the transition to automation. (See AT1D, AT2B)
- HR3J: Develop an ongoing evaluation process to monitor performance and productivity efforts of the case processing teams, and encourage employee job satisfaction in the teams. (See CM1G)

GOAL HR4:

Improve communications and employee relations programs.

Short Term Objectives

HR4A: Create employee feedback mechanisms. (See CG5B, RM3H)

HR4B: Improve upward and downward communications. (See CG2A, CG5B)

Ongoing Objectives

HR4C: Improve regular communications among divisions and between divisional offices. (See AT1C)

GOAL HR5:

Provide equal employment opportunity, and maintain an employee force that reflects the diverse population we serve.

Short Term Objectives

HR5A: Provide multi-lingual service capabilities – for example, bi-lingual staff. (See CR1B, CR1C, CR1D)

Ongoing Objectives

HR5B: Train employees to recognize and effectively deal with cultural diversity. (See CR1C, ES1D)

HR5C: Improve human resource programs which ensure parity between employee force and the labor force.

GOALHR6:
Modernize human resources practices.

Short Term Objectives

| HR6A: Identify and compare current personnel practices to available personnel practices and target improvement in each practice.

Long Term Objectives

| HR6B: Create target-dated improvement plans with respect to current human resource practices.

ISSUE:

RESOURCE MANAGEMENT

(RM)

GOALRM1:

Identify and obtain the financial resources necessary to operate the Court.

Short Term Objectives

- RM1A: Provide ample opportunities for judges, judicial and Clerk's Office staffs to provide input to resource needs during budget formulation process. (See RM2A, RM2G)
- RM1B: Submit all budget and appeal documents to Administrative Office in a timely manner. Ensure that documentation submitted by the Court includes a thorough analysis of the Court's needs, and a comprehensive justification for the resources requested. (See RM2A)
- RM1C: Develop effective methods to evaluate and monitor the need for resources in the Court. (See RM3F)

Long Term Objectives

- RM1D: Develop and utilize alternate sources of revenue and resources, in addition to those available through the Administrative Office, to meet Court needs more effectively .

Ongoing Objectives

- RM1E: Conduct a review of resource usage in the Court periodically, and include an evaluation of the resource needs for every division in the District. (See RM2C, RM3F)

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- RM1F: Develop innovative and effective means of obtaining necessary resources for the Court from the Administrative Office. Evaluate all reductions and denials of budget requests and aggressively pursue alternative approval opportunities.
 - RM1G: Participate in pilot projects that will generate special funding for the development of new programs that feature innovative approaches to problem solving. (See CM3E)
 - RM1H: Identify special needs of the District, and via the use of special requests and other means, take necessary steps to obtain funding that can meet these needs or help resolve problems that are unique to the District.

GOAL RM2:

Institute a high quality, comprehensive and fully-operating budget process within the Court.

Short Term Objectives

- RM2A: Organize budget review process with Judge's Executive Committee, the Chief Judge, and the Clerk of Court. (See RM1A)
- RM2B: Provide for scheduled input from judges, managers, staff, and divisional offices in annual budget cycle. (See CG2G)
- RM2C: Provide budget information at the divisional level. (See RM1E)

Long Term Objectives

- RM2D: Provide authorized users access to on-line budget data. (See AT1A.)
- RM2E: Create direct automated link between purchasing and budgeting. (See AT1A.)
- RM2F: Grant individual offices authority over the use of funding in defined areas. (See CG4I)

Ongoing Objectives

- RM2G: Provide ongoing information, reports, education, and feedback to judges and management staff about the budget process, to, among other things, ensure the fair and equitable allocation of resources to the divisions. (See RMIA, CG2E)
- RM2H: Conduct regular internal audits independent from the budget function.

GOAL RM3:

Effectively employ financial resources to support all essential needs of the Court.

Short Term Objectives

- RM3A: Establish master data base of inventory items in the District, incorporating the use of bar-coding technology to monitor usage and inventory. (See AT2D)
- RM3B: Develop capacity for innovative reprogramming and cost containment measures.

Long Term Objectives

- RM3C: Establish alert mechanism in Financial Tracking System which is triggered by irregularities or variant spending patterns. (See AT2C)
- RM3D: Develop effective criteria to evaluate, and prioritize resource requests.
- RM3E: Establish standards for the purchase of goods and services, and for providing services to judges and staff. Incorporate feedback from service users in the development of these standards.

Ongoing Objectives

- RM3F: Implement annual review and analysis of resource usage and needs. Eliminate unnecessary, redundant, and inefficient uses of resources. (See RM1C, RM1E)
- RM3G: Review and streamline procurement process. (See AT2C)
- RM3H: Stimulate employee innovation in resource utilization, and provide incentives for new ideas. (See HR4A)
- RM3I: Conduct cost-value and vendor performance studies at regular intervals, supplemented by user feedback.

ISSUE:

SPACE AND FACILITIES

(SF)

GOAL SF1:

Provide for the health, safety and security of users and staff.

Short Term Objectives

- SF1A: Develop a comprehensive emergency plan for each facility, and for the Court as a whole.
- SF1B: Institute regular training of judicial and Clerk's office staff concerning security emergencies.
- SF1C: Develop procedure for soliciting input from judges, chambers staff, and clerks on security issues in the design and construction of facilities at the earliest possible planning stage.
- SF1D: Develop reporting and monitoring system to review existing facilities and equipment for security, health and safety problems, and implement corrections.

Long Term Objectives

- SF1E: Arrange secure, safe, and cost-effective parking for all employees. (See SF2H, HR1C)
- SF1F: Obtain adequate representation on District, Circuit, and national security committees and space committees.

Ongoing Objectives

- SF1G: Provide adequate access for all handicapped persons by incorporation of appropriate facilities in design process.
- SF1H: Incorporate ergonomic and other health considerations (for example, common allergies) into the planning of space, procurement of furniture (especially work stations), selection of lighting, and the design of air conditioning systems.
- SF1I: Encourage use of available health and gym facilities and programs by all staff.
- SF1J: Encourage use of mass transit and continue subsidies for the use of mass transit.

GOAL SF2:

Make facilities more accessible to users.

Short Term Objectives:

- SF2A: Provide adequate public access to Court computer terminals and Court information systems, while ensuring data and equipment security. (See AT1B, AT1P)
- SF2B: Develop policy regarding use of Court electrical outlets by public for computer and other equipment. (See SF2L)
- SF2C: Develop plan for implementation of remote clerk's facilities. (See CR4C, AT1J)
- SF2D: Establish temporary Court facilities in the Valley and Riverside.
- SF2E: Begin holding hearings in Valley and Riverside locations.

Long Term Objectives

- SF2F: Establish full fledged additional divisional facilities, and remote Clerk's Offices in the San Fernando Valley and Riverside. (See CR4C)
- SF2G: Establish remote clerk's facilities at multiple locations. (See CR4C, AT1J)
- SF2H: Provide adequate public parking for all facilities. (See SF1E, HR1C)
- SF2I: Establish automated information kiosks in Court foyers for tentative rulings and Court calendar information. (See LD1I, AT1C, CG5F)
- SF2J: Post a public information officer or docents at all key locations in the Court to facilitate public access. (See CR4A)
- SF2K: Establish pro bono lawyer consultation rooms in all Court intake offices. (See CR4D)

Ongoing Objectives

- SF2L: Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers). (See SF2B)

GOAL SF3:

Maintain effective relationships with GSA, Administrative Office, and other agencies involved in space and facilities issues.

Short Term Objectives

- SF3A: Conduct training seminars to educate key Court judicial and clerical personnel about other agency requirements in the space and facilities planning process.
- SF3B: Establish a primary GSA liaison person at the local level.

Long Term Objectives

- SF3C: Conduct new round of training seminars to educate GSA and A.O. personnel about our space and facilities needs.

Ongoing Objectives

- SF3D: Coordinate with other agencies as early in design and planning process as feasible. (See SF4F)
- SF3E: Refine methods for documenting justification for our space and facilities requests.

GOAL SF4:

Increase effectiveness of long-range planning efforts
for space and facilities.

Short Term Objectives

SF4A: Obtain funding for long term Santa Ana, Riverside, and San Fernando Valley divisional facilities.

Long Term Objectives

SF4B: Obtain revision of A.O. Design Guides, and GSA Standards & Guidelines regarding employee breakrooms and restrooms, size of courtrooms, public space areas for high volume Courts, pro bono lawyer consultation facilities, and handicapped access (including hearing and visually impaired).

SF4C: Obtain funding for long term Northern Division facility.

Ongoing Objectives

SF4D: Update long range space and facilities plan every two years.

SF4E: Factor consideration of lengthy budgetary and approval cycle into planning process for space and facilities.

SF4F: Develop and pursue strategy for obtaining sufficient facilities funding. (See SF3E)

SF4G: Take leadership role in training and coordination with other District units in the long-range planning for space and facilities.

BANKRUPTCY FILING TRENDS 1980 - 1993

Appendix A.

After three years of large increases in bankruptcy cases, filings were flat in 1993. The year ended with a total of 92,292 cases filed in the Central District. This was down by 1,349 cases from 1992, when a record was broken that year for the greatest number of filings for any Bankruptcy Court in the country. The filings recorded in 1993 represented a 1.4% decrease from 1992.

The Research, Development & Information Division maintains, compiles, and analyzes the historical bankruptcy filing data for the District from 1980 through the present. The following report, prepared by this Division, examines some of the trends which have been observed in the previous fourteen years. All information presented in this filing summary is based on internally tracked data as previously reported in the In-House Code Report. Data from the Administrative Office's Statistics Division does not provide a breakdown of filing information by individual offices in the District. The report also includes a number of tables and graphs which depict some of the trends visually. A List of Attachments is attached to this report.

It should be noted that the Santa Barbara Divisional Office opened on June 1, 1992. This office was opened to assist the population in the Santa Barbara, Ventura, and San Luis Obispo counties in their filing needs. The data used in this report for the Santa Barbara office, when given, is for the period of June 1992 through December 1993, only.

A. Trends in Filing Activity

Attachment I shows all filing activity for the years 1980 through 1993 for the Central District and each divisional office. Each grouping provides a breakout of the number of filings for each chapter, and includes the percentage of change from the previous year. (A negative entry indicates a decrease in the number of filings.) The following patterns were observed in 1993:

Central District

Bankruptcy filings for the District decreased by a slight 1.4% for the calendar year 1993. This was the first decrease recorded for the District since 1984, and the largest filing reduction in the last 14 years. Even with this minor decrease in total filings, it should be noted that during six months in 1993 filings were greater than in the corresponding months in 1992. At over 92,000 filings for the year, the Central District of California still recorded approximately three times as many filings as any other Bankruptcy Court in the nation.

Chapter 7 filings in the District for 1993 totalled 74,528, down 2.8% from the 76,648 Chapter 7 filings recorded in 1992. This was the first decrease in District-wide Chapter 7 filings since at least 1980, the first year for which data is available. Chapter 11 filings were also down 4.6% from 1992 (2,539 in 1992 to 2,421 in 1993), while Chapter 13 filings increased 6.2% (14,454 in 1992 to 15,343 in 1993). Chapter 13 filings have shown an increase for the last three years.

Attachment V shows the percent change in total filings from the previous year for both the nation and the Central District of California. This graph shows that although the percent change in total filings for the nation increased at a greater pace than the District from 1984 through 1990, the percent change in total filings for the District has been greater during the past three years. This most likely indicates that until 1990, the effects of the recession being experienced by the rest of the country were mitigated in the seven counties comprising the Central District of California by the level of defense-related spending that occurred in this area. The Cold War was still being waged and spending for the projects of the "Star Wars" Defense Initiative helped to sustain many aerospace and other defense-related jobs. Beginning in 1991, as the rest of the nation experienced a slow down in the rate of filings, the Central District of California experienced a major surge in filings. While this is a complex issue, one explanation may be that as defense-related spending was significantly reduced in response to the new international situation, the jobs that were dependant upon this spending disappeared. As individuals lost their jobs, some had no alternative but to file for bankruptcy.

Included in the summary report this year is a trend analysis graph (Attachment XXV) which covers the period from 1983 to 1996. Trend analysis graphs should be viewed only within a limited context. This graph charts out past filings and, on that basis, predicts a future trend. This graph does not take into consideration any external or economic factors which may affect future filings. It represents projected filings based solely on the previously experienced rate of filings.

Other new graphs this year look specifically at filings in each office, by chapter, from 1980 to the present.

Los Angeles

The Los Angeles office posted a 5.7% decrease in the number of cases filed in 1993. Total filings for the Division were 58,163 in 1992, while 1993 filings were 54,849. This overall decrease includes an 8.1% decline in Chapter 7 filings (from 47,744 in 1992 to 43,875 in 1993) and a 4.1% decline in Chapter 11 filings (from 1,766 in 1992 to 1,693 in 1993). Chapter 13 cases filed increased 7.3% during the last calendar year (8,653 in 1992 to 9,281 in 1993).

This was the first time in many years that Chapter 7 filings in Los Angeles have shown a decrease. However, the data for 1993 is not directly comparable with other years because 1993 was the first year that the Northern Division office was open for the entire twelve month period. Previously, filings from that three county service area were filed in the Los Angeles office. Nevertheless, if the Northern Division filings were included with the Los Angeles filings, the total combined filings for these two offices for 1993 would still have been less than the combined filings for 1992. Chapters 7 and 11 would have shown a decrease of 4.6% and 3.8% respectively, while Chapter 13 filings would have shown a 9.4% increase over the previous year. (Attachment IV compares 1992 filing data to 1993 data, including a combination of the Los Angeles and Northern District offices.)

Santa Ana

Santa Ana also posted a 2.0% decrease in the total number of cases filed during 1993 (from 14,320 cases in 1992 to 14,029 cases in 1993). This was the only office in the District to post a decrease in filings for every Chapter. Chapter 7 filings decreased 1.6%, Chapter 11 filings decreased 5.5%, and Chapter 13 filings decreased 4.1%.

San Bernardino

San Bernardino posted an increase of 2.4% in the total number of filings for 1993 (from 18,507 in 1992 to 18,950 in 1993). This office recorded an increase in Chapter 7 and Chapter 13 filings (2.3% and 3.4% respectively), and a decrease of 9.7% in Chapter 11 filings. -This is the only Division (except for Santa Barbara) to post an overall increase in filings in 1993. Also, this is the only office which has had an increase in total filings for the last three consecutive years.

Santa Barbara

The Santa Barbara office opened in June 1992. Filing totals for 1992 include a period of seven months, while 1993 filing totals were for the entire twelve month period. As expected, all chapters showed an increase in the total number of actual filings. However, Chapter 11 filings for the twelve months of 1993 were only one more than the total number of Chapter 11 filings recorded for the seven months of 1992.

B. Proportion of Filings in Each Office in the District

This section examines the proportion of the total cases that were filed in each individual office. Here, we look at the relative filings in each office, without regard to the total number of cases filed in the District. This information is beneficial in determining the growth of the individual offices in relation to the other offices in the District. Attachment II shows the proportion of the District's filings, by office, from 1980 through 1993.

Los Angeles

In 1993, the Los Angeles office handled 59.4% of all cases filed in the District. This represented a decrease of 2.7% from the 1992 total of 62.1% of all cases. Chapter 7 registered a decrease of 3.4% to a total of 58.9%, while both Chapters 11 and 13 registered modest increases (.3% and .6% respectively) in the percentage of cases filed in the District. The Los Angeles office now handles an impressive 69.9% of all Chapter 11 cases, the largest percentage of this Chapter since 1980. This office also received 60.5% of all Chapter 13 cases, which is the largest percentage of Chapter 13 filings since 1987.

The decrease in the total proportion of cases filed in the Los Angeles office can, in part, be attributed to the opening of the Santa Barbara office in June 1992, which drew all of its filings from the Los Angeles office. However, when the total number of cases filed in Los Angeles are included with the total number of cases filed in the Northern Division, the combined proportion of cases filed for these offices equals 64.3% for 1993, down slightly from a combined proportion of 64.9% in 1992.

Santa Ana

Santa Ana's percentage of cases handled has again remained stable for this twelve month period, with only a .1% overall decrease noted (from 15.3% in 1992 to 15.2% in 1993). The total proportion of cases handled by this office has not varied more than .6% over the past nine years. Even though the percentage of Chapter 11 cases registered a relatively small decrease (from 16.4% in 1992 to 16.2% in 1993), the proportion of these cases has dropped substantially from a decade ago. In 1983, Santa Ana had 26.6% of all Chapter 11 cases filed in the District. Today that percentage is 16.2%. Decreased Chapter 11 filings are especially important because they have a high workload value. Fewer Chapter 11 cases could have a significant impact on judicial and Clerk's Office resources the District receives on the basis of its filings.

The proportion of Chapter 13 cases has also decreased, down from 12.7% in 1992 to 11.5% in 1993, a total drop of 1.2%. Ten years ago, the proportion of Chapter 13 cases was 13.2%, while it stands at 11.5% today. The proportion of Chapter 13 cases has fluctuated over the years, and just four years ago, in 1989, the proportion of Chapter 13 cases was 18.6%. Chapter 7 cases showed a .2% increase from 1992 (from 15.7% to 15.9%), and the proportion of this Chapter's filings have remained relatively stable over the past fourteen years.

San Bernardino

San Bernardino was the only division to exhibit an increase in its share of the District's filings four years in a row. The total filings for this office now account for 20.5% of all cases in the District, up .7% from the previous year, and an increase of 5.5% since 1985.

The proportion of Chapter 7 cases increased last year (from 19.1% in 1992 to 20.1% in 1993), while Chapter 11 and 13 cases displayed a decrease. The proportion of Chapter 11 cases has shown a steady decline each year since 1989. The office's share of Chapter 11 cases decreased last year by .5% to 8.8%, down from 9.3% in 1992. A continued decline in Chapter 11 filings could impact judicial and Clerk's Office resources the District receives on the basis of its filings. And even though Chapter 13 showed a .7% decrease in the percentage of total filings (from 25.0% in 1992 to 24.3% in 1993), this office still accounts for nearly one-quarter of all Chapter 13 cases filed in the District.

Santa Barbara

The Santa Barbara office garnered 4.8% of all cases filed in the District in 1993. This recently opened office accounted for 5.1% of all Chapter 7 cases. Chapter 11 cases totalled 5.0% of all these filings in the District, while Chapter 13 cases amounted to 3.7% of all filings in the District.

C. Composition of Cases Filed in Each Office in the District

This section examines the mix of cases, by chapter, which were filed in the District during the last fourteen years. It investigates the ratio of filing activity that can be attributed individually to Chapters 7, 11, and 13. Attachment III shows the percentage of each office's total filings, by chapter.

Central District

Chapter 7 cases comprised 80.8% of the total cases filed in the District. This was a decrease of 1.1% from the previous year. Chapter 11 cases decreased slightly from the previous year, from 2.7% of the total cases in 1992 to 2.6% of the total cases in 1993. Chapter 13 cases increased to 16.6% of the total cases, up from 15.4% the previous year.

Los Angeles

Chapter 11 and Chapter 13 filings increased somewhat (from 3.0% in 1992 to 3.1% in 1993 for Chapter 11 cases, and from 14.9% to 16.9% for Chapter 13 cases). Ten years ago (in 1983), Chapter 11 and 13 cases accounted for nearly twice what they are today. In that year, Chapter 11 cases were 5.6% of all cases filed in Los Angeles, while Chapter 13 cases were 33.3% of the office's cases. Chapter 7 filings decreased by 2.1% to 80.0% in 1993 from 82.1% in 1992. The percentage of Chapter 7 cases have increased by nearly a third from the 1983 figure of 61.1%.

