

# **Section IV: Appendices**



## Long Range Plan

The third revision of the Long Range Plan for the United States Bankruptcy Court, Central District of California, was approved by the Board of Judges on September 28, 2001. The Court issued its first plan in April 1994, and completed a substantial revision in March 1998.

The new Plan addresses the Court's strategy for meeting the challenges it will face in the years ahead. It reflects recent changes in the Court's environment, such as new technology and dwindling resources, while continuing to promote advancements in efficiency, customer service, staff development, and ethical conduct.

The September 2001 Plan is divided into four categories: (1) immediate, high-priority objectives; (2) long-term priorities; (3) maintenance goals (i.e., items that although completed, continue to be monitored so there is no decline); and (4) an historical list of accomplishments relating to the objectives identified in previous versions of the Court's Plan.

The *Long Range Plan* is organized into six key planning areas:

- Leadership (LD) - page 68
- Ethics and Standards of Conduct (ES) - page 71
- Case Management (CM) - page 72
- Community Relations (CR) - page 76
- Human Resources (HR) - page 78
- Space and Facilities (SF) - page 87

The Court's accomplishments in fulfilling the Long Range Plan are detailed on pages 68-87.



**LEADERSHIP (LD)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
LD1	Develop leadership skills throughout the Court.	<p>Significant efforts have been made to enhance leadership skills throughout the Court.</p> <p>Leadership Training Completed: Federal Court Leadership Program, Adaptive Manager, Peer Coaching, Teamwork Essentials, Applied Supervision, Deputy Clerk Leadership Training, Performance Management, Zenger-Miller program, Front Line Leadership, CLEAR (Continuing Leadership Education and Realistic) Training, Leadership 2000, Essence of Leadership, Supervising in the Courts, Staff Mentor Program, Working Together, and other training.</p> <p>Tuition Reimbursement Program 1997-present.</p> <p>Clerk's Office Retreat Leadership Topics: Analysis of Performance Management Systems; Administering Performance Appraisals; Planning Our Performance Management System; Coping with Change; Hire the Right Person/Effective Interviewing; Exceptional Leaders in Exceptional Organizations (Dr. Arthur Lange), Competency Based Performance Management, and other topics.</p> <p>Other Examples of Leadership Development: Appointing project leaders (i.e., e-filing, Quality Assurance).</p>			*	

HP - High Priority    LT - Long Term    M - Maintenance    C/O - Completed/Obsolete



**LEADERSHIP (LD)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
LD2	Increase effectiveness of the Court's communication and working relationships with other federal courts, agencies and Congress.	<p>Online Case Files, Judicial Workload Equalization Program (JWEP), Visiting Judge Program, U.S. Trustee Liaison Committee, Fraud Task Force, IRS participation in Court's Electronic Bankruptcy Noticing program (EBN), FAS<sub>4</sub>T training, participation in various U.S. Agency for International Development programs (Romania), Methods Analysis Program (MAP) and other projects/programs where Clerk's Office staff participate with and provide support to other agencies and bankruptcy courts. Free PACER access provided to certain law enforcement agencies.</p> <p>Representation on the District Court's Bankruptcy Committee and other District Court committees, biweekly meetings with the other court unit executives, membership on Circuit and Conference Committees, designated liaisons for the House and Senate, joint meetings of the District and Bankruptcy Court executive committees.</p> <p>Annual Reports provided to our district's Senators and Representatives.</p> <p>Judge Fenning's written communications to the U.S. House of Representatives regarding the Private Trustee Reform Act of 1997.</p> <p>Meetings of Chief Judge Mund with Senators Feinstein and Boxer, Congressman Berman, and various congressional staff.</p>			*	

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**LEADERSHIP (LD)**

Goal #	Description	Accomplishments	Classification			
			H	LT	M	C/O
LD3	Improve communication and relations with state courts and legislative branches.	Free PACER access provided to certain law enforcement agencies. Bankruptcy Fraud Task Force with State Courts.			*	
LD4	Initiate and formalize cooperative efforts with professional organizations and groups.	<i>Pro bono</i> programs coordinated with all divisions and local bar associations. Los Angeles County Bar, Bankruptcy Forums - Executive officer/senior staff attend meetings and provide reports. Bankruptcy Fraud Task Force. Bench/bar committee regarding guidelines for complex chapter 11 cases. Judges' participation in local bar associations and other outside professional organizations.			*	

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**ETHICS AND STANDARDS OF CONDUCT (ES)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
ES1	Provide an impartial Court environment to all users.	Utilizing equipment to enable speech-impaired and hearing-impaired to participate in hearings; handicapped access to facilities. Interpreter policy formulated. Ninth Circuit gender bias program. Judges' training at March 2000 Board of Judges Meeting with Dr. Zimmerman titled "Communication Strategies in Bankruptcy Court." <i>Pro bono</i> programs provide support to <i>pro se</i> debtors.			*	
ES2	Foster a workplace free of bias.	EEO/EDR Plan became effective in January 1999. All staff provided with copies of the plan for their Personnel Handbooks and trained in its provisions. Grievance Procedure/EDR Plan training presented to management staff. Annual EEO report, diversity training, sexual harassment training. The Court is currently reviewing an EDR Plan revised by the Ninth Circuit in 2001.			*	
ES3	Foster a courtroom environment free of bias.	Interpreter policy, Judges' training - Dr. Zimmerman. <i>Pro bono</i> program. The Court is currently working on a judicial evaluation instrument.			*	
ES4	Foster civility within the Court environment.	Clerk's Office staff attended FJC training designed to improve communication with co-workers and others. Judges' training at March 2000 Board of Judges Meeting with Dr. Zimmerman titled "Communication Strategies in Bankruptcy Court."	*			
ES4 sub-goal	Create civility guidelines for Court that addresses interactions between judges and public, staff and public, judges and staff, and judges to judges. Furthermore, create a Court civility training program for attorneys, judges, and staff.	New sub-goal.	*			

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**CASE MANAGEMENT (CM)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CM1A	Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress and case processing performance.	There is much communication occurring regarding expectations, progress and performance through monthly, quarterly, and annual reports. Also, there is friendly 'competition' between the divisions with the Closing Trophy and the TIDE Award, with monthly feedback provided to staff on performance. Examples of communication include: closing standards/monthly reporting, TIDE (Time-to-Image/Docket Excellence) standards/monthly reporting, Bankruptcy Program Indicators, newsletter articles re: performance, quality measures posted on web, intranet access to "Staff News," TIDE/Closing goals/status, <i>Full Court Press</i> , QC/ICS quality reporting, feedback to staff at various meetings (i.e., Employee of the Month Ceremonies, divisional Employee of the Month/Quarter, Annual Awards Ceremonies). Periodic meetings of judges in each division with divisional staff, quarterly meetings of judges and teams.			*	
CM1B	Develop and implement district-wide quality control program to monitor and evaluate case management functions.	QC/ICS - Case Initiation review (100%). Transcript Review, Docketing Review by Team Leaders, Appeal Review, Re-open policy, Dismissal policy, Report on cases closed prior to expiration of 10-day appeal period.			*	
CM1C	Develop and implement a fully automated and integrated bankruptcy fiscal system.	FAS <sub>4</sub> T, ICS (Intake Cashiering System), LAFS (Los Angeles Financial System).		*		

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**CASE MANAGEMENT (CM)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CM2A	Expand and enhance automated docketing.	Auto Closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, Automated Docketing and Noticing of 341(a) Meetings, automated docketing of certificates of mailing, ICS to NIBS interface, docket-driven events, EDI, automated candidate list of dismissals, Closing-to-Image program.				C
CM2B	Determine the feasibility of, and develop an approach for, creating a “paperless” Court through the use of an electronic case filing system.	Online case files, posting of most current version of documents (e.g., Docket Code Dictionary, Telephone Directory, forms, various publications) on Court’s web site, <i>cc:Mail</i> .				○
CM2C	Develop and implement “file anywhere, anytime” policy.	Drop box, use of Citrix server to allow connection to Los Angeles ICS from Santa Ana during Democratic National Convention. (Concept superseded by eFile.)				○
CM2D	Develop and implement “Windows-based” case management system.	Development of various components for NIBS in Visual FoxPro (e.g., auto closing of discharged and dismissed cases, auto docketing and noticing of 341(a) meeting, Pending Chapter 11 report). Court to eventually move to CM/ECF.		*		
CM2E	Convert to one uniform case management system for the entire district.	All divisions using same integrated versions of NIBS/ ICS/ CCP/ VRMS. eFile System.				C
CM2F	Review and evaluate performance of all case processing functions: opening, docketing, noticing, filing, calendaring, handling correspondence, conforming copies, recording proceedings, retrieval of and routing files to judges, and closing.	Bankruptcy Program Indicators (national), Case Aging Reports, QC/ICS, Time-to-Image/Docket Excellence (TIDE) monthly statistics/tracking, Methods Analysis Program (MAP), transcript review, docketing review, Judicial Practices Committee, etc.			*	

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**CASE MANAGEMENT (CM)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CM2G	Eliminate or reduce redundancies and delay points in the processing of cases.	Auto Closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, Automated Docketing and Noticing of 341(a) Meetings, automated docketing of certificates of mailing, ICS to NIBS interface, Closing-to-Image, docket-driven events, efile System, etc.			*	
CM3A	Implement court-wide, uniform self-scheduling system.	Interim self-scheduling systems implemented by all judges.		*		
CM3B	Develop uniform system for early publication of tentative rulings.	Courtroom Calendar Program (CCP) tentative ruling feature available for participating judges. Judicial Practices Committee currently reviewing Court's practices.		*		
CM4A	Implement video conferencing pilot project in at least four divisional offices within the district.	All divisions equipped with video hearing technology, five judges using video to handle inter-divisional caseload.				C
CM4B	Implement an electronic files system within the court to make documents available online to all interested parties.	Online case files available in all divisions.				C
CM4C	Review and determine the feasibility and desirability of accepting filings by fax.	Superseded by efile.				O
CM4D	Develop and implement an automated system to provide case information.	PACER, Voice Case Information System (VCIS), online case files, Court's web site (for high profile cases).				O
CM4E	Develop and implement an automated system to provide calendar information and self-scheduling capability.	Court calendar automated through Courtroom Calendar Program (CCP) in all divisions, with data available through PACER and lobby kiosks. Self-scheduling also available by voice mail systems with participating judges.				C

