ANNUAL REPORT

2003

CENTRAL DISTRICT OF CALIFORNIA

UNITED STATES BANKRUPTCY COURT

THIS PAGE LEFT

BLANK INTENTIONALLY

Honorable Barry Russell, Chief Judge

Jon D. Ceretto, Executive Officer/Clerk of Court

THIS PAGE LEFT

BLANK INTENTIONALLY

Table of Contents

LIST OF TABLES AND GRAPHS **PAGE**

INTRODUCTION

Executive Summary 7
Mission of the Court 10
The Bankruptcy Judges of the Central District of California 11

SECTION I: ACCOMPLISHMENTS

Judges 15
Customer Service 25
Technology 29
Case Administration 34
Human Resources 37
Quality Assurance/Training 41
Facilities/Emergency Procedures 44
Community Outreach 46

SECTION II: COURT STATISTICS

Court Statistics 51

SECTION III: COURT PROFILE

District Profile 57
Population Served 60
Personnel 61
Receipts 62
Operating Budget 63
Space and Facilities 65
Organizational Structure 67

SECTION IV: APPENDICES

Appendix A: Long Range Plan 73
Appendix B: List of Exhibits 97

THIS PAGE LEFT

BLANK INTENTIONALLY

LIST OF TABLES AND FIGURES

Title **Page**

Mediation Program Volume 17
Assessment of ADR Program by Participants 18
Matters Assigned to Mediation Program by Chapter: 2003 18
Distribution of Central District Mediation Matters: 2003 19
Central District of California Bankruptcy Court *Pro Bono* Programs: 2003 21
United States Bankruptcy PACERnet vs. webPACER Utilization 26
Estimated Voice Case Information System (VCIS) Usage: 2002-2003 27
VCIS Call Volume: 1998-2003 28
Percent of Total Relief From Stay Motions Filed via *eFile* 30
Analysis of Pending Case Aging: 1995 vs. 2003 35
Percent of New Petitions with Data Entry Errors: 2002-2003 41
District-Wide Training: 2003 42
Bankruptcy Cases Filed: 1993-2003 51
Annualized Weighted Caseload per Judgeship: 1993-2003 52
Bankruptcy Cases Closed vs. Filed: 1993-2003 53
Adversary Proceedings Closed vs. Filed: 1993-2003 53
Estimated Percentage of *Pro Se* Filings District-Wide: 1994-2003 54
United States Bankruptcy Court Central District of California 58
A Brief History of the Bankruptcy Court in California 59
Change in Population and Bankruptcy Filings: 1993 vs. 2003 60
Bankruptcy Court Personnel (December 31, 2003) 61
Monies Collected in the Seven Largest Funds FY01- FY03 62
Budget Allotments: FY 1999 - FY 2003 64
Square Footage by Division (December 31, 2003) 65
Allocation of Space by Function 66

THIS PAGE LEFT

BLANK INTENTIONALLY

Introduction

THIS PAGE LEFT

BLANK INTENTIONALLY

Executive Summary

Despite facing our fourth year of declining budgets and involuntary staff reductions, the Court overcame these obstacles and continued to further the administration of justice. Via the innovative application of technology and prudent investment of taxpayer dollars, the Court improved case management processes and our levels of public service. Highlights of our 2003 accomplishments include:

- **Maureen A. Tighe Appointed as Bankruptcy Judge**
  On November 24, 2003, Judge Tighe began her fourteen-year term as a bankruptcy judge for the Central District of California. Judge Tighe, who maintains her chambers in Los Angeles, filled the vacancy created when Judge Kathleen P. March returned to private practice. [See page 16]

- **Judge Erithe A. Smith Appointed to the Bankruptcy Appellate Panel**
  Judge Erithe A. Smith began her seven-year term on the Ninth Circuit's Bankruptcy Appellate Panel on January 1, 2004, filling the vacancy created when Judge John E. Ryan's term expired. Judge Smith maintains her chambers in the Los Angeles Division, and has served as a bankruptcy judge since 1994. [See page 16]

- **CIAO! Program Implemented District-Wide**
  The Court developed and implemented the *Calendar Information and Orders* (CIAO!) application, replacing existing archaic and manual systems. Fully compatible with the Court's *eFile* electronic filing system and NIBS case management system, CIAO! automatically and simultaneously sets judicial calendars from electronically filed motions, prepares orders, creates docket entries, and sends notices of orders via the Bankruptcy Noticing Center (BNC). CIAO! has proven an efficient, cost-effective system for the public, judges, litigants, and court staff. [See page 29]

- **Court Expands *eFile* Program**
  Developed and introduced as a pilot program in 2002, the Court expanded *eFile*, its electronic filing system, to accept the electronic filling of Motions for Relief from the Automatic Stay, adversary complaints, and chapter 7 petitions. As *eFile* and CIAO! are interconnected, judicial calendars are automatically set from electronically filed motions and complaints, thereby saving considerable staff labor. [See pages 25 and 30]

- **Clerk's Office Advances Customer Service with Paperless Chapter 7 Case Files**
  The Court began maintaining case files for chapter 7 no-asset cases filed on or after October 1, 2003, in electronic format only. Electronic case files result in greater convenience and improved public access, while simultaneously saving labor by eliminating file pulls, archiving, and interfiling tasks. Case file documents can be viewed remotely for a fee using webPACER or free of charge by using computers available in the Court's public lobbies. [See page 26]

- ***Court News* Publication Launched**
  The Court commenced publishing *Court News*, a bi-monthly newsletter, in July 2003. The newsletter, which is published on the Court's web site, provides a concise, lively overview of the happenings and activities in the Central District. It is designed as a public service for attorneys, bankruptcy professionals, and others who have an interest in the Central District, and also includes up-to-date statistical information and information about large cases. [See page 28]

- ***Desk Reference Manual* Revised and Updated**
  The Clerk's Office completed an extensive revision of the *Desk Reference Manual* (DRM) in November 2003. Targeted at bankruptcy practitioners, the DRM was updated and reorganized to present Court information more comprehensively, while reducing the size of the manual by approximately 30%. The DRM is available on the Court's web site and is also available for purchase from the contract copy service in each division. [See page 28]

- ***Pro Bono* Programs Assist Debtors Throughout the District**
  The Court, in cooperation with local bar associations in all five divisions, continued to build upon its history of facilitating legal assistance to low-income and non-attorney represented debtors through *pro bono* programs. *Pro se* debtors filed approximately 26% of all bankruptcy cases in the Central District in 2003, comprising what is believed to be the highest percentage in the federal judiciary. [See page 20]

- **Digital Court Recording Implemented**
  Using technology to enhance public service and Court operations, the Court began replacing existing analog tape-recording equipment with digital equipment in all courtrooms throughout the district. In connection with the implementation of the digital recording system, the Clerk's Office developed a comprehensive training and certification program for Courtroom Services staff. Use of the new equipment began in the San Fernando Valley Division on December 8, 2003, and is expected to be implemented district-wide by the middle of 2004. [See page 31]

- **Revision of *Local Bankruptcy Rules* and Court Forms Completed**
  A number of changes to the *Local Bankruptcy Rules* took effect on May 1, 2003. Local Bankruptcy Rules 1002-4, 3015-1, 4008-1, 6004-1, 9013-1, 9020-1, and 9075-1 were revised. In addition, nine new Local Bankruptcy Rules forms became mandatory. A new appendix, Appendix IV, *Guidelines for Allowance of Attorneys' Fees in Chapter 13 Cases*, was added to the *Local Bankruptcy Rules*. These revisions helped improve and streamline the bankruptcy process in the Central District. [See page 21]

- **Judicial Conference Privacy Policy Implemented**
  After months of analysis and preparation, the Court extensively modified numerous court forms and automated systems in compliance with the Judicial Conference policy on privacy and access to electronic case files. Implemented on December 1, 2003, the privacy policy significantly impacted operational procedures and necessitated extensive staff training. [See page 34]

- **Court Maintains Excellent National Ranking for Fifth Consecutive Year**
  For the fifth year in a row, the Court achieved an outstanding rank in the *Bankruptcy Program Indicators*. In statistics published by the Administrative Office for the 12 months ending September 30, 2003, the Court continued to rank third among 90 bankruptcy courts and ranked second among large courts (20,000 or more filings per year). The Court has ranked in the top three Courts since the *Bankruptcy Program Indicators* replaced the Case Processing Measures in 1999. [See page 34]

- **Cost Saving Software Introduced to Create File Folder Labels**
  The Court purchased and implemented file folder label-generating software. With electronic chapter 7 case files eliminating most paper case files, the Court ceased purchasing pre-numbered paper file folders. Instead, the Court prints file folder labels for the few remaining paper files on an as needed basis, thereby saving costs. [See page 31]

- **Mediation Award Presented to Sarah S. Kwak**
  In recognition of her work as the coordinator of the Court's Bankruptcy Mediation Program, Sarah S. Kwak, law clerk to Chief Judge Barry Russell, received the *Robert F. Peckham Award for Excellence in Alternative Dispute Resolution* from the United States Courts for the Ninth Circuit in June 2003. [See page 17]

- **Employee Performance Evaluation Automated**
  As part of the Court's transition to a competency-based human resources management system, the Clerk's Office developed an automated performance evaluation program. This program facilitates supervisory efficiency in completing employee performance evaluations. [See page 38]

- **Permanent Data Archiving System Developed**
  In response to the need for permanent and practical long-term data storage, the Court created a Permanent Archive System for storing docket and image data on digital versatile discs (DVDs). Archived case information can be viewed on computers located in each of the Court's public lobbies. [See page 31]

- **CM/ECF Conversion Work Begins**
  In cooperation with the Administrative Office, the Court began detailed preparation for its migration to the national Case Management/Electronic Case Files (CM/ECF) system. CM/ECF will replace NIBS, the Court's existing case management system, and will integrate with *eFile* and CIAO!, existing Court electronic applications. The Court is scheduled to move to CM/ECF in 2005. [See page 32]

Mission of the Court

The mission of the United States Bankruptcy Court for the Central District of California is to serve the public by:

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

In fulfilling our mission, the Court recognizes the importance of:

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

THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Top Row (From Left):
Arthur M. Greenwald, James N. Barr, Peter H. Carroll, Erithe A. Smith,
Vincent P. Zurzolo, Ernest M. Robles, John E. Ryan

Center Row (From Left)
Alan M. Ahart, Mitchel R. Goldberg, Robin L. Riblet, Geraldine Mund, Sheri Bluebond,
Thomas B. Donovan, Samuel L. Bufford

Front Row (From Left):
David N. Naugle, Kathleen T. Lax, Maureen A. Tighe, Barry Russell (Chief Judge)
Ellen Carroll, Meredith A. Jury, Robert W. Alberts

THIS PAGE LEFT

BLANK INTENTIONALLY

Section I: Accomplishments

THIS PAGE LEFT

BLANK INTENTIONALLY

Judges

Judicial Committees

The judicial committees, established by the Court Governance Plan, address Court-related issues. These committees are responsible for providing feedback and guidance to the entire Board of Judges regarding Court operations and administrative issues. Clerk's Office management staff attend committee meetings and provide support to the committees. Chief Judge Barry Russell and Executive Officer/ Clerk of Court Jon D. Ceretto are ex-officio members of each committee. The 2003 standing judicial committees were:

- Executive Committee
  Judge Barry Russell, Chair
  Judge Alan M. Ahart
  Judge James N. Barr
  Judge Sheri Bluebond
  Judge Meredith A. Jury
  Judge Kathleen T. Lax
  Judge Geraldine Mund

- Case Management Committee
  Judge Sheri Bluebond, Chair
  Judge Meredith Jury
  Judge Geraldine Mund
  Judge Robin L. Riblet
  Judge John E. Ryan

- Chapter 13 Committee
  Judge Thomas B. Donovan, Chair
  Judge Peter H. Carroll
  Judge Kathleen T. Lax
  Judge John E. Ryan
  Judge Vincent P. Zurzolo

- Education and Training Committee
  Judge Meredith A. Jury, Chair
  Judge Robert W. Alberts
  Judge Sheri Bluebond
  Judge Samuel L. Bufford
  Judge Geraldine Mund

- *Pro Se* Committee
  Judge Mitchel R. Goldberg, Chair
  Judge James N. Barr
  Judge Samuel L. Bufford
  Judge Arthur M. Greenwald

- Rules Committee
  Judge Peter H. Carroll, Chair
  Judge James N. Barr
  Judge Sheri Bluebond
  Judge Ernest M. Robles

- Space and Security Committee
  Judge Vincent P. Zurzolo, Chair
  Judge Arthur M. Greenwald
  Judge David N. Naugle
  Judge Robin L. Riblet
  Judge John E. Ryan

- United States Trustee Liaison Committee
  Judge Robin L. Riblet, Chair
  Judge Peter H. Carroll
  Judge Kathleen T. Lax
  Judge Ernest M. Robles
  Judge John E. Ryan
  Judge Erithe A. Smith

The task forces/*ad hoc* committees:

- Alternative Dispute Resolution Committee
  Judge Barry Russell, Chair

- Diversity Outreach Task Force Committee
  Judge Erithe A. Smith, Chair
  Judge Kathleen T. Lax
  Judge James N. Barr

Special Assignment:

- Legislation Liaison
  Judge Sheri Bluebond, Chair
  Judge Samuel L. Bufford
  Judge Robin L. Riblet
  Judge John E. Ryan

Maureen A. Tighe Appointed as Bankruptcy Judge

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

On November 13, 2003, Chief Judge Mary M. Schroeder of the United States Court of Appeals for the Ninth Circuit announced the appointment of Maureen A. Tighe as a bankruptcy judge for the Central District of California. Chief Judge Barry Russell administered the *Oath of a Bankruptcy Judge* to her on November 24, 2003. Judge Tighe received both her undergraduate and juris doctorate degrees from Rutgers University, where she was editor-in-chief of the *Rutgers Law Review* from 1983 to 1984. Upon graduation, she served as a law clerk to Judge Harold A. Ackerman, United States District Judge for the District of New Jersey. From 1986 to 1988, Judge Tighe was in private practice with Sullivan and Cromwell in New York City. She was an Assistant United States Attorney in Los Angeles, California, from 1988 through March 31, 1998, last serving as the Deputy Chief of the Major Frauds Section. From April 1, 1998 until Judge Tighe's appointment to the bench, she was the United States Trustee for Region 16, which covers the Central District of California. Her formal investiture was held on March 4, 2004. Judge Tighe maintains her chambers in the Los Angeles Division.

Judge Erithe A. Smith Appointed to the BAP

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

The Judicial Council of the Ninth Circuit appointed Judge Erithe A. Smith to the United States Bankruptcy Appellate Panel (BAP) of the Ninth Circuit to fill the vacancy resulting from the expiration of Judge John E. Ryan's term on December 31, 2003. Judge Smith's seven-year term on the BAP commenced on January 1, 2004. She maintains her chambers in the Los Angeles Division, and has served as a bankruptcy judge for the Central District since 1994. Judge Smith is the first African-American woman to become a bankruptcy judge in the Central District and also the first to sit on the BAP of the Ninth Circuit. Judge Smith earned her juris doctorate degree from Boalt Hall School of Law. She then served as a law clerk to Justice Marcus M. Kaufman of the California Court of Appeals and later to Judge Peter M. Elliot of the United States Bankruptcy Court in Santa Ana, California. Prior to her appointment to the bench, Judge Smith was in private practice in Orange County, California. Judge Smith is a frequent speaker and lecturer at various professional conferences, seminars, and workshops. (See *Judge John E. Ryan's BAP Term Expires*, page 17.)

Judge John E. Ryan's BAP Term Expires

Judge John E. Ryan's term on the BAP expired on December 31, 2003. Judge Ryan was appointed to the United States Bankruptcy Court in October 1986, and to the BAP in January 1997. He assumed the office of presiding judge of the BAP on January 1, 2002. Judge Ryan has been an active member of several judicial committees of the Ninth Circuit and was instrumental in the formation of the Orange County Bankruptcy Forum. Judge Ryan maintains his chambers in Santa Ana. Prior to becoming a bankruptcy judge, he was in private practice both in San Diego and Boston, and served in legal positions with the New York and American Stock Exchange companies. Judge Ryan is succeeded on the BAP by Judge Erithe A. Smith. (See *Judge Erithe A. Smith Appointed to the BAP*, page 16.)

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Bankruptcy Mediation Program a Continued Success

Established in July 1995, the Bankruptcy Mediation Program for the Central District of California has been in effect for nearly a decade. Providing the Court and the public with effective and reliable assistance in the resolution of disputes, without the time and expense associated with litigation, the robust Mediation Program continues as the largest bankruptcy court mediation program in the nation.

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

In June 2003, the United States Courts for the Ninth Circuit recognized the outstanding work of Sarah S. Kwak, Esq., as the coordinator of the Court's Mediation Program. Ms. Kwak serves as law clerk to Chief Judge Barry Russell, and was presented with the *Robert F. Peckham Award for Excellence in Alternative Dispute Resolution* at the annual Ninth Circuit Judicial Conference. The Judicial Council of the Ninth Circuit established this award in 2001 in honor of the late Judge Peckham, a former chief district court judge who pioneered the use of legal means, other than court trials, to resolve disputes.

The number of matters assigned to the Mediation Program has steadily increased since its inception. As of December 31, 2003, 2,849 matters had been assigned to the Mediation Program since it was introduced, and 128 matters were pending. Of the matters assigned, 2,721 had been concluded, with 1,725 of those matters settled and 996 not settled. A total of 203 mediators participated in the Mediation Program as of December 31, 2003.

Table 1
Mediation Program Volume
Central District of California
(As of December 31, 2003)

Total Number of Matters Assigned to ADR Since July 1995	2,849
Matters Settled (63%)	1,725
Matters Not Settled (36%)	996
Total Number of Matters Concluded	2,721
Current Number of Pending Matters	128
Number of Mediators	203

To obtain feedback about the effectiveness of the Mediation Program, the Court mails questionnaires to parties and attorneys who have attended mediation conferences. Results from the questionnaires indicate the overwhelming success of this program, with 93% of respondents indicating that they would use the Mediation Program again. Of the 7,486 questionnaires mailed, 2,501 have been completed and returned (representing a return rate of approximately 34%). (See the following table for a summary of questionnaire responses.)