Santa Ana

The percentage of Chapter 7 cases for Santa Ana increased from 84.3% in 1992 to 84.6% in 1993. This is the highest percentage of Chapter 7 filings for this office since statistics by office have been compiled, and the fifth year of continued increases. Chapter 11 filings decreased slightly to 2.8% (down from 2.9% in 1992) of all cases filed in Santa Ana. This is the second year in a row that Santa Ana's percentage of Chapter 11 cases was lower than Los Angeles.

In addition, the percentage of Chapter 13 cases dropped from 12.8% in 1992 to 12.6% in 1993. This is the lowest percentage of Chapter 13 cases for this office since this type of data has been maintained, and is the lowest percentage of Chapter 13 cases for any office in the District.

Ten years ago, in 1983, the percentage of the cases filed in the various Chapters was quite different than it is today. In that year, Chapter 7 cases accounted for 64.0% of all Santa Ana filings, while Chapter 11 cases accounted for 10.0% of the office's filings, or nearly four times what it is today. Chapter 13 filings totaled 26.0% of all Santa Ana cases, more than twice what it is in 1993.

San Bernardino

The proportion of cases filed by chapter in San Bernardino remained virtually unchanged from 1992. Chapter 7 cases stayed at 79.2%. Chapter 11 cases decreased by .2%, while Chapter 13 cases increased by .2%. However, San Bernardino still has the highest percentage of Chapter 13 cases (19.7%) of any office in the District, and the lowest percentage of Chapter 11 filings (1.1%) of any office in the District.

In 1983, Chapter 11 cases accounted for 3.9% of all cases filed in San Bernardino, or nearly four times what they represent today. Since that time (1983), the proportion of Chapter 7 cases have increased 13.2% (from 66.0% in 1983 to 79.2% in 1993), while the proportion of Chapter 13 cases in San Bernardino have decreased by 10.4% (from 30.1% in 1983 to 19.7% in 1993).

Santa Barbara

Chapter 7 cases accounted for 84.6% of all filings, up slightly from the 82.2% recorded during 1992. The proportion of Chapter 11 filings declined significantly from the previous year. In 1992, Chapter 11 cases accounted for 4.6% of all filings, while this figure dropped to 2.7% in 1993. The proportion of Chapter 13 filings showed a slight decrease from the previous year, with Chapter 13 cases accounting for 12.7% of the filings in 1993 (down from 13.2% in the previous year).

4. Seasonal Variations in Filing Activity

Attachment VI represents the filing activity, by month, for the Central District in 1993. The spring and summer months of April, June, August and May ranked in that order behind March for the largest number of filings. The months with the fewest filings were October, December and January. Attachments VII and VIII also depict this information in bar graph format, and show the monthly variations.

5. Additional Graphic Presentation

In addition to the graphs and tables listed above, there are additional graphic attachments included with this report. The following "List of Attachments" provides the title and a brief description of each chart/table included. Some of the graphs are variations of other graphs or represent a different perspective of the data.

LIST OF ATTACHMENTS

Appendix A.

I. BANKRUPTCY FILINGS AND PERCENT CHANGE 1980 - 1993

Bankruptcy filings by year and by chapter for the District and for each office, 1980 - 1993. Shaded portion provides the percent change from the previous year.

II. PROPORTION OF DISTRICT'S FILINGS (BY OFFICE)

Proportion of cases in the District filed at each office, 1980 - 1993. Information is provided by chapter, as well as total filings.

III. COMPOSITION OF CASES FILED BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA

This table shows the percentage of the District's total filings, by chapter. The same information is given for each office within the District.

IV. BANKRUPTCY FILINGS CENTRAL DISTRICT OF CALIFORNIA JANUARY - DECEMBER COMPARISONS 1992 vs 1993

Filing statistics by office and chapter (including District totals), comparing 1992 filing figures to 1993.

**V. PERCENT CHANGE IN TOTAL FILINGS
FROM PREVIOUS YEAR
Nation & Central District of California**

This graph shows the percent change in total filings from the previous year for both the nation and the Central District of California's filings.

**VI. TOTAL BANKRUPTCY FILINGS
CENTRAL DISTRICT
1993**

Horizontal bar chart showing the total number of filings for each month during 1993.

**VII. TOTAL BANKRUPTCY FILINGS
CENTRAL DISTRICT OF CALIFORNIA
1992 vs 1993**

Horizontal bar chart showing the total number of filings for each month during 1992 versus 1993.

**VIII. BANKRUPTCY FILINGS
CENTRAL DISTRICT OF CALIFORNIA
1990 - 1993**

Bar chart showing the total number of filings each month for the last four years (1990 through 1993).

**IX. PERCENT OF FILINGS
BY CHAPTER, 1993
CENTRAL DISTRICT**

Pie chart showing the percent of filings, by chapter, for the Central District in 1993.

**X. TOTAL BANKRUPTCY FILINGS
BY OFFICE, 1980 - 1993**

Bar/Line chart. Bar chart showing the number of filings for the District from 1980 to 1993, with a Line graph showing the filings for each office.

**XI. PERCENT OF DISTRICT'S FILINGS
BY OFFICE
1983 vs 1993**

Pie charts. Comparison of percent of the District's filings, by office, for 1983 versus 1993.

**XII. PERCENT OF FILINGS BY CHAPTER
DIVISIONAL OFFICES
1993**

Four pie charts showing percent of filings, by chapter, for each Divisional office in 1993.

**XIII. PERCENT OF FILINGS
BY CHAPTER
1993**

Bar chart. Percent of filings, by chapter, for the four Divisional offices.

**XIV. PERCENT OF FILINGS
BY CHAPTER
1993**

Same as Table XIII, but in 100% Bar chart format.

**XV. FILINGS BY CHAPTER
CENTRAL DISTRICT OF CALIFORNIA
1980 - 1993**

Line chart showing the number of cases filed, by chapter, for the years 1980 through 1993.

**XVI. FILINGS BY CHAPTER
CENTRAL DISTRICT OF CALIFORNIA
1980 - 1993**

Same as Table XV, but in Bar chart format.

**XVII. FILINGS BY CHAPTER
CENTRAL DISTRICT OF CALIFORNIA
1980 - 1993**

Same as Table XV, but in Stacked Bar chart format.

**XVIII. FILINGS BY CHAPTER
LOS ANGELES
1980 - 1993**

Stacked Bar chart showing the number of cases filed, by chapter, for the years 1980 through 1993 in the Los Angeles office.

**XIX. FILINGS BY CHAPTER
SANTA ANA
1980 - 1993**

Stacked Bar chart showing the number of cases filed, by chapter, for the years 1980 through 1993 in the Santa Ana office.

**XX. FILINGS BY CHAPTER
SAN BERNARDINO
1980 - 1993**

Stacked Bar chart showing the number of cases filed, by chapter, for the years 1980 through 1993 in the San Bernardino office.

**XXI. FILINGS BY CHAPTER
SANTA BARBARA*
1980 - 1993**

Stacked Bar chart showing the number of cases filed, by chapter, for the years 1980 through 1993 in the Santa Barbara Office. (*The Santa Barbara office opened in June 1992.)

**XXII. CHAPTER 7 FILINGS
1980 - 1993**

Line graph showing Chapter 7 filings by year, by office.

**XXIII. CHAPTER 11 FILINGS
1980 - 1993**

Line graph showing Chapter 11 filings by year, by office.

**XXIV. CHAPTER 13 FILINGS
1980 - 1993**

Line graph showing Chapter 13 filings by year, by office.

**XXV. TREND ANALYSIS
Central District of California
1983 - 1996**

A graph predicting future yearly trends in the Central District based on past filing activity.

**XXVI. FILINGS BY MONTH
CENTRAL DISTRICT OF CALIFORNIA
1992 - 1993**

Line graph showing total filings per month from January 1992 to the present, for the Central District.

BANKRUPTCY FILINGS AND PERCENT CHANGE

1980 - 1993

CENTRAL DISTRICT

YEAR	CH7	PERCENT CHANGE	CH11	PERCENT CHANGE	CH13	PERCENT CHANGE	TOTAL	PERCENT CHANGE
1980	17,905		317		1,962		20,184	
1981	19,087	6.6%	787	148.9%	5,723	191.7%	25,597	26.8%
1982	20,985	9.9%	2,022	156.9%	10,528	84.0%	33,535	31.0%
1983	21,777	3.8%	2,128	5.2%	11,074	5.2%	34,979	4.3%
1984	22,669	4.1%	2,003	-5.9%	10,001	-9.7%	34,673	-0.9%
1985	25,927	14.4%	1,937	-3.3%	9,018	-9.8%	36,882	6.4%
1986	33,943	30.9%	2,082	7.5%	10,445	15.0%	46,470	26.0%
1987	37,817	11.4%	1,675	-19.5%	9,903	-6.2%	49,395	6.3%
1988	39,665	4.9%	1,358	-18.9%	9,510	-4.0%	50,533	2.3%
1989	41,556	4.8%	1,391	2.4%	10,662	12.1%	53,609	6.1%
1990	47,370	14.0%	1,478	6.3%	10,281	-3.6%	59,129	10.3%
1991	64,090	35.3%	2,268	53.5%	12,305	19.7%	78,663	23.0%
1992	76,648	19.0%	2,539	11.9%	14,454	17.5%	93,641	19.0%
1993	74,528	-2.8%	2,421	-4.6%	15,343	6.2%	92,292	-1.4%

LOS ANGELES

YEAR	CH7	PERCENT CHANGE	CH11	PERCENT CHANGE	CH13	PERCENT CHANGE	TOTAL	PERCENT CHANGE
1980	12,402		202		1,040		13,644	
1981	13,023	5.0%	508	151.5%	4,162	300.2%	17,693	29.7%
1982	13,838	6.3%	1,291	154.1%	7,655	80.9%	22,784	28.8%
1983	14,795	6.9%	1,361	5.4%	8,074	5.5%	24,230	6.3%
1984	15,957	7.9%	1,309	-3.8%	7,484	-7.3%	24,750	2.1%
1985	18,018	12.9%	1,263	-3.5%	6,473	-13.5%	25,754	4.1%
1986	22,974	27.5%	1,426	12.9%	7,164	10.7%	31,564	22.6%
1987	25,374	10.4%	1,125	-21.1%	6,392	-10.8%	32,891	4.2%
1988	26,157	3.1%	884	-21.4%	5,709	-10.7%	32,750	-0.4%
1989	27,797	6.3%	867	-1.9%	5,247	-8.1%	33,911	3.5%
1990	32,078	15.4%	1,005	15.9%	5,659	7.9%	38,742	14.2%
1991	42,723	33.2%	1,583	57.5%	7,063	24.8%	51,369	32.6%
1992	47,744	11.8%	1,766	11.6%	8,653	22.6%	58,163	13.2%
1993	43,875	-8.1%	1,693	-4.1%	9,281	7.3%	54,849	-5.7%

BANKRUPTCY FILINGS AND PERCENT CHANGE

1980 - 1993

SANTA ANA

YEAR	CH7	PERCENT CHANGE	CH11	PERCENT CHANGE	CH13	PERCENT CHANGE	TOTAL	PERCENT CHANGE
1980	3,181		90		505		3,776	
1981	3,203	0.7%	188	108.9%	865	71.3%	4,256	12.7%
1982	3,786	18.2%	531	182.4%	1,519	73.6%	5,836	37.1%
1983	3,600	-4.9%	565	6.4%	1,460	-3.9%	5,625	-3.6%
1984	3,464	-3.8%	474	-16.1%	1,133	-22.4%	5,071	-9.8%
1985	3,926	13.3%	480	1.3%	1,182	4.3%	5,588	10.2%
1986	5,403	37.6%	462	-3.8%	1,421	20.2%	7,286	30.4%
1987	5,980	10.7%	384	-16.9%	1,420	-0.1%	7,784	6.8%
1988	6,138	2.6%	310	-19.0%	1,232	-13.2%	7,680	-1.3%
1989	5,957	-2.9%	362	16.8%	1,987	61.3%	8,306	6.2%
1990	7,314	22.8%	309	-14.6%	1,719	-13.6%	9,342	12.5%
1991	9,918	35.6%	457	47.9%	1,993	15.9%	12,368	32.4%
1992	12,066	21.7%	416	-9.0%	1,838	-7.8%	14,320	15.8%
1993	11,874	-1.6%	393	-5.5%	1,762	-4.1%	14,029	-2.0%

SAN BERNARDINO

YEAR	CH7	PERCENT CHANGE	CH11	PERCENT CHANGE	CH13	PERCENT CHANGE	TOTAL	PERCENT CHANGE
1980	2,322		25		417		2,764	
1981	2,861	23.2%	91	264.0%	696	66.9%	3,648	32.0%
1982	3,361	17.5%	200	119.8%	1,354	94.5%	4,915	34.7%
1983	3,382	0.6%	202	1.0%	1,540	13.7%	5,124	4.3%
1984	3,248	-4.0%	220	8.9%	1,384	-10.1%	4,852	-5.3%
1985	3,983	22.8%	194	-11.8%	1,363	-1.5%	5,540	14.2%
1986	5,566	39.7%	194	0.0%	1,860	36.5%	7,620	37.5%
1987	6,463	16.1%	166	-14.4%	2,091	12.4%	8,720	14.4%
1988	7,370	14.0%	164	-1.2%	2,569	22.9%	10,103	15.9%
1989	7,802	5.9%	162	-1.2%	3,428	33.4%	11,392	12.8%
1990	7,978	2.3%	164	1.2%	2,903	-15.3%	11,045	-3.0%
1991	11,449	43.5%	228	39.0%	3,249	11.9%	14,926	35.1%
1992	14,659	28.0%	236	3.5%	3,612	11.2%	18,507	24.0%
1993	15,003	2.3%	213	-9.7%	3,734	3.4%	18,950	2.4%

BANKRUPTCY FILINGS AND PERCENT CHANGE

1980 - 1993

SANTA BARBARA

YEAR	CH7	PERCENT CHANGE	CH11	PERCENT CHANGE	CH13	PERCENT CHANGE	TOTAL	PERCENT CHANGE
1980	0		0		0		0	
1981	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1982	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1983	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1984	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1985	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1986	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1987	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1988	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1989	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1990	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1991	0	0.0%	0	0.0%	0	0.0%	0	0.0%
1992	2,179	0.0%	121	0.0%	351	0.0%	2,651	0.0%
1993	3,776	73.3%	122	0.8%	566	61.3%	4,464	68.4%

PROPORTION OF DISTRICT'S FILINGS (By Office)

LOS ANGELES OFFICE

YEAR	CH7	CH11	CH13	TOTAL
1980	69.3 %	63.7 %	53.0 %	67.6 %
1981	68.2 %	64.5 %	72.7 %	69.1 %
1982	65.9 %	63.8 %	72.7 %	67.9 %
1983	67.9 %	64.0 %	72.9 %	69.3 %
1984	70.4 %	65.4 %	74.8 %	71.4 %
1985	69.5 %	65.2 %	71.8 %	69.8 %
1986	67.7 %	68.5 %	68.6 %	67.9 %
1987	67.1 %	67.2 %	64.5 %	66.6 %
1988	65.9 %	65.1 %	60.0 %	64.8 %
1989	66.9 %	62.3 %	49.2 %	63.3 %
1990	67.7 %	68.0 %	55.0 %	65.5 %
1991	66.7 %	69.8 %	57.4 %	65.3 %
1992	62.3 %	69.6 %	59.9 %	62.1 %
1993	58.9 %	69.9 %	60.5 %	59.4 %

SANTA ANA

YEAR	CH7	CH11	CH13	TOTAL
1980	17.8 %	28.4 %	25.7 %	18.7 %
1981	16.8 %	23.9 %	15.1 %	16.6 %
1982	18.0 %	26.3 %	14.4 %	17.4 %
1983	16.5 %	26.6 %	13.2 %	16.1 %
1984	15.3 %	23.7 %	11.3 %	14.6 %
1985	15.1 %	24.8 %	13.1 %	15.2 %
1986	15.9 %	22.2 %	13.6 %	15.7 %
1987	15.8 %	22.9 %	14.3 %	15.8 %
1988	15.5 %	22.8 %	13.0 %	15.2 %
1989	14.3 %	26.0 %	18.6 %	15.5 %
1990	15.4 %	20.9 %	16.7 %	15.8 %
1991	15.5 %	20.1 %	16.2 %	15.7 %
1992	15.7 %	16.4 %	12.7 %	15.3 %
1993	15.9 %	16.2 %	11.5 %	15.2 %

PROPORTION OF DISTRICT'S FILINGS (By Office)

SAN BERNARDINO

DATE	CH7	CH11	CH13	TOTAL
1980	13.0 %	7.9 %	21.3 %	13.7 %
1981	15.0 %	11.6 %	12.2 %	14.3 %
1982	16.0 %	9.9 %	12.9 %	14.7 %
1983	15.5 %	9.5 %	13.9 %	14.6 %
1984	14.3 %	11.0 %	13.8 %	14.0 %
1985	15.4 %	10.0 %	15.1 %	15.0 %
1986	16.4 %	9.3 %	17.8 %	16.4 %
1987	17.1 %	9.9 %	21.1 %	17.7 %
1988	18.6 %	12.1 %	27.0 %	20.0 %
1989	18.8 %	11.6 %	32.2 %	21.3 %
1990	16.8 %	11.1 %	28.2 %	18.7 %
1991	17.9 %	10.1 %	26.4 %	19.0 %
1992	19.1 %	9.3 %	25.0 %	19.8 %
1993	20.1 %	8.8 %	24.3 %	20.5 %

SANTA BARBARA

DATE	CH7	CH11	CH13	TOTAL
1980	0.0 %	0.0 %	0.0 %	0.0 %
1981	0.0 %	0.0 %	0.0 %	0.0 %
1982	0.0 %	0.0 %	0.0 %	0.0 %
1983	0.0 %	0.0 %	0.0 %	0.0 %
1984	0.0 %	0.0 %	0.0 %	0.0 %
1985	0.0 %	0.0 %	0.0 %	0.0 %
1986	0.0 %	0.0 %	0.0 %	0.0 %
1987	0.0 %	0.0 %	0.0 %	0.0 %
1988	0.0 %	0.0 %	0.0 %	0.0 %
1989	0.0 %	0.0 %	0.0 %	0.0 %
1990	0.0 %	0.0 %	0.0 %	0.0 %
1991	0.0 %	0.0 %	0.0 %	0.0 %
1992	2.8 %	4.8 %	2.4 %	2.8 %
1993	5.1 %	5.0 %	3.7 %	4.8 %

COMPOSITION OF CASES FILED BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA

CENTRAL DISTRICT

YEAR	CH 7	CH 11	CH 13	TOTAL
1980	88.7%	1.6%	9.7%	100.0%
1981	74.6%	3.1%	22.4%	100.1%
1982	62.6%	6.0%	31.4%	100.0%
1983	62.3%	6.1%	31.7%	100.1%
1984	65.4%	5.8%	28.8%	100.0%
1985	70.3%	5.3%	24.5%	100.1%
1986	73.0%	4.5%	22.5%	100.0%
1987	76.6%	3.4%	20.0%	100.0%
1988	78.5%	2.7%	18.8%	100.0%
1989	77.5%	2.6%	19.9%	100.0%
1990	80.1%	2.5%	17.4%	100.0%
1991	81.5%	2.9%	15.6%	100.0%
1992	81.9%	2.7%	15.4%	100.0%
1993	80.8%	2.6%	16.6%	100.0%

LOS ANGELES OFFICE

YEAR	CH 7	CH 11	CH 13	TOTAL
1980	90.9%	1.5%	7.6%	100.0%
1981	73.6%	2.9%	23.5%	100.0%
1982	60.7%	5.7%	33.6%	100.0%
1983	61.1%	5.6%	33.3%	100.0%
1984	64.5%	5.3%	30.2%	100.0%
1985	70.0%	4.9%	25.1%	100.0%
1986	72.8%	4.5%	22.7%	100.0%
1987	77.1%	3.4%	19.4%	99.9%
1988	79.9%	2.7%	17.4%	100.0%
1989	82.0%	2.6%	15.5%	100.1%
1990	82.8%	2.6%	14.6%	100.0%
1991	83.2%	3.1%	13.7%	100.0%
1992	82.1%	3.0%	14.9%	100.0%
1993	80.0%	3.1%	16.9%	100.0%

Total percentages may be off slightly due to rounding.