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**CASE MANAGEMENT (CM)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CM4F	Develop an online universal forms catalog.	Court's web site provides staff and the public with most current online forms.				C
CM4G	Develop a cross-referenced topical index system for Court committee and Board of Judges discussions and actions to track issues, decisions, and implementation.	Posting list of Committee assignments on Court's intranet.		*		
CM5A	Revise, simplify and renumber the Local Rules. Coordinate with the District, Circuit and Local Advisory Committee on Bankruptcy Rules projects regarding local rule organizational structure.	Revision of Local Bankruptcy Rules completed, including the modification of the numbering system to conform to the national rules.				C
CM6A	Create guidelines for complex chapter 11 case management.	Procedures for handling all chapter 11 cases developed and approved by the Board of Judges.				C
CM6B	Eliminate wasteful and inefficient judicial variances without inappropriately interfering with a judge's judicial responsibilities.	Established Judicial Practices Task Force and Judicial Variance Subcommittee.	*			
CM6C	In the next 12 to 24 months, the Court will implement the automation priorities in the following order: (1) A.O.-directed Lotus Notes e-mail conversion; (2) electronic filing; (3) upgrade the DCN to the new A.O. standards (frame-relay and gigabit speed); (4) new desktop operating system; and (5) develop and implement a new calendaring program.	(1) Developed plan and training program for Court's migration to Lotus Notes from <i>cc:Mail</i> . (2) Phase I of the eFile System developed for the electronic filing of Relief From Stay motions. (3) Gigabyte upgrade completed. (4) Pilot testing of Windows 2000 and Windows XP completed, with selection of Windows XP as operating system.	*			

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**COMMUNITY RELATIONS (CR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CR1A	Establish relationship with minority and culturally diverse bar organizations.			*		
CR1B	Make frequently-used informational documents available in multiple languages.	Separate pamphlets of general bankruptcy information for chapters 7, 11, and 13 available in Spanish on the Court's web site and at divisions. Selected information about reaffirmation agreements and the Debtor's Assistance Program in Spanish.			*	
CR1C	Determine information needs of community via surveys, focus groups, and interviews.	Customer Service Survey available on the Court's web site and at each division. Example - PACER billing module by client introduced based on feedback from users. Judicial Variance Survey.		*		
CR1C sub-goal	Use the focus group process in the areas of chapter 7 and 13 cases to achieve CR1C.	New sub-goal.		*		
CR1D	Make translation services available, as feasible.	Translation services currently available within A.O. guidelines and a list of qualified interpreters (language and sign) is available through the J-Net. Bilingual staff provide support as needed in Clerk's Office. CA(C) Bankruptcy Court Interpreter policy (April 2001).				C
CR2A	Initiate periodic, outside input on Court operations.	Methods Analysis Program (MAP), Customer Service Survey available on the Court's web site and at each division. Modified billing module for PACER to allow identification of client information as a result of feedback.			*	

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**COMMUNITY RELATIONS (CR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
CR3A	Conduct evaluation of public education needs concerning bankruptcy-related issues and recommended solutions.	Education materials have been made available to the public on web site. Customer Service Survey available on the Court's web site and at each division. U.S. Trustee educational program for high school students on the use of credit.			*	
CR3B	Establish regular communication with and provide appropriate bankruptcy-related educational materials and programs to community groups and educational institutions.	Judges and Clerk's Office staff speak at many functions. Petition packages. <i>Pro bono</i> programs in all divisions. Mediation Program available on Court's web site.			*	
CR3C	Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy.	Judges and Clerk's Office staff speak at many functions. <i>Pro bono</i> programs in all divisions. Public Information Desks provide the public with a video presentation on the bankruptcy process, printed information and forms, as well as <i>pro bono</i> referrals.			*	
CR3D	Initiate and maintain a regular liaison with local members of Congress.	Chief Judge Mund assigned judges to interface with congressional staff.			*	
CR4A	Create and staff an ombudsperson position in each division to assist the public with legal or procedural questions that the Clerk and his staff are prohibited from answering.	<i>Pro bono</i> programs in all divisions.				○
CR4B	Establish a <i>pro bono</i> program at each divisional office location.	<i>Pro bono</i> programs established in all divisions.				●

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR1A	Establish accurate, specific, uniform, and comprehensive job descriptions and recruitment bulletins.	Job descriptions/titles standardized district-wide. Recruitment expanded to the Court's web site. Recruitment bulletins redesigned to correctly identify required knowledge, skills, and abilities for each position. Development of court competencies.				C
HR1B	Develop training programs to instill problem-solving orientation.	Team-based training. Ongoing training, including Federal Judicial Television Network training broadcasts, Zenger-Miller programs, etc. Encompassed by HR1E and HR1F.				C
HR1C	Develop and implement an online training system covering all automated system applications used by the Court.	Online Manuals: NIBS Docket Code Dictionary, Citrix Users Manual, Attorney Admissions Database Instructions, and Print-on-Demand. efile procedures for registration and filing Relief From Stay motions.			*	
HR1D	Create a training program for all staff using the Code of Conduct.	Clerk's Office provided a Code of Conduct section for their Personnel Policies and Information Handbook in 1996. All Clerk's Office staff were provided with an overview upon its introduction.			*	
HR1E	Develop in-house training programs to prepare staff for broader technical, analytical, and managerial responsibilities, including compliance with government contracting laws.	Classes provided to staff: Adaptive Manager, Working, FAS <sub>4</sub> T, Train the Trainer, Presentation and Development Techniques, Leadership 2000, Hire the Right Person, Applied Supervision, writing and grammar classes, QuattroPro, WordPerfect, PowerPoint, etc. Training programs and quarterly meetings for Judicial Assistants.			*	

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR1F	Continue the development of training programs to further develop employee job skills.	Classes provided to staff: writing and grammar classes, software training (QuattroPro, WordPerfect, PowerPoint, etc.), customer service, video production, CAC operations software (ICS, NIBS, CCP, VRMS, etc.), and others. Library (list posted on Court's web site) made available to staff consisting of books, audio and video tapes on subjects ranging from communication and management skills to bankruptcy.			*	
HR1G	Increase training and development of leadership skills at <u>all levels</u> .	Classes provided to staff: Applied Supervision, Performance Management, Presentation Skills, grammar and writing classes, etc., cross-training, certification program, staff details, etc.			*	
HR1H	Increase training to develop written communication skills at <u>all levels</u> .	Writing and grammar classes provided regularly by outside vendor. Detail staff to assess and develop skills (e.g., Fiscal Manual).			*	
HR1I	Train staff to recognize and effectively deal with cultural diversity.	EDR training provided for management staff.			*	
HR1J	Train staff on providing helpful and courteous service.	Clerk's Office developed and introduced customer service training program "The Public: How to Deal with Them." A.O.-sponsored "Deputy Clerks Making a Difference" program, and "Dealing with Difficult People."			*	
HR1K	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.	"Lunch and Learn" programs, and "Deputy Clerks Making a Difference," "Introduction to Bankruptcy," Extern and Law Clerk training, <i>Full Court Press</i> "Ask the Judge" column.			*	

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR2A	Improve the performance evaluation process. Replaced with New Goal #HR6B.	Performance Evaluation (PE) form simplified; management staff received training in improving staff performance through enhanced written evaluations; “Administering Performance Appraisals” training provided; implementation of Abra (personnel automation) enables management to track performance evaluation due dates to ensure timeliness. Clerk’s Office also performs statistical analysis of summary PE ratings for all staff at each division.				C
HR2B	Establish performance standards. Replaced with New Goal #HR6B.	Within Grade Increase certifications have been combined with the annual Performance Evaluations process, eliminating redundancies and discrepancies in assessing job performance. Synchronized with step increase; track mean/median by division. Performance Management Retreat held for team leaders, supervisors, and managers included classes in analysis of performance management, administering performance appraisals, and planning the Court’s performance management system. A Performance Standards Committee was formed that has reviewed performance standards from other courts and other related material and has also drafted performance standards for a number of positions.				C
HR2C	Develop procedure manual for each position as training tool to encourage uniformity and facilitate establishing performance standards.	Intake Manual(s), Certification training, Comprehensive docketing procedures, Established uniform district-wide policies for use of the Order to Comply (ORCO), Case Commencement Deficiency Notice (CCDN), Case Initiation Action Notice (CIAN), and Rejection Notice. JOGS manual for eFile System.			*	

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### HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR2D	Establish consistent performance expectations and measurements for all positions. Replaced with New Goal #HR6B.	District-wide Operations job descriptions were revised and specific skill sets were delineated for each classification. Training outlines identifying expected performance at each level have been drafted. Certification program developed and implemented. Performance Management Retreat held for management that included classes in analysis of performance management, administering performance appraisals, and planning the Court's performance management system. A Performance Standards Committee was formed that has reviewed performance standards from other courts and other related material and has drafted performance standards for many positions. Worked with OPM to establish court competencies for each Clerk's Office position in Court.				C
HR2E	Establish job performance self-evaluation as part of performance review process. Replaced with New Goal #HR6B.	Staff do self-evaluation and submit to supervisor, who considers self-rating before actual evaluation is prepared and discussed with employee. Discrepancies between self and actual ratings are key discussion points during administration of PE.			*	
HR2F	Monitor and support the transition to automation.	Measurement of performance on time-to-docket, time-to-image quality, and QC/ICS. Enhancements are tested and piloted, with employee's experiences and feedback considered before implementation.				C

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR2G	Develop and implement a program to enhance employee job satisfaction.	Annual Awards Ceremonies, Employee of the Month (district-wide), and various Employee of the month/quarter programs in divisions. Cross-training of new skills, Certification Program, EAP presented "Coping With Change" in all divisions.			*	
HR3A	Create employee feedback mechanisms. Replaced with New Goal #HR6B.	Team-based management structure. Statistics and feedback on: QC/ICS, docketing quality, case closing, time to docket, imaging speed. PE process/discussions.				C
HR3B	Clarify role definition for chambers and courtroom staff, including Courtroom Deputies, Judicial Assistants, Law Clerks, Electronic Court Recording Operators, and Relief Courtroom Deputies.	Created new positions of Case Initiation Clerk, Courtroom Services Clerk, Case Initiation Specialist, and Courtroom Service Specialist. New Positions - reflect new skill sets, new promotional opportunities, cross-training opportunities, etc.			*	
HR3C	Develop and implement employee orientation program for Clerk's Office and Chambers staff.	Intern/Extern training for new interns/externs. Full day orientation for Clerk's Office staff including Personnel Handbook, half-day orientation for judicial staff.				C
HR3D	Improve upward and downward communications among divisions and between divisional offices.	E-mail, monthly senior staff meetings, annual seminars for team leaders and above, participants rotated. District-wide training. <i>Full Court Press</i> . Joint efforts: NIBS Procedures Manual, ICS/NIBS Committee, etc. Group Training: Abra, VRMS, FAS <sub>4</sub> T, leadership.			*	
HR4A	Provide multilingual service capability (e.g., bilingual staff).	Translation services currently available within A.O. guidelines and a list of qualified interpreters (language and sign) is available through the JNet. Bilingual Clerk's Office staff assist public as needed.			*	