Table 2
Assessment of ADR Program by Participants
Central District of California
(As of December 31, 2003)

Participants Satisfied with the ADR Program	83%
Participants Who Would Use the ADR Program Again	93%
Participants Who Considered Their Settlement Fair	82%
Particpants Who Believed Parties Will Comply with Settlement	87%
Participants Who Believe Mediator Was Effective in Encouraging Clients to Engage in Meaningful Negotiations	84%
Participants Who Believe Mediator Was Effective in Getting the Attorneys to Engage in Meaningful Negotiations	85%

The following charts display the matters assigned to the Mediation Program by chapter, as well as the distribution of mediation matters within the various divisions of the Court. (See Figures 1 and 2.)

Figure 1
Matters Assigned to Mediation Program by Chapter: 2003

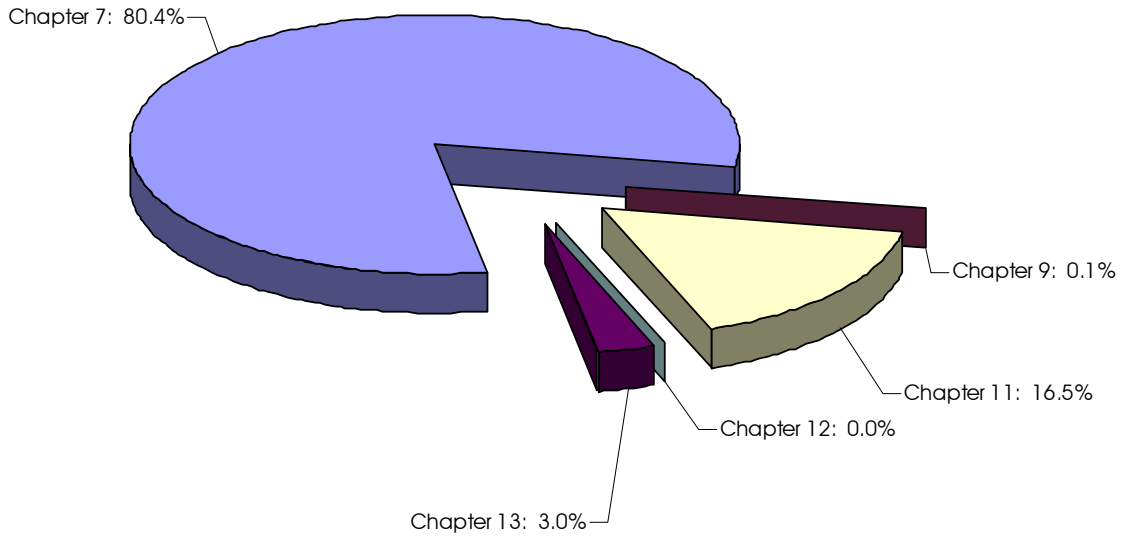
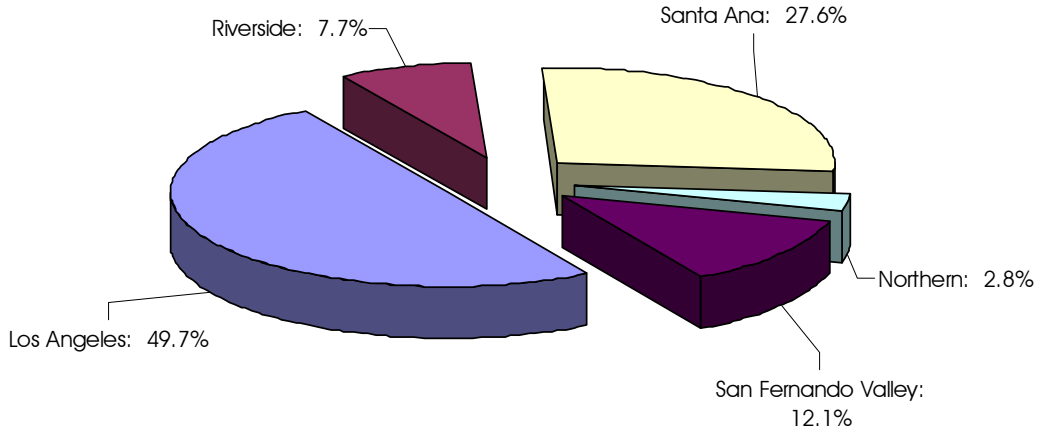


Figure 2
Distribution of Central District Mediation Matters: 2003



Required Education for Debtors Pilot Program

The Central District of California established the Required Education for Debtors (RED) pilot program to assist chapter 13 *pro se* debtors in succeeding in the bankruptcy process. The RED program was developed by the Los Angeles County Bar Association's Debtor Assistance Project (DAP), Bankruptcy Judge Vincent P. Zurzolo, Chapter 13 Trustee Nancy Curry, the Office of the U.S. Trustee, and the Court. A total of 98 cases were assigned to the RED program from its inception on October 1, 2002 through its conclusion on May 27, 2003. Judge Zurzolo, an active and founding member of the DAP, served as the pilot judge for the RED program.

Under the RED pilot program, *pro se* debtors in chapter 13 cases assigned to Judge Zurzolo in the Los Angeles Division were served with an *Order and Notice Requiring Debtor to Appear at Required Education for Debtors Program*. The Clerk's Office enhanced its cashiering system to automatically generate this *Order and Notice* at the time a *pro se* chapter 13 case was assigned to Judge Zurzolo. As a convenience for the debtors required to attend this one-hour training session, the training programs took place one hour prior to and in the same room as the § 341(a) meetings.

Under the training program, volunteer attorneys advised debtors of the most common pitfalls leading to dismissal of a chapter 13 case and how to avoid them. They also offered debtors free legal consultation with an attorney. The RED pilot program showed some potential for improving the *pro se* debtor's ability to successfully navigate the chapter 13 process, but some fine tuning is still necessary; however, the Court will not be continuing or expanding the program at this time due to staffing and budgetary shortages.

New Local *Reaffirmation Agreement* Forms Protect Debtors

New mandatory *Reaffirmation Agreement* forms were added to the Local Bankruptcy Rules forms and introduced in May 2003. These four Local Bankruptcy Rules forms are numbered F 4008-1.1 through F 4008-1.4 and are available on the Court's web site in fillable format. The Court's *Pro Se* Committee developed the *Reaffirmation Agreement* forms in an effort to educate debtors, especially *pro se* debtors, of their rights in the reaffirmation agreement process. The Court further protects *pro se* debtors in the reaffirmation agreement process by requiring them to attend a hearing. In addition to information required by the national versions of these forms, the new forms require detailed information about the debt being affirmed to assist judges in making findings.

Debtor Assistance Project Volunteers Recognized

On September 25, 2003, the Los Angeles County Bar Association and the Debtor Assistance Project (DAP) held their Annual *Pro Bono* Bankruptcy Recognition Awards Presentation at the Los Angeles Division to thank attorneys who volunteered their assistance during the year. A total of 97 *pro bono* attorneys were recognized at this special luncheon; and three *pro bono* attorneys - Catherine Bauer, Marsha Galinsky, and Jeffrey Wishman - received the *Honorable William J. Lasarow Award for Outstanding Service* for their volunteer efforts. The DAP assisted qualifying *pro se* debtors this past year in the Los Angeles and San Fernando Valley divisions. (See *All Divisions Provide Pro Bono Programs*, below)

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

From Left:
Marsha Galinsky, Jeffrey Wishman, Catherine Bauer

All Divisions Provide *Pro Bono* Programs

Los Angeles and San Fernando Valley Divisions

Serving *pro se* debtors in Los Angeles County, Public Counsel Law Center is the nation's largest *pro bono* law firm. Public Counsel is the public interest law firm of the Los Angeles County and Beverly Hills Bar Associations, as well as the Southern California affiliate of the Lawyer's Committee for Civil Rights Under Law. Public Counsel provides qualified *pro se* debtors with legal support in the preparation of chapter 7 bankruptcy petitions, non-dischargeability adversary proceedings, reaffirmation agreements, and other bankruptcy-related matters, such as responding to inquiries about the bankruptcy process.

Riverside Division

The Riverside Division's *pro bono* program has operated in conjunction with the Public Service Law Corporation since early 2001. This program offers assistance to *pro se* debtors in adversary proceedings.

Santa Ana Division

In November 1999, the Orange County Bar Association, the Orange County Bankruptcy Forum, the Orange County Public Law Center, and the Santa Ana Division judges and Clerk's Office established a Chapter 7 Debtor Counseling Clinic and Reaffirmation Clinic to assist low income *pro se* debtors. The Counseling Clinic convenes twice per month, while the Reaffirmation Clinic is held once per month. These clinics provide counseling for individuals who could not otherwise afford legal assistance.

Northern Division

Participation in the Northern Division's *pro bono* program expanded in 2003 to include six local attorneys who rotate attendance at monthly reaffirmation agreement hearings held specifically for *pro se* debtors. This program has been reported to be very successful, with approximately 80% of *pro se* debtors taking advantage of the counseling offered by these attorneys before appearing for their hearings.

Table 3
Central District of California Bankruptcy Court *Pro Bono* Programs: 2003

Division	Date Program Introduced	Debtors *Offered* Dischargeability Assistance	Debtors *Provided* with Dischargeability Representation	Debtors *Offered* Reaffirmation Agreement Assistance	Debtors *Provided* Reaffirmation Agreement Assistance
Los Angeles	Oct-97	1,015	128	455	600*
San Fernando Valley	Oct-97	47		157	
Riverside	Apr-01	0	0	N/A	N/A
Santa Ana	Nov-99	N/A	N/A	113	72
Northern	Sep-00	N/A	N/A	553	41
Total		1,062	128	778	714

*includes both co-debtors if jointly filed

Revision of *Local Bankruptcy Rules* and Court Forms Completed

A number of changes to the *Local Bankruptcy Rules* took effect on May 1, 2003. Local Bankruptcy Rules 1002-4, 3015-1, 4008-1, 6004-1, 9013-1, 9020-1, and 9075-1 were revised. Local Bankruptcy Rule 3015-1, the Court's chapter 13 procedures, was the most extensively revised of the Rules. The *Rights and Responsibilities Agreement Between Chapter 13 Debtors and Their Attorneys* (Form F 3015-1.7), known as the "RARA," was introduced in this revision (see *Chapter 13 Fee Guidelines/Rights and Responsibilities Agreement Take Effect*, page 22). Local Bankruptcy Rule 3015-1 also changed the way chapter 13 debtors make their postpetition/preconfirmation mortgage payments, requiring them to be sent directly to the lender instead of to the chapter 13 trustee.

In addition to the revisions to the *Local Bankruptcy Rules*, nine new Local Bankruptcy Rules forms became mandatory. Four of the forms pertain to chapter 13 cases, four forms are related to Reaffirmation Agreements, and one form deals with cases under section 304 (see *New Local Reaffirmation Agreement Forms Protect Debtors*, page 19). An additional appendix, Appendix IV, *Guidelines for Allowance of Attorneys' Fees in Chapter 13 Cases*, was added to the *Local Bankruptcy Rules*.

Changes to the *Local Bankruptcy Rules* and forms are developed by the Court's Rules Committee, and approved by the Board of Judges. Final approval is then granted by the United States District Court. The 2002 Rules Committee, comprised of Judges Ellen Carroll (Chair), Alan M. Ahart, James N. Barr, and Sheri Bluebond, completed this set of revisions.

Judicial Performance Survey Goes Online

Beginning in 2002, the Court began conducting individual *Judicial Performance Surveys* for judges who were interested in participating. Paper surveys for Judges Thomas B. Donovan and Ellen Carroll were sent to attorneys, who mailed the completed surveys back to the Court. Survey responses were then manually tabulated. The survey process changed in May 2003, when the Court created an automated version of the paper survey and, using a cost-efficient web-based service specializing in electronic surveying and data management, conducted its survey for Judge John E. Ryan. Subsequent surveys were conducted for Judges Meredith A. Jury, Geraldine Mund, Ernest M. Robles, and Erithe A. Smith. The surveys were transmitted to attorneys through e-mail, thereby saving considerable labor associated with preparing the surveys for mailing. The online survey provided respondents with secure, professional, user-friendly screens, and was less time consuming for survey respondents than previously distributed manual surveys. The average response rate for the online survey was somewhat higher than prior surveys distributed via traditional mail.

Judges Attend Global Insolvency Conference

In May 2003, several judges and Executive Officer/Clerk of Court Jon D. Ceretto attended a Global Insolvency Conference hosted by The World Bank at Pepperdine University in Malibu. Chief Judge Barry Russell and Judge Mitchel R. Goldberg were among the presenters at a mediation workshop, and Judge Samuel L. Bufford chaired a panel discussion on cross-border insolvencies. Approximately 100 foreign judges visited the Los Angeles Division, and an additional 12 foreign judges visited the San Fernando Valley Division for tours of the respective courthouses. The visiting judges attended hearings presided over by Judges Samuel L. Bufford, Geraldine Mund, and Ernest M. Robles. In the Los Angeles Division, Executive Officer/Clerk of Court Jon D. Ceretto and various members of the Clerk's Office senior staff gave the visiting judges tours of the Clerk's Office.

Chapter 13 Fee Guidelines/Rights and Responsibilities Agreement Take Effect

Developed by the Chapter 13 Committee and approved by the Court in 2002, *Guidelines for Allowance of Attorneys' Fees in Chapter 13 Cases* (Guidelines) and Official Form 3015-1.7 entitled *Rights and Responsibilities Agreement Between Chapter 13 Debtors and Their Attorneys* (RARA) became effective in May 2003, when the revisions to the *Local Bankruptcy Rules* took effect (see *Revision of Local Bankruptcy Rules and Court Forms Completed*, page 21). The Guidelines, which are contained in the new Local Bankruptcy Rules Appendix IV, outline the amount attorneys may charge chapter 13 debtors without Court approval when a RARA is filed with the Court. The RARA was designed to help debtors understand their rights and responsibilities in a chapter 13 case, as well as what services their attorney must perform if this optional agreement is utilized. Once the RARA is filed, the attorney is eligible for fees of up to $3,000 in cases where the debtor is self-employed, and $2,500 for all other debtors, without a detailed fee application or hearing. As a convenience for the public, the Clerk's Office began imaging all RARAs filed so that these documents can be viewed online.

Judges Active Within the International Legal Community

In four separate events in 2003, Central District judges hosted contingencies of judges from throughout the world. In May 2003, judges from more than 65 countries who attended the Global Insolvency Conference (see *Judges Attend Global Insolvency Conference*, above) toured Court facilities in the Los Angeles and San Fernando Valley divisions, and attended hearings that were simultaneously translated into French, Spanish, and Russian. Central District judges provided an overview of the Court's Mediation Program (see *Bankruptcy Mediation Program a Continued Success*, page 17) to a group from Mexico comprised of four federal bankruptcy judges and two representatives of Mexico's Institute of Insolvency Specialists, participating in a week-long bankruptcy-related program in October 2003. As part of The Open World Program, judges hosted a delegation of five Russian judges in November 2003. The judges learned about U.S. commercial and bankruptcy laws; exchanged ideas about how to best handle business law cases; and observed hearings in both the Bankruptcy and Superior Courts. In December 2003, the judges hosted six Serbian judges as part of a program sponsored by the United States Agency for International Development. The Serbian judges attended court hearings; attended a dinner meeting of the Los Angeles Bankruptcy Forum; spent a day at hearings in the Northern Division; and met with local lawyers. Both The Open World Program and the United States Agency for International Development sponsored programs aimed at extending assistance to countries engaging in democratic reforms.

High Profile Cases Filed During 2003

A number of high profile cases were filed in the district in 2003. The unique nature, complexity, amount of time required for hearings, large volume of documents filed in these cases, and public interest associated with high profile cases significantly impact the Court. The most notable cases filed in 2003 include:

- On May 20, 2003, Strouds Acquisition Corporation filed a chapter 11 case in the Los Angeles Division (LA-03-23620-ER). The case has over 2,200 creditors, and the corporation estimates assets over $27 million and liabilities of approximately $36 million. All documents filed in the case are available online and may be viewed through webPACER.

- Sun World International, Inc. filed four related chapter 11 cases in the Riverside Division on January 30, 2003 (lead case RS-03-11370-DN). The cases are jointly administered and have over 4,450 creditors. Sun World International, Inc. has assets of approximately $138 million and liabilities estimated to be $121 million.

- Vista Hospital Systems, Inc. filed three related chapter 11 cases in the Riverside Division on June 10, 2003 (lead case RS-03-18901-DN). Vista Hospital Systems, Inc. has assets of approximately $142 million, liabilities of approximately $132 million, and over 8,200 creditors.

- Petitioning creditors filed an involuntary chapter 7 petition for Clothestime Stores, Inc. in the Santa Ana Division on June 13, 2003 (SA-03-14555-RA). An order for relief was entered in the case on July 8, 2003. There are over 3,241 creditors in the case, estimated assets of $27 million, and estimated liabilities of $49 million.

- On May 9, 2003, InterDent Service Corporation filed two related chapter 11 cases in the Santa Ana Division (lead case SA-03-13594-JR). The cases are jointly administrated, and have over 1,460 creditors. InterDent Service Corporation has an estimated $139 million in assets and a liability level of $348 million.

- Spectrum Restaurant Group, Inc. filed six related chapter 11 cases in the Santa Ana Division on August 6, 2003 (lead case SA-03-15911-RA). The cases are jointly administered and have over 3,600 creditors. Spectrum Restaurant Group, Inc. has an estimated asset level of $39 million and $107 million in estimated liabilities.