COMPOSITION OF CASES FILED BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA

SANTA ANA

YEAR	CH 7	CH 11	CH 13	TOTAL
1980	84.2%	2.4%	13.4%	100.0%
1981	75.3%	4.4%	20.3%	100.0%
1982	64.9%	9.1%	26.0%	100.0%
1983	64.0%	10.0%	26.0%	100.0%
1984	68.3%	9.3%	22.3%	99.9%
1985	70.3%	8.6%	21.2%	100.1%
1986	74.2%	6.3%	19.5%	100.0%
1987	76.8%	4.9%	18.2%	99.9%
1988	79.9%	4.0%	16.0%	99.9%
1989	71.7%	4.4%	23.9%	100.0%
1990	78.3%	3.3%	18.4%	100.0%
1991	80.2%	3.7%	16.1%	100.0%
1992	84.3%	2.9%	12.8%	100.0%
1993	84.6%	2.8%	12.6%	100.0%

SAN BERNARDINO

YEAR	CH 7	CH 11	CH 13	TOTAL
1980	84.0%	0.9%	15.1%	100.0%
1981	78.4%	2.5%	19.1%	100.0%
1982	68.4%	4.1%	27.5%	100.0%
1983	66.0%	3.9%	30.1%	100.0%
1984	66.9%	4.5%	28.5%	99.9%
1985	71.9%	3.5%	24.6%	100.0%
1986	73.0%	2.5%	24.4%	99.9%
1987	74.1%	1.9%	24.0%	100.0%
1988	72.9%	1.6%	25.4%	99.9%
1989	68.5%	1.4%	30.1%	100.0%
1990	72.2%	1.5%	26.3%	100.0%
1991	76.7%	1.5%	21.8%	100.0%
1992	79.2%	1.3%	19.5%	100.0%
1993	79.2%	1.1%	19.7%	100.0%

Total percentages may be off slightly due to rounding.

COMPOSITION OF CASES FILED BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA

SANTA BARBARA

YEAR	CH 7	CH 11	CH 13	TOTAL
1980	0.0%	0.0%	0.0%	0.0%
1981	0.0%	0.0%	0.0%	0.0%
1982	0.0%	0.0%	0.0%	0.0%
1983	0.0%	0.0%	0.0%	0.0%
1984	0.0%	0.0%	0.0%	0.0%
1985	0.0%	0.0%	0.0%	0.0%
1986	0.0%	0.0%	0.0%	0.0%
1987	0.0%	0.0%	0.0%	0.0%
1988	0.0%	0.0%	0.0%	0.0%
1989	0.0%	0.0%	0.0%	0.0%
1990	0.0%	0.0%	0.0%	0.0%
1991	0.0%	0.0%	0.0%	0.0%
1992	82.2%	4.6%	13.2%	100.0%
1993	84.6%	2.7%	12.7%	100.0%

Total percentages may be off slightly due to rounding.

BANKRUPTCY FILINGS

CENTRAL DISTRICT OF CALIFORNIA

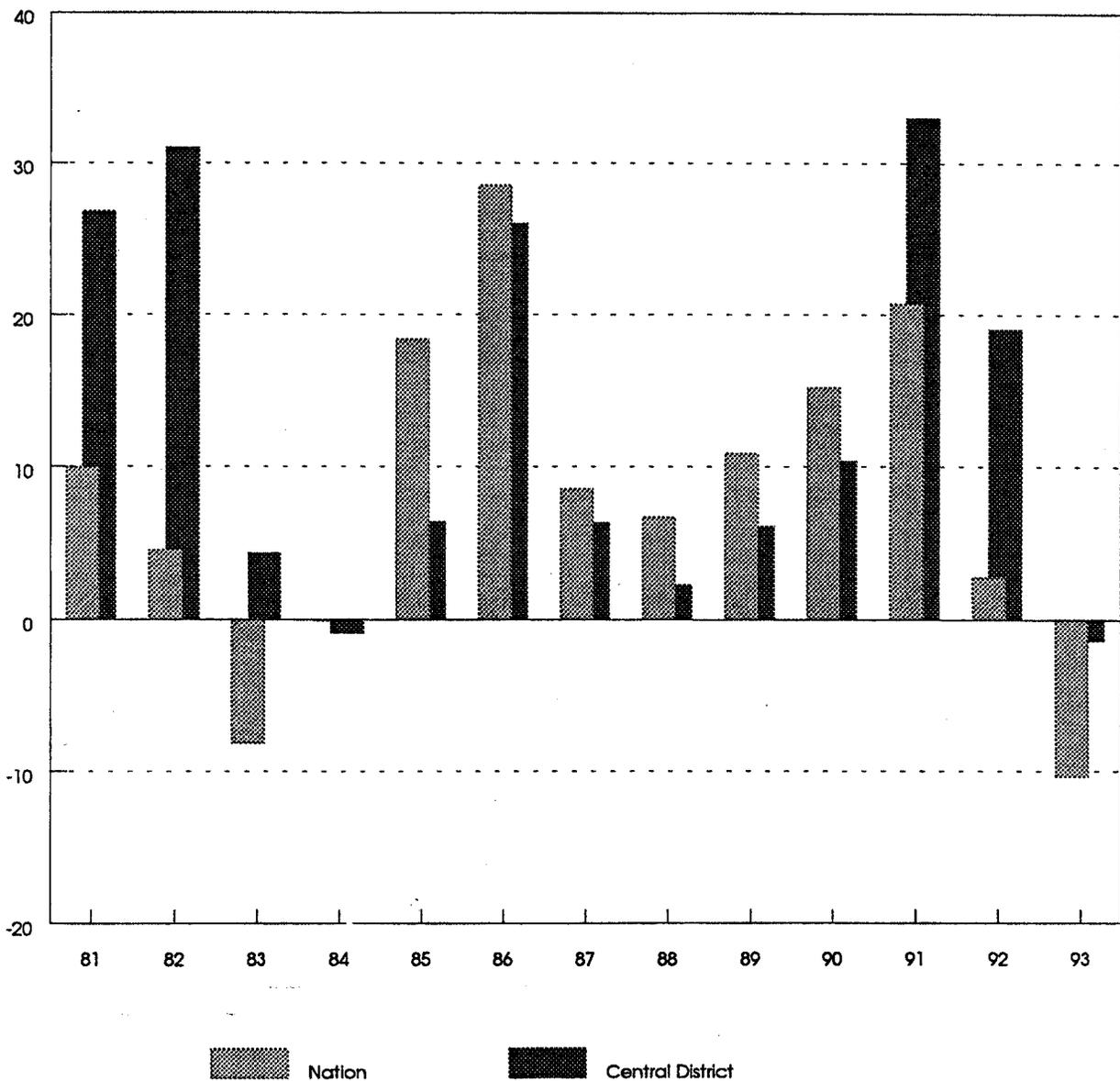
JANUARY - DECEMBER COMPARISONS

1992 vs 1993

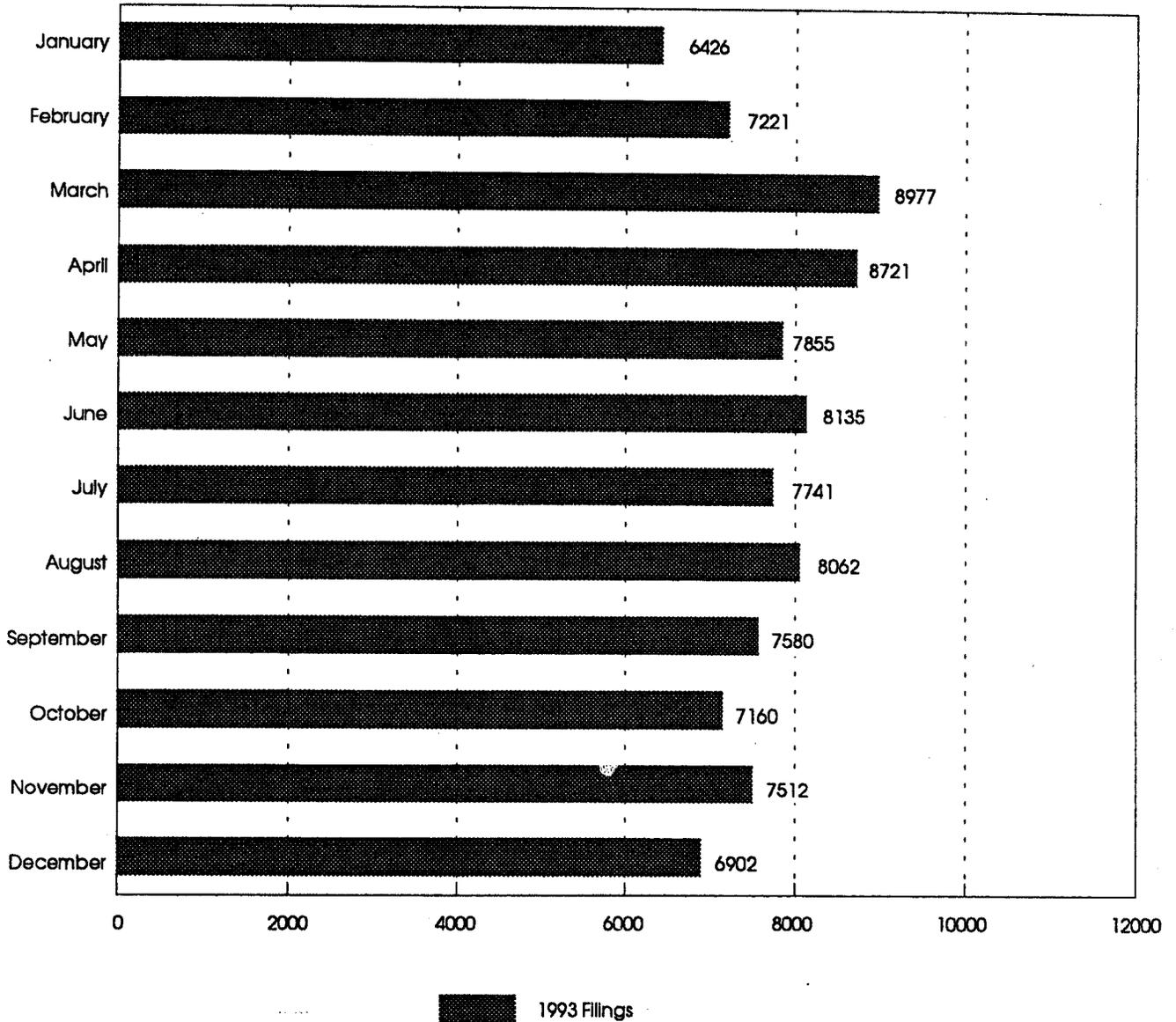
	Jan - Dec 1992	Jan - Dec 1993	Percent Change
L.A. CH 7	47,744	43,875	-8.1%
L.A. CH 11	1,766	1,693	-4.1%
<u>L.A. CH 13</u>	<u>8,653</u>	<u>9,281</u>	<u>7.3%</u>
TOTAL L.A.	58,163	54,849	-5.7%
N.D. CH 7	2179	3776	73.3%
N.D. CH 11	121	122	0.8%
<u>N.D. CH 13</u>	<u>351</u>	<u>566</u>	<u>61.3%</u>
TOTAL N.D. *	2,651	4,464	68.4%
L.A. and N.D. CH 7	49,923	47,651	-4.6%
L.A. and N.D. CH 11	1,887	1,815	-3.8%
<u>L.A. and N.D. CH 13</u>	<u>9,004</u>	<u>9,847</u>	<u>9.4%</u>
TOTAL L.A. and N.D.	60,814	59,313	-2.5%
S.A. CH 7	12,066	11,874	-1.6%
S.A. CH 11	416	393	-5.5%
<u>S.A. CH 13</u>	<u>1,838</u>	<u>1,762</u>	<u>-4.1%</u>
TOTAL S.A.	14,320	14,029	-2.0%
S.B. CH 7	14,659	15,003	2.3%
S.B. CH 11	236	213	-9.7%
<u>S.B. CH 13</u>	<u>3,612</u>	<u>3,734</u>	<u>3.4%</u>
TOTAL S.B.	18,507	18,950	2.4%
DISTRICT CH 7	76,648	74,528	-2.8%
DISTRICT CH 11	2,539	2,421	-4.6%
<u>DISTRICT CH 13</u>	<u>14,454</u>	<u>15,343</u>	<u>6.2%</u>
TOTAL DISTRICT	93,641	92,292	-1.4%

* ND Northern District Office (Santa Barbara), opened June 1992

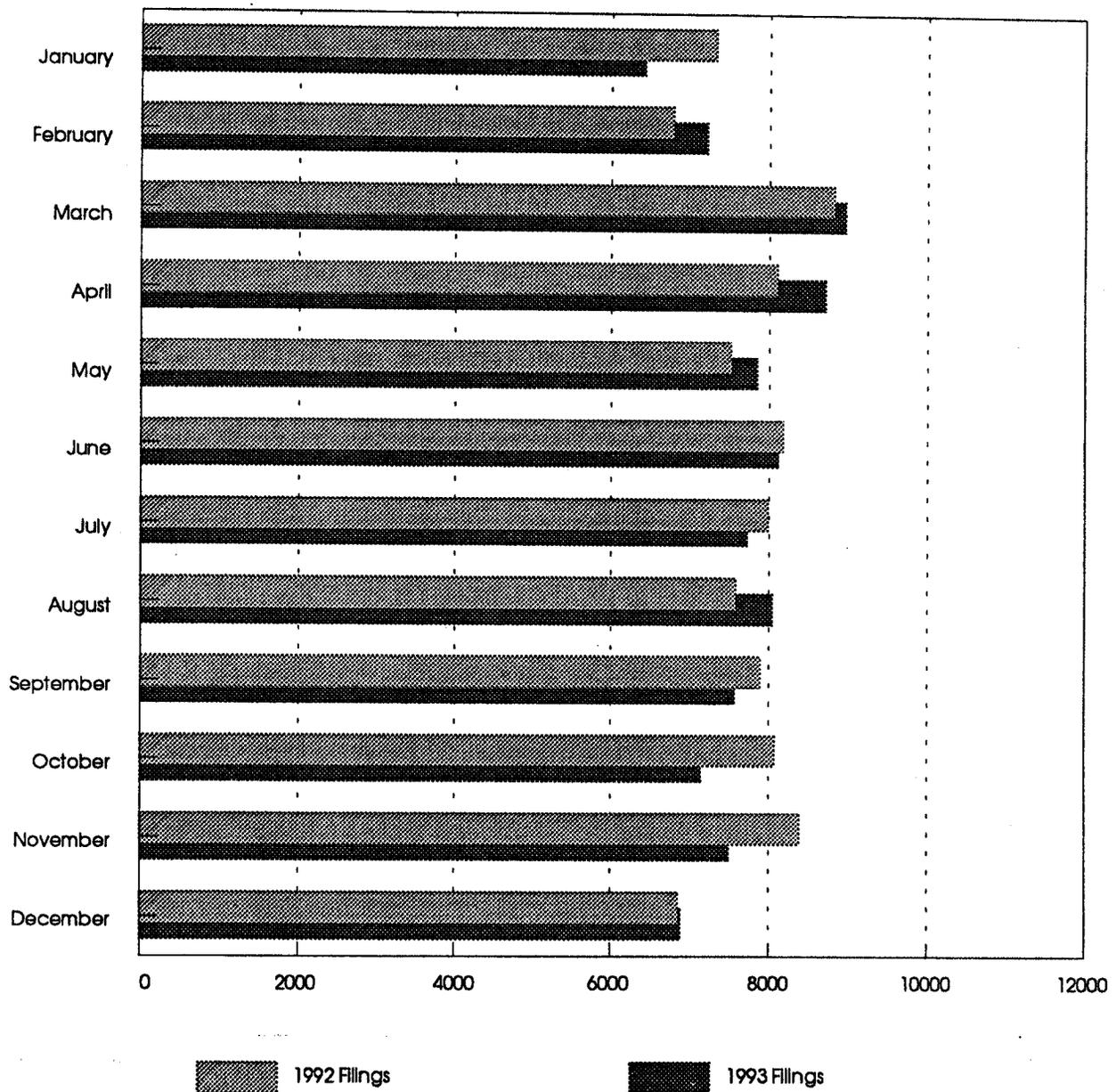
PERCENT CHANGE IN TOTAL FILINGS FROM PREVIOUS YEAR Nation & Central District of California