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR4B	Improve human resource programs that ensure parity between the employee force and the labor force.	Employment Dispute Resolution Plan implemented; commuter benefits; child care; cafeteria plan; flexible spending plan; medical spending accounts; long-term care; retirement services; open season information; COLAs; Family Medical Leave; locality pay differential; tuition reimbursement program, etc.			*	
HR5A	Compare current personnel practices to personnel practices of other organizations and identify possible improvements in each practice.	Benefits: HR staff members attended 9th Circuit Annual HR Conferences in 1999, 2000, and 2001 with A.O.'s Personnel Office and other federal judiciary HR professionals. Compared personnel practices in the areas of recruitment, benefits administration, personnel manual layouts, etc. HR also attended Judiciary Benefits Conferences in 1999 and 2000 to discuss personnel issues and network with other HR professionals. As a result of the conferences: Identified a need to create a Benefits Specialist position to handle the growing area of benefits administration in order to provide more effective service to Court staff. Filled the position in March 2000. Utilized knowledge gained at conferences to assist in implementation of the reduction in work force in December 2000, which became especially useful in areas of saved grade/saved pay and severance regulations. Able to effectively develop and present training seminars to staff on various benefits programs. As a result of training received, HR's ability to counsel staff on benefits programs, especially in retirement planning area, was enhanced. Based upon A.O. information received at seminars, initiated an ongoing internal HR project to ensure that all staff are classified in correct retirement system.			*	

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR6A	Create training and staff development programs to address the identified needs of all staff.	Entered into inter-agency agreement with OPM to identify needs and training programs for all staff. Staff Development Department developed draft needs assessment with OPM.		*		
HR6B	Redesign employee performance evaluation process to incorporate performance standards and measurement, convey performance expectations, and provide employee feedback mechanisms.	Staff Development Dept. began work with OPM to create and implement competency-based human resources management.		*		
HR6C	Conduct a needs assessment to identify training and development needs as they are reflected in the mission, duties and goals of the area of assignment and/or in the performance review process. Incorporate a competency gap analysis into the assessment process.	Drafted needs assessment for all Operations positions. Competency gap analysis initiated and will be completed at the conclusion of the needs assessment rollout.	*			
HR6D	Develop and implement a method for evaluating training and development to ensure application of skill learned.	Researched methods to evaluate training and development of staff.	*			
HR6E	Develop and implement a program for succession planning to ensure the availability of a highly qualified work force to cover vacancies experienced through retirement, promotion and other attrition.	Competency-based human resources system begun, which will ensure effective succession planning.		*		

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR6F	Create individual development plans for Clerk's Office staff which specify the training and development activities the employee was involved in during that previous rating period, the impact those activities had on the individual's performance, and the educational activities which would enhance performance during the next rating period.	Competency-based human resources system begun, which will ensure effective succession planning. Draft individual development plans completed as part of OPM inter-agency agreement. To be completed in 2002 as part of transition to competency-based management.		*		
HR6G	Enhance HR and employee communication through implementation of programs to provide "Employee Self-Service."	Implemented Abra ESS district-wide, providing all Clerk's Office and judicial staff with access to HR info from desktop.	*			
HR6H	Revise <i>Personnel Policies and Information Handbook</i> and make available on web site.	Revised Chapters 6 and 8 of <i>Personnel Policies and Information Handbook</i> placed on Court's web site.	*			
HR6I	Develop mechanism to automate recording of time and attendance, ensuring that all audit guidelines are followed.	Deployed Abra ESS to all desktop PCs to facilitate automated method of recording time and attendance.		*		
HR6J	Develop a management training program regarding the <i>Personnel Policies and Information Handbook</i> to ensure Court established guidelines are followed.	New Goal.		*		

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**HUMAN RESOURCES (HR)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
HR6K	Provide a comprehensive training program to employees regarding all Federal Employee Benefits.	Created position of Benefits Specialist. Specialist developed and conducted training in all divisions on following subjects: CSRS, FERS, TSP.		*		
HR6L	Develop a supervisory training/ orientation program on HR polices and procedures including time and attendance, performance evaluation and jury service.	Supervisory Development Program.		*		
HR6M	Establish an employee development component as part of the recruitment process to provide career counseling to employees applying for positions where they are minimally qualified but not competitive.	Staff Development Department worked with OPM to create court competencies.			*	
HR6N	Develop a program for judges and their staffs to foster appreciation and understanding of the duties, responsibilities, and contributions that deputy clerks make to the Court.	New Goal.		*		

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**SPACE AND FACILITIES (SF)**

Goal #	Description	Accomplishments	Classification			
			HP	LT	M	C/O
SF1A	Establish automated information systems in Court lobbies for tentative rulings and Court calendar information.	Kiosks in lobbies display judicial calendars.				C
SF1B	Establish <i>pro bono</i> lawyer consultation rooms in Court intake offices.	Facilities provided at Clerk's Offices for reaffirmation counseling ( <i>pro bono</i> ).				C
SF1C	Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers).	Electric outlets in public carrels. Free on-site PACER access; multiple terminals. Print on demand. Policy on use of personal photocopiers.				C
SF2A	Advocate revision of <u>U.S. Courts Design Guide</u> and <u>GSA Standards and Guidelines</u> regarding employee break rooms and restrooms, size of courtrooms, public space areas for high volume Courts, <i>pro bono</i> lawyer consultation facilities, and handicapped access (including hearing and visually impaired).	At the national level, the December 1997 revision of the <u>U.S. Courts Design Guide</u> addressed some of these issues including employee break rooms, restrooms and handicapped access.			*	
SF2B	Develop procedures to create a security system that protects Court documents and property.	Numerous programs, upgrades and activities outlined in Clerk's Office Reports, including: imaging (less handling of files/less risk of loss and damage), archiving files faster, computer equipment and data safeguarded by upgrading UPS and air conditioning units, public carrels modified district-wide, additional cameras added at key locations, database backup tapes exchanged between divisions, etc. PACER allows public to access documents without the need to have the actual case file/docket in their possession.		C		

HP - High Priority    LT - Long Term    M - Maintenance    C/O - Completed/Obsolete

## LIST OF EXHIBITS

- Exhibit 1** Bankruptcy Filings: 1980-2001
- Exhibit 2** Bankruptcy Filings by Month: 1994-2001
- Exhibit 3** Bankruptcy Filings by Chapter: 1980-2001
- Exhibit 4** Los Angeles Division Bankruptcy Filings by Chapter: 1980-2001
- Exhibit 5** Riverside Division Bankruptcy Filings by Chapter: 1980-2001
- Exhibit 6** Santa Ana Division Bankruptcy Filings by Chapter: 1980-2001
- Exhibit 7** Northern Division Bankruptcy Filings by Chapter: 1992-2001
- Exhibit 8** San Fernando Valley Division Bankruptcy filings by Chapter: 1994-2001
- Exhibit 9** Bankruptcy Filings and Percentage Change: 1980-2001
- Exhibit 10** Chapter 7 Monthly Closing Performance: 1998- 2001
- Exhibit 11** Comparison of Bankruptcy Cases Filed and Closed: 2001
- Exhibit 12** Percent of District's Bankruptcy Filings by Division
- Exhibit 13** Comparison of Bankruptcy filings 2000 vs. 2001
- Exhibit 14** Comparison of Bankruptcy Closings 2000 vs. 2001
- Exhibit 15** Comparison of Adversary Proceedings Filed and Closed: 1997-2001
- Exhibit 16** Pending Bankruptcy Caseload by Division: 1997-2001

Exhibit 1  
Central District of California  
**Bankruptcy Filings: 1980-2001**

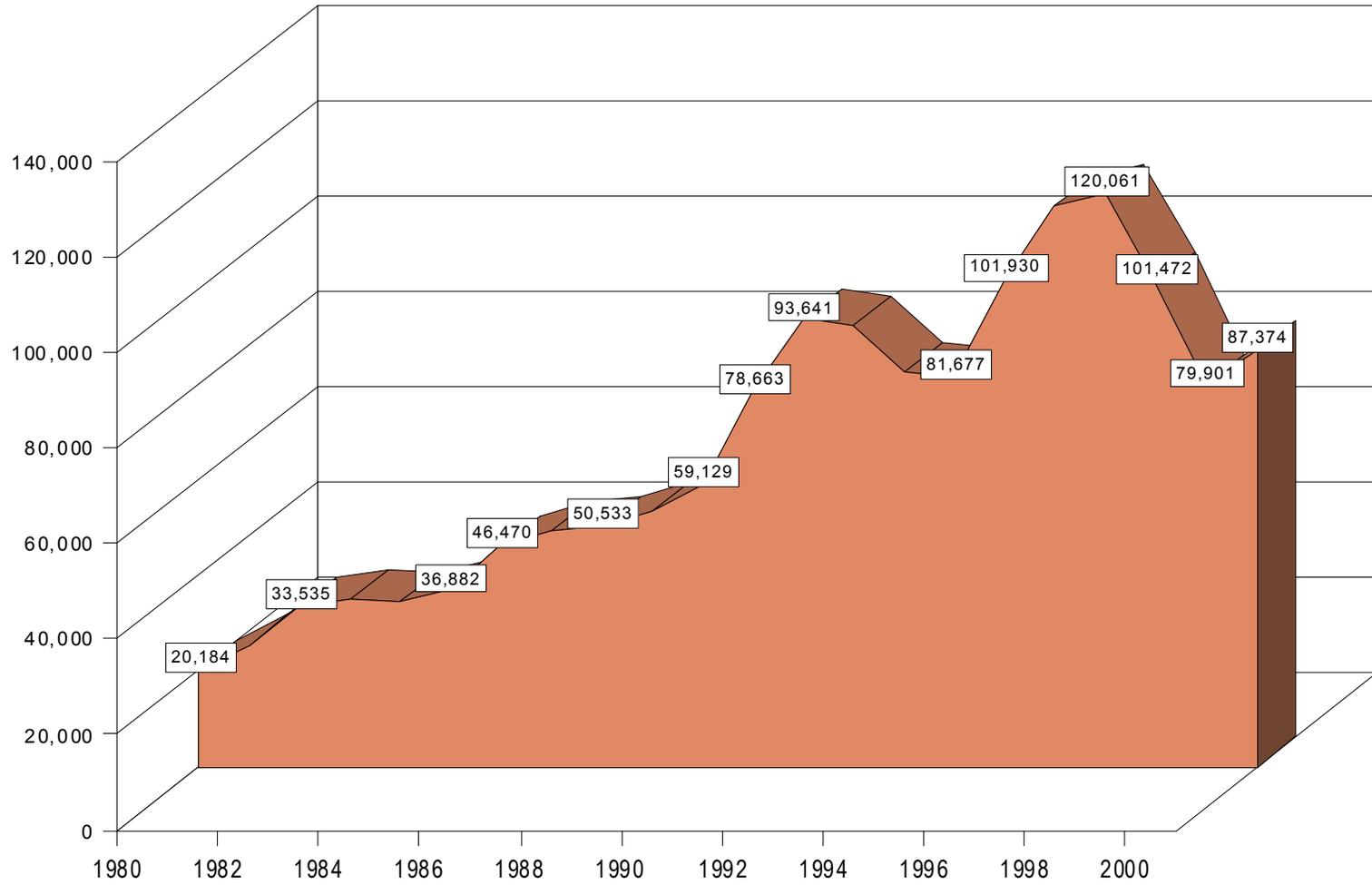


Exhibit 2  
 Central District of California  
**Bankruptcy Filings by Month: 1994-2001**