- On December 29, 2003, Checkmate Staffing, Inc. filed seven related chapter 11 cases in the Santa Ana Division (lead case SA-03-19318-JR). Checkmate Staffing, Inc. has an estimated $22 million in assets and $31 million in liabilities.

Court's Videoconferencing Equipment Aids Judges From Outside the Central District

Two judges from outside the Central District benefitted from the Court's videoconferencing capabilities in the Northern Division. Judge Ruggero J. Aldisert, a Senior Circuit Judge for the Third Circuit Court of Appeals, participated via videoconferencing in hearings with other circuit judges located in Philadelphia, Pennsylvania, several times during the year and participated as a presenter for a workshop sponsored by the Michigan Judicial Institute. Using the Court's videoconferencing equipment saved Judge Aldisert and his staff considerable travel time and expense.

Judge Edward F. Shea, a United States District Court Judge for the Eastern District of Washington, presided over a multi-point video deposition utilizing the Court's videoconferencing equipment. In addition to Judge Shea, the parties were in Kamloops, British Columbia, Canada, and Spokane, Washington. The Court's videoconferencing equipment allowed Judge Shea to preside over the deposition while in Santa Barbara attending a Federal Judicial Center workshop for Ninth Circuit judges.

Judges Active Outside the Court

Central District of California bankruptcy judges maintained active schedules outside of the courtroom in 2003. Judges frequently lectured at law schools and legal forums, as well as wrote various law-related articles and books. Below are a few of the activities the judges were involved in during 2003:

- Participated in educational bankruptcy law programs, including programs sponsored by the Los Angeles
  Bankruptcy Forum and Beverly Hills Bar Association, and speaking engagements for various bar organizations.
- Presented lunch seminars for members of the bar and the public.
- Contributed to various law journals, including serving as an Associate Editor of the *American Bankruptcy Law Journal*.
- Hosted foreign judges in conjunction with federal programs and agencies, such as The Open World Program and the United States Agency for International Development.
- Served as guest lecturers at local law schools.
- Participated in an event to introduce newly-admitted members of the bar to the Bankruptcy Court.
- Conducted training sessions for incoming law clerks and externs.

Customer Service

eFile Improves Customer Service

Significant enhancements were made in 2003 to *eFile*, the Court's electronic filing system, that dramatically improved automated services available to the public. *eFile* is a convenient and easy-to-use system that is available 24 hours a day, seven days a week. This allows registered users to file documents with the Court at their convenience. *eFile* not only expedites document filing, but is integrated with court calendaring, order preparation, and noticing systems. Information from motions filed using this dynamic system automatically populates associated orders prepared using CIAO!, the Court's new calendaring and order-generating program (see *CIAO! Program Implemented District-Wide*, page 29). In early 2003, the Central District began accepting electronically submitted Motions for Relief from the Automatic Stay and complaints from registered *eFile* attorneys. The Court added the acceptance of electronically filed chapter 7 voluntary petitions later in the year. These innovations added to existing features that provide convenience for the filer, while saving them time, labor, and expense associated with the traditional paper filing method.

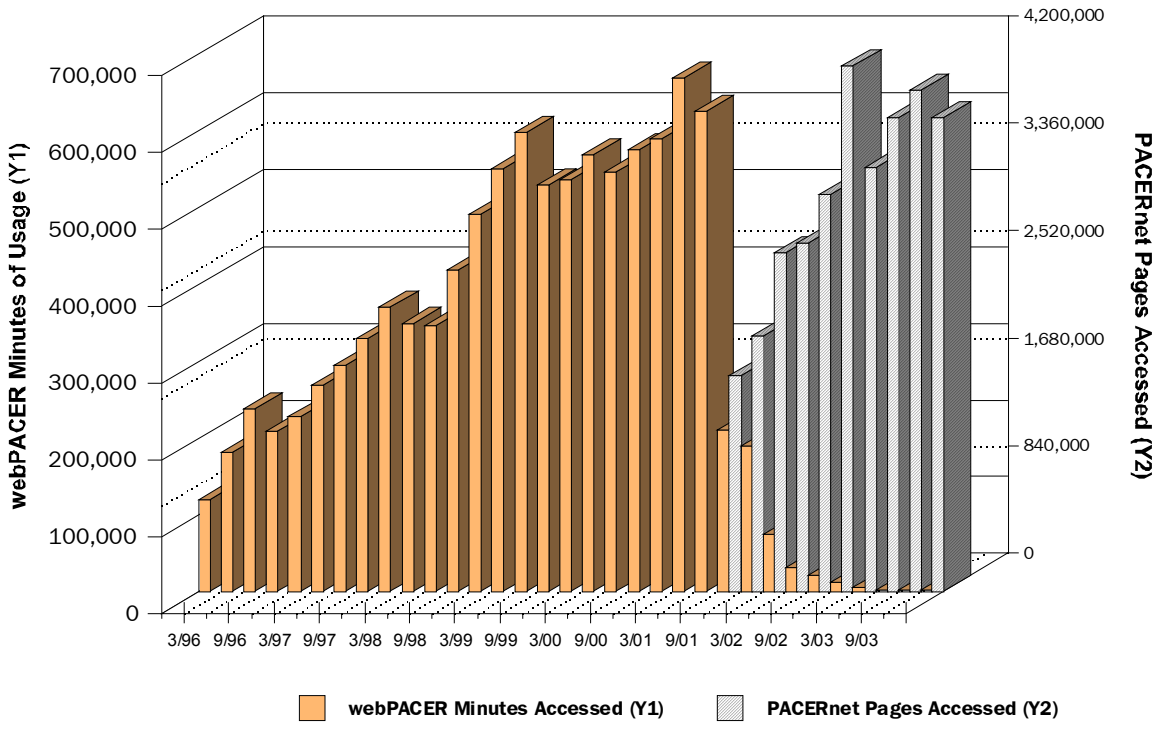
A primary advantage of filing a Motion for Relief from the Automatic Stay via *eFile* is that in most instances, the Court will prepare and serve the entered order for the motion, thereby eliminating the need for attorneys to lodge an original order with copies and stamped addressed envelopes. When submitting a complaint electronically, the information for the Adversary Proceeding Sheet (Form B 104) is automatically populated through the *eFile* process, thus eliminating the requirement for the filer to submit the form with the complaint. Submission of a *Summons, Notice of Status Conference*, and self-addressed envelope by the filer is also no longer required for an *eFile'd* complaint. When the Court processes the electronically submitted complaint, an e-mail message is sent to the filer containing a link allowing him/her to view images of the "filed" complaint, issued *Summons*, and judge's instructions (if any). These images may be printed and serve as the filer's file-stamped "conformed copy." Courtesy copy requirements are waived when filing via *eFile*, further increasing the cost savings for the filer. (See *Court Expands eFile Program*, Page 30)

Additional customer service features of *eFile* include the *eFile* Support Center and the online procedures, information, and FAQs that are available from the Court's web site. The *eFile* Support Center provides assistance to registered users and those interested in registering to use the system. *eFile* Operations staff, who work closely with the *eFile* Support and Development staff, make visits to law firms to help attorneys and their staffs begin using the system. To ensure the integrity of Court records and information, *eFile* administrators perform a 100% quality assurance review of all electronically filed documents. These customer service features, along with the expansion of the types of documents accepted electronically, demonstrate the Court's commitment to continually improving service to the public.

PACERnet Usage Increases During 2003

Public usage of PACERnet increased significantly throughout 2003. The number of pages viewed by the public through PACERnet in 2003 increased by more than 16%, when compared to the number viewed in 2002. Overall, a total of 14,615,260 pages were viewed during 2003, compared to the 12,564,202 pages viewed in 2002. Introduced in July 2001, PACERnet provides Internet access to the Court's online case file system and offers greater functionality than webPACER. webPACER, the case access dial-up system, is approaching obsolescence and is currently intended only as a back-up system to PACERnet. The PACERnet system offers users less expensive access to online case files, charging users $.07 per page, while webPACER charges $.60 per minute.

Figure 3
United States Bankruptcy Court - Central District of California
PACERnet vs. webPACER Utilization



Customer Service Advances with Paperless Chapter 7 Case Files

The Court advanced its customer service efforts in 2003 with the introduction of the "paperless" case files for all chapter 7 no-asset cases. The Court began maintaining case files for chapter 7 no-asset cases filed on or after October 1, 2003, in electronic format only. All documents filed in such cases are now available online in electronic format. Chapter 7 asset cases and chapter 13 cases are anticipated to go paperless in 2004. In addition, electronic images of all *Requests for Special Notice* filed with the Court, regardless of case chapter, became available as of October 15, 2003. Electronic case files result in greater convenience and improved accessibility to case information for the public. Online case files also save labor for the Clerk's Office by eliminating tasks such as filing and interfiling documents, retrieving case files from the shelves, and maintaining and archiving case files.

In recent years, the Court has made it a priority to provide the public with greater online access to case files. To accomplish this goal, the Court began imaging the bankruptcy case documents most requested by the public and providing access to the documents through the Court's PACER system. The system enables the public to review and print online case file documents 24 hours a day, seven days a week from any computer with Internet access, and continues to be the method for viewing online case documents and files. In 2003, the Court added electronic images of over 2,000,000 documents to its online case files.

Online case file automation is integrated into the Court's existing case management and electronic filing systems, as well as its newly developed CIAO! program (see *CIAO! Program Implemented District-Wide*, page 29). High-speed imaging equipment is used to scan case documents, and bar-coded cover sheets link each image to the appropriate online case file. Before being made available to the public, imaged documents are quality controlled for legibility and to ensure that they are linked to the appropriate case and docket entry.

Drop Boxes Provide Convenience

Nearly 100,000 documents were filed using drop boxes in the Los Angeles and San Fernando Valley divisions during 2003. Drop boxes enable the public to avoid waiting in line at Intake and still receive a conformed "filed" stamped copy of their document. The Clerk's Office also benefits from being able to process drop box filings during non-peak hours.

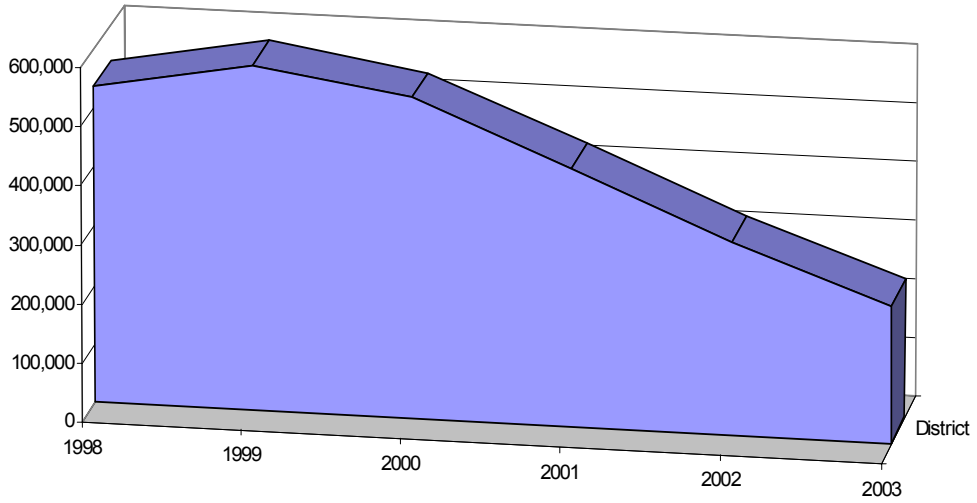
Voice Case Information System Provides Basic Information

The Voice Case Information System (VCIS) is an automated service providing basic bankruptcy case information free of charge through the use of a touch-tone telephone. The Court provides easy to use electronic alternatives, such as PACER, to access a great deal more case information than is available from VCIS. As a result, public usage of VCIS has steadily declined over the last several years. During 2003, an estimated 234,000 calls were made to the system, a 28% decrease from the previous year when an estimated 327,000 calls were placed. (*See* Table 4 below.) Despite the drop in VCIS usage, the Court continues to provide the service for those who do not have Internet access.

Table 4
Estimated Voice Case Information System (VCIS) Usage: 2002-2003

Division	Total Calls 2002	Total Calls 2003	Number Change	Percent Change
Los Angeles	159,000	119,000	(40,000)	-25%
Riverside	51,000	30,000	(21,000)	-41%
Santa Ana	45,000	29,500	(15,500)	-34%
Northern	21,000	15,500	(5,500)	-26%
San Fernando Valley	51,000	40,000	(11,000)	-22%
District Total	327,000	234,000	(93,000)	-28%

Figure 4
VCIS Call Volume: 1998-2003



Court News Publication Commences

The Court began bi-monthly publication of *Court News* in July 2003. Available on the Court's web site under **Publications**, this newsletter is geared primarily toward attorneys and other bankruptcy professionals, and provides topical information about the Court. Articles explaining the advantages of using *eFile*, information about the Judicial Conference privacy policy, up-to-date statistical information, and other information were featured in issues published in 2003. The electronic version of the publication contains links to relevant items on the Court's and other web sites.

Desk Reference Manual Revised and Updated

The Clerk's Office completed an extensive revision of the *Desk Reference Manual* in November 2003. The manual was updated and reorganized to eliminate redundant sections and to present information in a more comprehensive and accessible format. Many new topics and appendices were added, and a new Court Technology section was created that includes information about the Court's electronic filing system (*eFile*). Additional new topics include Video Conferencing, Hearing Information, Language/ Sign Language Interpreters, the Policy for Reopening a Case, information about the Judicial Conference privacy policy, and the November 1, 2003 fee changes. All information, including telephone numbers and addresses, was updated and verified. While more information is now included, the size of the manual was reduced by approximately 30%. The *Desk Reference Manual* is available at no cost on the Court's web site and is also available for purchase in each division.

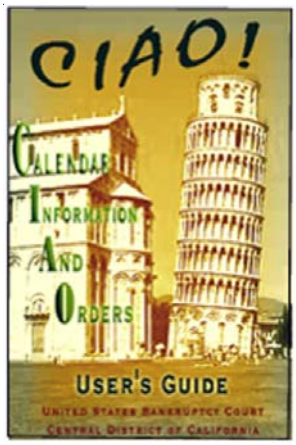
Court's On-Site Copy Service Contracts Awarded

The Court awarded new on-site copy service contracts for each division in the district to the prior vendor, JNS Copy Service (JNS). The contracts took effect October 1, 2003. As a result of the new two-year contracts, the copy charges for the public remained the same in three divisions, while they increased slightly in the other two divisions. The Clerk's Office was responsible for soliciting the bids and awarding the contracts in accordance with the decentralized procedure of the Administrative Office of the United States Courts.

Technology

The Clerk's Office expanded its existing systems and implemented new technology solutions to improve the efficiency of Court operations and convenience for the public by increasing access to Court records and information.

CIAO! Program Implemented District-Wide



The Court developed and implemented a Windows-based calendaring and order-generating system to replace existing programs, including its Court Calendar Program (CCP). The new application, *Calendar Information and Orders* (CIAO!), is integrated with the Court's electronic filing system (*eFile*), and enables electronically filed motions to be automatically placed onto the judge's calendar and the resulting orders to be served through the Bankruptcy Noticing Center (i.e., BNC - an outside contractor who has entered into an agreement to handle the noticing for the judiciary). Orders entered in CIAO! are simultaneously docketed to the Court's case management system and an electronic image is automatically created, which can be viewed using PACER. The electronic service of conformed copies of orders is an efficient and cost-effective process for all parties, including Court staff, as it eliminates the manual conforming of the order and mailing process. The Clerk's Office also modified the software for the public kiosks to work with CIAO!, thereby providing improved calendar information.

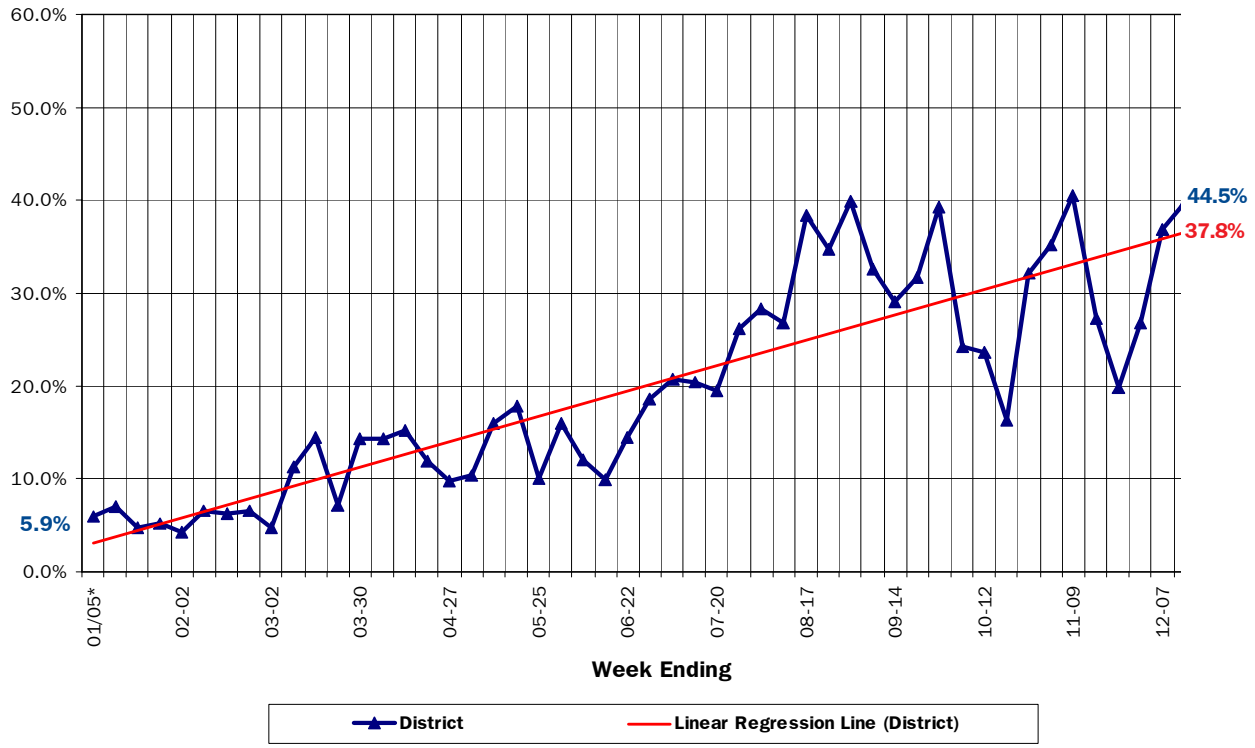
The Clerk's Office incorporated many innovative features into CIAO! that were not available in CCP. These enhancements increased the efficiency of operations for both chambers and the Clerk's Office. New functions available in CIAO! include:

- Automatic service via the BNC of conformed copies of orders on electronically filed motions to all parties on the service list.
- Ability to use a mouse to navigate through the program.
- Flexibility to bold, underline, italicize, or change the font used.
- Each adversary matter is placed on the calendar separately, rather than grouped together by the main case number.
- Ability to search the calendar by adversary proceeding number.
- Automatic display of the number of hearings scheduled per hour per day and the capability to view the number of matters removed from the calendar for a particular day.
- Capacity to view case information while entering calendar notes and improved viewing capability of calendar notes.
- Access to a visual pull-down calendar from the "hearing detail" screen that can be used to verify the accuracy of hearing dates on pleadings.