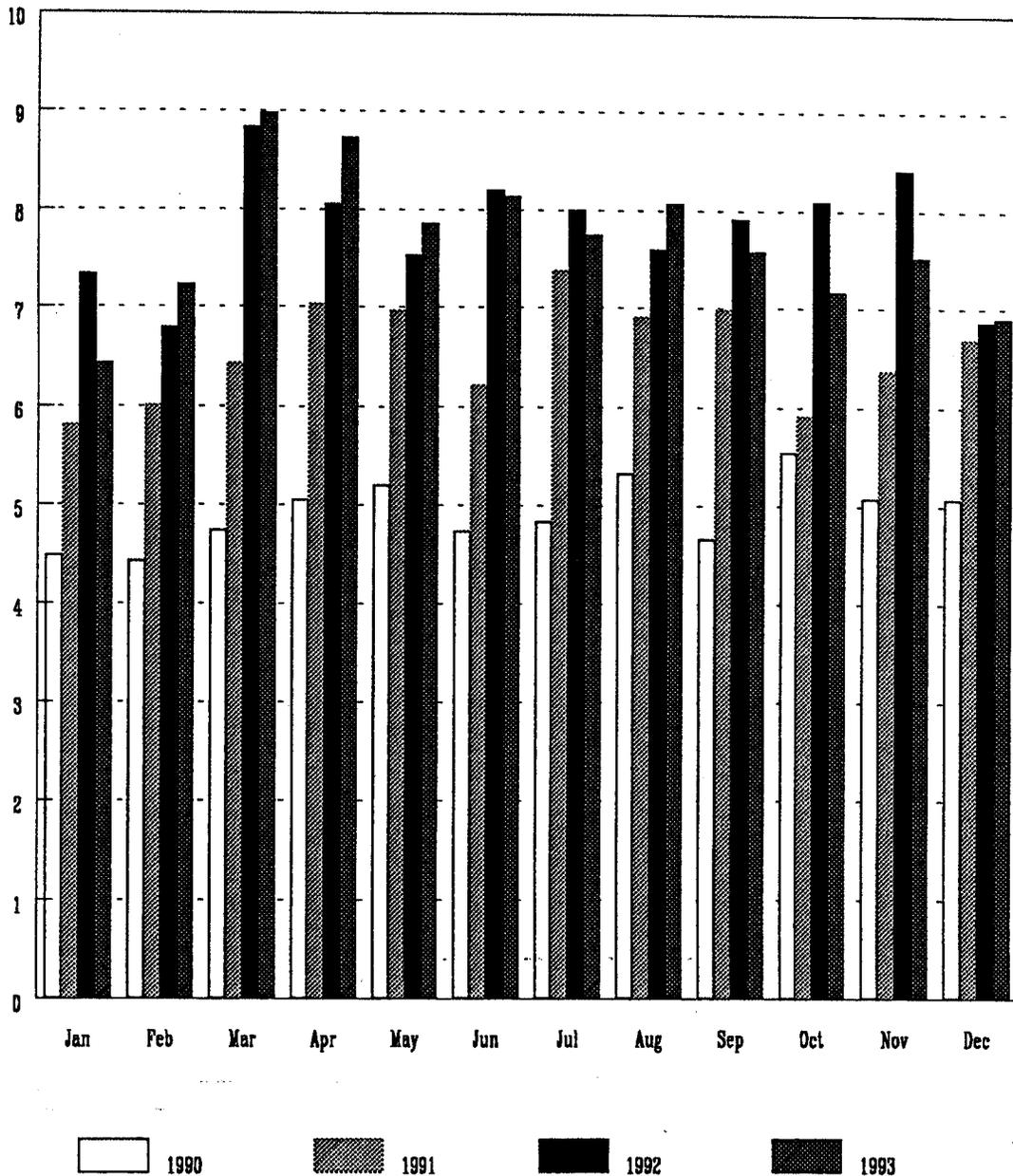
TOTAL BANKRUPTCY FILINGS CENTRAL DISTRICT 1993



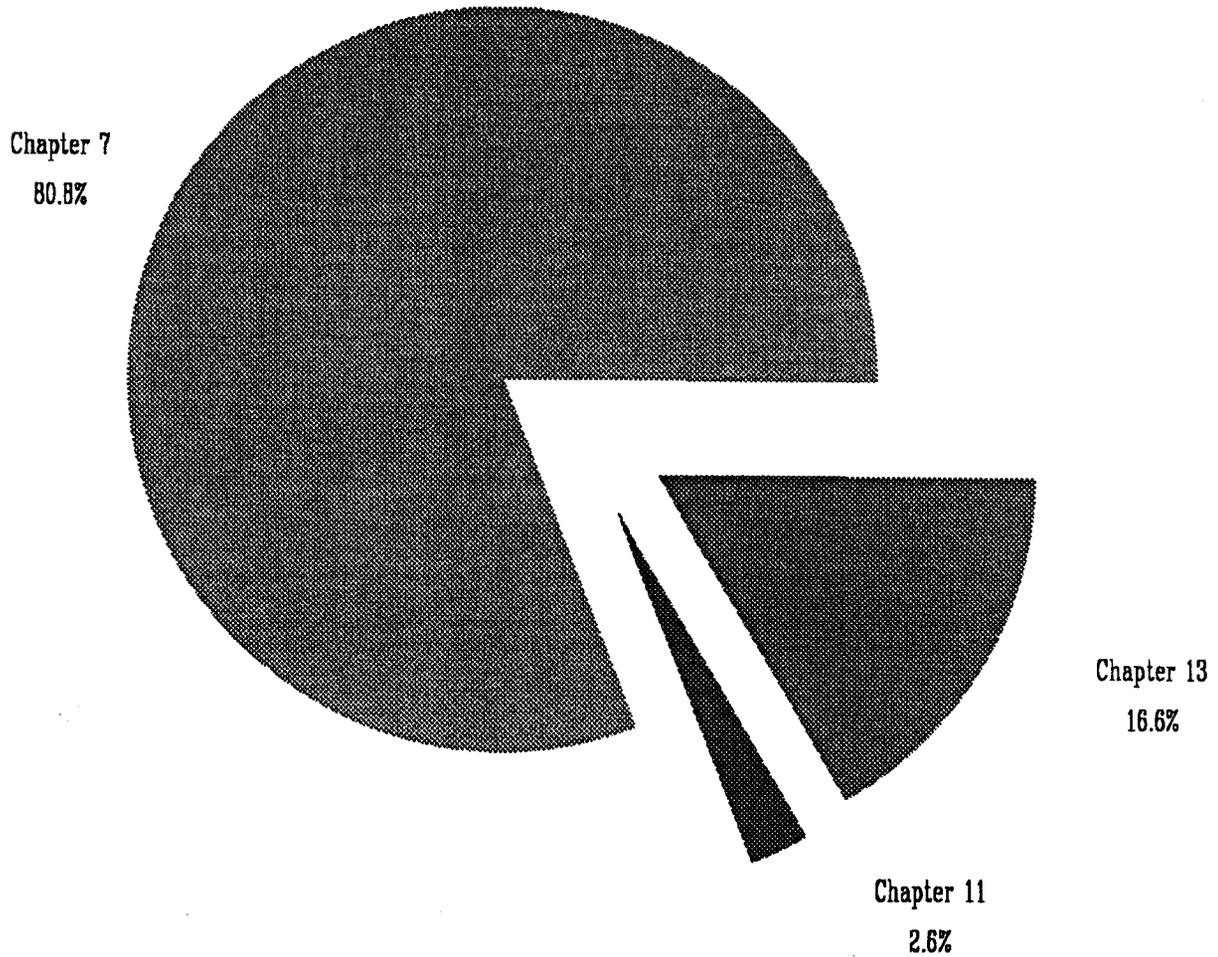
TOTAL BANKRUPTCY FILINGS CENTRAL DISTRICT 1992 vs 1993



BANKRUPTCY FILINGS CENTRAL DISTRICT OF CALIFORNIA 1990 - 1993

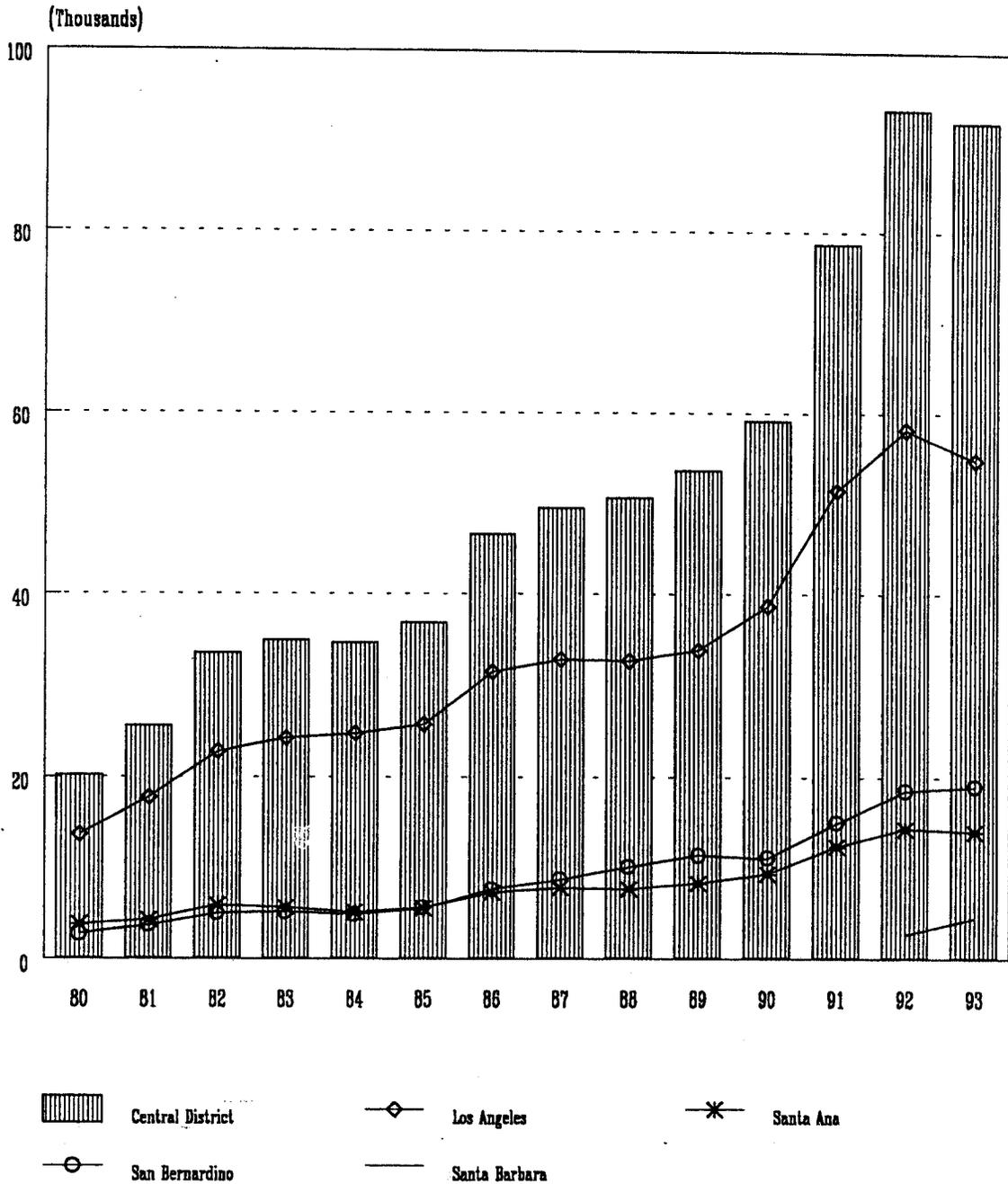


**PERCENT OF FILINGS
BY CHAPTER, 1993
Central District**



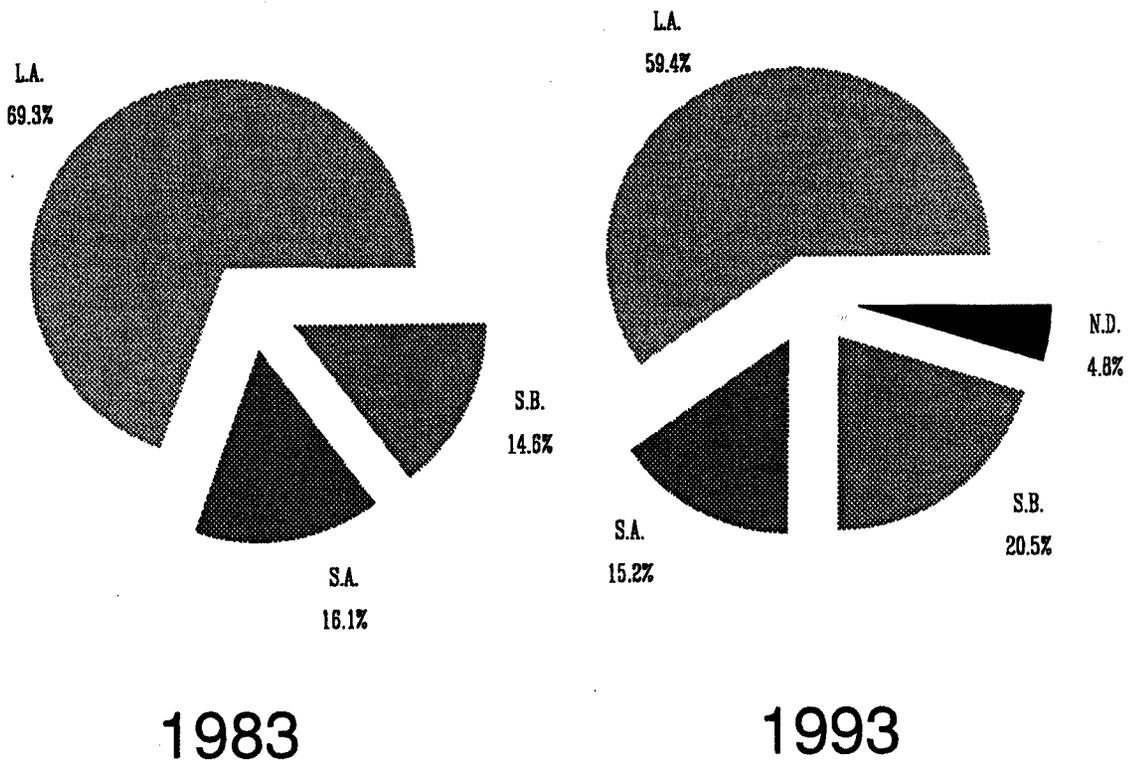
TOTAL BANKRUPTCY FILINGS BY OFFICE

1980 - 1993



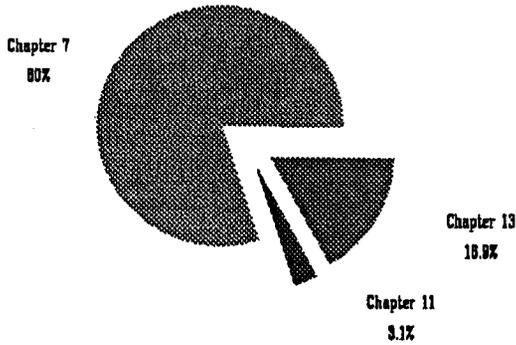
PERCENT OF DISTRICT'S FILINGS BY OFFICE

1983 vs 1993

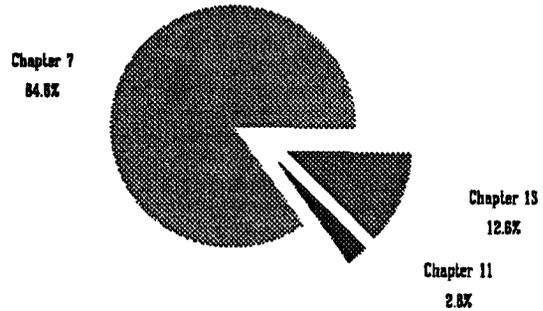


N.D. = Northern District (Santa Barbara)