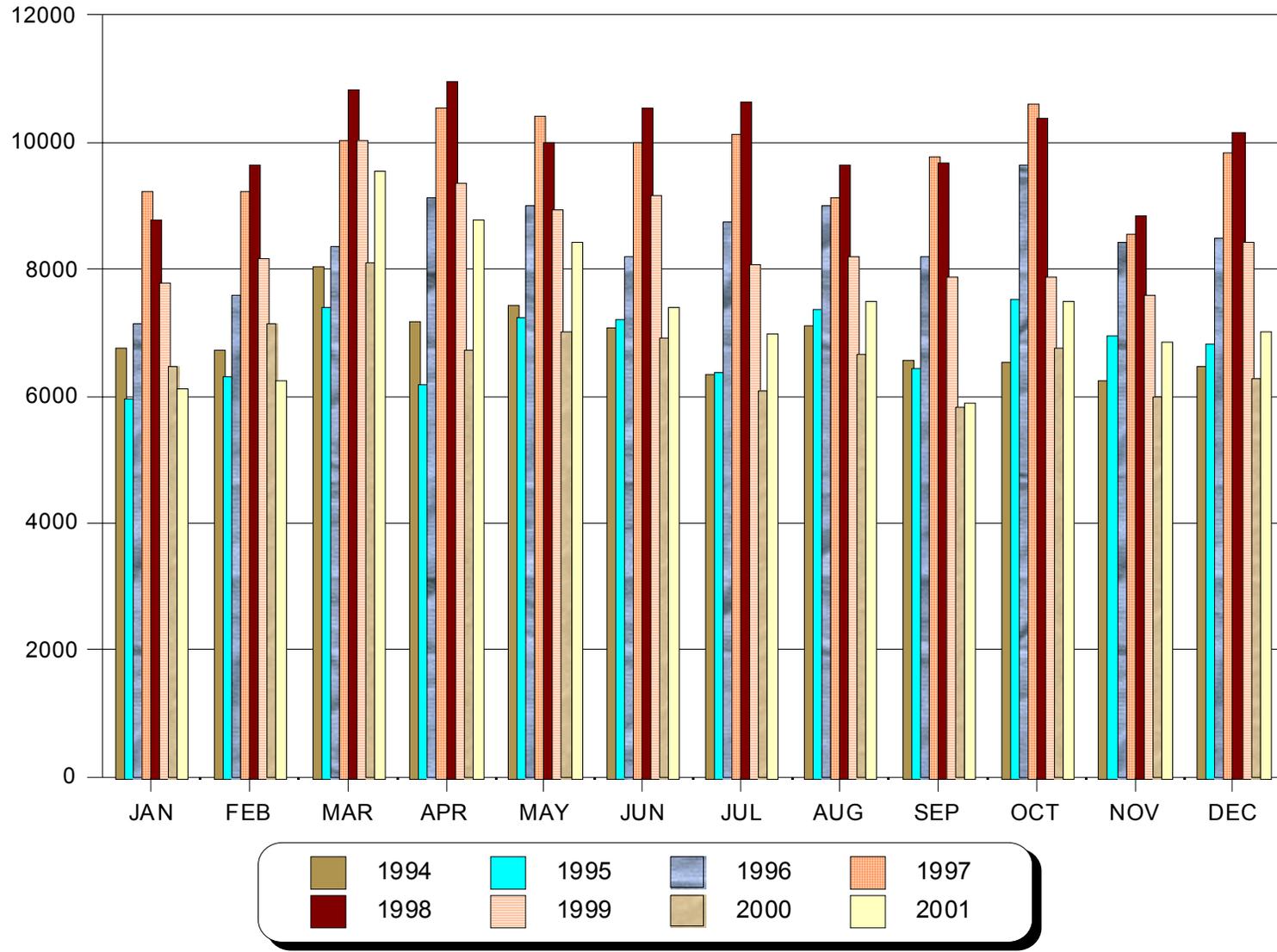


Exhibit 3  
 Central District of California  
**Bankruptcy Filings by Chapter: 1980-2001**

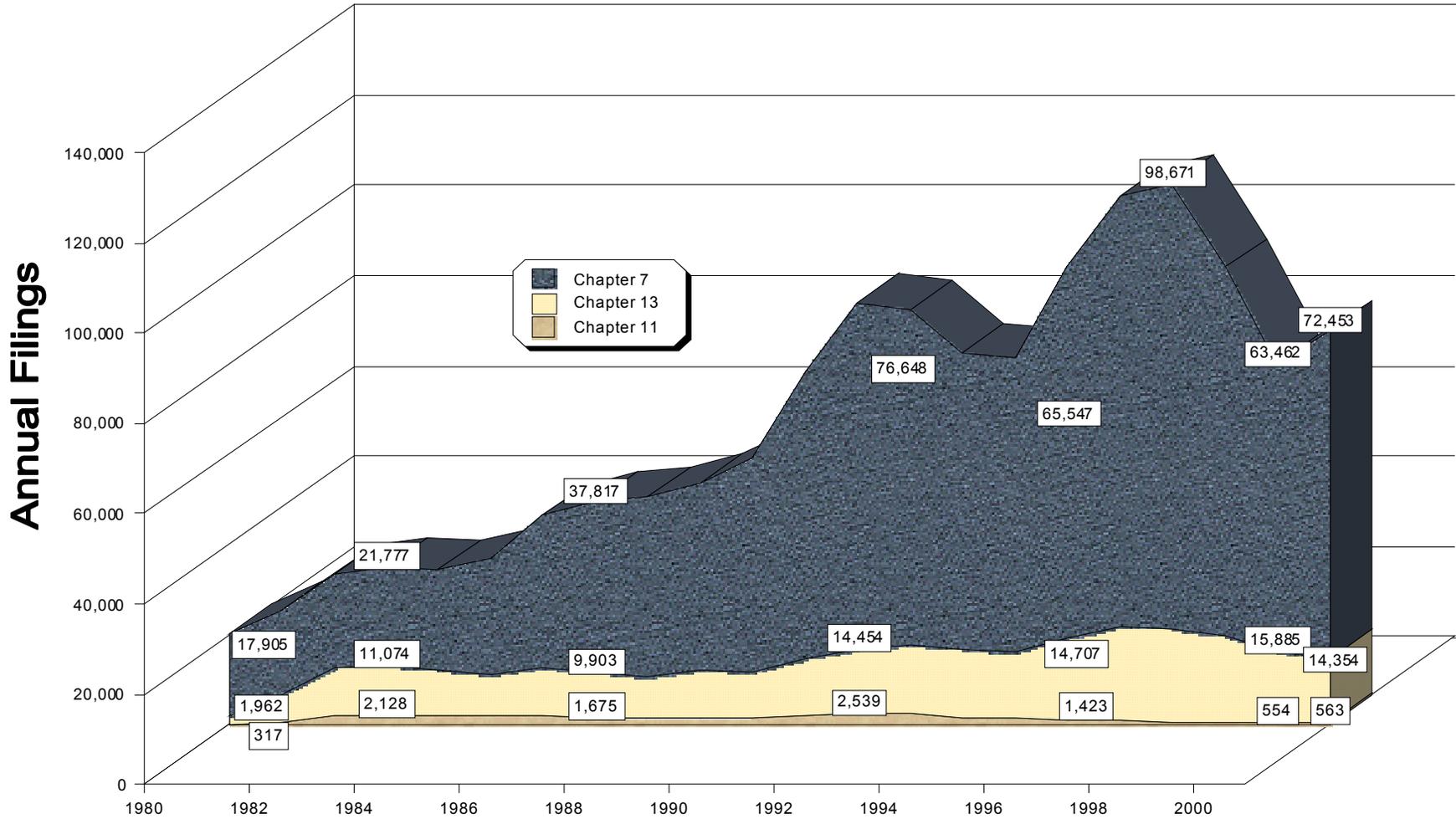
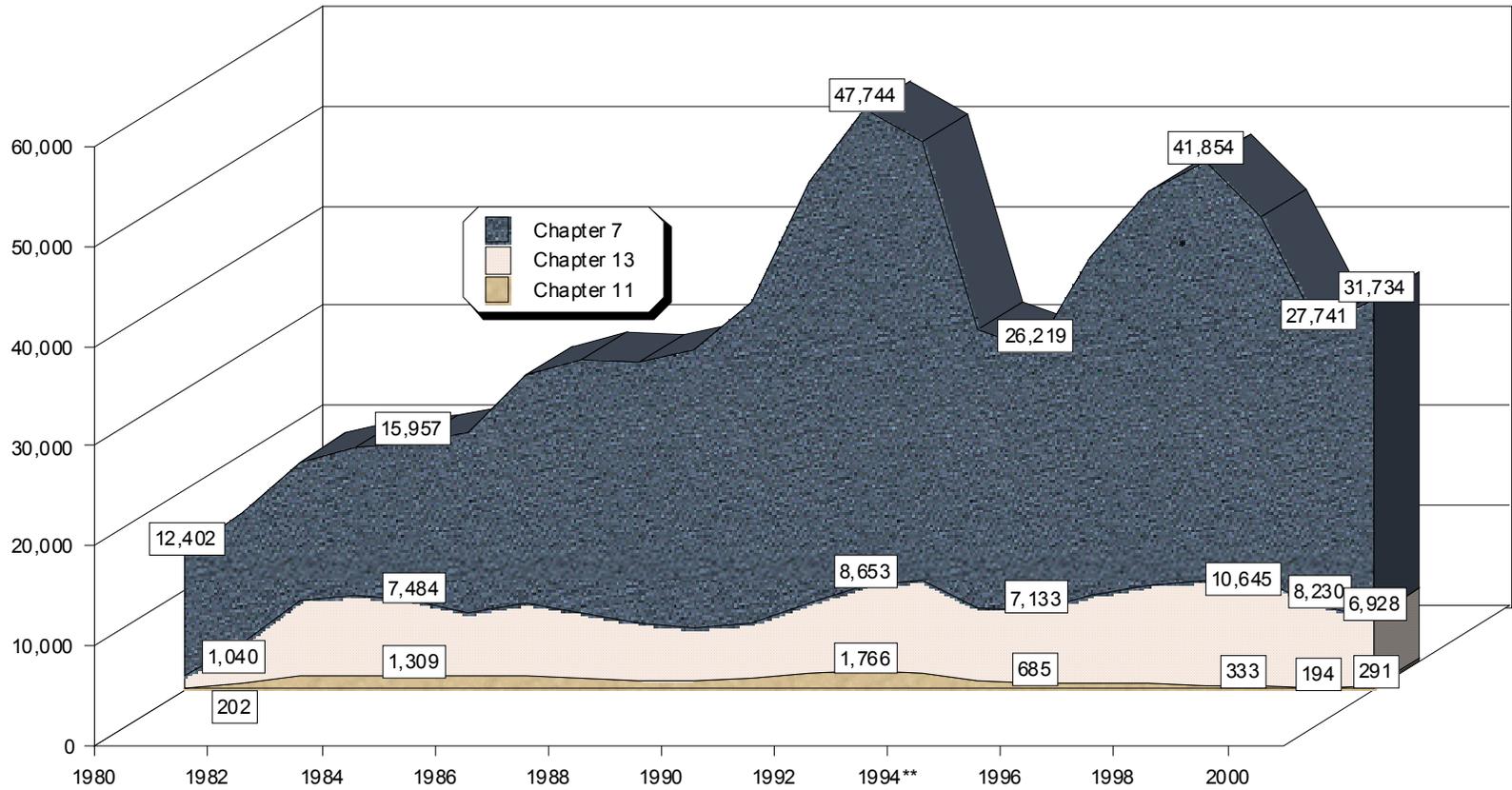