Court Expands *eFile* Program

Developed by the Court and introduced in 2002, *eFile*, the Court's electronic filing system that enables registered users to file documents from their computers via the Internet, was expanded in 2003 to accept the filing of complaints and chapter 7 petitions. The program initially limited filings to Motions for Relief from the Automatic Stay. The Court received its first electronically filed petition on August 18, 2003, when it began a pilot program for chapter 7 petitions in the Los Angeles and Riverside divisions. On December 4, 2003, the Court began accepting chapter 7 petitions district-wide from all registered attorneys. Through December 31, 2003, registered attorneys filed a total of 773 petitions through *eFile*.

Figure 5
Percent of Total Relief From Stay Motions Filed via *eFile*
Central District of California 2003



Since the inception of the *eFile* program through December 31, 2003, 3,018 Motions for Relief from the Automatic Stay and 2,506 complaints have been filed through *eFile*. Through December 31, 2003, 450 attorneys have registered for *eFile*, and all 50 panel trustees for the Central District are now registered. To increase public acceptance of *eFile*, the Court provided demonstrations throughout the year to various law firms, trustees, and the Office of the U.S. Trustee. The advantages of using *eFile* continue to be time and labor savings, as well as convenience for the filer. (See *eFile Improves Customer Service*, page 25.)

Digital Court Recording System Implementation Begun

Continuing to use technology to provide enhanced service to the public and to improve the efficiency of Court operations, the Court began replacing existing analog tape recording equipment with digital court recording equipment in all courtrooms throughout the district. The digital technology provides increased reliability and eliminates frequent tape malfunctions and failures that occur with the old analog recording machines. The new computer-based system allows Court staff to take electronic log notes with more detail, speed, and improved legibility than with manual notes. Hard copies of the notes can be printed for judicial review as required. Recordings are stored on compact discs (CDs) for superior sound quality and clarity, convenient access, and improved storage life. For any hearing recorded digitally, the audio recordings can be produced in one of three formats, depending upon the listener's preference and whether the recording will be played on a personal computer or regular audio CD player. Courtroom proceedings saved in digital format are stored on the Court's computer network and can be accessed directly from chambers without the need to request a hearing tape from the Clerk's Office. Use of the new equipment began in the San Fernando Valley Division on December 8, 2003, and is expected to be implemented district-wide by the middle of 2004.

In connection with the implementation of the digital recording system, the Clerk's Office developed a comprehensive training and certification program for Courtroom Services staff, which began in February 2004. The Court selected qualified staff from each division to attend a two-day training certification class to qualify as trainers for the program. A developer from FTR Gold, the digital recording software vendor, conducted this training. In addition to training staff, certified trainers will assist with training chambers staff and will serve as the designated "go to" person in their division. Selected Courtroom Services Clerks will be required to become certified in the digital recording skills. They will be required to attend a training session and practice their new skills during "lab" time, successfully pass a written evaluation, perform satisfactorily during a practical demonstration, as well as successfully complete 30 hours of recording in the courtroom. This extensive training and certification program will ensure that highly skilled Court staff are continually available to perform the duties associated with digital recording and that the court record is properly preserved.

Permanent Data Archiving System Developed

The Court created the Permanent Archive System (PAS) for storing electronic docket and image data. The application creates a library of digital versatile discs (DVDs) by transferring electronic case data and images from a server onto DVDs. Programming staff developed the application in response to the need for permanent and practical long-term data storage. The public will be able to view case information stored on DVDs using computers located in the public areas of the lobbies of the Clerk's Office.

Cost Saving Software Introduced to Create File Folder Labels

With the introduction of electronic chapter 7 case files in 2003 (see *Customer Service Advances with Paperless Chapter 7 Case Files*, page 26), the Court purchased software used to print color case number and bar code labels that are placed on inexpensive generic file folders. Beginning with cases filed in January 2004, the Court ceased purchasing pre-numbered file folders. Instead, the Court uses the automated program to create file folders as needed. The file folder label-generating software enables the Court to realize significant cost savings.

CM/ECF Conversion Work Begins

The Court began preparing for its migration to the national Case Management/Electronic Case Files (CM/ECF) system in 2003. Developed by the Administrative Office, CM/ECF is a browser-based automated case management system with an electronic filing component, and will eventually replace NIBS, the Court's current case management system. During 2003, the Clerk's Office initiated an analysis of the Court's automated systems and current processes, including its many automated productivity enhancements. An assessment of CM/ECF functionality is also being conducted in order to determine if it will be necessary to either rewrite existing Court programs or develop new applications to integrate with CM/ECF. The Court is scheduled to convert to CM/ECF in 2005.

ZENworks Installed to Enable Remote Software Upgrades in Time Saving Measure

ZENworks, software from Novell that enables the remote upgrade and installation of software on networked computers, was installed in the Los Angeles, Riverside, Santa Ana, and San Fernando Valley divisions in 2003. Installation in the Northern Division is scheduled for early 2004. ZENworks enables network administrators to remotely deploy applications, provide support, and inventory hardware and software to each networked computer. This allows for efficient, centralized management by eliminating the need for technical staff to visit each and every computer to complete a software installation or upgrade, or to determine what hardware or software has been installed. ZENworks is especially useful in the remote installation of security patches, ultimately reducing the spread of viruses and the cost of managing the Court's computer networks. Down time and other inconveniences to computer users also have been reduced using ZENworks. The success and labor savings of ZENworks was demonstrated when the Court upgraded its Lotus Notes e-mail system in January 2004. The upgrade of the entire Los Angeles Division was performed by only two IT staff members using ZENworks. The work was performed in the background without disruption to users and was completed in two days. This was in marked contrast to the earlier rollout of the prior Lotus Notes version, which took approximately five days to complete and involved nearly the entire IT staff,

Court Purchases DVD Equipment to Facilitate Training and Presentation

The Court purchased DVD recorders and players for each division to record Federal Judicial Television Network broadcasts and other training courses. Two new high powered computer systems were also purchased that enable the editing and duplicating of training DVDs, as well as converting older VHS tapes into DVD format for expanded use by staff. The new systems allow the Court to receive video input from various media sources (e.g., camcorders), and produce professional business presentations. DVDs expand the delivery of training to a wider audience, as DVDs can be individually viewed on workstation PCs or laptops equipped with DVD readers, as well as in a classroom setting on traditional DVD players connected to a television or video monitor.

Court Continues to Enhance Case Management Automation

Automation enhancements have been a key element in helping the Court become one of the most efficient bankruptcy courts in the nation (see *Court Maintains Excellent National Ranking for Fifth Consecutive Year*, page 34). During 2003, the Clerk's Office continued to develop and introduce enhancements to its case management automation. Among them are:

Automatic Recusal from Cases Filed by Specific Attorneys

Clerk's Office programming staff modified the Court's Intake Cashiering System (ICS) in January 2003 to enable judges to recuse themselves, with cause, from cases filed by specific attorneys. This automatic recusal process eliminated the need for an individual order of recusal to be prepared and entered, and the need to reassign cases from which judges have recused themselves. This advancement saved both labor and processing time for judges, chambers staff, and Clerk's Office staff.

Upgrade to Internet BNC

After a pilot period in the Los Angeles Division, the Court completed a district-wide upgrade from a modem-based data transmission method to an Internet-based system in July 2003. This upgrade enabled the Bankruptcy Noticing Center (BNC) to electronically transmit PDF images of notices to the Court in lieu of printed notices, thereby saving substantial staff time previously required to manually file stamp, scan, and file printed notices. The electronically transmitted notices are now automatically entered on the Court docket, and an image of the notice can immediately be viewed and/or printed through PACER. Internet BNC reduced the amount of time it previously took for images of such notices to be made available for viewing from approximately four days to an average of two days, or a 50% improvement. This enhancement was essential for the implementation of BNC service of court-generated orders using CIAO!, which was also developed and implemented in 2003. (See *CIAO! Program Implemented District-Wide*, page 29.)

Ability to Identify Debtors With Prior Discharges

As a result of another enhancement in March 2003, ICS now provides cashiers with an alert message when a new petition is filed by a debtor who has received a discharge within the past six years. This improvement also identifies debtors who already have a bankruptcy case pending at the time a new petition is filed. Reports listing prior discharges and pending bankruptcy cases can be printed to ensure that all such instances are handled properly.

Auto-Discharge Program Enhanced

In February 2003, the Clerk's Office added the docket code used for docketing the § 341(a) meeting notice in NIBS to the discharge criteria used by the auto-discharge program. If this docket code is not found on the case docket, the case appears on the exception report and is not automatically discharged. This new program criteria ensures that cases are properly discharged, reducing the need to vacate a discharge issued in error, and that the Court sends notice of each § 341(a) meeting as required by the *Federal Rules of Bankruptcy Procedure*.

Time-to-Image Program Improved

With the elimination of paper files for chapter 7 no-asset cases (see *Customer Service Advances with Paperless Chapter 7 Case Files*, page 26), the Court's time-to-image program was modified in September 2003 to identify an expanded range of documents that have been docketed, but do not have a corresponding image ("missing image"). Another modification to the application identifies "missing images" when a case converts from another chapter to a chapter 7 no-asset case. These program changes ensure the integrity and quality of the Court's online case files.

Case Administration

Court Maintains Excellent National Ranking for Fifth Consecutive Year

The *Bankruptcy Program Indicators* for the 12 months ending September 30, 2003, show that the Court continued to rank third among 90 bankruptcy court districts nationally, and ranked second among large courts (20,000 or more filings per year). The Court improved its national rank in the administration of chapter 7 cases, and maintained its rankings in the processing of chapters 11 and 13 cases. The District's performance exceeded the national average in 14 of the 16 case processing measures. Since the inception of the *Bankruptcy Program Indicators* in 1999, the Court has ranked in the top three courts. The downward trend in the Court's case filings has increased the average age of the District's caseload, making this ranking all the more remarkable. (See *Pending Caseload Continues to Decrease*, page 35.)

Judicial Conference Privacy Policy Implemented

After months of analysis and preparation, the Court made extensive modifications to numerous court forms and automated systems in order to comply with the Judicial Conference policy on privacy and access to electronic case files. The new policy was implemented on December 1, 2003, when amendments to the *Federal Rules of Bankruptcy Procedure* took effect. The amendments and privacy policy significantly impacted the way the Court collects the debtor's Social Security number, court forms and notices, the display of Social Security numbers in the Court's automated systems, and filing parties' use of "personal identifiers." "Personal identifiers" include Social Security numbers, financial account numbers, dates of birth, and the names of minor children. Mandatory training for Case Initiation and Courtroom Services staff about the new policy was conducted by a team comprised of members from the Santa Ana and San Fernando Valley divisions. In order to increase public awareness about the changes, the Court distributed information through its web site, the *Court News*, a public notice, and in meetings with bar groups.

Procedures for Tracking and Collecting Sanctions and Fines Improved

The Financial Services Department improved upon district-wide reporting of accounts receivable related to sanctions and § 110 fines. The new reporting, which debuted with accounts receivable information as of June 2003, is now prepared monthly, instead of quarterly. In addition to the increased frequency of the reports, aging categories for the pending fines are more clearly delineated. Another significant change in this area occurred in 2003, when the Office of the U.S. Trustee assigned one of its attorneys to assist the U.S. Attorney's Office in its efforts to pursue outstanding sanctions and fines. The Financial Services Department now provides a quarterly report to the U.S. Trustee detailing each open sanction/fine that has been referred to the U.S. Attorney's Office for collection. It is anticipated that this cooperative effort will result in an increased collection rate for these accounts receivable. Increased collections have already been demonstrated in the Riverside Division where the dollar amount of pending sanctions/fines was reduced by nearly 15% in 2003. The Court tracks and monitors the payment of sanctions and fines through its automated case management system (NIBS) and follows procedures previously developed for this purpose.

Pending Caseload Continues to Decrease

As of December 31, 2003, there were 37,553 pending bankruptcy cases. This figure represents a 14.1% decrease from the 43,713 pending cases at the end of 2002. However, the number of pending adversary proceedings increased by 26.8% during 2003. This is the second consecutive year that the number of pending adversary proceedings has increased by more than 25% in one year. The large increase in 2003 is attributed to an unusually high volume of adversary proceedings (1,709) filed in November and December 2003 in two of the Court's large cases.

Although the number of pending cases dropped, the age of the pending caseload has improved. Compared to 1995, the Court now has remarkably fewer cases that have been open for more than six years. Since 1995 (the first year for which information is available), the Court has made significant reductions in the percentage of older cases that remain pending. (See Table 5, below.) In recent years, the Clerk's Office has made the closing of cases pending over three years a priority.

Table 5
Central District of California - Bankruptcy Court
Analysis of Pending Case Aging: 1995 vs. 2003

	Pending Case Aging Category	12/31/1995	12/31/2003	Percent Change
Chapter 7	Percent 4 Months or Less	56.4%	79.4%	40.8%
	Percent Over 6 Years	4.7%	1.7%	-63.8%
Chapter 11	Percent Over 6 Years	18.5%	7.5%	-59.5%
Chapter 13	Percent 3 Years or Less	82.2%	82.7%	0.6%
	Percent Over 5 Years	5.0%	2.1%	-58.0%
Adversary Proceedings	Percent One Year or Less	64.2%	78.8%	22.7%
	Percent Over 3 Years	13.9%	2.2%	-84.2%

Clerk's Office Maintains Excellent Performance in Areas of Docketing and Imaging

To foster efficient case processing and improved availability of case information to the public, the Clerk's Office monitors the time it takes to enter a document on the bankruptcy case or adversary proceeding docket from the day it is filed with the Court. During 2003, the Court continued its excellent docketing performance by entering 91% of all items on the docket within one day of filing. This represents a slight improvement over the excellent performance in 2002, in which 90.5% of all items were docketed within one day of filing. The Court also had a high percentage of items imaged within one day of being entered on the docket in 2003. Through December 2003, 92.9% of all items throughout the district were imaged within one day of filing, which is an improvement from the 92% of items imaged within one day of filing in 2002. This fast turnaround time provides the public with quicker access to case information, and significantly contributes to the public acceptance of the Court's online case files.

Scanning/Imaging Stations Relocated for Increased Efficiency

Both high-volume scanning/imaging stations in the Los Angeles Division were relocated in September 2003 to improve workflow, reduce the amount of time spent routing documents, and enhance productivity. The scanning/imaging station in the Federal Building was moved from Records to Intake so the imaging of new petitions could be performed closer to the filing windows. The new location is more convenient and eliminated time previously spent traveling back and forth from the Intake area to Records when documents needed to be rescanned. The relocation occurred when the Clerk's Office began scanning all documents filed in chapter 7 no-asset cases when paper case files for such cases were replaced by electronic case files. (See *Customer Service Advances with Paperless Chapter 7 Case Files*, page 26.)

In June 2003, the scanning/imaging station in Courtroom Services was relocated on the ninth floor in the Edward R. Roybal Federal Building and Courthouse to create a larger work area and a more functional furniture layout. Two high-volume scanners fit into the new space, which is an improvement from the smaller scanning/imaging area where only one machine could be used due to space constraints. The raised counter surfaces and higher chairs in the new area are more ergonomically appropriate for the scanning/imaging work process, and have increased productivity. These changes improved the overall efficiency of the scanning/imaging process. (See *Improvements Made to Facilities Throughout the District*, page 45.)

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Scanning/Imaging Station

Human Resources

"Clerk's Currency" Program Unveiled

Consistent with the Administrative Office for the United States Court's guidance on employee recognition programs, the Clerk's Office implemented "Clerk's Currency," an employee recognition program that replaced the Employee of the Month award. The program was designed to reward non-supervisory employees spontaneously and informally when they perform a noteworthy act or service. "Clerk's Currency" is issued in one, two, five, and ten "buck" denominations and can be redeemed on the Court's internal web site for various items, such as unique office supplies. "Currency" can be accumulated to purchase higher priced items. Employees are allowed to transfer "Clerk's Currency" they have been awarded to other co-workers as a recognition of exemplary work. Another component of the "Clerk's Currency" program are the Special Recognition Ceremonies held in each division. Deputy Clerks who have redeemed "Clerk's Currency" are eligible to receive additional awards at these ceremonies in the form of special office supplies only available through the program, and gift vouchers from several popular retail stores and restaurants.

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Los Angeles Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

San Fernando Valley Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Santa Ana Division

Employee Performance Evaluation Automated

As part of the Court's transition to a competency-based human resources management system, human resources and technical staff developed an automated performance evaluation program in 2003. Linked to *Abra*, the Court's personnel database, the program automatically populates certain fields with employee-specific information, eliminating the need to manually look up and enter the information. The software allows supervisors to complete and submit performance evaluations online, and automatically tracks an employee's performance ratings. This automated process greatly enhances the effectiveness of the performance evaluation procedure.