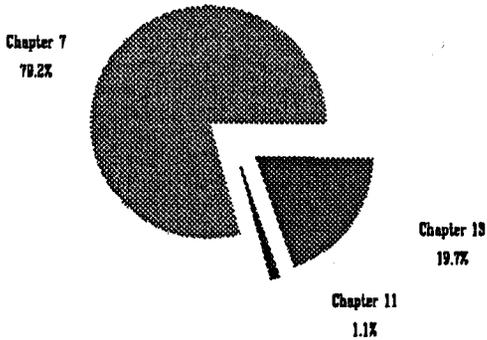
PERCENT OF FILINGS BY CHAPTER DIVISIONAL OFFICES 1993



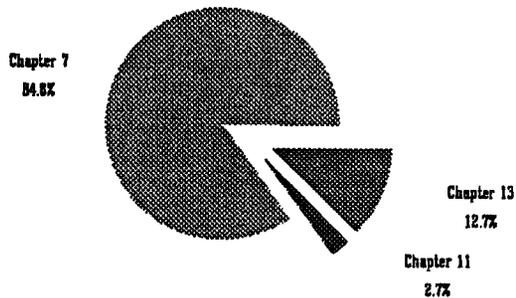
Los Angeles



Santa Ana

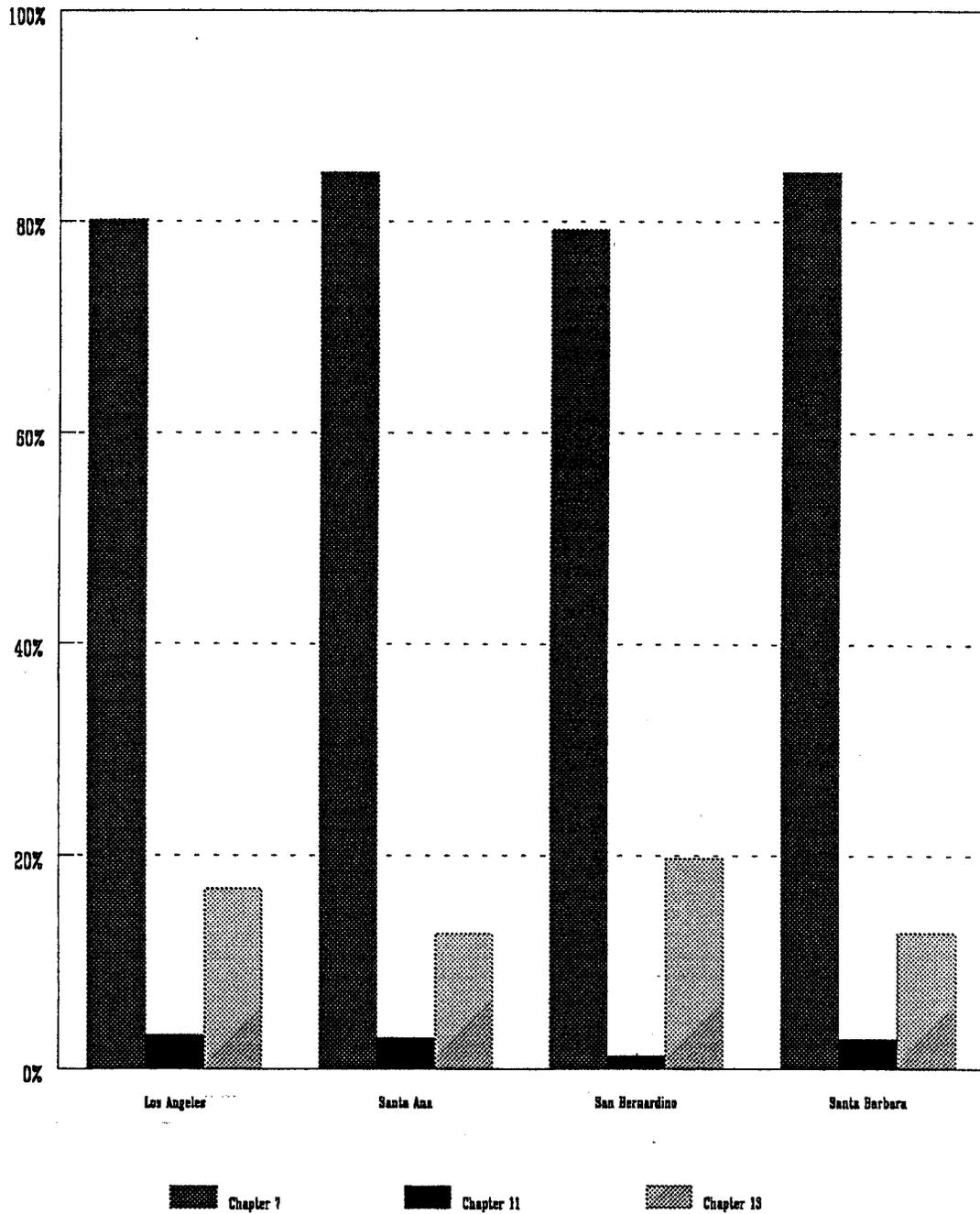


San Bernardino



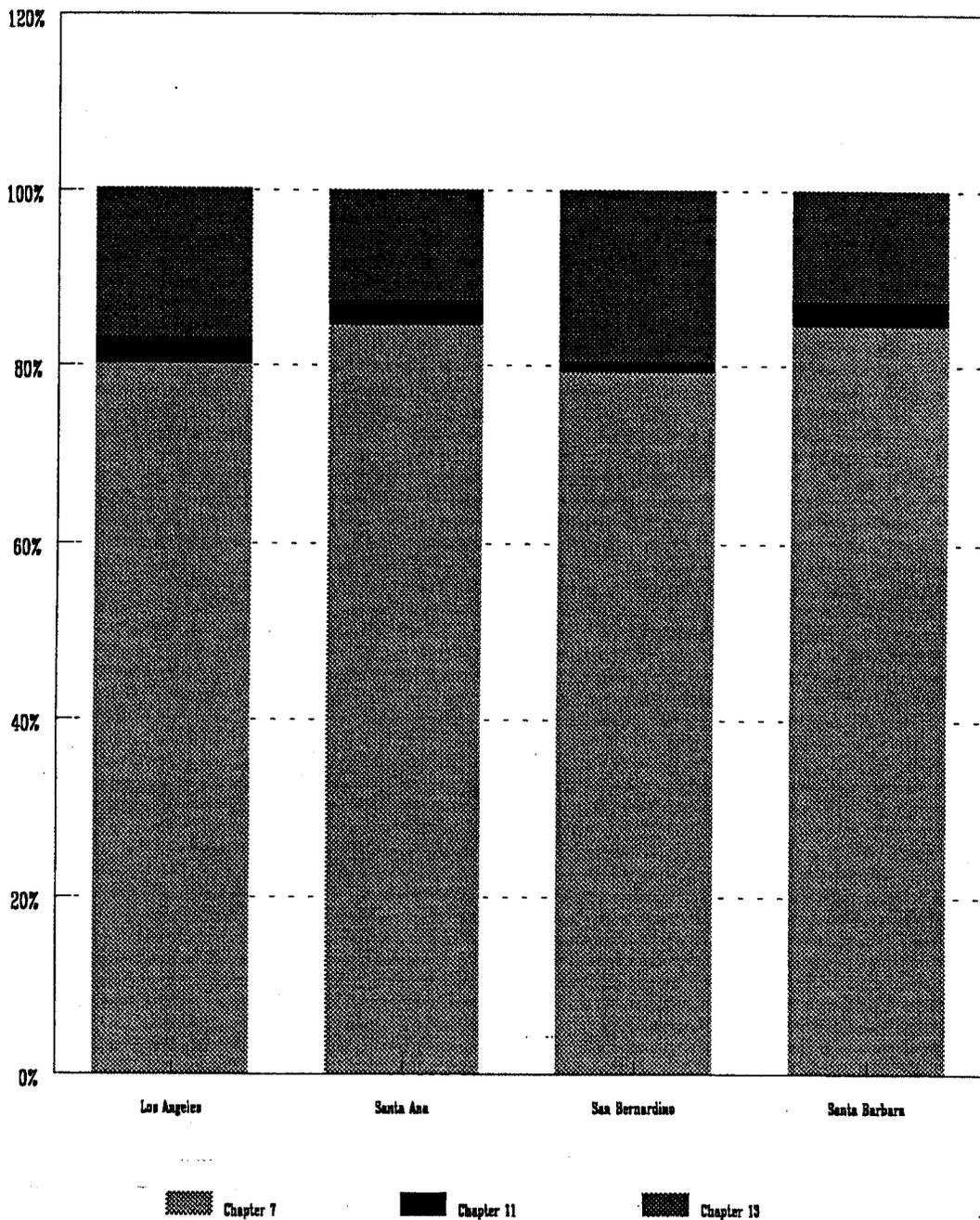
Santa Barbara

PERCENT OF FILINGS BY CHAPTER 1993

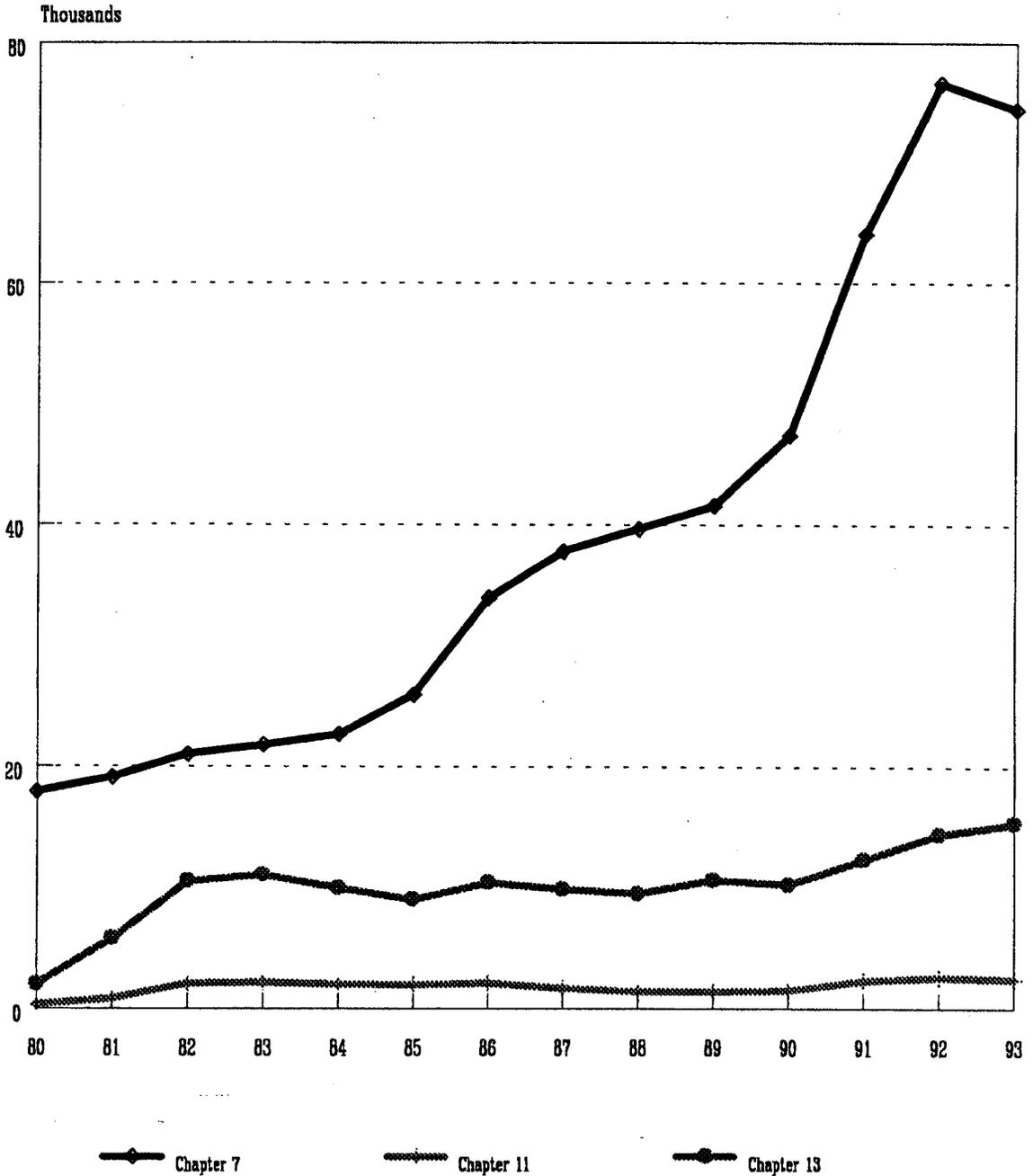


PERCENT OF FILINGS BY CHAPTER

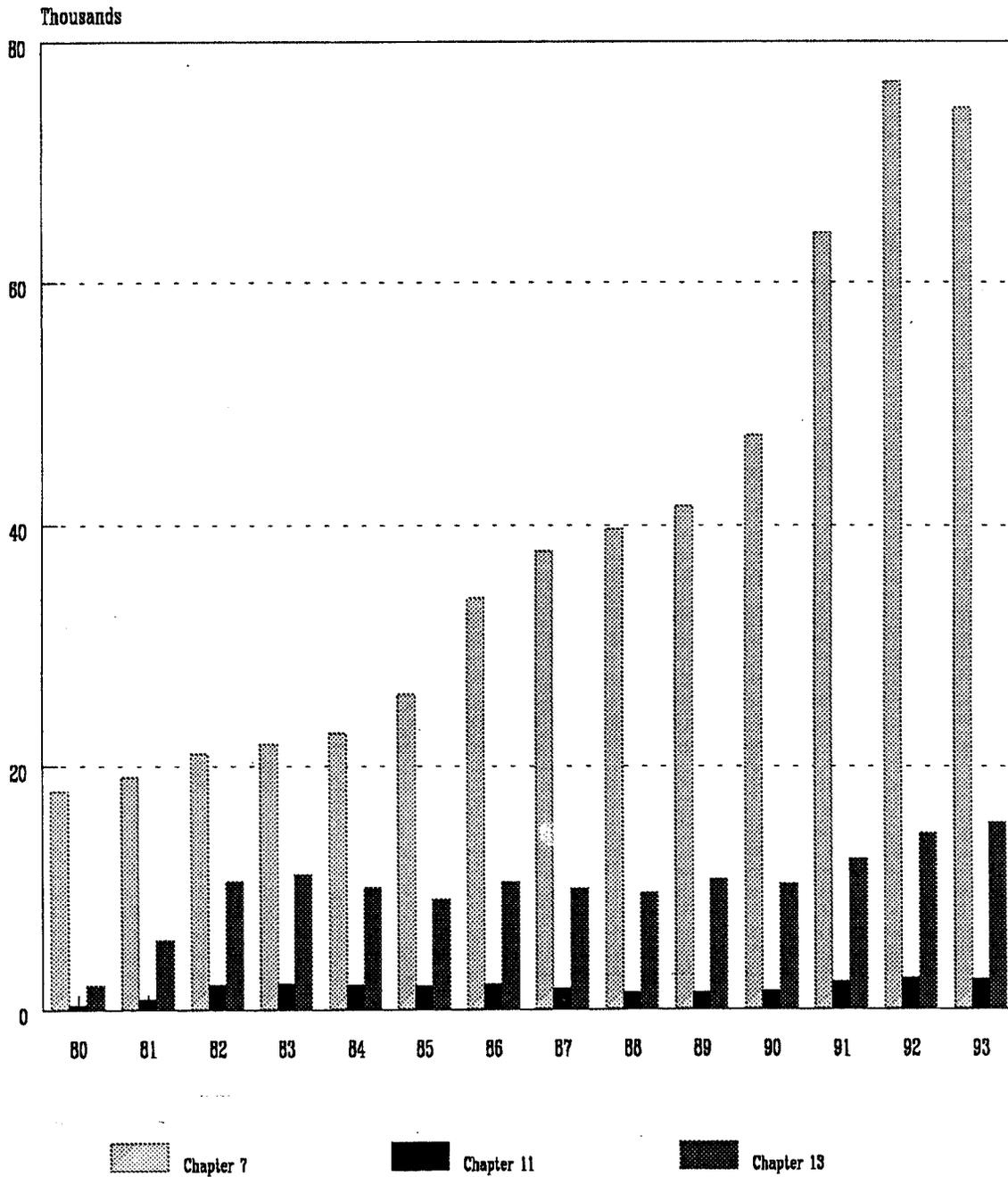
1993



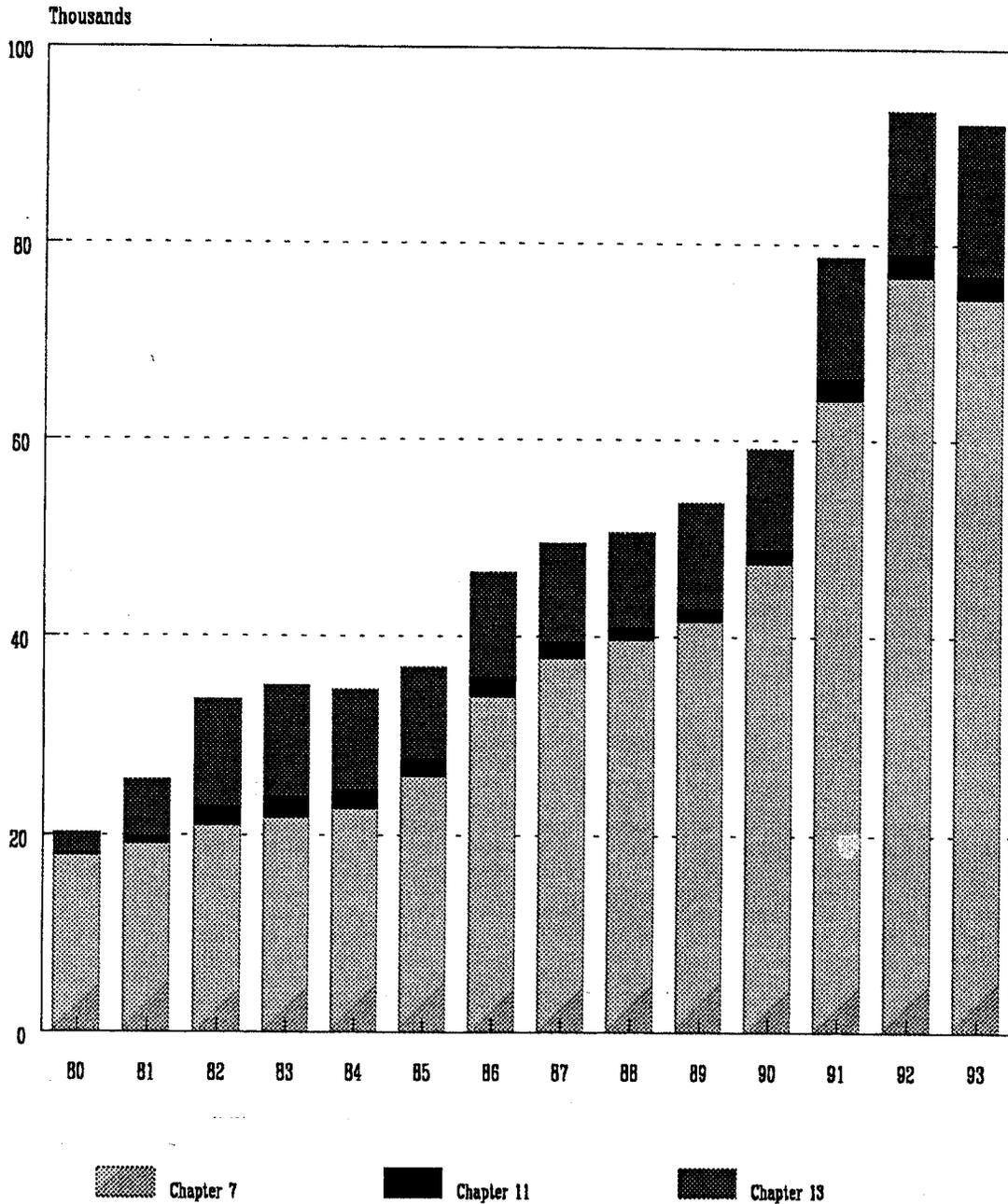
FILINGS BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA 1980 - 1993



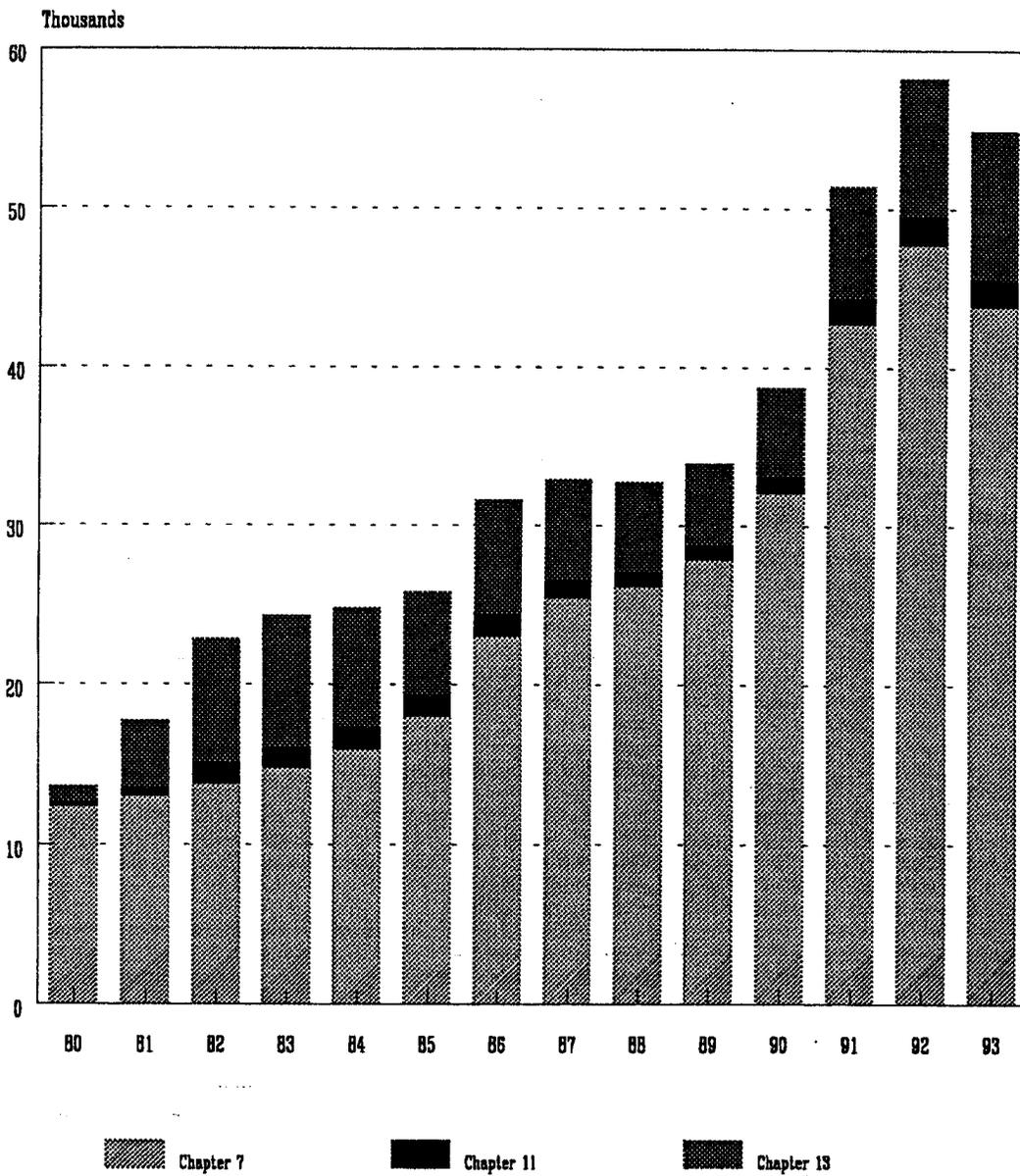
FILINGS BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA 1980 - 1993



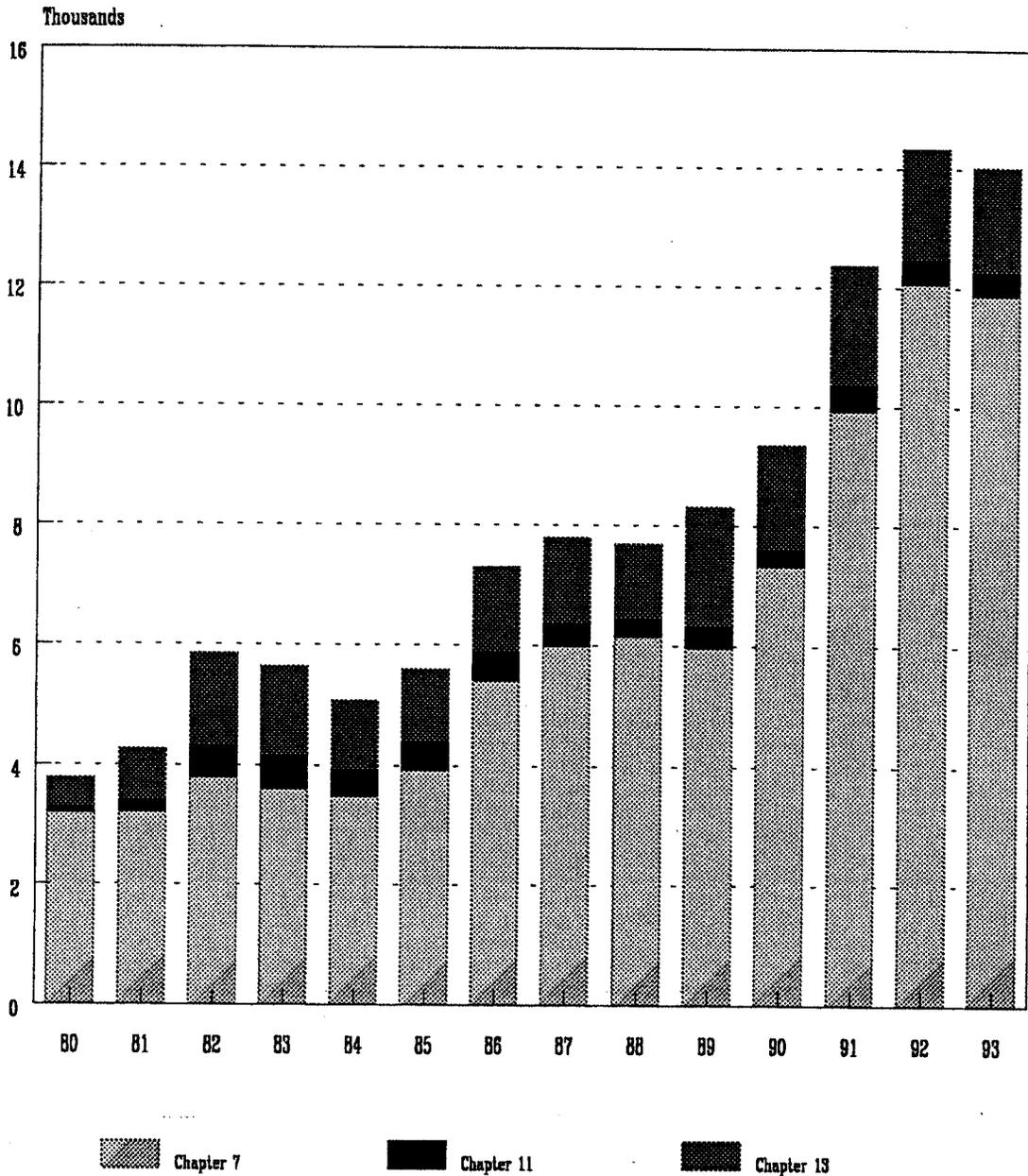
FILINGS BY CHAPTER CENTRAL DISTRICT OF CALIFORNIA 1980 vs 1993