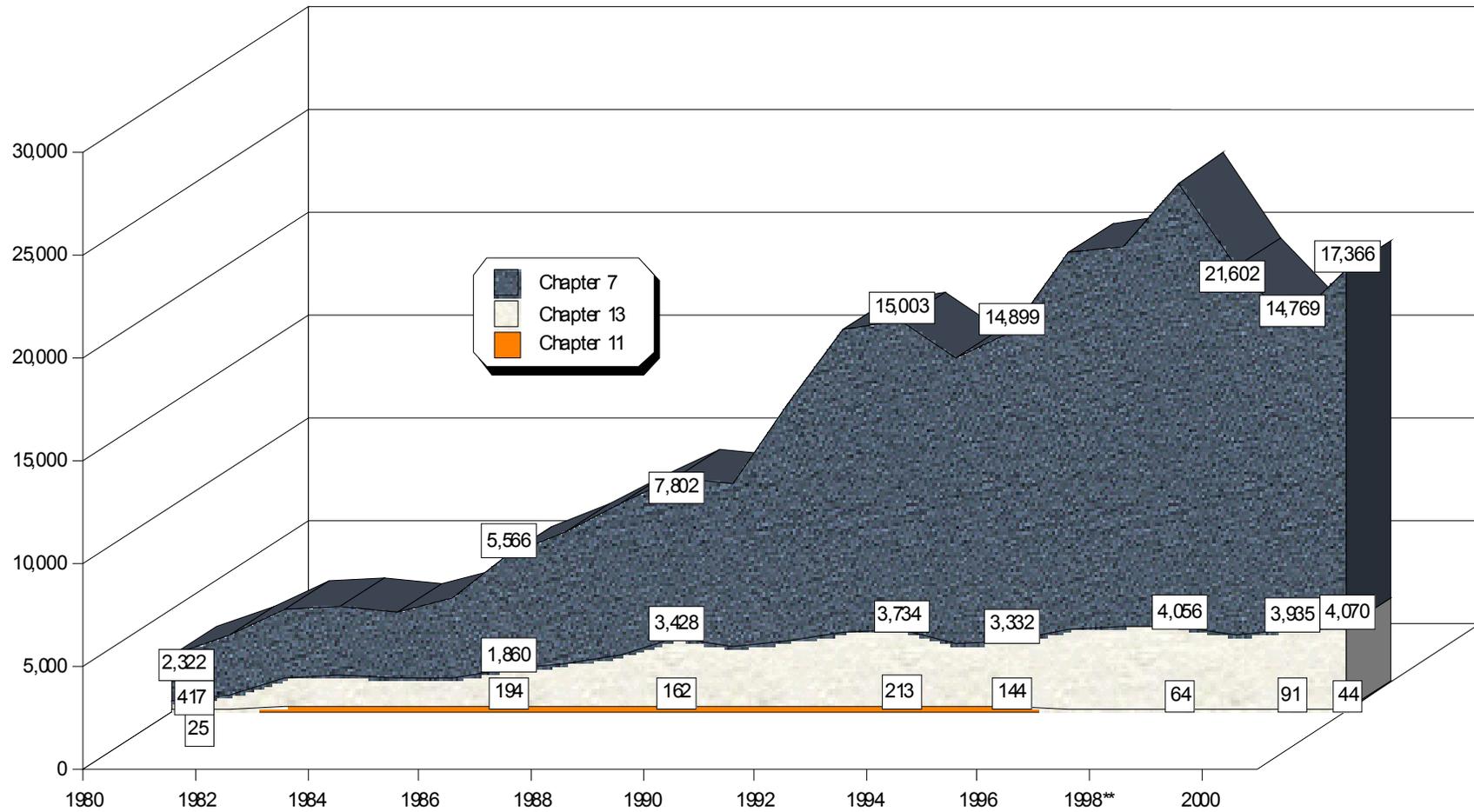
Exhibit 4  
 Los Angeles Division  
**Bankruptcy Filings by Chapter: 1980-2001**



\* The drop in filings from 1992 to 1993 reflects the extraction of the Northern Division from the Los Angeles Division.

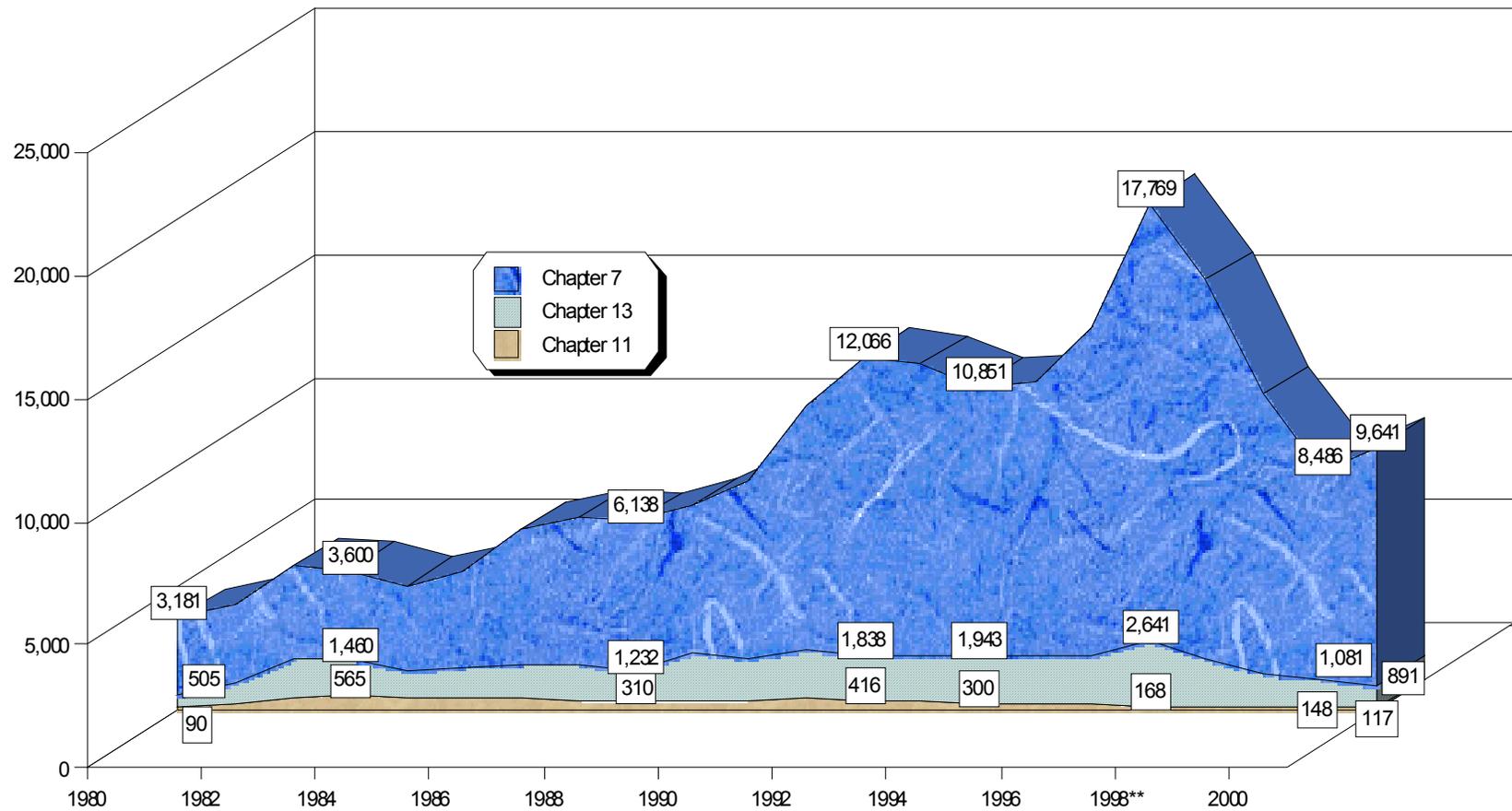
\*\* The drop in filings from 1993 to 1994 reflects the extraction of the San Fernando Valley Division from the Los Angeles Division.