Administration Departments Restructured

To better comply with recent Administrative Office guidance regarding stewardship, internal controls, and separation of duties, the Clerk's Office restructured certain administrative departments/divisions in November 2003. Based on their job functions, staff from various administrative areas were reassigned to the new departments. The departments affected by the restructuring and their primary areas of focus are: Financial Services, which handles fiscal responsibilities, including payment processing, with an increased emphasis on documenting district-wide internal controls and conducting reviews and risk assessment; Office Services, which supports space and facilities, property management, general office services, and emergency preparedness; and Administrative Services, a new department, which supports budget, procurement, and telecommunications administration. The new organizational structure has improved accountability and integrity of all Court operations by ensuring adequate separations of duties.

Awards Ceremonies Continue to Recognize Top Staff Performance

Once again, the Court held its annual Special Service Awards Ceremonies in each division during the week of September 8 - 12, 2003, to recognize the superior performance of Clerk's Office staff. Jon D. Ceretto, Executive Officer/Clerk of Court, opened each ceremony by recapping the many accomplishments achieved throughout the year. Chief Judge Barry Russell then extended his gratitude for the outstanding efforts and contributions made during the year. For many employees outside of the Los Angeles Division, this was their first opportunity to meet Judge Russell, nearing the end of his first year as chief judge. Judges at each division's ceremony voiced their appreciation for another successful year, and thanked everyone for their hard work and dedication. Judges who made remarks were: Judge Mitchel R. Goldberg in Riverside, Judge John E. Ryan in Santa Ana, Judge Robin L. Riblet in Santa Barbara, and Judge Kathleen T. Lax in the San Fernando Valley. Each division's Deputy-in-Charge presented Length of Service Awards to employees based on their tenure with the Court. Chief Deputy of Operations, Michael E. Rotberg, and Chief Deputy of Administration, Kathleen J. Campbell, presented individual service awards to employees who demonstrated extraordinary commitment to service and superior performance. Those who had retired during the year were also recognized district-wide. At the conclusion of the ceremonies, a durahyde business case debossed with the Court seal was presented to each staff member as a show of gratitude for their excellent service in 2003. A reception followed each ceremony.

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Jon D. Ceretto, Executive Officer/ Clerk of Court

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Los Angeles Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Northern Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Santa Ana Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

Riverside Division

PHOTO NOT AVAILABLE
FOR PUBLIC VIEWING

San Fernando Valley Division

Quality Assurance/Training

Executive Officer/Clerk Serves as Faculty Member for FJTN Program

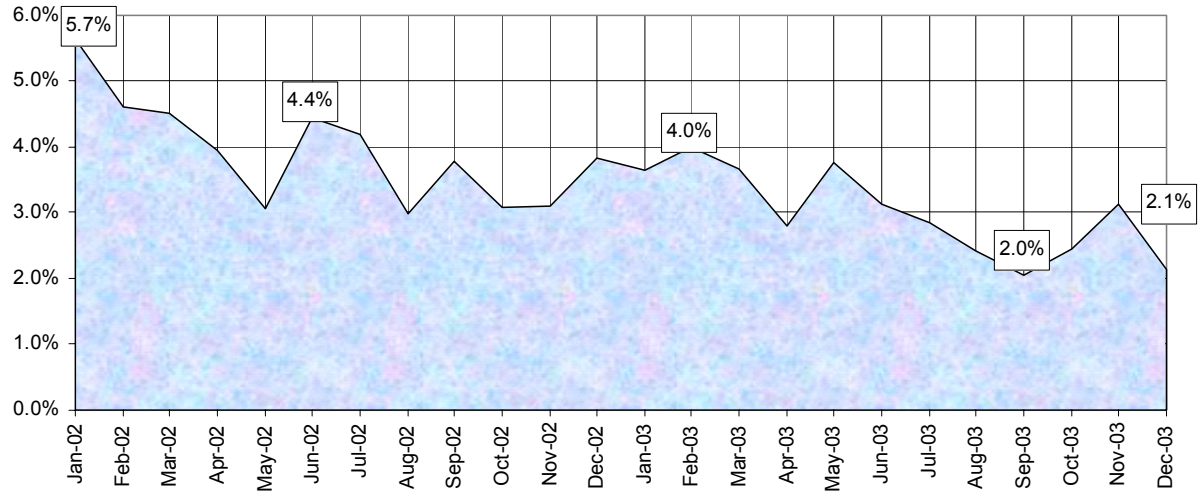
Executive Officer/Clerk of Court Jon D. Ceretto participated as a faculty member for a succession planning training program for supervisors and managers sponsored by the Federal Judicial Center in Washington, D.C. Broadcast nationwide over the Federal Judicial Television Network in October 2003, Mr. Ceretto discussed the Court's efforts in the area of succession planning, including its implementation of a competency-based human resources management system. Participation in the program is consistent with the Court's established goal of continuing to develop staff members, while enhancing their skills to improve Court operations and ultimately service to the public.

Quality Control Efforts Continue to Show Improvement

The percentage of new petitions free from data entry errors once again improved in 2003, compared to error rates in 2002 and 2001. For 2003, 97% of all new petitions processed in the District contained no errors. This represents an improvement of approximately 23% during 2003, compared to the prior year. The error rate was 96.1% in 2002, and 95.9% in 2001.

When entering new petition data into the Intake Cashiering System (ICS), clerks must enter hundreds of characters per petition as well as identify which of the required documents are missing from the filing. The large volume and complexity of the information that must be accurately entered makes the fact that 97% of all petitions were processed without a single error impressive. Clerks immediately correct any errors that are made so that the petition data is accurate when it is made available to the public. The Court's focus on entering each petition without error was realized through an increased emphasis on training, and was the reason for the impressive reduction of errors over the past two years. This reduction in the error rate has helped the Court achieve its goal of providing high quality service to the public.

Figure 6
Central District of California Bankruptcy Court
Percent of New Petitions with Data Entry Errors: 2002-2003



Clerk's Office Continues to Emphasize Staff Development

Throughout 2003, the Clerk's Office continued to provide staff with a variety of training opportunities to develop their skills. Training included the exchange of best practices among supervisors of all divisions. Over 8,180 hours of training in 1,523 classes were provided in 2003. (See Table 6.)

Table 6
District - Wide Training: 2003

Classes		Staff Participant Hours						
Name	**Quantity**	**Total Hours**	**Admin**	**LA**	**RS**	**SA**	**ND**	**SFV**
AUTOMATION TRAINING								
9th Circuit Technology Users Group	4	160	160	0	0	0	0	0
Administering Microsoft SQL 2000 Server Database	5	40	40	0	0	0	0	0
Adobe Acrobat	1	5	0	5	0	0	0	0
Adobe PDF Forms/Web Security	2	5	0	5	0	0	0	0
CIAO!	37	234	3.5	95.5	51	45	14	25
Color Bar Gold Training	1	10	0	0	0	0	10	0
COMDEX Computer Conference	3	48	48	0	0	0	0	0
Developing MS ASP Net Web Applications	5	200	200	0	0	0	0	0
Digital Court Recording	1	55	25	10	5	5	5	5
DVD R985 User Orientation	3	14	0	0	4	6	4	0
FAST Training	3	42	40	2	0	0	0	0
FTR Gold for the End User	2	209	18.5	30.5	12.5	6	6	135.5
Implementing & Supporting MS Windows Training	10	80	40	0	40	0	0	0
Intellitrak	8	38.5	0	0	0	0	0	38.5
JOGS - Court Staff	9	72.5	0	21.5	7.5	1	1	41.5
JOGS II Training - Special Procedures	2	5	0	5	0	0	0	0
Lotus/Lotus Notes	1	10	0	10	0	0	0	0
NetWare 5.1	4	32	0	0	0	32	0	0
PageMaker 6.5	4	16	16	0	0	0	0	0
Photoshop (6 & 7)	12	148	132	0	0	16	0	0
PowerPoint	1	8	8	0	0	0	0	0
Solaris Training	10	355	250	0	35	35	35	0
Visual Studio. Net	2	104	104	0	0	0	0	0
WordPerfect 10	15	122	13.5	38.5	0	70	0	0
Sub-total	**145**	**2,013.0**	**1,098.5**	**223.0**	**155.0**	**216.0**	**75.0**	**245.5**
FJC/AO SPONSORED PROGRAMS & FJTN PRESENTATIONS								
9th Circuit Procurement Conference	3	198	198	0	0	0	0	0
Bankruptcy Statistical Conference	2	16	16	0	0	0	0	0
CM/ECF Training	18	196	104	92	0	0	0	0
Court Forum: Succession Planning	3	27	16.5	0	7.5	0	0	3
Court to Court - CM/ECF	1	1	0.5	0.5	0	0	0	0
FEHB Officers Open Season	1	10	10	0	0	0	0	0
Federal Court Leadership Program	4	30	0	30	0	0	0	0
Informix On-line Systems Administration	14	176	176	0	0	0	0	0
IT Focus	1	0.5	0.5	0	0	0	0	0
IT Talk	1	1	0	1	0	0	0	0
Lotus Notes Upgrade #6	1	4	3.5	0	0	0	0	0.5
Making Your Mark by Proofreading	1	4	4	0	0	0	0	0
Motivating Staff for Optimal Performance	1	6	0	6	0	0	0	0
Strategic Human Resources Planning in Austere Budget Times	2	9.5	9.5	0	0	0	0	0
Successful Benefits Planning	1	13.5	13.5	0	0	0	0	0
The Power of Collaborative Teams: Lessons from Twelve Angry Men	7	69	4.5	6	12	6	0	40.5
The Stewardship of Leave	1	4	4	0	0	0	0	0
Sub-total	**62**	**765.5**	**560.5**	**135.5**	**19.5**	**6.0**	**0.0**	**44.0**

Table 6 (continued)
District - Wide Training: 2003

Classes		Staff Participant Hours						
Name	Quantity	Total Hours	Admin	LA	RS	SA	ND	SFV
OTHER TRAINING								
EAP Seminar	1	8	0	0	0	0	8	0
Financial Planning	3	45	33	12	0	0	0	0
Floor Warden Training	1	11	0	0	0	0	0	11
Good News Seminar	1	1	0	0	0	1	0	0
Interpersonal Skills	4	102.5	10	92.5	0	0	0	0
On-the-Job Training	1,211	3,794	12	1,687.5	1,051	650.5	120.5	272.5
Privacy Regulation Training	21	301.5	1.5	119	79.5	44.5	13.5	43.5
Responsibilities of the Federal Building Designated Officials	2	9	6	0	0	3	0	0
Retirement Seminars	2	51	39	12	0	0	0	0
Safety Programs (CPR & AED Training, Self Defense)	3	35.5	0	0	0	35.5	0	0
Supervisor Training Chapters 6 & 8 in Mediation	1	36	0	0	30	6	0	0
Team Building Class	1	40	0	0	0	40	0	0
The Team Approach	6	167	4	0	159	4	0	0
Train the Court Trainer	5	497	77	210	105	70	0	35
TSP Catch-up Lunch and Learn	8	52	5	8	12	10	5	12
Working Together	5	114	0	0	114	0	0	0
Sub-total	**1,275**	**5,264.5**	**187.5**	**2,141.0**	**1,550.5**	**864.5**	**147.0**	**374.0**
Total	**1,482**	**8,043.0**	**1,846.5**	**2,499.5**	**1,725.0**	**1,086.5**	**222.0**	**663.5**

Judges District-Wide 2003

Name	Quantity	Total Hours		LA	RS	SA	ND	SFV
CIAO!	27	87		41	26.5	13.5	2	4
JOGS	4	23.5		1	3	0	0	19.5
Other	10	30.5		22.5	0	2	2	4
Total	**41**	**141.0**		**64.5**	**29.5**	**15.5**	**4.0**	**27.5**

Facilities/Emergency Procedures

District-Wide Security and Emergency Preparedness Enhanced

The Court continued to be proactive in building security and emergency preparedness activities throughout the district in 2003. Although previously established, divisional Building Security Committees continued to focus on location specific security and emergency preparedness issues. These committees are comprised of judges, Clerk's Office management, Federal law enforcement agencies, and representatives of other agencies in joint-use buildings. During the year, all divisional offices participated in Building Security Committee meetings and evacuation drills. The Committees coordinated these activities in conjunction with various other agencies, such as the U.S. Federal Protective Service, U.S. Marshals Service, and local Court Security Officers. The successful evacuation drills in each division streamlined the evacuation process and helped ensure safety in moving evacuees to designated "safe areas." In addition to these activities, an updated *Occupant Emergency Plan* was distributed for the Federal Building in Los Angeles, CPR and defibrillator use training was held, a self-defense training class was offered to Clerk's Office staff members, and a discussion of the national security code system was presented.

New Meeting/Lunch Room Opened

A new meeting/lunch room opened in July 2003 on the ninth floor of the Edward R. Roybal Federal Building in Los Angeles to replace the employee lunch room previously located on the tenth floor. The tenth floor lunch room was converted into additional staff office space as part of the Court's effort to locate related administration departments on the same floor to increase interactional efficiency among them (see *Chief Deputies' Offices Relocated*, page 45). The decor in the spacious room was inspired by two local universities, the University of California at Los Angeles and the University of Southern California. There is a galley area equipped with two microwave ovens, a refrigerator, and vending machines. A ribbon-cutting ceremony and informal luncheon were held to mark the official opening of the room. The new meeting/lunch room provides staff with a convenient facility in which to eat lunch and hold meetings.

Ribbon-cutting Ceremony

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

(Left picture) Jon D. Ceretto, Executive Officer/Clerk of Court; (Right picture) Bankruptcy Court Staff

Improvements Made to Facilities Throughout the District

As in previous years, various improvement projects, addressing both maintenance and operational requirements, were undertaken in all facilities throughout the district. Some of these improvements include:

District-Wide Renovation Program Ongoing

The district-wide repair/maintenance program initiated in 2002 continued in 2003. In coordination with divisional staff, staff from the Court's Office Services Department visit each facility in the district on a quarterly basis. An extensive building "walk-through" is performed at each division, and a comprehensive list of required repairs/maintenance items is created. Work is then coordinated with either the General Services Administration (GSA) or the lessor, depending upon the scope of work required and whether or not the facility is leased space. Repair work completed in 2003 included items such as wall painting; cleaning floor and wall coverings; touching-up courtroom millwork; replacing damaged ceiling tiles; and repairing wall moldings. This general maintenance program ensures that all of the Court's facilities are kept in prime condition and do not deteriorate over time.

Roybal Building Caulking Project Commenced

Work began in 2003 to re-caulk the joints between the exterior building tiles and around the windows of the Edward R. Roybal Federal Building. This project will mitigate the destructive water intrusion that had become a widespread problem throughout the building. It is expected to be completed in early 2004. Once GSA completes the re-caulking, they will begin the necessary repair work to correct the interior damage caused by the leaks.

Building Space Reconfigured

Several space reconfiguration projects were initiated in the Los Angeles Division during 2003 in order to provide the Court with more efficient work areas. These projects included the relocation of the petition scanning/imaging station in the Federal Building from Records to Intake; the relocation and enhancement of the imaging area in Courtroom Services in the Edward R. Roybal Federal Building (see *Scanning/ Relocated for Increased Efficiency*, page 36); and the reconfiguration of the ITD Help Desk and adjacent hardware support area.

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Re-configured ITD Help Desk Area

Chief Deputies' Offices Relocated

The offices of the Chief Deputies of Operations and Administration were relocated within the Edward R. Roybal Federal Building in the Los Angeles Division to enhance accessibility between related departments. The relocations were part of efforts to streamline Court functions and improve interaction between departments.

Roybal Computer Room Air Conditioning Upgraded

In an effort to protect sensitive computer equipment from potential damage caused by variations in room temperature, two three-ton air conditioning units were installed in the Edward R. Roybal Federal Building tenth floor computer room in the Los Angeles Division. This room had a history of fluctuating temperature, especially during the summer months when temperatures in excess of one hundred degrees were recorded in the room. The new units complement the existing air conditioning system to ensure adequate ventilation.

Community Outreach

Executive Officer/Clerk Appointed to PICO Committee

Chief Judge Mary M. Schroeder of the United States Court of Appeals for the Ninth Circuit appointed Jon D. Ceretto, Executive Officer/Clerk of Court, to a three-year term on the Public Information and Community Outreach (PICO) Committee for the Ninth Circuit. Mr. Ceretto's term on the Committee commenced on October 1, 2003. Established in 2000, the Committee promotes public understanding about the federal courts through outreach to the community and media. The Committee is comprised of a mix of circuit, district, and bankruptcy judges, along with clerks of court, attorneys, and media relations professionals.

Staff Contributes to CFC Campaign

In 2003, Court employees contributed $39,452 to a multitude of charities through the Combined Federal Campaign (CFC). In addition to the contributions by staff, the Court also supplied the CFC with a "loaned executive," who helped coordinate various government agencies in determining and reaching common contribution goals. The CFC, established in 1963 by President John F. Kennedy, is the only authorized charitable campaign in the federal government workplace. The CFC allows federal employees to contribute money to hundreds of different charities, which support worthwhile causes throughout the world.

Riverside Division Participates in Blood Drive

Staff members from the Riverside Division participated in a blood drive in September 2003. The event was conducted in coordination with the County of Riverside and the County of San Bernardino Blood Bank. Blood donors received a portable CD case in appreciation of their efforts.

Santa Ana Division Participates in Numerous Charitable Causes

The Santa Ana Division was active in numerous charitable efforts during 2003. The division assisted the Orange County Rescue Mission - House of Hope, which assists families and individuals needing help with housing and job search activities, by donating household items, clothing, and toys to the charity. The division also donated clothing, personal hygiene items, and toys to the Orangewood Children's Home, which provides a temporary shelter for abused children who have been removed from their homes.