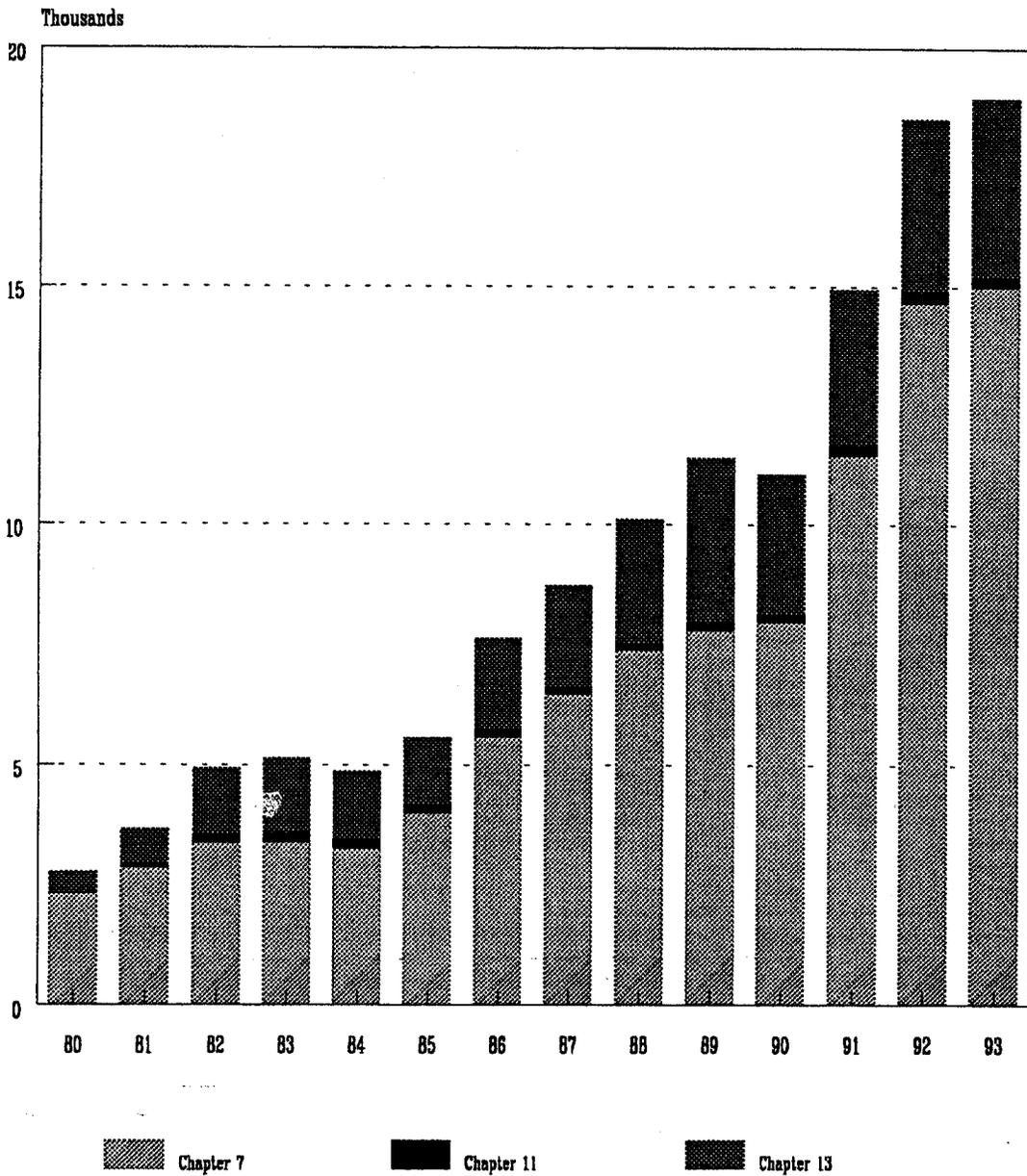
FILINGS BY CHAPTER LOS ANGELES 1980 - 1993



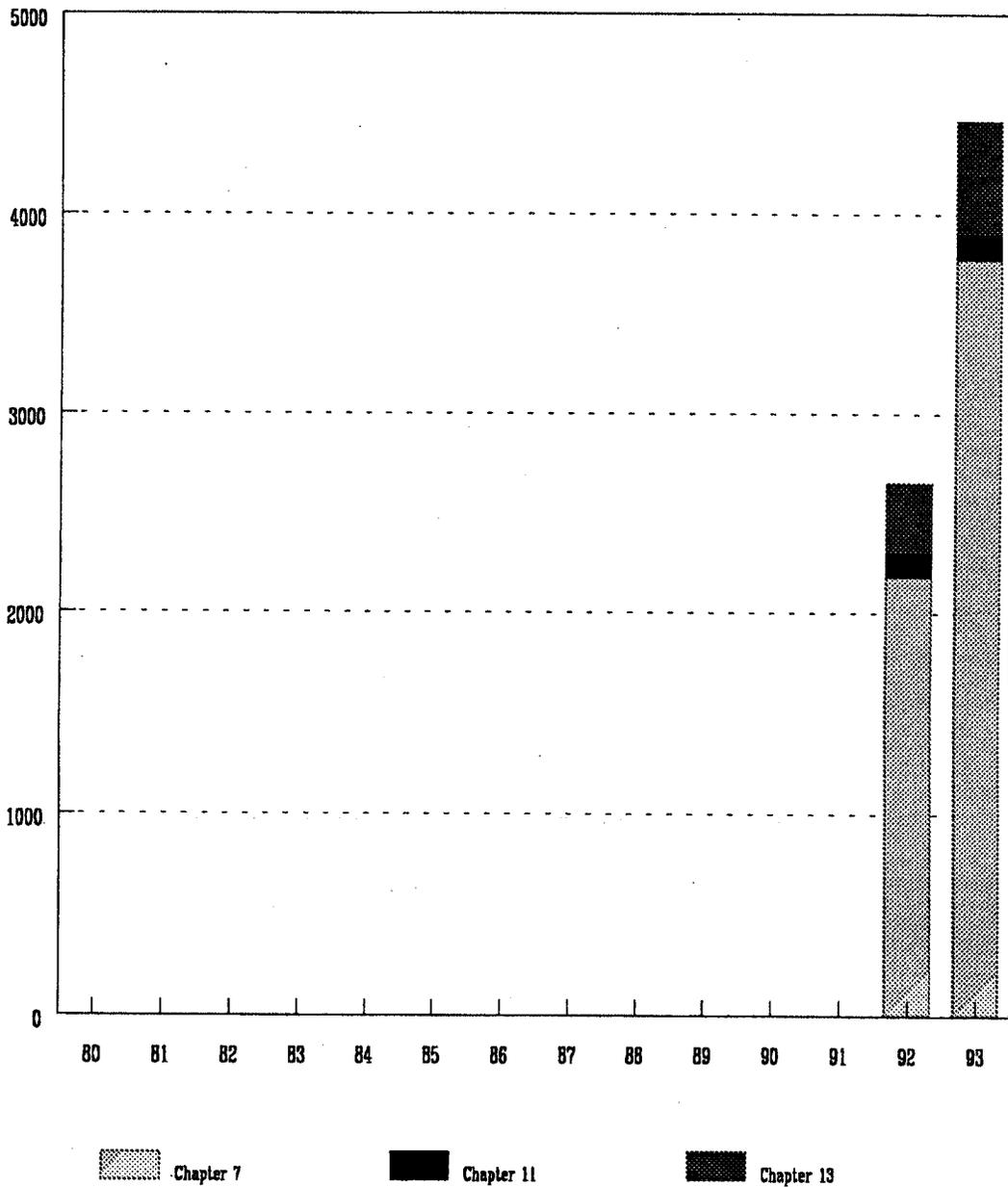
FILINGS BY CHAPTER SANTA ANA 1980 - 1993



FILINGS BY CHAPTER SAN BERNARDINO 1980 - 1993



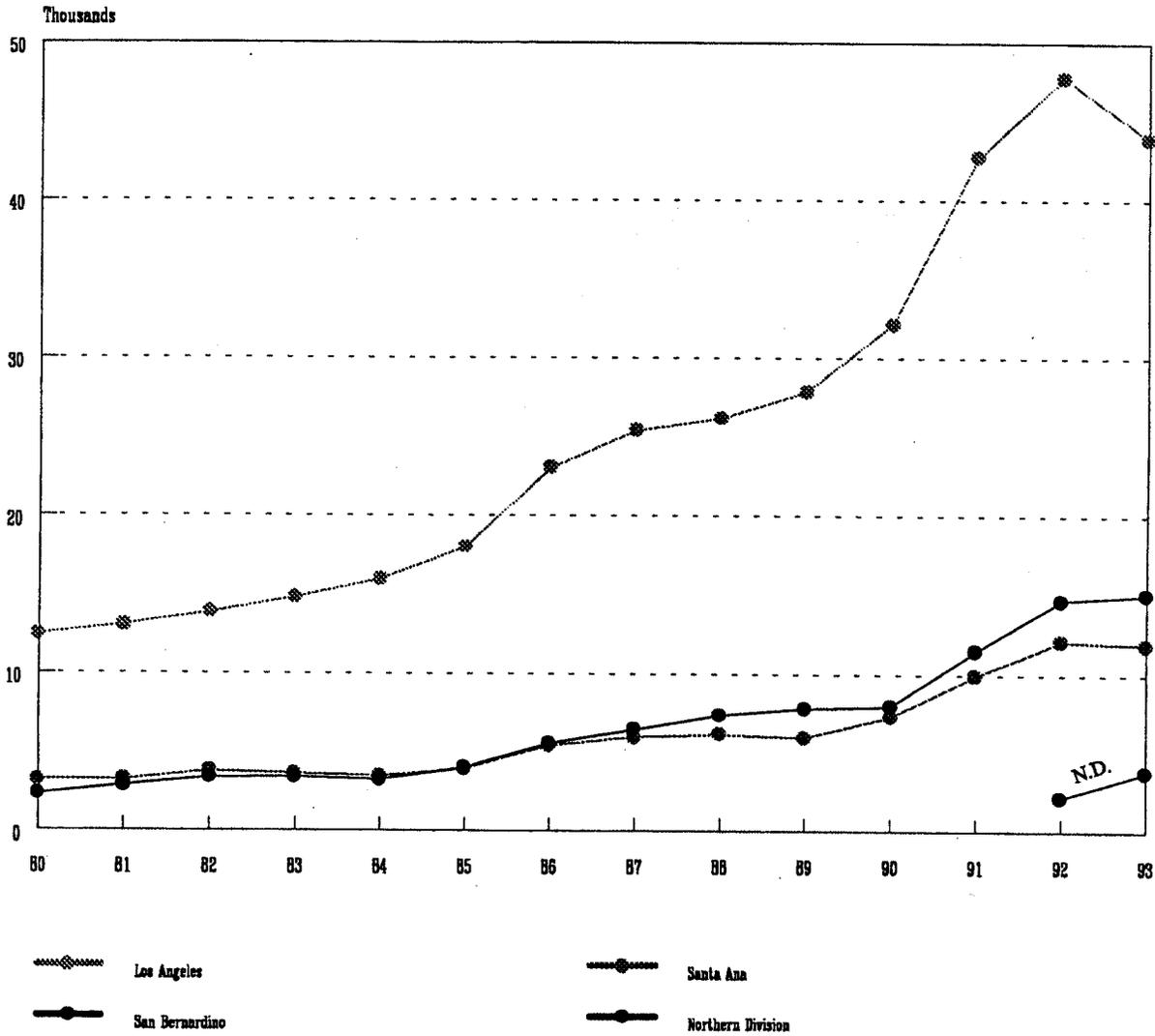
FILINGS BY CHAPTER SANTA BARBARA* 1980 - 1993