Exhibit 5  
Riverside Division  
**Bankruptcy Filings by Chapter: 1980-2001**



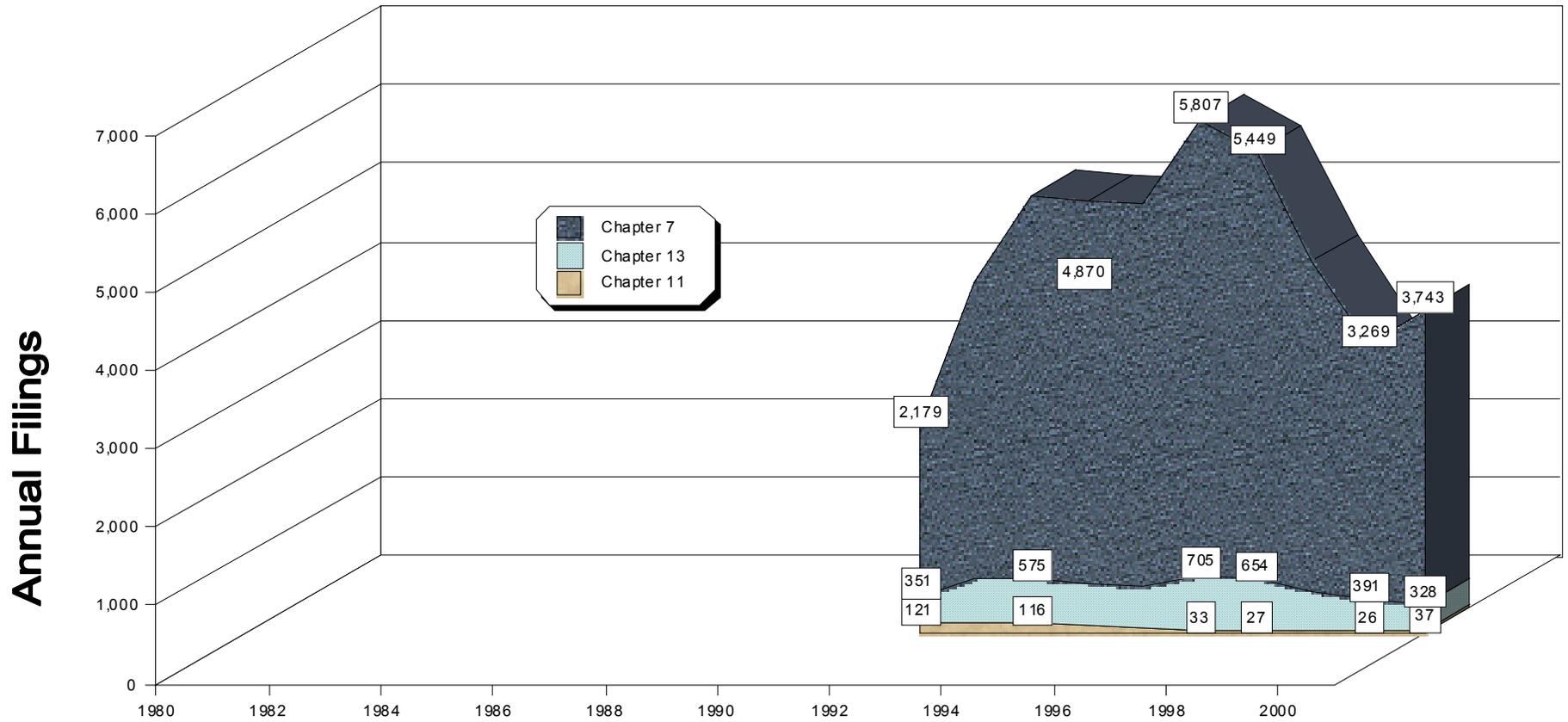
\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division. In April 1998, the 12 zip codes were returned to the Riverside Division.

Exhibit 6  
 Santa Ana Division  
**Bankruptcy Filings by Chapter: 1980-2001**



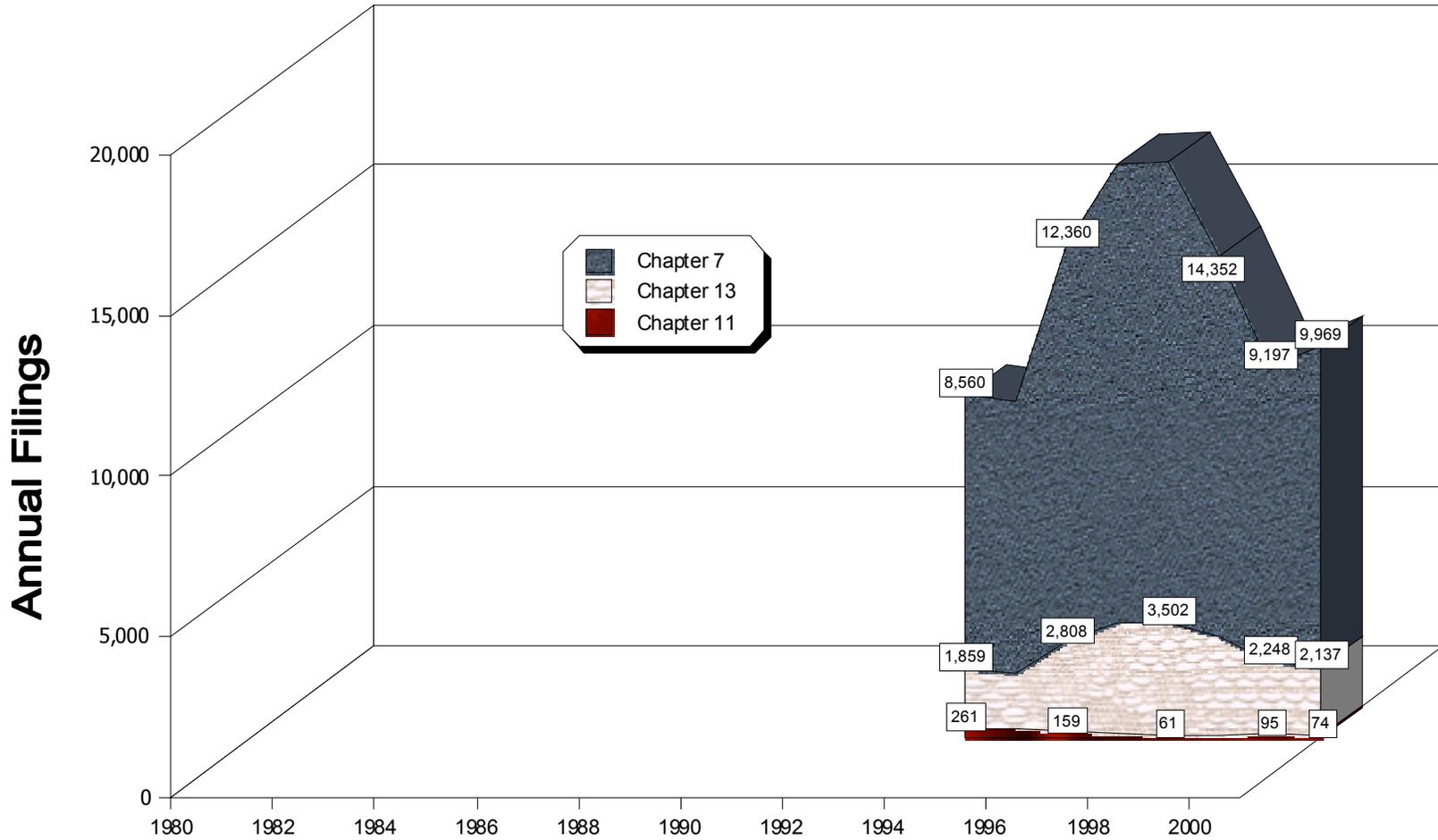
\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division. In April 1998, the 12 zip codes were returned to the Riverside Division.

Exhibit 7  
Northern Division  
**Bankruptcy Filings by Chapter: 1992-2001\***



\* Filings prior to 1992 were included in Los Angeles Division. (See Exhibit 4.)

Exhibit 8  
 San Fernando Valley Division  
**Bankruptcy Filings by Chapter: 1994-2001\***



\* Filings prior to 1994 were included in Los Angeles Division. (See Exhibit 4.)

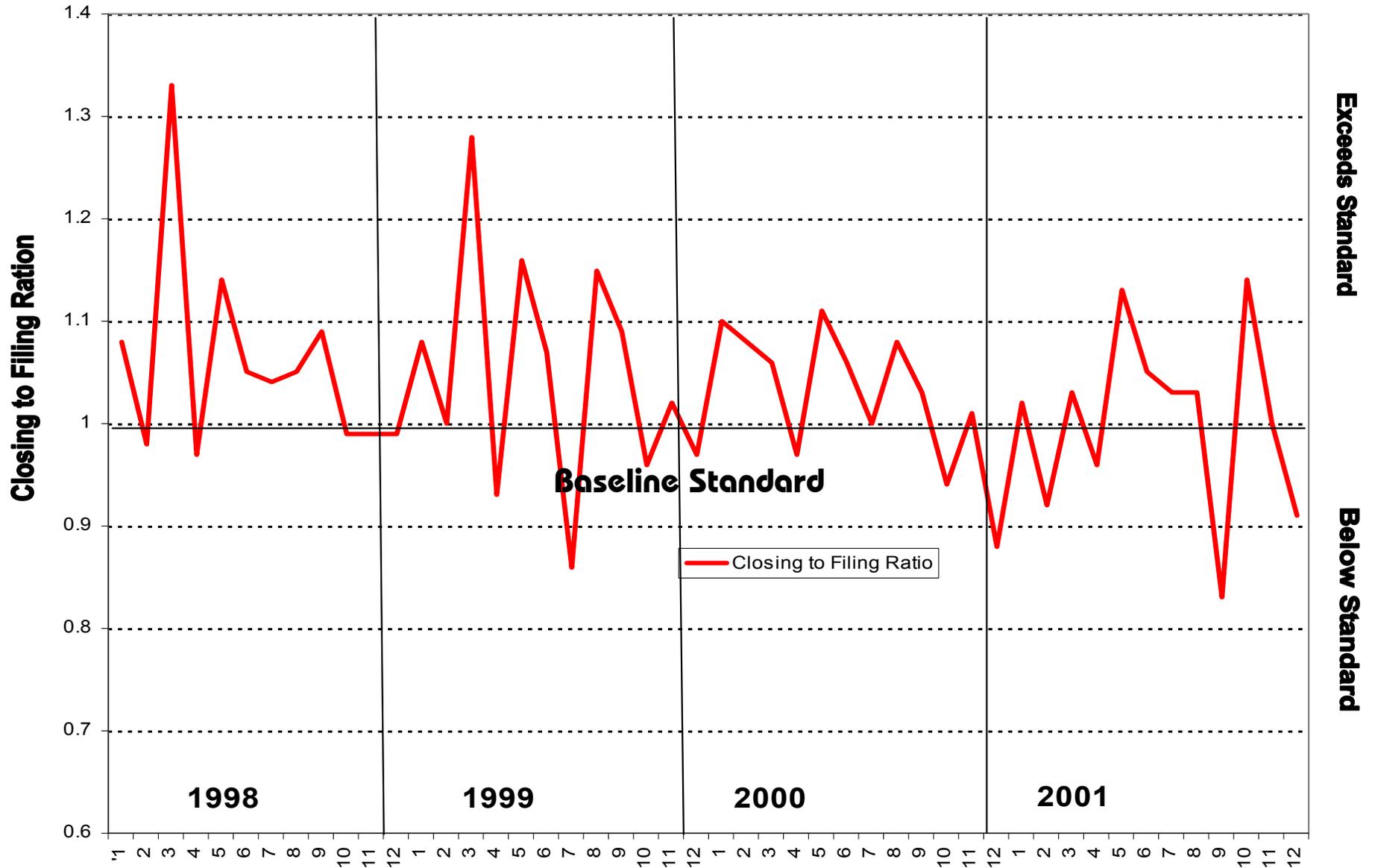
**Exhibit 9**  
**Bankruptcy Filings and Percentage Change: 1980-2001**