San Fernando Valley Division Contributes to Multiple Organizations

The San Fernando Valley Division contributed gifts of food, phone cards, and clothing to seniors at the ONE Center for The Share Project throughout the year. Employees also collected food items that were donated to the American Red Cross and to the San Fernando Valley Interfaith Council Food Bank. Judges and staff members in the division also delivered Thanksgiving dinner meals to homebound seniors identified through the Northeast Valley Multipurpose Senior Citizen Center.

San Fernando Valley Division Participates in "Adopt a Soldier" Program

In March 2003, many staff members in the San Fernando Valley Division joined together to send care packages and letters to twenty-two members of the Bravo Flight Company of the United States Air Force stationed in the Middle East. Care packages contained items such as hand wipes, hard candy, lip balm, eye drops, soap, and writing materials. Each participating staff member "adopted" a soldier and expressed their appreciation for each soldier's sacrifice. All of the "adoptees" returned home in 2003, and some have kept in touch with the Court.

Northern Division Active in American Cancer Society Events

A team from the Northern Division participated in the American Cancer Society's (ACS) Relay for Life fund-raising event in September 2003, collecting more than $7,000 through sponsorships. The Relay for Life is an overnight event designed to celebrate cancer survivorship and raise money for research and programs for local ACS chapters. During the event, team members took turns walking or running laps, keeping at least one team member on the track at all times. The division also participated in ACS's Daffodil Days fund-raiser, where blooms are purchased and delivered to those contributing to the event.

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Northern Division Relay for Life Participants

Santa Ana Division Celebrates Youth Day 2003

On April 24, 2003, the Santa Ana Division hosted 18 children for its annual Youth Day program. The activities included a presentation by the Santa Ana Fire Department about the importance of fire safety, a visit to Judge James N. Barr's courtroom for an opportunity to present oral arguments on a pre-selected topic, a tour of the U.S. Marshals Service facility, and a discussion of police equipment and safety tips led by a police officer. The day concluded with the presentation of a Certificate of Appreciation to each child. The day afforded an opportunity to share valuable information about the justice system and to allow the children to learn more about their parents' and sponsors' occupations.

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

Santa Ana Division Youth Day

THIS PAGE LEFT

BLANK INTENTIONALLY

Section II: Court Statistics

THIS PAGE LEFT

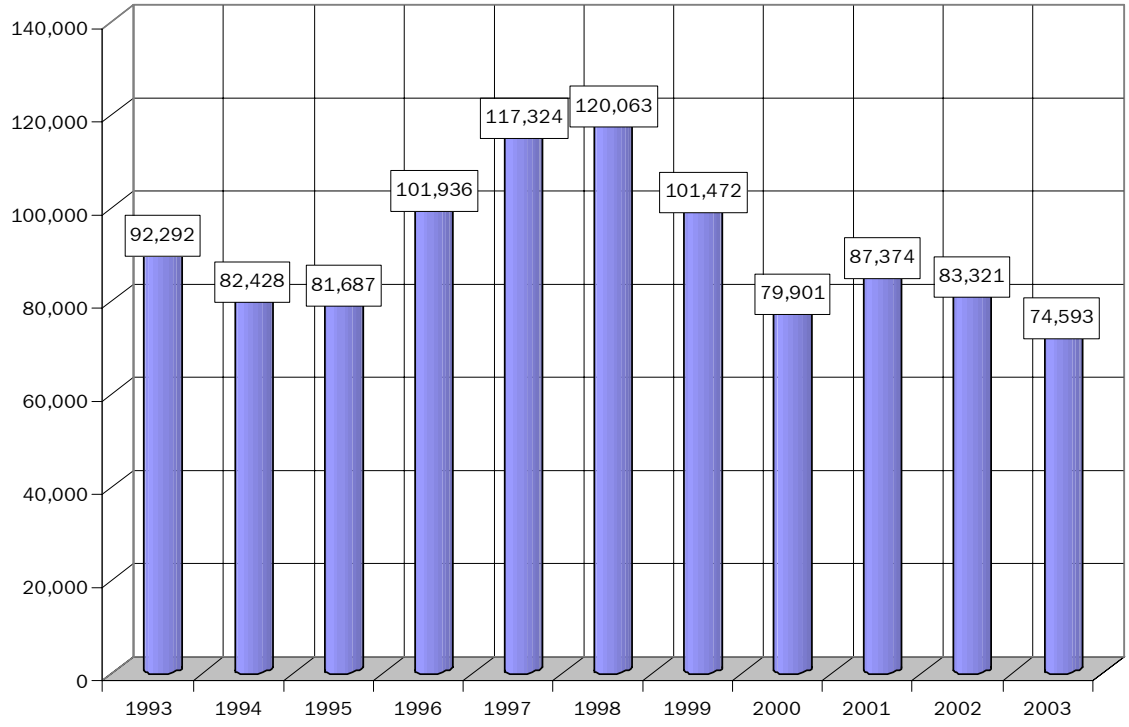
BLANK INTENTIONALLY

Court Statistics

Bankruptcy Filings Decrease in 2003

For the second consecutive year, new bankruptcy case filings in the district decreased during 2003, compared to the previous year. In 2003, the Court received a total of 74,593 new bankruptcy filings, representing a 10% decrease from the 83,321 cases filed in 2002. New filings declined in all chapters, with the largest percentage decreases occurring in the number of cases filed under chapters 11 and 13 (23% and 26%, respectively). Chapter 7 filings dropped nearly 7%. Filings of adversary proceedings in the district, however, increased during the year. The Court received a total of 6,154 adversary proceedings in 2003, which is a 6.5% increase from the 5,776 filed in 2002.

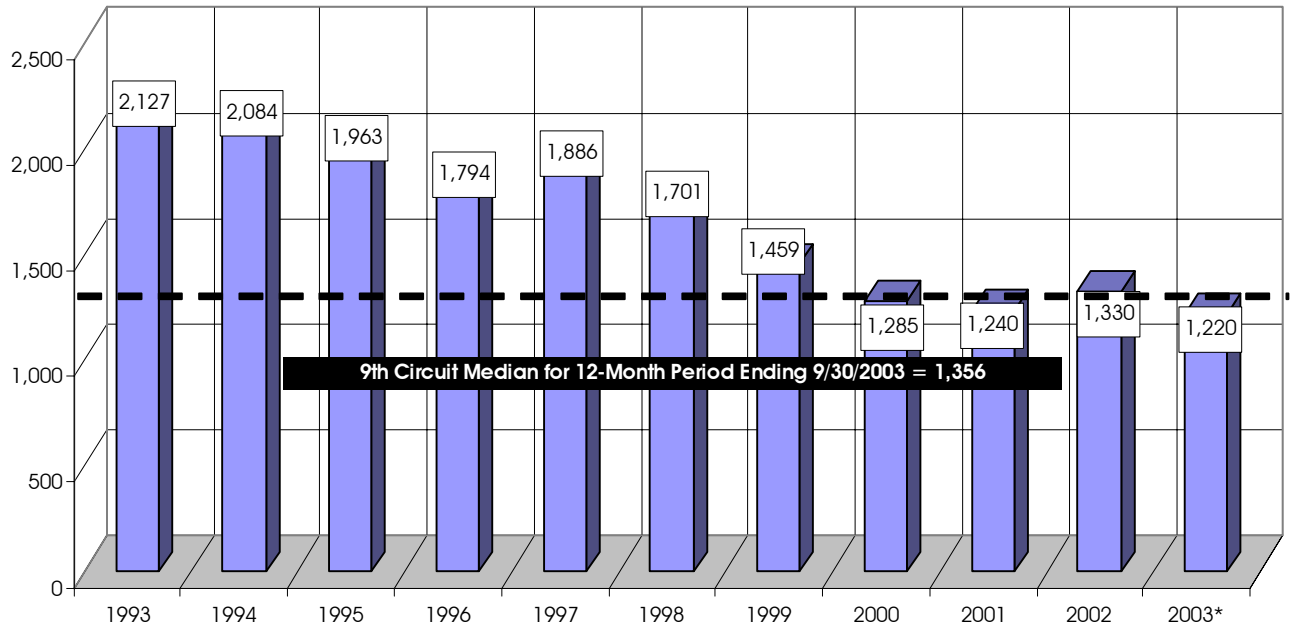
Figure 7
Central District of California
Bankruptcy Cases Filed: 1993-2003



Weighted Caseload

In March 1991, the Judicial Conference approved the bankruptcy case weights developed in the *Bankruptcy Judge Time Study* by the Federal Judicial Center. Initially established primarily for evaluating requests for additional judgeships, the weights also provide useful information about judicial workloads and facilitate judicial workload comparisons with other bankruptcy courts. For the 12 months ending December 2003, the Court projected the average weighted caseload per Central District authorized judgeship to be 1,220 caseload hours. According to statistics from the Administrative Office of the United States Courts through September 30, 2003, the national median is 1,493 caseload hours and the median for the Ninth Circuit is 1,356 caseload hours.

Figure 8
United States Bankruptcy Court - Central District of California
Annualized Weighted Caseload per Judgeship: 1993-2003



* based on internal projection

Closings of Bankruptcy Cases and Adversary Proceedings

During 2003, the Court closed 81,853 bankruptcy cases, a 4% decrease from the number of cases closed in 2002. The approximate 10% decrease in bankruptcy filings during 2003 resulted in fewer cases needing to be closed, making the 4% closing decrease an improvement in case management. The Court closed 7,260 more cases in 2003 than the 74,593 cases filed in 2003. The Court also closed 5,129 adversary proceedings during 2003, an increase of more than 6% from the number closed in 2002.

Figure 9
Central District of California
Bankruptcy Cases Closed vs. Filed: 1993-2003

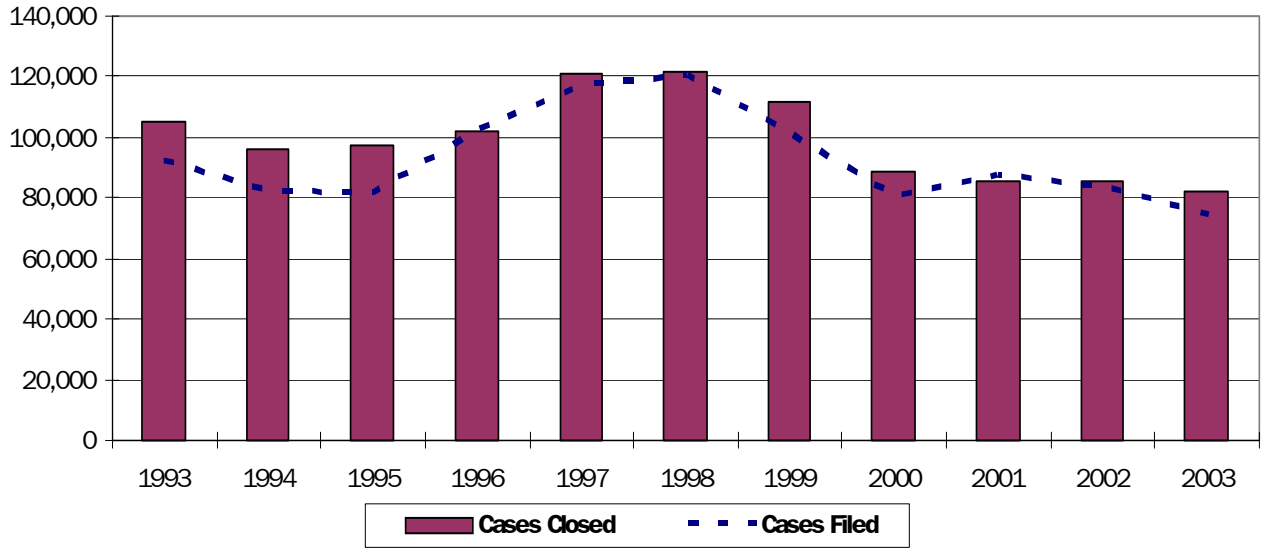
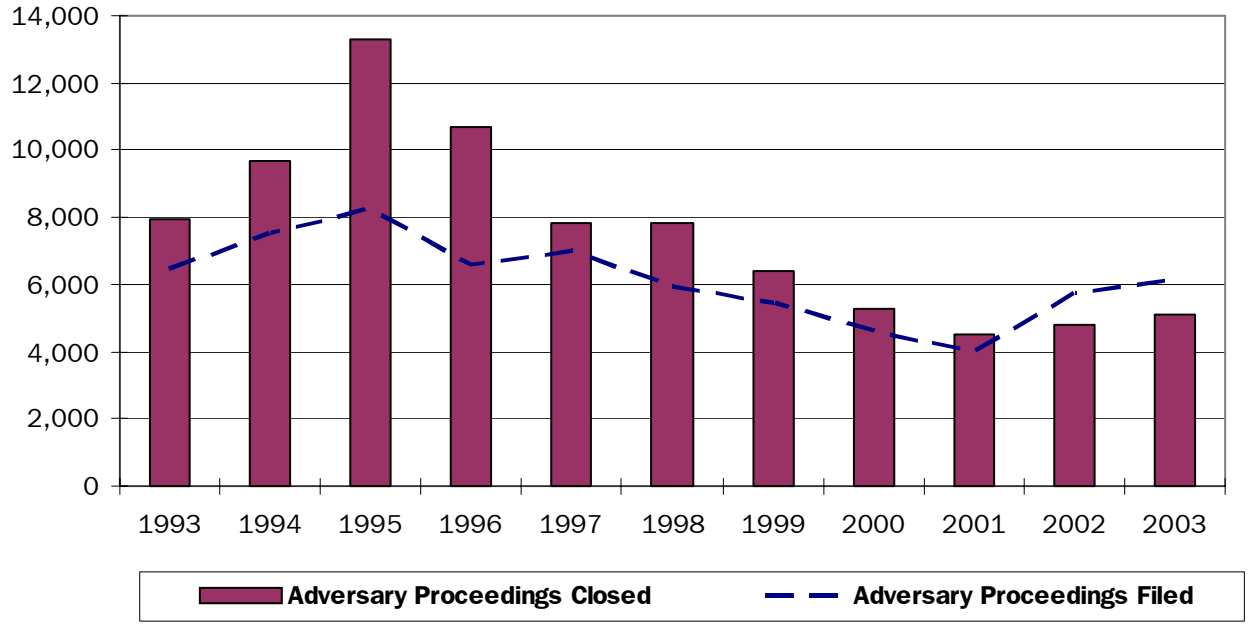


Figure 10
Central District of California
Adversary Proceedings Closed vs. Filed: 1993-2003



Number of Motions for Relief from the Automatic Stay Decreases

The Court received 14,270 Motions for Relief from the Automatic Stay during 2003, an 18% decrease from the 17,429 filed in 2002. This decrease is steeper than the decrease in bankruptcy filings, and can be attributed to the decline in the number of debtors filing multiple bankruptcy cases for the primary purpose of obtaining a stay rather than receiving an order of discharge.

Pro Se Filings Decrease Slightly

The percentage of *pro se* debtors (i.e., debtors filing without attorney representation) decreased slightly from 27% in 2002 to 26% in 2003. This is the second consecutive year in which the number of *pro se* debtors has declined. From 1994 through 2003, the percentage of chapter 7 and 13 cases filed *pro se* averaged about 32%, one of the highest rates in the country. The number of *pro se* filings is significant because it adversely impacts the judicial and Clerk's Office workloads. For instance, it takes an Intake Clerk approximately 45 minutes to process a *pro se* filing compared to about five minutes for a filing prepared by an attorney.

Table 7
Central District of California
Estimated Percentage of *Pro Se* Filings
District-Wide: 1994-2003

Year	Chapter 7	Chapter 13	Total
1994	41%	44%	42%
1995	36%	35%	36%
1996	35%	38%	36%
1997	37%	37%	37%
1998	32%	32%	32%
1999	33%	29%	31%
2000	27%	19%	24%
2001	29%	24%	28%
2002	28%	22%	27%
2003	27%	22%	26%
Average	33%	31%	32%

Section III: Court Profile

THIS PAGE LEFT
BLANK INTENTIONALLY

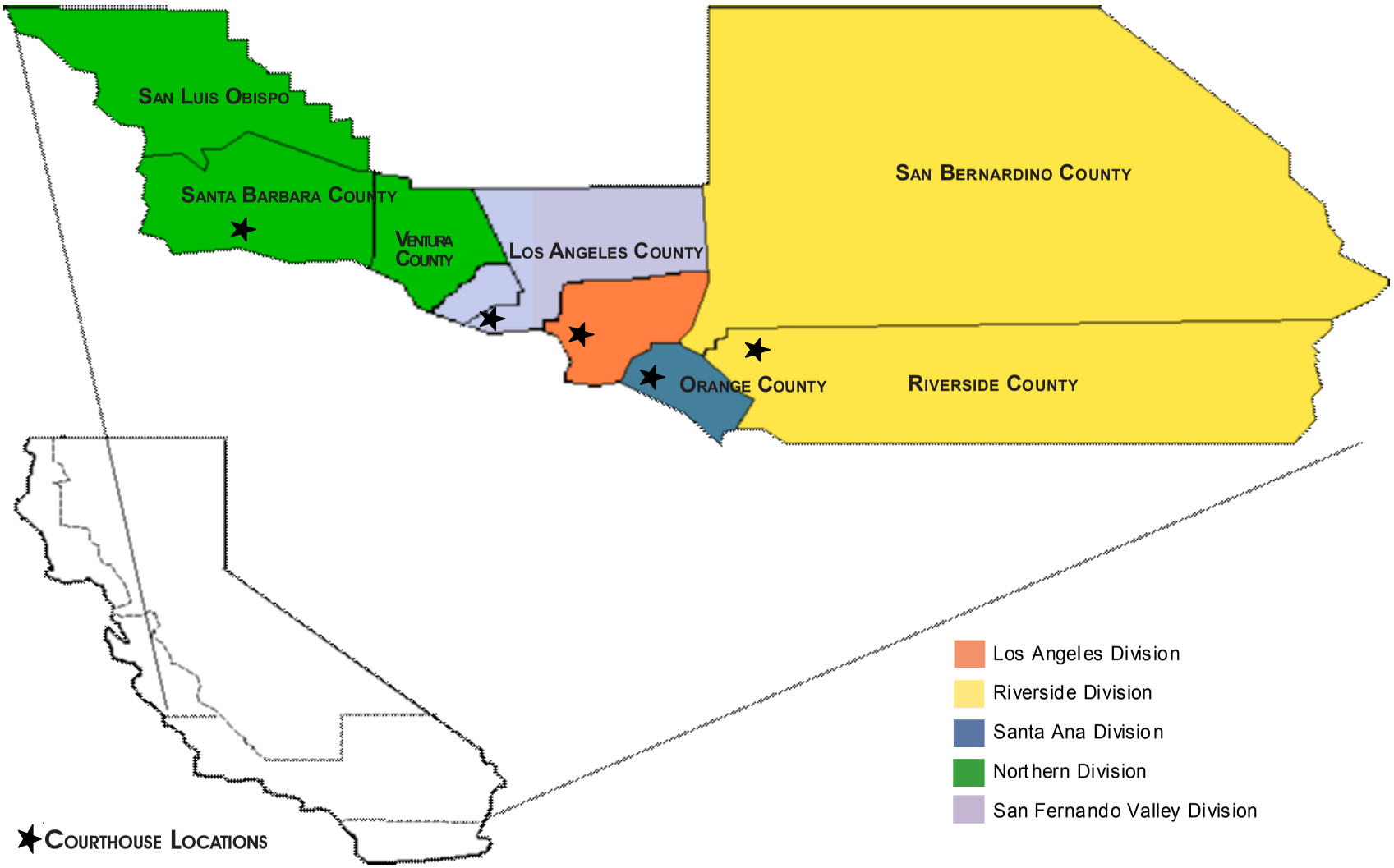
District Profile

The Central District of California is the largest bankruptcy court in the United States. Presently, the district holds court in Los Angeles, Riverside, Santa Ana, Santa Barbara, and the San Fernando Valley.