* Santa Barbara office opened June 1992

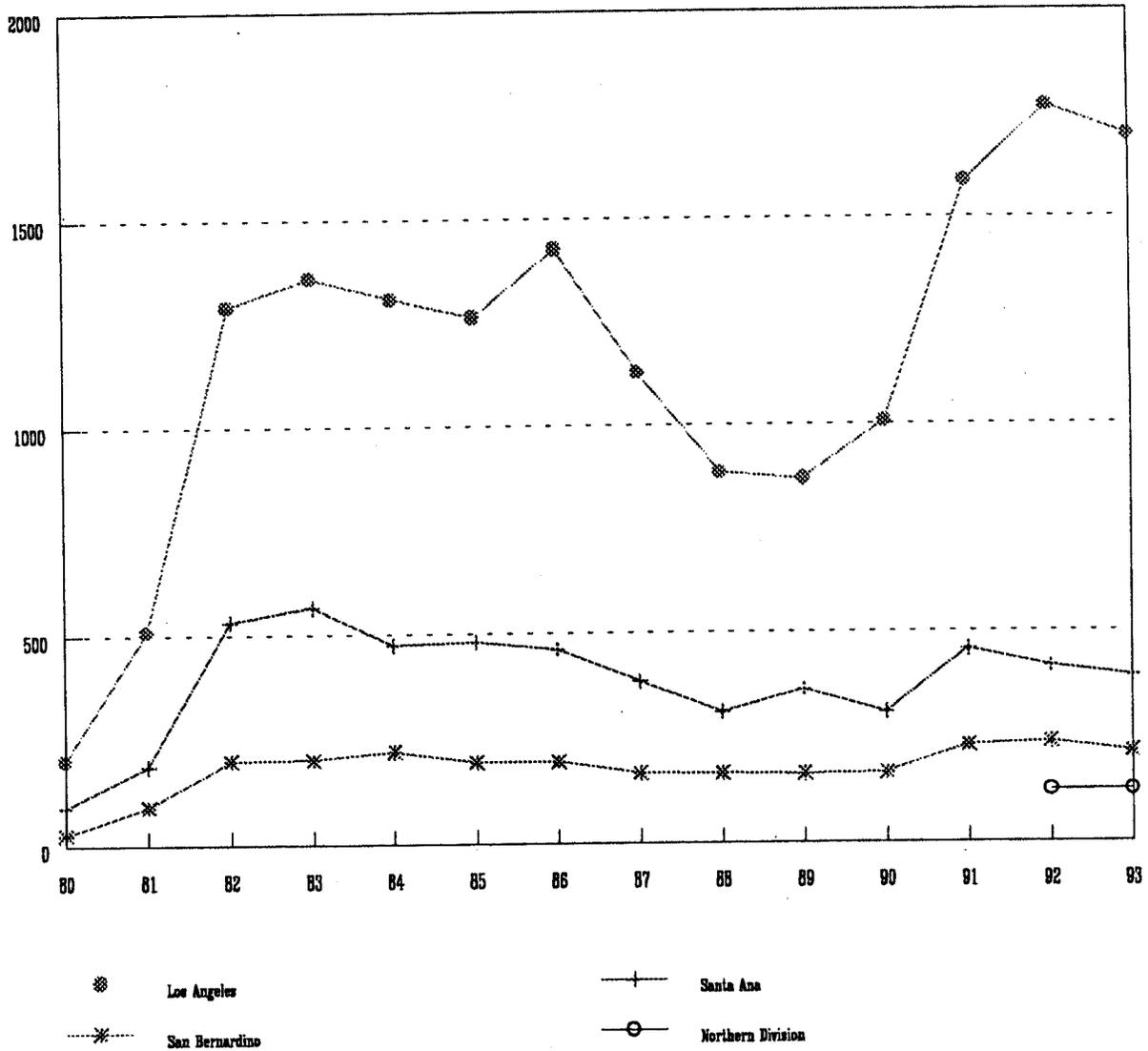
CHAPTER 7 FILINGS

1980 - 1993



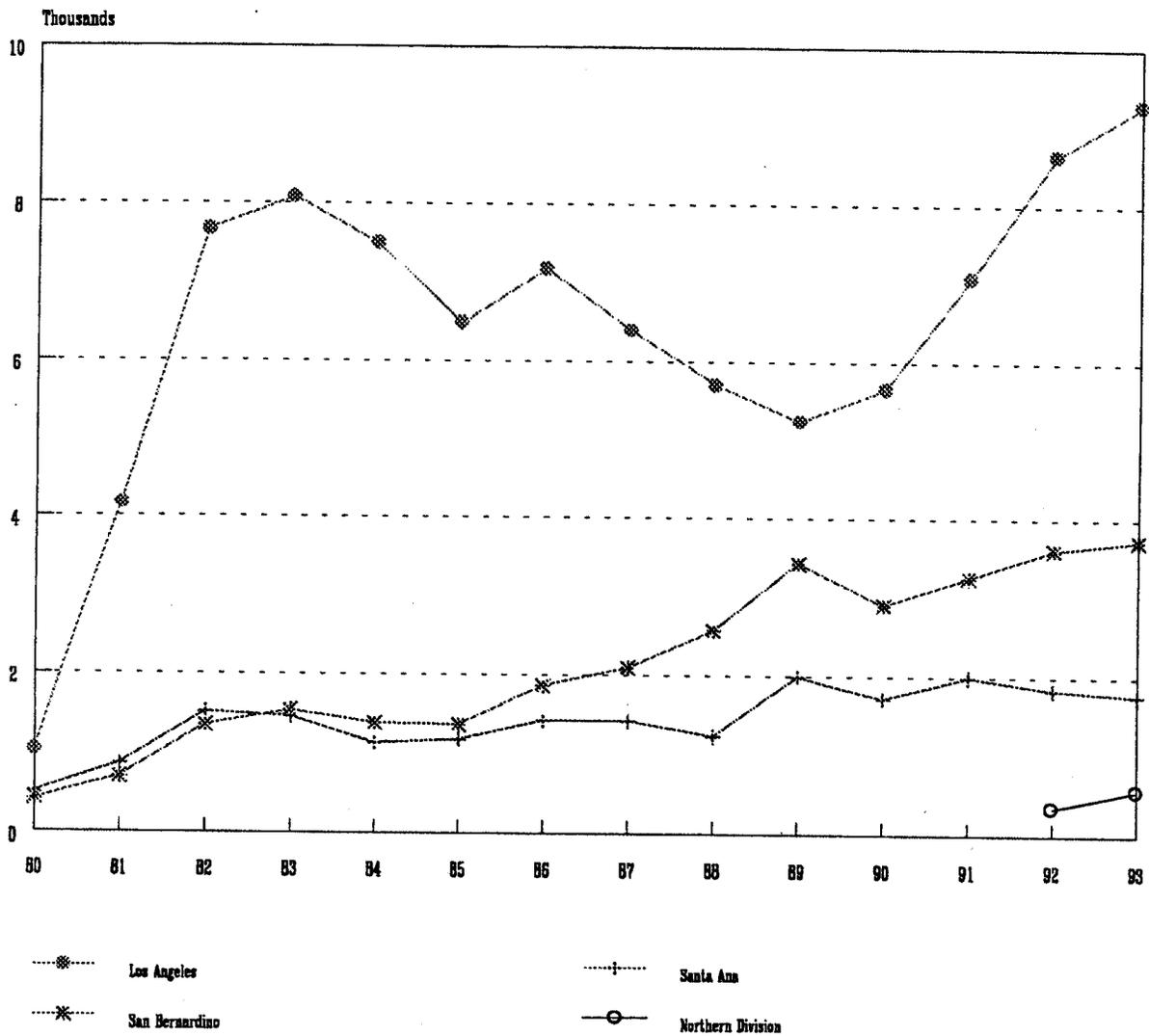
CHAPTER 11 FILINGS

1980 - 1993



CHAPTER 13 FILINGS

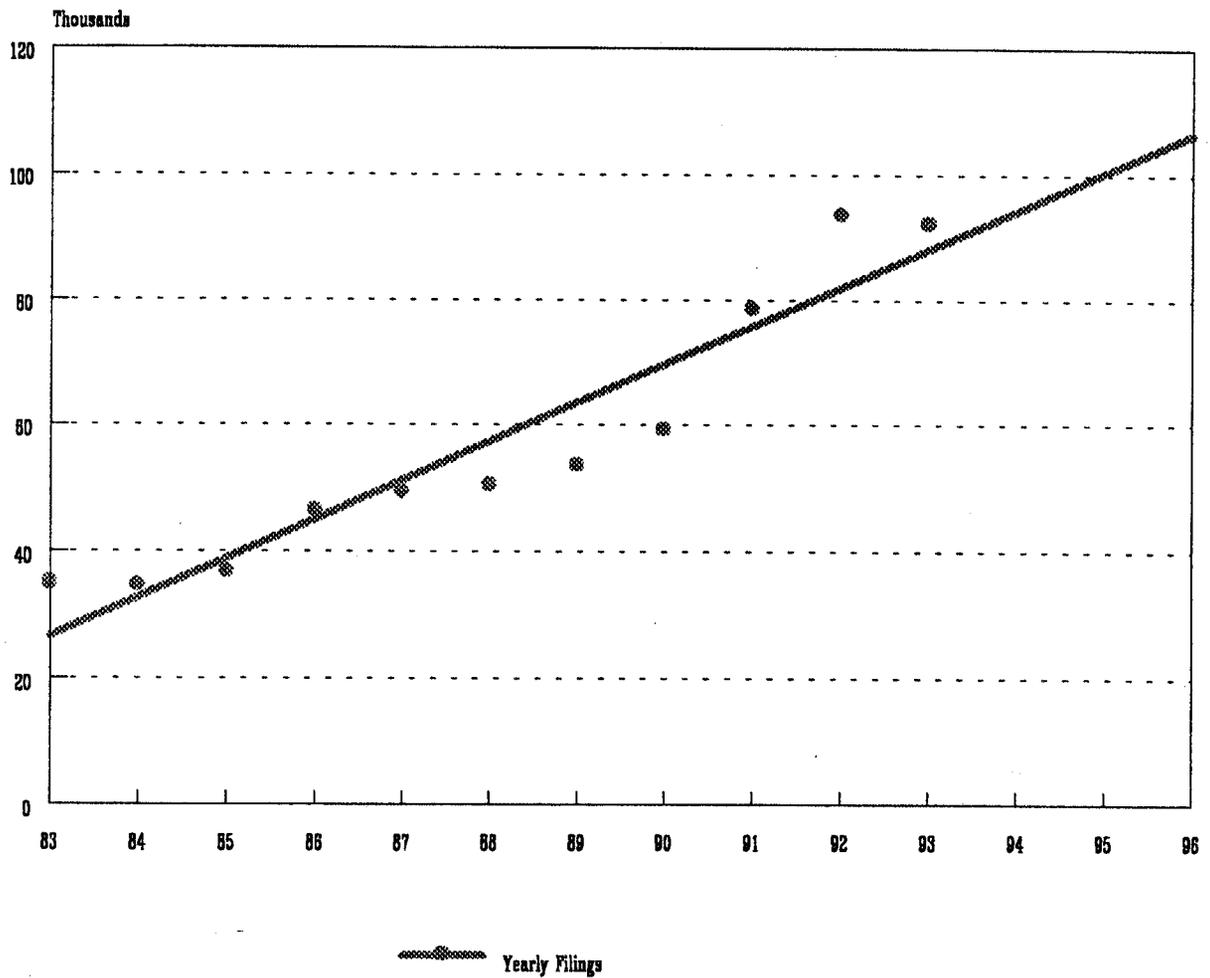
1980 - 1993



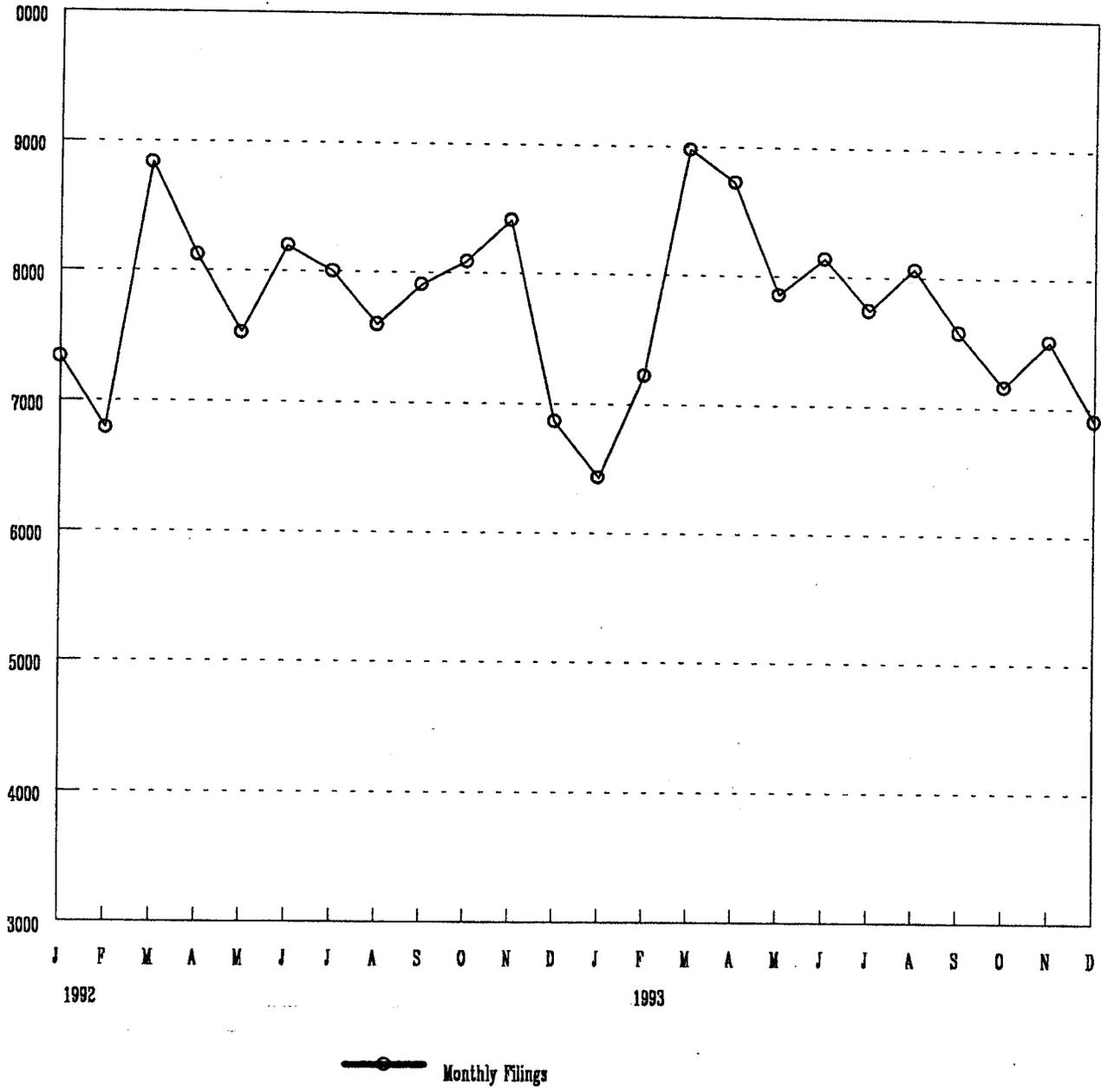
TREND ANALYSIS

CENTRAL DISTRICT OF CALIFORNIA

1983 - 1996



**FILINGS BY MONTH
CENTRAL DISTRICT
1992 - 1993**



JUDICIAL WORKLOADS

Appendix B.

I. Background:

In March 1991, the Judicial Conference approved bankruptcy case weights developed by the Federal Judicial Center. This resulted in the establishment of new standards and workload factors that are used in evaluating requests for additional judges. These standards are also relevant in the measurement of judicial workloads.

In using these standards, the weighted caseload of a Court can be expressed in "case related hours". A caseload in excess of 1,500 annual case related hours per judge has been established as an indicator of the need for additional judgeships.

On the basis of the weighted caseload in 1990, the Central District of California requested four additional judgeships. After a visit to the Court by the survey team from the Bankruptcy Division of the Administrative Office of the U.S. Courts, and recommendations by the Committee on the Administration of the Bankruptcy System, the District eventually received approval for two additional judgeships in 1992. The new judges joined the Court in early 1994. This new allocation was based on, among other factors, a weighted caseload of 1,515 hours per judge in 1990. A request for four additional judges on the basis of judicial workloads in Fiscal Year (FY) 1992 has been approved by the Ninth Circuit and the Administrative Office of the United States Courts. The Court expects these judgeships to be part of the next comprehensive judgeship bill which will be introduced in Congress in the near future.

II. Judge Case-Related Hours:

Application of the case weights to FY 92 bankruptcy filings in the Central District, revealed that the District had a weighted caseload of 2,144 hours per judge. This caseload has increased 41.5% since 1990, when the caseload was 1,515 hours per judge. Although information about weighted caseloads for 1993 is not available, we estimate the judicial workload is similar to FY 92 measurements. Bankruptcy filings in the District, which are the basis for judge's weighted caseload, were fairly flat in 1993, ending the year about 1.4% lower than in 1992. Nationwide, however, filings were approximately 10% lower in 1993 than in 1992.

The specific breakdown of case related hours for the Central District of California for the 12 month period ending September 30, 1992, is as follows:

CENTRAL DISTRICT OF CALIFORNIA

Case Weights Twelve Month Period Ending September 30, 1992

Type of Filing	Number of Filings	Weighted Caseload	% of Total Weighted Caseload
Chapter 11	2,591	19,219.23	42.7%
Chapter 12	15	60.60	.1%
Chapter 13	13,181	5,280.63	11.7%
Chapter 7	74,144	9,257.05	20.6%
Adversaries	6,432	11,210.84	24.9%
Total		45,028.00	100.0%
Average Per Judge	(21)	2,144.21	

The largest part of the weighted caseload comes from the Chapter 11 caseload, which comprises 42.7% of the total credit for the District. The next largest portion of the caseload is derived from the adversary workload, which provides 24.9% of the credit. Although the District had 74,144 Chapter 7 filings in FY 92, these cases provided only 20.6% of the weighted caseload, because most of the Chapter 7 cases carry relatively little weight.

The number of hours in this Central District of California substantially exceeds the standard of 1,500 annual case related hours per judge. For FY 92, the national average weighted caseload was 1,437 hours per judge. There were only four Districts with greater than 2,000 hours per judge in the nation. For comparison, the ten bankruptcy courts with the highest weighted caseloads in the nation are shown in Attachment I. The number of weighted hours in this District exceeded the caseload of any other court in the Ninth Circuit. The rank of all Districts in the Ninth Circuit is shown in Attachment II.

The Central District of California ranked third of 91 Districts in the number of case related hours per judge, and was at 149% of the national average. Of the three top Districts, only the Central District of California has shown consistent growth in its weighted caseload for each measuring period since June 30, 1990. The two courts with a higher number of weighted hours per judge in FY 92 (Massachusetts and Maryland) exhibited a substantial decline from the 12 month period ending December 31, 1991 to the more recent 12 month period ending September 30, 1992.

The Central District of California also displayed a 41.5% increase in weighted caseloads from calendar year 1990 to FY 1992. The percent change between calendar year 1990 and FY 1992 for the ten courts with the highest 1992 caseloads is shown in Attachments III and IV. The percent change in weighted caseloads for courts in the Ninth Circuit is shown in Attachment V.

It should be noted that the weighted caseload for the Central District of California is based on 21 judges, which includes the two new judgeships authorized in 1992. These new judges were not available to the Court during this period. Had the actual number of judges available to the Court during this period (19) been used in the computation, the actual weighted caseload per judge would have been 2,370. This exceeds the standard of 1,500 annual case related hours per judge by 58%.

III. Other Judicial Workloads

The Central District of California has two (2) judges who sit on the Bankruptcy Appellate Panel (BAP). A significant portion (40%) of their time is spent on matters relating to cases before the BAP. As a result of these cases, they receive 25% fewer new Chapter 7 and Chapter 11 cases. This case assignment credit received by the BAP judges is distributed among the remaining Los Angeles Judges, who are responsible for these additional cases.

LIST OF ATTACHMENTS

Appendix B.

- I. **WEIGHTED CASELOADS
TEN HIGHEST COURTS IN NATION
FY 1992**

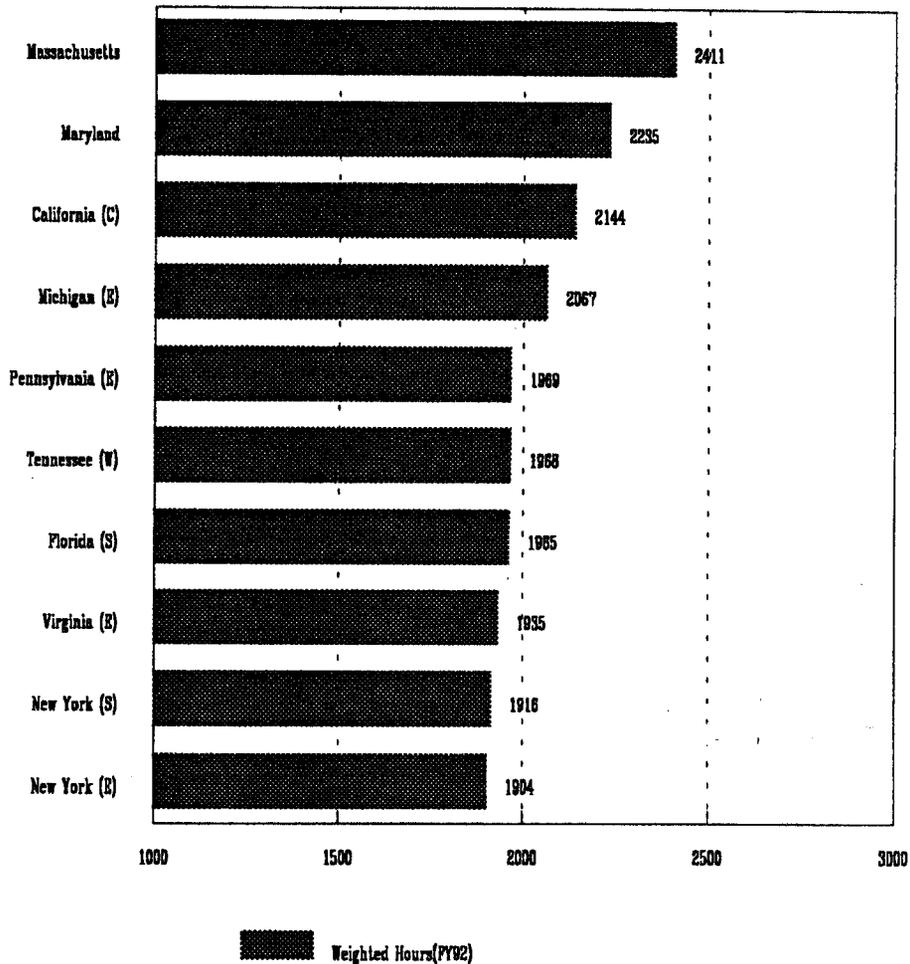
- II. **WEIGHTED CASELOADS
DISTRICTS OF THE NINTH CIRCUIT
FY 1992**

- III. **TEN COURTS WITH HIGHEST
WEIGHTED CASELOADS IN THE NATION
PERCENT CHANGE IN CASELOADS
CY 1990 vs FY 1992**

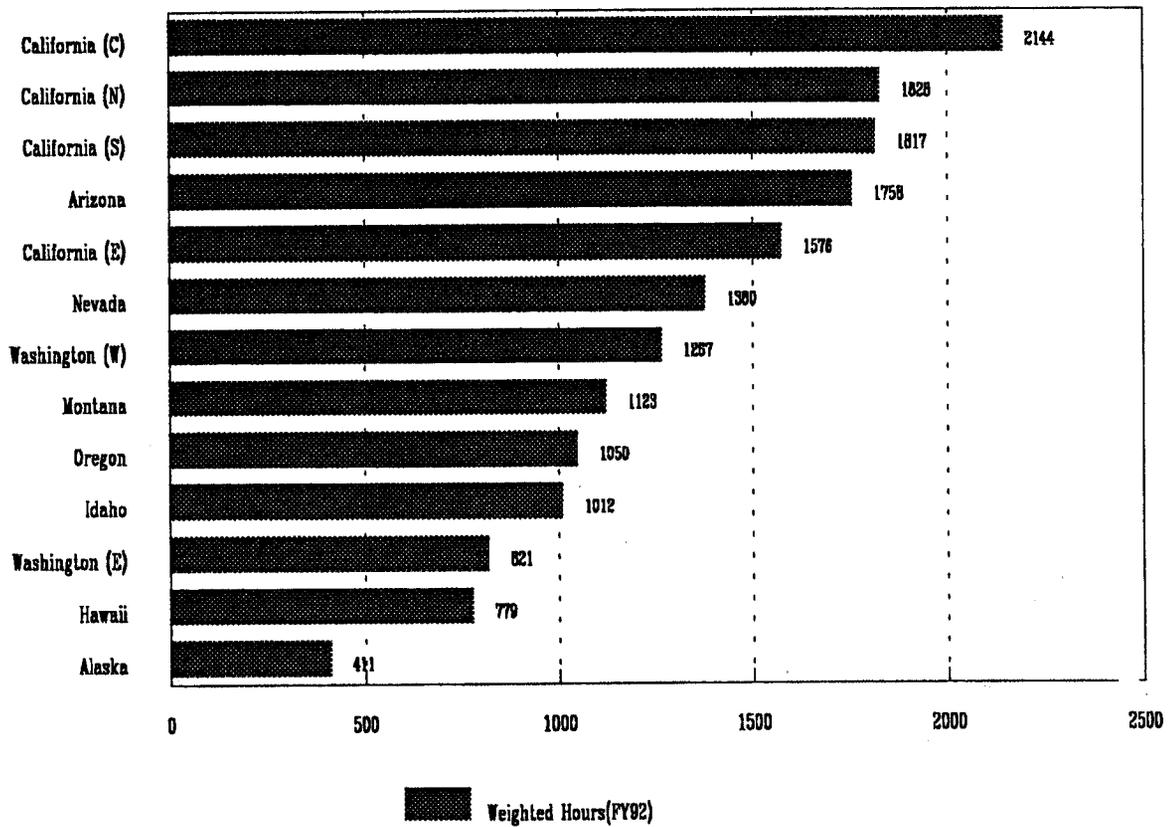
- IV. **PERCENT CHANGE IN
WEIGHTED CASELOADS PER JUDGE
COURTS WITH HIGHEST FY92 CASELOADS
CY 90 - FY 92**