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
<b>CENTRAL DISTRICT OF CALIFORNIA</b>								
1980	17,905	N/A	317	N/A	1,962	N/A	20,184	N/A
1981	19,087	6.6%	787	148.3%	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	15.8%	46,470	26.0%
1987	37,817	11.4%	1,675	-19.5%	9,903	-5.2%	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	33.0%
1992	76,648	19.6%	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%
1994	65,828	-11.7%	1,792	-26.0%	14,808	-3.5%	82,428	-10.7%
1995	65,547	-0.4%	1,423	-20.6%	14,707	-0.7%	81,677	-0.9%
1996	82,760	26.3%	1,026	-27.9%	18,144	23.4%	101,930	24.8%
1997	95,572	15.5%	886	-13.6%	20,860	15.0%	117,318	15.1%
1998	98,671	3.2%	605	-31.7%	20,785	-0.4%	120,061	2.3%
1999	81,794	-17.1%	452	-25.3%	19,224	-7.5%	101,470	-15.5%
2000	63,462	-22.4%	554	22.6%	15,885	-17.4%	79,901	-21.3%
2001	72,453	14.2%	563	1.6%	14,354	-9.6%	87,374	9.4%
<b>LOS ANGELES DIVISION</b>								
1980	12,402	N/A	202	N/A	1,040	N/A	13,644	N/A
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	83.9%	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	22.5%	58,163	13.2%
1993	43,875	-8.1%	1,693	-4.1%	9,281	7.3%	54,849	-5.7%
1994	27,701	-36.9%	930	-45.1%	7,308	-21.3%	35,939	-34.5%
1995	26,219	-5.4%	685	-26.3%	7,133	-2.4%	34,037	-5.3%
1996	33,873	29.2%	493	-28.0%	8,917	25.0%	43,283	27.2%
1997	39,217	15.8%	486	-1.4%	10,018	12.3%	49,721	14.9%
1998	41,854	6.7%	333	-31.5%	10,645	6.3%	52,832	6.3%
1999	36,510	-12.8%	210	-36.9%	10,608	-0.3%	47,328	-10.4%
2000	27,741	-24.0%	194	-7.6%	8,230	-22.4%	36,165	-23.6%
2001	31,734	14.4%	291	50.0%	6,928	-15.8%	38,953	7.7%
<b>SAN FERNANDO VALLEY DIVISION</b>								
<b>(Filings prior to 1994 were included in Los Angeles Division)</b>								
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,449	-1.3%	231	-11.5%	1,762	-5.2%	10,442	-2.2%
1996	12,360	46.3%	159	-31.2%	2,808	59.4%	15,327	46.8%
1997	14,287	15.6%	123	-22.6%	3,407	21.3%	17,817	16.2%
1998	14,352	0.5%	61	-50.4%	3,502	2.8%	17,915	0.6%
1999	11,850	-17.4%	63	3.3%	3,060	-12.6%	14,973	-16.4%
2000	9,197	-22.4%	95	50.8%	2,248	-26.5%	11,540	-22.9%
2001	9,969	8.4%	74	-22.1%	2,137	-4.9%	12,180	5.5%

<b>RIVERSIDE DIVISION</b>								
1980	2,322	N/A	25	N/A	417	N/A	2,764	N/A
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	22.6%	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%
1994	13,846	-7.7%	185	-13.1%	3,123	-16.4%	17,154	-9.5%
1995	14,899	7.6%	144	-22.2%	3,332	6.7%	18,375	7.1%
1996	18,374	23.3%	114	-20.8%	3,836	15.1%	22,324	21.5%
1997*	18,492	0.6%	76	-33.3%	4,089	6.6%	22,657	1.5%
1998	21,602	16.8%	64	-15.8%	4,056	-0.8%	25,722	13.5%
1999	17,944	-16.9%	46	-28.1%	3,639	-10.3%	21,629	-15.9%
2000	14,769	-17.7%	91	97.8%	3,935	8.1%	18,795	-13.1%
2001	17,366	17.6%	44	-51.6%	4,070	3.4%	21,483	14.3%
<b>SANTA ANA DIVISION</b>								
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
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	75.6%	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	-19.3%	1,232	-13.2%	7,680	-1.3%
1989	5,957	-2.9%	362	16.8%	1,987	61.3%	8,306	8.2%
1990	7,314	22.8%	309	-14.6%	1,719	-13.5%	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	-1.4%
1994	10,851	-8.6%	300	-23.7%	1,943	10.3%	13,094	-6.7%
1995	11,088	2.2%	285	-5.0%	1,932	-0.6%	13,305	1.6%
1996	13,292	19.9%	213	-25.3%	2,034	5.3%	15,539	16.8%
1997*	17,769	33.7%	168	-21.1%	2,641	29.8%	20,578	32.4%
1998	15,414	-13.3%	120	-28.6%	1,928	-27.0%	17,462	-15.1%
1999	11,300	-26.7%	116	-3.3%	1,397	-27.5%	12,813	-26.6%
2000	8,486	-24.9%	148	27.6%	1,081	-22.6%	9,715	-24.2%
2001	9,641	13.6%	117	-20.9%	891	-17.6%	10,649	9.6%
<b>NORTHERN DIVISION</b>								
<b>(filings prior to 1992 were included in Los Angeles Division)</b>								
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,776	73.3%	122	0.8%	566	61.3%	4,464	68.4%
1994	4,870	29.0%	116	-4.9%	575	1.6%	5,561	24.6%
1995	4,892	0.5%	78	-32.8%	548	-4.7%	5,518	-0.8%
1996	4,861	-0.6%	47	-39.7%	549	0.2%	5,457	-1.1%
1997	5,807	19.5%	33	-29.8%	705	28.4%	6,545	19.9%
1998	5,449	-6.2%	27	-18.2%	654	-7.2%	6,130	-6.3%
1999	4,190	-23.1%	17	-37.0%	520	-20.5%	4,727	-22.9%
2000	3,269	-22.0%	26	52.9%	391	-24.8%	3,686	-22.0%
2001	3,743	14.5%	37	42.3%	328	-16.1%	4,109	11.5%

\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division. In April 1998, those 12 zip codes were returned to the Riverside Division.

### Monthly Closing Performance - Central District Chapter 7 Case Filings: 1998 - 2001 (Adjusted for 4 Month Closing Lag)