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. The Court has jurisdiction in the seven-county region comprised of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, Ventura, and San Luis Obispo Counties.

The Central District is part of the Ninth Circuit, which encompasses the federal courts of nine states (Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, and Washington), the Territory of Guam, and the Commonwealth of the Northern Mariana Islands. The Ninth Circuit is the largest of the 12 federal circuits in size, population, number of federal judges, and volume of litigation. It includes 15 federal district courts, 13 bankruptcy courts, a court of appeals, and a bankruptcy appellate panel.

UNITED STATES BANKRUPTCY COURT CENTRAL DISTRICT OF CALIFORNIA



A Brief History of the Bankruptcy Court in California

The first system of federal courts west of the Rocky Mountains was created with the establishment of the Ninth Circuit in 1848. Some other milestones are listed below.

1850 The State of California was admitted to the Union.
1850 The Southern and Northern Districts of California were created.
1898 The Bankruptcy Act of 1898 gave district courts exclusive jurisdiction over bankruptcies.
1900 Congress divides Southern District of California into two divisions: Northern Division, meeting in Fresno, and the Southern Division, meeting in Los Angeles and comprised of the counties of San Luis Obispo, Santa Barbara, Ventura, San Bernardino, Los Angeles, Riverside, Orange, Imperial, and San Diego.
1929 Congress adds a third division to Southern District. The designation of Los Angeles was changed from Southern to Central Division, and the San Diego court is designated the new Southern Division of the Southern District.
1957 A divisional bankruptcy office was opened in San Bernardino.
1959 A divisional bankruptcy office was opened in Santa Ana.
1966 California was divided into four judicial districts: the Central Division in Los Angeles becomes the Central District; the Southern Division in San Diego becomes the Southern District; the Northern Division in Fresno become the Eastern District; and the Northern District remains in San Francisco.
1978 The Bankruptcy Reform Act of 1978 passed by Congress.
1984 The Bankruptcy Amendments and Federal Judgeship Act becomes law.
1986 Bankruptcy Judges, United States Trustees, and Family Farmer Act passed.
1992 A divisional bankruptcy office was opened in Santa Barbara.
1992 The Los Angeles Division begins moving into the newly constructed Edward R. Roybal Federal Building and Courthouse.
1994 Bankruptcy Reform Act of 1994 enacted.
1996 A divisional bankruptcy office was opened in the San Fernando Valley.
1997 The San Bernardino Division becomes the Riverside Division by relocating to a new courthouse in that city.
1998 Relocation of the divisional bankruptcy office in Santa Barbara.
1999 The Santa Ana Division relocates to the new Ronald Reagan Federal Building and United States Courthouse.
2002 Court launches *eFile*, its new electronic filing system, and begins pilot program accepting electronically submitted Motions for Relief from the Automatic Stay.
2003 *eFile* system is expanded to accept Motions for Relief from the Automatic Stay for all judges, complaints, and chapter 7 petitions. Court's CIAO! program, which is integrated with *eFile*, is implemented district-wide.

Population Served

With a population of nearly 18 million people, the Central District represents more than 50% of California's population of nearly 35.6 million people. Based on projections by the Demographic Research Unit of the California Department of Finance, the Central District of California is home to four of the six most populous counties in California (Los Angeles, Orange, San Bernardino, and Riverside) and two of the six most populous counties in the United States (Los Angeles and Orange).

The following table details changes in population for the Central District of California from 1993 to 2003 compared to the number of bankruptcy cases filed for the same period.

Table 8
Change in Population and Bankruptcy Filings: 1993 vs. 2003

CENTRAL DISTRICT of CALIFORNIA COUNTIES	POPULATION*			BANKRUPTCY FILINGS		
	1993	2003	% Chg	1993	2003	% Chg
Los Angeles	9,208,093	9,979,600	8.40%	60,819	46,682	-23.20%
Ventura	692,935	791,300	14.20%			
Santa Barbara	382,101	410,300	7.40%			
San Luis Obispo	222,994	256,300	14.90%			
Orange	2,533,122	2,978,800	17.60%	14,320	9,400	-34.40%
Riverside	1,304,447	1,705,500	30.70%	18,509	18,511	0.00%
San Bernardino	1,539,621	1,833,000	19.10%			
District Total	15,883,313	17,954,800	13.00%	93,648	74,593	-20.30%

* Sources: State of California, Department of Finance, *City/County Population and Housing Estimates, 1991 - 2000, with 1990 Census Counts*. Sacramento, California, May 2000.

State of California, Department of Finance, *E-1 City/County Population Estimates, with Annual Percent Change, January 1, 2002 and 2003*. Sacramento, California, May 2003.

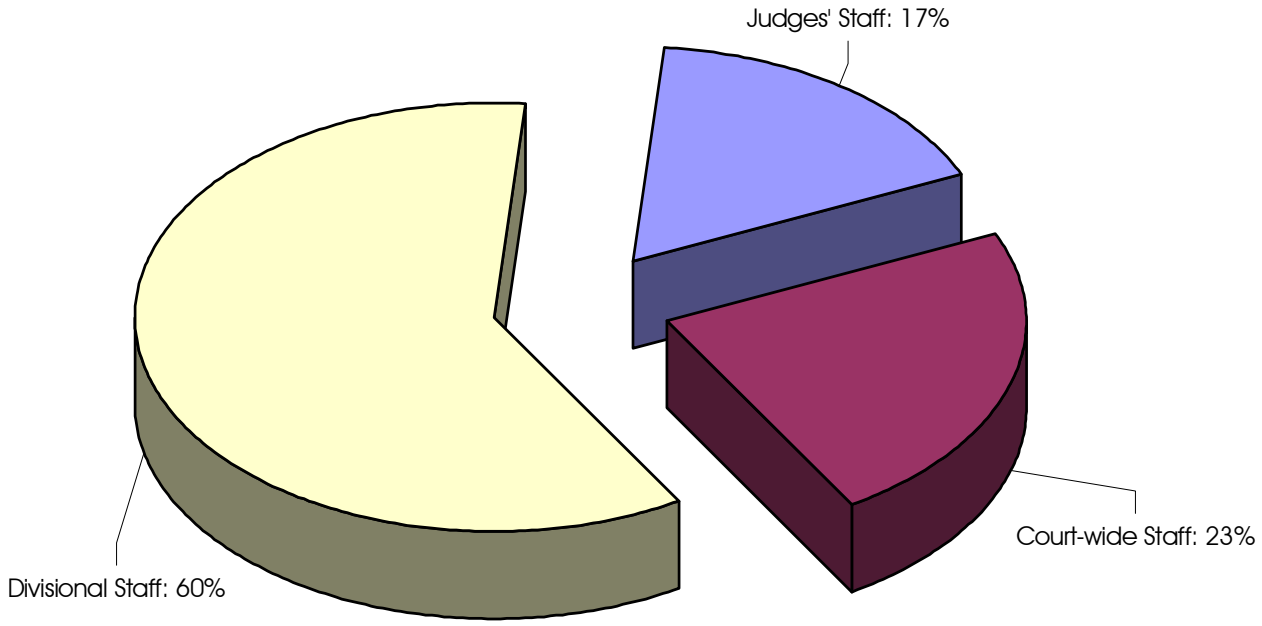
Personnel

A total of 385 full-time equivalent employees (including judges, judges' staff, and Clerk's Office) were on the payroll of the Bankruptcy Court in the Central District of California as of December 31, 2003.

The following chart displays the allocation of Central District personnel. The majority of staff work in Clerk's Office operations (60%) divisional. Operations includes the staff of Case Initiation, and Courtroom Services. Another 23% of the Court's personnel consists of court-wide staff, which includes the Executive Office, Human Resources, Financial Services, Information Technology, Analysis & Information, *eFile*, Administrative Services, and Office Services. *eFile* Operations comprises 2% of all employees in the district. The judges' staffs, including law clerks and judicial assistants, comprise 17% of the total.

The majority of employees work in Los Angeles (57%), followed by Riverside (18%), Santa Ana (11%), the San Fernando Valley (11%), and the Northern Division (3%).

Figure 11
Bankruptcy Court Personnel (December 31, 2003)



Receipts

In fiscal year 2003 (FY03), the Court collected $20,406,702 in fees, compared to $22,589,221 in FY02, and $25,641,340 in FY01. The Court collects fees in multiple fund areas including: filing fees; bankruptcy notice fees; unclaimed funds; copy fees; and fees for other services rendered.

The following table compares the money collected in the seven largest funds from FY01 through FY03.

Table 9
Monies Collected in the Seven Largest Funds: FY01 - FY03

FUND NAME		FY01	FY02	FY03	% Change FY02 vs. FY03
Funds Associated with Filing Fees:					
	Filing Fees (086900, 086901)	$2,970,692	$2,803,301	$2,517,020	-10.2%
	Fees for Bankruptcy Notices (092037)	$262,638	$0	$0	0.0%
	Fees for Bankruptcy Oversight (507311 and 5073XX)	$3,832,960	$3,832,543	$3,503,512	-8.6%
	Bankruptcy Escrow Account (6855TT)	$4,291,839	$4,264,799	$4,079,460	-4.3%
	Fees for Judicial Services (510000)	$8,341,262	$8,565,857	$7,855,678	-8.3%
Payment of Unclaimed Monies (6047BK)[1]		$5,732,958	$2,932,561	$1,452,575	-50.5%
Remaining Funds[1]		$208,991	$190,160	$998,457	425.1%
	TOTAL	**$25,641,340**	**$22,589,221**	**$20,406,702**	**-9.7%**

(1) The decrease in unclaimed monies (6047BK) and increase in remaining funds were primarily due to a fund reclassification Financial Services performed on 10/30/02 affecting funds, 6047BK, 6133BK and 106000. A total of $776,748.82 was transferred from 6047BK to 6133BK ($772,275.87) and 106000 ($4,472.95) to comply with requirements stipulated in Chapter VII, Part J - Unclaimed Funds, Section 2.6, page J-5 of the Guide to Judiciary Policies and Procedures.

Operating Budget

In 1994, the Judicial Conference and the Administrative Office of the United States Courts (A.O.) decentralized budget management in order to provide court units with greater autonomy in long-range planning, improved cost-control, and flexibility in meeting local needs. Budget decentralization has proven to be a cost-effective, successful program, unique in the federal budget environment.

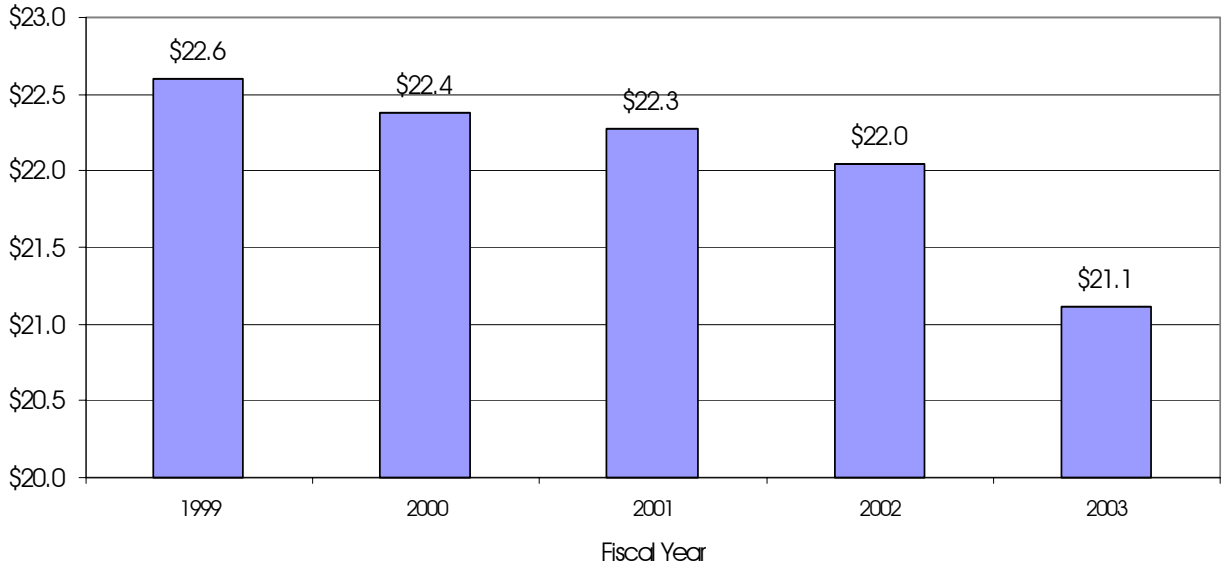
In accordance with the budget decentralization policy, the Bankruptcy Court for the Central District of California adopted the Appropriated Funds Financial Management and Budget Organization Plan. This plan defines the roles and responsibilities for the receipt, budgeting, and disbursement of funds provided to the Court by the United States Congress, via the Judicial Conference and the A.O.

Each year, the A.O. provides the Court with budget allotments for salaries, operating expenses, and automation. These budget allotments are determined by formulas based on variables such as the number of bankruptcy filings, current authorized judgeships, judicial staffing, and Clerk's Office staffing levels.

At the start of each fiscal year, the Court develops a spending plan to implement its operating objectives within the confines of the budget allotments. Throughout the year, the Court continually monitors expenditures, which may necessitate the reevaluation and reprioritization of scheduled projects.

Since fiscal year 1999 (October 1, 1998 through September 30, 1999) through fiscal year 2003 (October 1, 2002 through September 30, 2003), the Court has received successively declining budget allotment amounts. There has been a 6.6% decrease in allotments provided to the Court since fiscal year 1999 through fiscal year 2003. The greatest single year decrease in allotment amounts occurred with the fiscal year 2003 allocation.

Figure 12
Central District of California
Budget Allotments
FY 1999-2003



In fiscal year 2003 (October 1, 2002 through September 30, 2003), the Court was allocated a budget of $21,107,509. This was a decrease of 4.25% from the $22,045,496 received in fiscal year 2002. The shortfall necessitated an involuntary staff reduction of 24 employees in December 2002.

The fiscal year 2004 allotment resulted in another budget reduction, as the A.O. cut funding for both salary and non-salary expenses. The shortfall resulted in the Court offering buyout packages to qualified employees. In response to the recent budget cutbacks, the Court has reorganized and cross-trained the remaining staff to maintain its consistently high level of service.

Space and Facilities

The Bankruptcy Court for the Central District of California rents approximately 459,064 square feet of space from the General Services Administration (GSA). (GSA is the landlord for all government owned and leased space.) GSA's responsibilities include rent negotiations, lease awards, tenant improvements and alterations, and daily maintenance. The graphs below delineate the square footage of space rented for each division and the percentage of space district-wide used for courtrooms, judges' chambers, office space, conference and training rooms, and miscellaneous space (which includes restrooms, hallways, and storage space).