- V. **PERCENT CHANGE IN
WEIGHTED CASELOADS PER JUDGE
NINTH CIRCUIT
CY 90 - FY 92**

WEIGHTED CASELOADS TEN HIGHEST COURTS IN NATION FY 1992



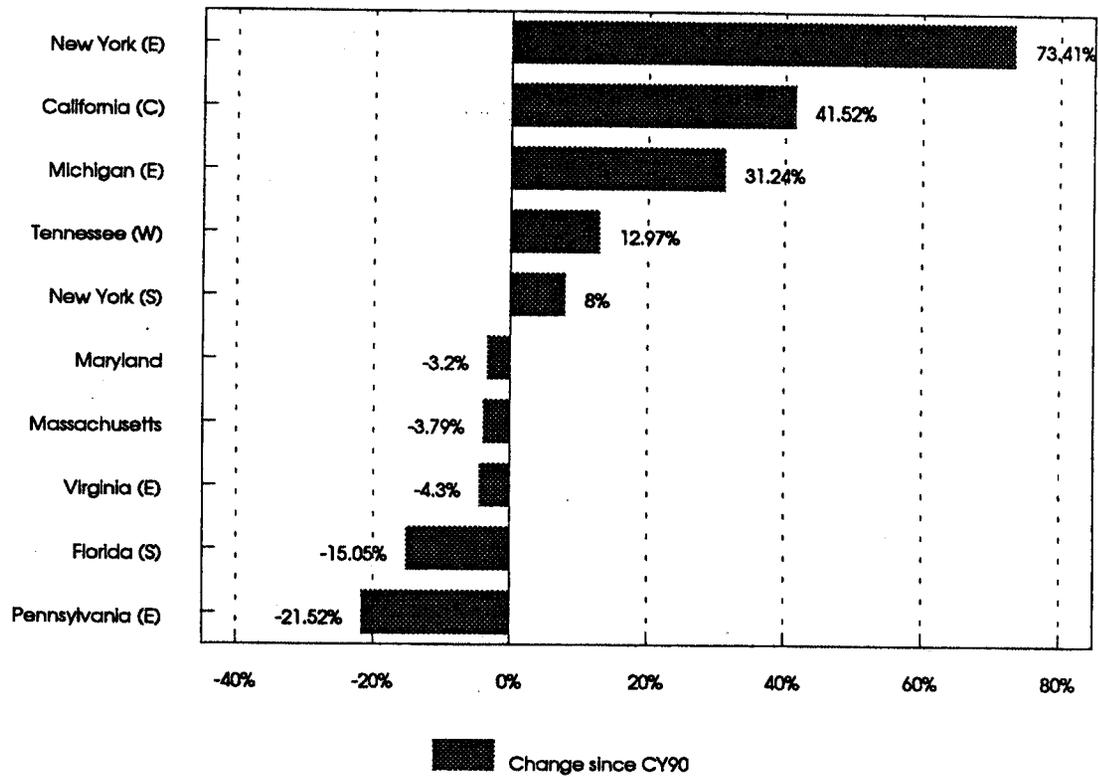
WEIGHTED CASELOADS DISTRICTS OF THE NINTH CIRCUIT FY 1992



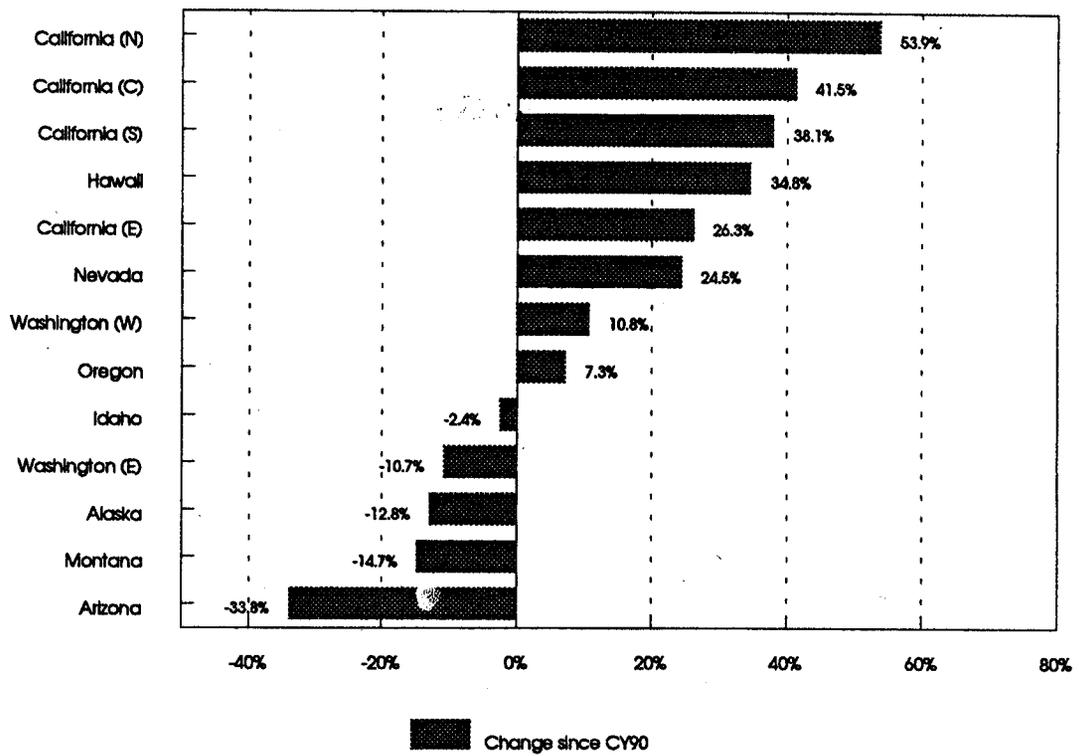
**TEN COURTS WITH HIGHEST
WEIGHTED CASELOADS IN NATION
PERCENT CHANGE IN CASELOADS
CY 1990 VS FY 1992**

	CY90 (1/1/90 - 12/31/90)	FY92 (10/1/91 - 9/30/92)	% CHANGE
NEW YORK (E)	1098	1904	73.41%
CALIFORNIA (C)	1515	2144	41.52%
MICHIGAN (E)	1575	2067	31.24%
TENNESSEE (W)	1742	1968	12.97%
NEW YORK (S)	1774	1916	8.00%
NATIONAL AVERAGE	1332	1437	7.88%
MARYLAND	2309	2235	-3.20%
MASSACHUSETTS	2506	2411	-3.79%
VIRGINIA (E)	2022	1935	-4.30%
FLORIDA (S)	2313	1965	-15.05%
PENNSYLVANIA (E)	2509	1969	-21.52%

PERCENT CHANGE IN WEIGHTED CASELOADS PER JUDGE COURTS WITH HIGHEST FY92 CASELOADS CY 1990 - FY 1992



PERCENT CHANGE IN WEIGHTED CASELOADS PER JUDGE NINTH CIRCUIT CY 1990 - FY 1992



THE PLANNING COMMITTEE

Appendix C.

The Members of the District's Long Range Planning Committee were:

Long Range Planning Committee:

Chief Judge Calvin K. Ashland
Judge William J. Lasarow
Judge David N. Naugle
Judge Lisa Hill Fenning
Judge Geraldine Mund
Judge James N. Barr
Judge Robin L. Riblet
Judge Kathleen T. Lax
Judge Vincent P. Zurzolo
Frank E. Goodroe, Clerk of Court
Yvonne Evans, Chief Deputy-Operations
David Grube, Chief Deputy-Administration
Michael Rotberg, Division Manager
Terry Skjervheim, Division Manager
Keith Crafton, Division Manager
Edward Littleton, Division Manager
Patti Martens, Deputy-in-Charge, Santa Ana
Nicky McMurray, Deputy-in-Charge, San Bernardino
Angela Garcia, Deputy-in-Charge, Northern Division
Wendy Webster, Public Information Officer
Edward Darden, Management Analyst

The subcommittee membership was divided as follows:

Subcommittee I

Issues Addressed:

Human Resources
Ethics and Standards of Conduct
Community Relations

Members:

Judge Geraldine Mund
Judge Vincent P. Zurzolo
Nicky McMurray, Deputy-in-Charge, San Bernardino
Terry Skjervheim, Division Manager (Chair)
Angela Garcia, Deputy-in-Charge, Northern Division
Wendy Webster, Public Information Officer
Edward Darden, Management Analyst

Subcommittee II

Issues Addressed:

Automation
Resource Management
Case Management

Members:

Judge David N. Naugle
Judge Robin L. Riblet
Judge Kathleen T. Lax
Yvonne Evans, Chief Deputy - Operations (Chair)
Michael Rotberg, Division Manager
Keith Crafton, Division Manager
Edward Littleton, Division Manager

Subcommittee III

Issues Addressed:

Space and Facilities
Court Governance
Leadership Roles

Members:

Chief Judge Calvin K. Ashland
Judge William J. Lasarow
Judge Lisa Hill Fenning, (Chair)
Judge James N. Barr
Frank E. Goodroe, Clerk of Court
David Grube, Chief Deputy - Administration
Patti Martens, Deputy-In-Charge

The members of the Revision Committee were:

Revision Committee

Judge Lisa Hill Fenning
Judge Vincent P. Zurzolo
Yvonne Evans, Chief Deputy - Operations
Michael Rotberg, Divisional Manager
Wendy Webster, Public Information Officer
Edward Darden, Management Analyst

The members of the Implementation Committee are:

Implementation Committee

Chief Judge Calvin K. Ashland
Judge Samuel L. Bufford
Judge John E. Ryan
Judge Mitchel Goldberg
Judge Thomas B. Donovan
Yvonne Evans, Chief Deputy - Operations
David Grube, Chief Deputy - Administration
Michael Rotberg, Division Manager
Terry Skjervheim, Division Manager
Keith Crafton, Division Manager
Edward Littleton, Division Manager

STAKEHOLDER FEEDBACK

Appendix D.

In December 1993, the Court mailed a draft of the core portion (Mission Statement, Goals and Objectives) of the Long Range Plan to approximately 145 stakeholders (participants in the bankruptcy system). The materials were accompanied by a detailed cover letter from the Chief Judge, requesting feedback about the plan. The core of the plan was also distributed to all court staff. A memorandum from the Clerk of Court invited comment and input about the plan from the Court's employees. In total, three versions of the cover letter were prepared, each tailored to a specific group of stakeholders. Sample letters can be found as Attachments I-III.

Two response forms were developed to make it more convenient for the stakeholders to respond, although the use of the form was optional. One of the response forms was for external stakeholders, while the other was developed for employees. Sample response forms can be found as Attachments IV-V.

In essence, the feedback sought by the Court included:

1. Whether the plan addressed the needs of participants to in the bankruptcy system;
2. Whether there were important issues omitted from the plan;
3. Whether there were any goals or objectives that participants felt the Court should not pursue;
4. An overall assessment of the plan; and
5. Any other comments and concerns about the plan or the stakeholder's needs.

The Plan was sent to the following groups and individuals:

- Office of the U.S. Trustee
- All Panel trustees in the District
- Bar Associations:
 - Los Angeles
 - Orange County
 - San Bernardino
 - Ventura

-
- San Luis Obispo
 - Others, including a representative sample of minority bar associations

 - Bankruptcy Forums:
 - Los Angeles
 - Orange County
 - Inland Empire

 - Los Angeles Association for Docket, Calendar, and Court Services
 - Attorney Services (representative sample)
 - Office of the Circuit Executive
 - Federal Judicial Center
 - U.S. District Court
 - U.S. District Court Judges on the Bankruptcy Committee
 - Administrative Office of the United States Courts
 - Management Assistance Visit team members

 - California Apartment Association
 - United States Attorney
 - Special Investigator, Office of the U.S. Trustee
 - Legal Aid Foundation of Los Angeles
 - All Court Employees
 - All Judicial Staff

Although only a small percentage of stakeholders responded, the feedback provided was generally well thought out and meaningful. The input provided the Long Range Planning Committee and the Board of Judges with new insights about the needs and interests of the Court's stakeholders. The Long Range Plan incorporates many of the issues and concerns raised by the Court's stakeholders, and hopefully reflects a broader base of thinking about what the Court's focus should be in the years ahead.

UNITED STATES BANKRUPTCY COURT
CENTRAL DISTRICT OF CALIFORNIA
ROYBAL BUILDING FEDERAL COURTHOUSE
255 EAST TEMPLE STREET, SUITE 1634
LOS ANGELES, CALIFORNIA 90012

CALVIN K. ASHLAND
CHIEF JUDGE

December 28, 1993

(213) 894-4033
FAX NO. (213) 894-0787

Dear :

The Bankruptcy Court of the Central District of California is currently in the process of developing a long range plan for the Court. The planning process is designed to assist the Court in developing a strategy on issues that have organization-wide impact.

A Planning Committee has been formed, and the Committee has prepared a DRAFT of the core portions of the Long Range Plan. The core elements of the plan include the Court's Mission Statement, the key planning issues which the Court feels must be acted upon, and goals and objectives with regard to the key issues. The entire plan is scheduled for comprehensive review and possible revision by the Board of Judges at a meeting to be held on January 28-30, 1994.

As part of the long range planning process, we are very interested in obtaining input from external participants in the bankruptcy process. As a participant, we would like your input regarding our Long Range Plan.

We are enclosing certain portions of the plan for your review. None of the materials should be considered to be in final form, and all parts of the plan are subject to change. Your feedback is vital in order to achieve a final product that meets the needs of all the Court's constituents. Specifically, the feedback we are looking for includes:

1. Whether the plan addresses your needs;
2. Whether there are any important issues omitted from the plan;
3. Whether there are any goals or objectives that you feel the Court should not pursue;
4. Your overall assessment of the plan;
5. Any other comments you have about the plan or your needs.

The attached form has been prepared to make it easier for you to respond. We would prefer if you used the form; however, we will gladly accept responses in any format. Please submit your comments or any ideas you have about the plan to:

U.S. Bankruptcy Court
255 E. Temple Street #650
Los Angeles, Ca. 90012
Att: RDI- Long Range Plan

We would appreciate if you could forward your response no later than January 18, 1994. We apologize for the short due date; however, your comments will be much more helpful if they are received and reviewed prior to the Board of Judges meeting on January 28.

Because the plan is intended to be comprehensive in scope, some of the goals and objectives reflect internal initiatives, and consequently may be of little or no interest to you. However, we hope that at least some of the material is relevant to you.

We are very excited about the opportunity to determine the long term direction of the Court. Your input provides a means for us to become informed about your needs, and to determine how the Court can best meet those needs in the years ahead.

Thank you for your interest in the Court's Long Range Planning process.

Sincerely,

Calvin K. Ashland
Chief Judge

Attachments

UNITED STATES BANKRUPTCY COURT

CENTRAL DISTRICT OF CALIFORNIA
ROYBAL BUILDING FEDERAL COURTHOUSE
255 EAST TEMPLE STREET, SUITE 1634
LOS ANGELES, CALIFORNIA 90012

CALVIN K. ASHLAND
CHIEF JUDGE

December 28, 1993

(213) 894-4033
FAX NO. (213) 894-0787

Dear :

The Bankruptcy Court of the Central District of California is currently in the process of developing a long range plan for the Court. The planning process is designed to assist the Court in developing a strategy on issues that have organization-wide impact.

A Planning Committee has been formed, and the Committee has prepared a **DRAFT** of the core portions of the Long Range Plan. The core elements of the plan include the Court's Mission Statement, the key planning issues which the Court feels must be acted upon, and goals and objectives with regard to the key issues. None of the sections of the plan materials are in final form, and all parts of the plan are subject to change. The entire plan is scheduled for comprehensive review and possible revision by the Board of Judges at a meeting to be held on January 28-30, 1994.

As part of the long range planning process, we are obtaining input from participants in the bankruptcy process. We are soliciting comments about our plan from a wide variety of individuals and organizations that have regular interaction with the Court, as well as our employees.

We are enclosing a draft of the core portions of the plan, which represents the Court's efforts to date. Although your input and comments about the plan are always welcome, the materials are being sent for your information only, and no reply is necessary. Should you wish to offer feedback, however, we would prefer if you used the comment form enclosed. Any comments or about the plan should be received prior to January 18, 1994, and should be mailed to:

U.S. Bankruptcy Court
255 E. Temple Street #650
Los Angeles, Ca. 90012
Att: RDI- Long Range Plan

We are very excited about the opportunity to determine the long term direction of the Court. Thank you for your interest in the Court's Long Range Planning process.

Sincerely,

Calvin K. Ashland
Chief Judge

Attachments

**UNITED STATES BANKRUPTCY COURT
CENTRAL DISTRICT OF CALIFORNIA
OFFICE OF THE CLERK**

MEMORANDUM

DATE: January 5, 1994

REPLY TO
ATTN OF: Frank E. Goodroe, Clerk of Court

SUBJECT: Long Range Planning

TO: All Personnel

The Bankruptcy Court is currently in the process of developing a long range plan for the Court. The purpose of this plan is to assist the Court in developing a strategy on issues that will impact the Court in the years ahead.

A DRAFT of the Court's Long Range Plan has been completed. However, none of the materials are in final form, and the plan is still subject to change. The entire plan is scheduled for review and possible revision by the Board of Judges at a meeting to be held in late January.

Before the plan is completed, we are interested in obtaining input from you, our employees, about the Long Range Plan. Your feedback is important so that we achieve a final product that addresses the needs and concerns of Court staff. Although your input is encouraged, **staff participation is voluntary**. Questions can be directed to Wendy Webster at (213) 894-5110 or Edward Darden, at (213) 894-2362.

If you would like to review the plan and provide input, please obtain a copy from your supervisor. Each supervisor will receive copies of the plan which will be made available for staff review.

The attached form has been prepared to make it easier for you to respond. We would appreciate if you could forward your response no later than January 18, 1993. Please submit your comments about the plan, using interoffice messenger envelope, to:

RDI (Research, Development, and
Information)
Attention: Long Range Plan

We are very excited about the opportunity to determine the long term direction of the Court. Your input provides a means for us to become better informed about the needs of Court staff, and to determine how the Court can best address those needs in the years ahead.

Thank you for your interest in the Court's Long Range Planning process.

**U.S. Bankruptcy Court
Central District of California**

Long Range Plan - Comment Form



1. Does the Court's Long Range plan address your current needs or your anticipated future needs?

Yes No

If no, in what area(s) is it lacking? _____

2. Are there any issues which the Court will be facing that you feel are omitted from the plan? If so, in which area(s) do these omissions occur? _____

3. Are there any goals or objectives that you feel the Court should not pursue, or that the direction the Court is taking is not advisable?

Yes No

If yes, please specify which goal/objective (number) and why. _____

4. What is the most important thing(s) or service you want from the Court? How well is the Court presently satisfying your needs in this area? What could the Court do to improve its service to you in this area?

5. What is your overall assessment of the Long Range Planning materials you reviewed? Please explain your rating.

- Excellent
- Very Good
- Good
- Fair
- Poor

Please see the reverse side →

**U.S. Bankruptcy Court
Central District of California
Long Range Plan - Staff Comment Form**



1. Does the Court's Long Range plan address the needs of both the Court and staff?

Yes No

If no, in what area(s) is it lacking? _____

2. Are there any issues which either the Court or staff will be facing that you feel are omitted from the plan? If so, in which area(s) do these omissions occur? _____

3. Are there any goals or objectives that you feel the Court should not pursue, or that the direction the Court is taking is not advisable?

Yes No

If yes, please specify which goal/objective (number) and why. _____

4. What is the most important thing(s) you want as an employee of the Court? How well is the Court presently satisfying your needs in this area? What could the Court do to satisfy your needs in this area?

5. What is your overall assessment of the Long Range Planning materials you reviewed? Please explain your rating.

- Excellent
- Very Good
- Good
- Fair
- Poor

Please see the reverse side ➡