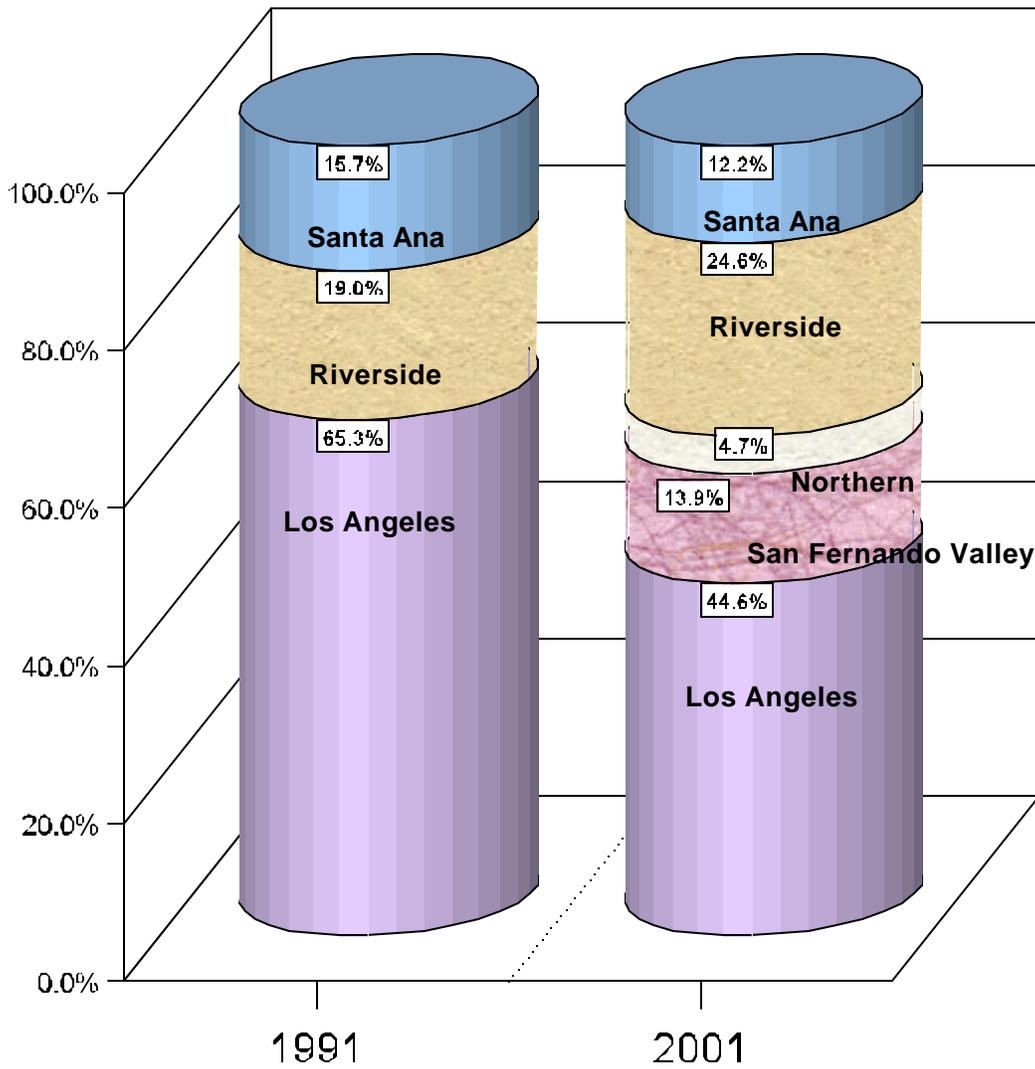
## Exhibit 11

### Central District of California Comparison of Bankruptcy Cases Filed and Closed: 2001

Chapter	Total Filed	Total Closed	Difference	Ratio (Closings/Filings)
<b>DISTRICT</b>				
07	72,453	71,518	-935	0.99
11	563	370	-193	0.66
12	3	3	0	N/A
13	14,354	13,235	-1,119	0.92
Total	87,374	85,126	-2,248	0.97
<b>LOS ANGELES DIVISION</b>				
07	31,734	30,880	-854	0.97
11	291	148	-143	0.51
12	0	0	0	N/A
13	6,928	6,422	-506	0.93
Total	38,953	37,450	-1,503	0.96
<b>RIVERSIDE DIVISION</b>				
07	17,366	17,068	-298	0.98
11	44	40	-4	0.91
12	2	2	0	N/A
13	4,070	3,319	-751	0.82
Total	21,482	20,429	-1,053	0.95
<b>SANTA ANA DIVISION</b>				
07	9,641	9,733	92	1.01
11	117	65	-52	0.56
12	0	0	0	N/A
13	891	1,147	256	1.29
Total	10,649	10,945	296	1.03
<b>NORTHERN DIVISION</b>				
07	3,743	3,700	-43	0.99
11	37	16	-21	0.43
12	1	1	0	N/A
13	328	374	46	1.14
Total	4,109	4,091	-18	1.00
<b>SAN FERNANDO VALLEY DIVISION</b>				
07	9,969	10,137	168	1.02
11	74	101	27	1.36
12	0	0	0	N/A
13	2,137	1,973	-164	0.92
Total	12,180	12,211	31	1.00

## Exhibit 12

### Central District of California Percent of District's Bankruptcy Filings by Division\*



\* The Northern and San Fernando Valley Divisions were separated from the Los Angeles Division in 1992 and 1994, respectively.

### Exhibit 13

#### CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Filings 2000 vs. 2001

Chapter	2000	2001	% Chg
<b>DISTRICT</b>			
07	63,462	72,453	14.2%
11	554	563	1.6%
13	15,885	14,354	-9.6%
Total	79,901	87,374	9.4%

<b>LOS ANGELES DIVISION</b>			
07	27,741	31,734	14.4%
11	194	291	50.0%
13	8,230	6,928	-15.8%
Total	36,165	38,953	7.7%

<b>RIVERSIDE DIVISION</b>			
07	14,769	17,366	17.6%
11	91	44	-51.6%
13	3,935	4,070	3.4%
Total	18,795	21,483	14.3%

<b>SANTA ANA DIVISION</b>			
07	8,486	9,641	13.6%
11	148	117	-20.9%
13	1,081	891	-17.6%
Total	9,715	10,649	9.6%

<b>NORTHERN DIVISION</b>			
07	3,269	3,743	14.5%
11	26	37	42.3%
13	391	328	-16.1%
Total	3,686	4,109	11.5%

<b>SAN FERNANDO VALLEY DIVISION</b>			
07	9,197	9,969	8.4%
11	95	74	-22.1%
13	2,248	2,137	-4.9%
Total	11,540	12,180	5.5%

### Exhibit 14

#### CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Closings 2000 vs. 2001

Chapter	2000	2001	% Chg
<b>DISTRICT</b>			
07	71,836	71,518	-0.4%
11	419	370	-11.7%
13	16,711	13,235	-20.8%
Total	88,966	85,126	-4.3%

<b>LOS ANGELES DIVISION</b>			
07	31,428	30,880	-1.7%
11	179	148	-17.3%
13	9,288	6,422	-30.9%
Total	40,895	37,450	-8.4%

<b>RIVERSIDE DIVISION</b>			
07	16,307	17,068	4.7%
11	51	40	-21.6%
13	4,006	3,319	-17.1%
Total	20,364	20,429	0.3%

<b>SANTA ANA DIVISION</b>			
07	9,834	9,733	-1.0%
11	105	65	-38.1%
13	1,139	1,147	0.7%
Total	11,078	10,945	-1.2%

<b>NORTHERN DIVISION</b>			
07	3,764	3,700	-1.7%
11	22	16	-27.3%
13	414	374	-9.7%
Total	4,200	4,091	-2.6%

<b>SAN FERNANDO VALLEY DIVISION</b>			
07	10,503	10,137	-3.5%
11	62	101	62.9%
13	1,864	1,973	5.8%
Total	12,429	12,211	-1.8%

## Exhibit 15

### Central District of California Comparison of Adversary Proceedings Filed and Closed: 1997-2001

Year	Filed	% Chg	Closed	% Chg	Ratio (Closings/Filings)
<b>DISTRICT</b>					
1997	7,022	6.5%	7,841	-26.5%	<b>1.12</b>
1998	5,920	-15.7%	7,804	-.5%	<b>1.32</b>
1998	5,920	-15.7%	7,804	-.5%	<b>1.32</b>
1999	5,462	-7.7%	6,425	-17.7%	<b>1.18</b>
2000	4,601	-15.8%	5,273	-17.9%	<b>1.15</b>
2001	3,996	-13.1%	4,484	-15.0%	<b>1.12</b>
<b>LOS ANGELES DIVISION</b>					
1997	3,032	1.2%	3,729	-42.0%	<b>1.23</b>
1998	2,826	-6.8%	3,781	1.4%	<b>1.34</b>
1999	2,485	-12.1%	3,049	-19.4%	<b>1.23</b>
2000	2,182	-12.2%	2,360	-22.6%	<b>1.08</b>
2001	1,754	-19.6%	2,044	-13.4%	<b>1.17</b>
<b>RIVERSIDE DIVISION*</b>					
1997	1,010	-6.4%	1,541	37.7%	<b>1.53</b>
1998	842	-16.6%	866	-43.8%	<b>1.03</b>
1999	768	-8.8%	910	5.1%	<b>1.18</b>
2000	699	-9.0%	854	-6.2%	<b>1.22</b>
2001	618	-11.6%	652	-23.7%	<b>1.06</b>
<b>SANTA ANA DIVISION*</b>					
1997	1,415	12.2%	1,227	-19.8%	<b>0.87</b>
1998	921	-34.9%	1,439	17.3%	<b>1.56</b>
1999	1,101	16.3%	975	-32.2%	<b>0.89</b>
2000	814	-26.1%	942	-3.4%	<b>1.16</b>
2001	719	-11.7%	837	-11.1%	<b>1.16</b>
<b>NORTHERN DIVISION</b>					
1997	358	-7.0%	401	11.7%	<b>1.12</b>
1998	333	-7.0%	448	11.7%	<b>1.35</b>
1999	261	-21.6%	370	-17.4%	<b>1.42</b>
2000	174	-33.3%	256	-30.8%	<b>1.47</b>
2001	160	-8.0%	151	-41.0%	<b>0.94</b>
<b>SAN FERNANDO VALLEY DIVISION</b>					
1997	1,207	37.5%	943	-22.9%	<b>0.78</b>
1998	998	-17.3%	1,270	34.7%	<b>1.27</b>
1999	847	-15.1%	1,121	-11.7%	<b>1.32</b>
2000	732	-13.6%	854	-23.8%	<b>1.17</b>
2001	745	1.8%	800	-6.3%	<b>1.07</b>

\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division and returned in April 1998.

## Exhibit 16

Central District of California Pending Bankruptcy Caseload by Division: 1997-2001*								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total*	% Chg
<b>DISTRICT</b>								
1997	40,286	-5.5%	1,715	-20.9%	19,511	3.1%	61,512	-3.5%
1998	38,661	-4.0%	1,178	-31.3%	21,232	8.8%	61,071	-0.7%
1999	30,210	-21.9%	894	-24.1%	20,628	-2.8%	51,732	-15.3%
2000	24,093	-37.7%	984	-16.5%	18,436	-13.2%	43,517	-28.7%
2001	26,471	9.9%	1053	7.0%	18,471	0.2%	46,001	5.7%
<b>Los Angeles Division</b>								
1997	14,782	-8.5%	636	-23.4%	7,851	-5.3%	23,269	-7.9%
1998	14,680	-0.7%	437	-31.3%	9,917	26.3%	25,034	7.6%
1999	12,706	-13.4%	310	-29.1%	9,404	-5.2%	22,420	-10.4%
2000	10,217	-30.4%	311	-28.8%	7,597	-23.4%	18,035	-28.0%
2001	11,337	11.0%	396	27.3%	7,531	-0.9%	19,264	6.8%
<b>Riverside Division</b>								
1997	8,053	-13.3%	124	-32.6%	5,206	4.7%	13,383	-7.3%
1998	9,936	23.4%	109	-12.1%	4,862	-6.6%	14,907	11.4%
1999	6,762	-31.9%	102	-6.4%	5,027	3.4%	11,891	-20.2%
2000	5,638	-16.6%	127	24.5%	4,737	-5.8%	10,504	-11.7%
2001	6,339	12.4%	117	-7.9%	5,288	11.6%	11,747	11.8%
<b>Santa Ana Division</b>								
1997	8,022	4.7%	470	-18.8%	3,178	14.6%	11,670	6.0%
1998	5,515	-31.3%	332	-29.4%	2,801	-11.9%	8,648	-25.9%
1999	4,720	-14.4%	258	-22.3%	2,437	-13.0%	7,415	-14.3%
2000	3,653	-22.6%	290	12.4%	2,239	-8.1%	6,183	-16.6%
2001	3,793	3.8%	318	9.7%	1,881	-16.0%	5,993	-3.1%
<b>Northern Division</b>								
1997	3,380	0.0%	121	-24.4%	944	25.0%	4,445	20.9%
1998	2,668	-21.1%	97	-19.8%	862	-8.7%	3,627	-18.4%
1999	1,626	-39.1%	63	-35.1%	769	-10.8%	2,458	-32.2%
2000	1,210	-25.6%	57	-9.5%	710	-7.7%	1,978	-19.5%
2001	1,316	8.8%	62	8.8%	643	-9.4%	2,023	2.3%
<b>San Fernando Valley</b>								
1997	6,049	-10.9%	364	-12.1%	2,332	9.3%	8,745	-6.3%
1998	5,862	-3.1%	203	-44.2%	2,790	19.6%	8,855	1.3%
1999	4,396	-25.0%	161	-20.7%	2,991	7.2%	7,548	-14.8%
2000	3,465	-21.2%	199	23.6%	3,153	5.4%	6,817	-9.7%
2001	3,686	6.4%	160	-19.6%	3,128	-0.8%	6,974	2.3%

\* Does not include chapters 9 or 12.

For additional information regarding this report or the Bankruptcy Court for the Central District of California, you may contact the senior staff of the Clerk's Office.

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