Figure 13
Square Footage By Division
Central District of California (2003)

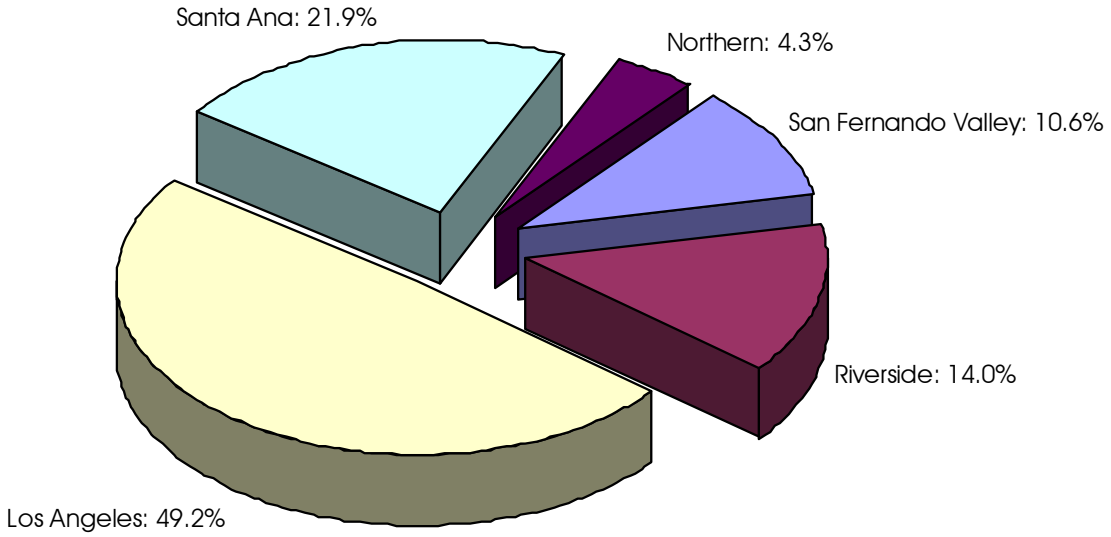
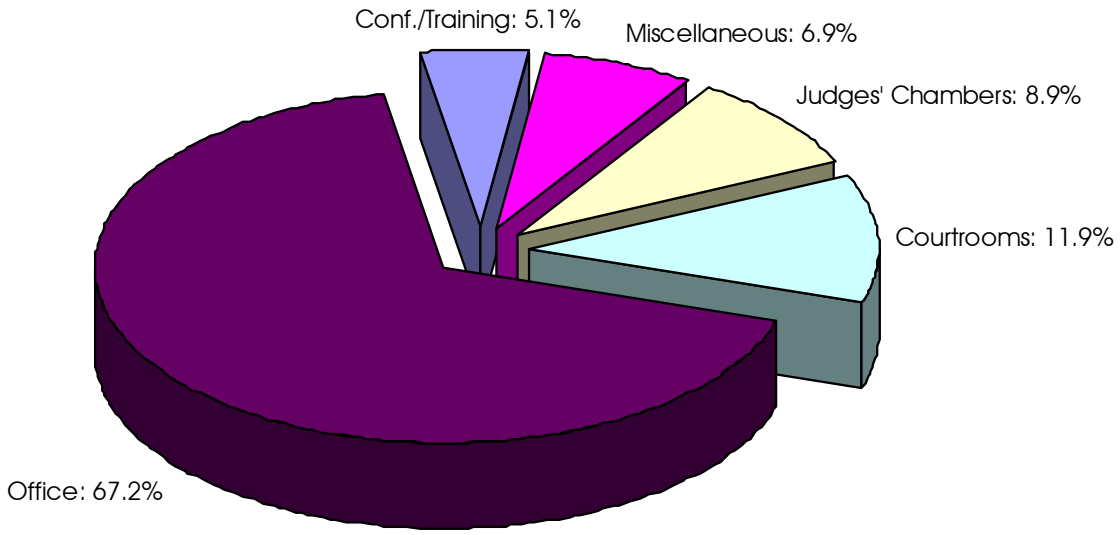


Figure 14
Allocation of Space by Function
Central District of California (2003)



Organizational Structure

Board of Judges

The Board of Judges consists of all of the bankruptcy judges in the Central District. The purpose of the Board of Judges is outlined in the Court Governance Plan and includes establishing overall administrative policies for the Court.

Chief Judge

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

The Chief Judge plays a strategic leadership role in Court management and stewardship by defining strategic goals, ensuring the Court is administered effectively and efficiently, and setting management principles and standards of the Court. The Chief Judge serves a three-year term, limited to two consecutive terms, and has many diverse duties that include:

- Serving as chief presiding officer of the Court.
- Delegating responsibility and maintaining oversight of financial management, personnel, procurement, space and facilities, property management, and property disposal.
- Chairing the Executive Committee and Board of Judges.
- Keeping all judges fully and timely informed of matters of Court-wide interest.
- Serving as spokesperson for the Court.
- Monitoring the case management system, identifying problems, and initiating change.
- Creating judicial committees.

Office of the Executive Officer/Clerk of Court

PHOTO NOT AVAILABLE FOR PUBLIC VIEWING

The Clerk of the Bankruptcy Court is appointed by the bankruptcy judges in the Central District and serves an indefinite term. The Clerk has many diverse duties that include:

- Directing all aspects of the Clerk's Office, including the development of policies and procedures.
- Formulating and executing the Court's budget.
- Providing case administration support.
- Managing space, facilities, automation, and other resources of the Court.
- Recruiting, hiring, and managing Clerk's Office personnel.
- Advising the Board of Judges and the Chief Judge on administrative and policy matters.
- Acting as the Clerk's Office liaison with civic, community, and professional organizations.

The Clerk's Office is organized into three functional areas: Operations, *eFile* Operations, and Administration.

Operations

In each of the five divisions, Operations is responsible for the day-to-day case management activities of the Clerk's Office and support for judges' hearings, including the acceptance of case filings and subsequent documents; docketing of cases; tracking cases; sending notices; responding to inquiries from the public; imaging selected case documents; retrieving, maintaining, and archiving case files; calendaring hearings; electronic recording of hearings; support of courtroom activities, including videoconference hearings; support for the general management of the Court's caseload; and closure of cases. Also part of Operations, but performing administrative functions in support of all of the divisions, is the Analysis & Information Department.

- **Analysis & Information Department**
  Analysis & Information (A&I) performs a wide range of administrative tasks, including district-wide quality control. Some of these tasks include: developing and assessing procedures, operating methods, and work flow; making recommendations for improvements to existing procedures; establishing and monitoring performance for operations; compiling statistical information regarding filings, closings, and case management; and providing information to the public. A&I also prepares a wide variety of reports, as well as numerous public and internal documents.

eFile Operations

Working in conjunction with the *eFile* Support and Development Section, *eFile* Operations provides systems support to all registered *eFile* users, assists those attorneys registering to use the system, and processes all electronically filed documents, regardless of the division for which they were filed. The quality assurance review includes the electronically-created docket entries and images for all petitions, complaints, and Motions for Relief from the Automatic Stay. *eFile* Operations staff members also assist internal CIAO! users, thereby ensuring the smooth operation of both *eFile* and CIAO!. (See *CIAO! Program Implemented District-Wide*, page 29.)

Administration

The Court's administrative departments are centralized in the Los Angeles Division and provide district-wide support.

Administrative Services Department: develops budget estimates to fund all operating costs of the Court; prepares the overall budget summary justification; develops and monitors the Court's budget and spending plan; prepares justifications for supplemental requests of additional allotments; prepares and oversees the preparation of recurring reports of obligations and expenditures; and monitors the fiscal and procurement activities that affect the budget process. The Department is also responsible for telecommunications administration, acquisition planning, and the procurement of both automation and non-automation equipment, supplies, and services required by the Court and the Clerk's Office.

Communications Department: is responsible for district-wide internal and external publications, forms, judicial support, public notices, press releases, public relations, call management systems (including Music-On-Hold), electronic communications, the Court's web site, and coordination of special events and projects.

Financial Services Department: is responsible for the fiscal and audit functions of the Court and the Clerk's Office, including maintaining all financial records of funds received and paid by the Court, as well as all accounts payable. The Department is also responsible for ensuring that adequate internal controls within the Court are developed and in place, including documenting district-wide internal controls, conducting reviews, and risk assessment.

Office Services Department: is responsible for all leased office and judicial space occupied by the Court, including ensuring that the current space adequately meets the needs of staff. It monitors all phases of the Court's facility-related projects, from conceptual design and development to the completion and review of construction documents. The Department is also responsible for general office services, emergency preparedness, and property management, including maintaining the inventory of all fixed assets owned by the Court. In the Los Angeles Division, Office Services also manages the distribution of interoffice mail.

Human Resources

Human Resources Department: is responsible for recruitment; selection; classification; compensation; benefits administration; processing of all personnel actions, including appointments, promotions, and separations; maintenance of all personnel records including time, attendance, and leave records; development and enhancement of personnel policies and procedures; providing guidance to management and staff in the interpretation and administration of personnel policies; coordination and monitoring of employee performance evaluations; updating and maintaining the Court's *Personnel Handbook* and other Human Resources publications; coordination of special recognition ceremonies and awards; ensuring adherence to the tenets of the Court's Employment Dispute Resolution (EDR) Plan and Equal Employment Opportunity (EEO) policies; and preparing the Court's annual EDR report.

- **Staff Development Department:** is responsible for coordinating and executing the staff development program within the Court, including assessing each employee's current skills and developing individualized training plans. Department staff develop and deliver comprehensive professional training classes that focus on the skills needed for staff to successfully perform their present job functions, as well as advance into new classification levels and positions. Additionally, the Department coordinates technical training classes.

Information Technology

- **Technology Administration Division**: ensures Court compliance with judiciary Information Resource Management bulletins and regulations, as well as district-wide technology project management, configuration management, operational support, budget coordination, cyclical replacement, commercial applications, and technology planning. The Division oversees development projects undertaken to meet the needs of Operations. The Division develops, supports, and maintains all of the Court's automated systems and the public area kiosks and computers.

- **Network Management Division**: provides managerial and technical oversight for the Court's wide and local area network systems, including network-based software implementations; establishes and maintains standards; and defines, designs, and integrates network-related software and hardware systems to meet the specific technological needs of the Court.

- ***eFile* Support and Development Section**: partners with *eFile* Operations to develop, test, and support the Court's automated system through which attorneys electronically file court documents, such as chapter 7 voluntary petitions, Motions for Relief from the Automatic Stay, and complaints.

Section IV: Appendices

THIS PAGE LEFT

BLANK INTENTIONALLY

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 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 have been completed, but continue to be monitored so there is no decline); and (4) a 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 74
Ethics and Standards of Conduct (ES) - page 75
Case Management (CM) - page 77
Community Relations (CR) - page 83
Human Resources (HR) - page 86
Space and Facilities (SF) - page 96

The Court's accomplishments in fulfilling the Long Range Plan are detailed on pages 74-96.

Issue: Leadership (LD)

Goal Number:	LD1
Description:	Develop leadership skills throughout the Court.
Accomplishments:	Significant efforts have been made to enhance leadership skills throughout the Court. 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, Peer Coaching, Working Together, and other training. Tuition Reimbursement Program 1997-2003. 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; staffing adjustment planning; and other topics. Other Examples of Leadership Development: Appointing project leaders (i.e., *eFile* Quality Assurance, CIAO!, Digital Recording, CM/ECF), Acting Operations Managers, and Acting Supervisors.
Classification:	Maintenance

Goal Number:	LD2
Description:	Increase effectiveness of the Court's communication and working relationships with other federal courts, agencies, and Congress.
Accomplishments:	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 (EBN) program , FAS4T training, participation in various U.S. Agency for International Development programs (Romania, Serbia, China, Mexico, Russia), 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 webPACER access provided to certain law enforcement agencies. Worked with U.S. Trustee's Office to create program to randomly assign trustees to chapter 7 cases. 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, and joint meetings of the District and Bankruptcy Court executive committees. Clerk's appointment to PICO Committee. Annual Reports provided to our District's Senators and Representatives. Judge Lisa Hill Fenning's written communications to the U.S. House of Representatives regarding the Private Trustee Reform Act of 1997.

Meetings of Judge Geraldine Mund with Senators Dianne Feinstein and Barbara Boxer. Various presentations to Ninth Circuit Committees. Visits to other courts regarding CM/ECF implementation. Clerk participated as panelist on FJTN program broadcast. Participate in inter-agency Building Security Committees.

Classification: Maintenance

Goal Number: LD3

Description: Improve communication and relations with state courts and legislative branches.

Accomplishments: Free webPACER access provided to certain law enforcement agencies. Bankruptcy Fraud Task Force with state courts. Article 9 training. Judge Robin Riblet represents bankruptcy courts on California State-Federal Judicial Council workgroup.

Classification: Maintenance

Goal Number: LD4

Description: Initiate and formalize cooperative efforts with professional organizations and groups.

Accomplishments: *Pro bono* programs coordinated with all divisions and local bar associations. Los Angeles County Bar - Executive Officer/Senior Staff attend meetings and provide reports; Bankruptcy Forums. 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. Provide free webPACER access to law professors for research. Hearings held for students at law school for instructional purposes. Implementation of *Court News* (web-based newsletter).

Classification: Maintenance

Issue: Ethics and Standards of Conduct

Goal Number: ES1

Description: Provide an impartial Court environment to all users.

Accomplishments: Utilizing equipment to enable speech-impaired individuals to participate in hearings; handicapped access to facilities. Interpreter policy formulated. Ninth Circuit gender bias program. Judges' training at March 2000 BOJ meeting with Dr. Gordon Zimmerman entitled "Communication Strategies in Bankruptcy Court." *Pro bono* programs provide support to *pro se* debtors.

Classification: Maintenance

Goal Number:	ES2
Description:	Foster a workplace free of bias.
Accomplishments:	EEO/EDR Plan became effective in January 1999, with 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. Amended EEO/EDR Plan in November 2002. Incorporated amended plan into Personnel Handbook 11/27/02.
Classification:	Maintenance

Goal Number:	ES3
Description:	Foster a courtroom environment free of bias.
Accomplishments:	Interpreter policy, Judges' training - Dr. Gordon Zimmerman. *Pro bono* Programs in all divisions.
Classification:	Obsolete

Goal Number:	ES4
Description:	Foster civility within the Court environment.
Accomplishments:	Clerk's Office staff attended FJC training designed to improve communication skills with co-workers and others. Judges' training at March 2000 BOJ meeting with Dr. Gordon Zimmerman entitled "Communication Strategies in Bankruptcy Court." Interpersonal skills training conducted in October 2003 for Clerk's Office staff. Law school presentations by judges and Clerk's Office staff.
Classification:	High Priority

Goal Number:	ES4 sub-goal
Description:	Create civility guidelines for Court that addresses interactions between judges and public, staff and public, judges and staff, and judges and judges. Furthermore, create a Court civility training program for attorneys, judges, and staff.
Accomplishments:	
Classification:	High Priority

Issue: Case Management (CM)

Goal Number:	CM1A
Description:	Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress, and case processing performance.
Accomplishments:	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 Time-to-Image/Docket Excellence (TIDE) Award, with monthly feedback provided to staff on performance. Examples of communication include closing standards/monthly reporting, TIDE standards/monthly reporting, Bankruptcy Program Indicators, newsletter articles re: performance, quality measures posted on the Court's web site, intranet access to "Staff News," TIDE/Closing goals/status; *Full Court Press*; QC/ICS quality reporting; Adversary OC/ICS program, feedback to staff at various meetings (i.e., Employee of the Month Ceremonies, divisional Employee of the Month/Quarter, Annual Awards Ceremonies, "Clerk's Currency," and Special Recognition Ceremonies). Provide each judge with monthly reports regarding the case aging statistics for his/her cases. Periodic judge/team meetings. Divisional judge meetings with Operations staff.
Classification:	Maintenance

Goal Number:	CM1B
Description:	Develop and implement district-wide quality control program to monitor and evaluate case management functions.
Accomplishments:	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 ten-day appeal period. Implemented Adversary QC/ICS program.
Classification:	Maintenance

Goal Number:	CM1C
Description:	Develop and implement a fully automated and integrated bankruptcy fiscal system.
Accomplishments:	FAS4T (Financial Accounting System for Tomorrow), ICS (Intake Cashiering System), LAFS (Los Angeles Financial System).
Classification:	Completed

Goal Number:	CM2A
Description:	Expand and enhance automated docketing.
Accomplishments:	*eFile*, CIAO!, Auto Closing of Discharged Cases, Auto Closing of Dismissed Case, Cmatrix Automated Docketing and Noticing of 341(a) Meetings, automated docketing of notices and certificates of mailing, ICS to NIBS interface, docket-driven events, automated candidate list of dismissals, Closing-to-Image program.
Classification:	Completed

Goal Number:	CM2B
Description:	Determine the feasibility of, and develop an approach for, creating a "paperless" Court through the use of an electronic case filing system.
Accomplishments:	*eFile*. Online case files, (expanded to include all documents in chapter 7 no-asset cases), posting of most current version of documents (e.g., Docket Code Dictionary, Telephone Directory, forms, various publications) on Court's web site. Implementation of Internet BNC, CIAO!
Classification:	Completed

Goal Number:	CM2C
Description:	Develop and implement "file anywhere, anytime" policy.
Accomplishments:	Drop box, use of Citrix server to allow connection to Los Angeles ICS from Santa Ana during DNC. (Concept superseded by *eFile*.)
Classification:	Obsolete

Goal Number:	CM2D
Description:	Develop and implement "Windows-based" case management system.
Accomplishments:	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. CIAO!
Classification:	Long-Term

Goal Number:	CM2E
Description:	Convert to one uniform case management system for the entire district.
Accomplishments:	*eFile*. All divisions using same integrated versions of NIBS/ICS/CIAO!/VRMS.
Classification:	Completed

Goal Number:	CM2F
Description:	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.
Accomplishments:	Bankruptcy Program Indicators (national), Case Aging Reports, QC/ICS, Adversary QC/ICS, Time-to-Image/Docket Excellence (TIDE) monthly statistics/tracking, Methods Analysis Program (MAP), transcript review, docketing review, etc. Judicial Practices Task Force.
Classification:	Maintenance

Goal Number:	CM2G
Description:	Eliminate or reduce redundancies and delay points in the processing of cases.
Accomplishments:	*eFile*, Auto closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, Automated Docketing and Noticing of 341(a) Meetings, automated docketing of notices and certificates of mailing, ICS to NIBS interface, Closing-to-Image, docket-driven events, JOGS (Phase II), CIAO!.
Classification:	Maintenance

Goal Number:	CM3A
Description:	Implement court-wide, uniform self-calendaring system.
Accomplishments:	Self-Calendaring systems implemented by all judges. Judges have taken steps to standardize self-calendaring.
Classification:	Long-Term

Goal Number:	CM3B
Description:	Develop uniform system for early publication of tentative rulings.
Accomplishments:	Court Calendaring Program (CCP) tentative ruling feature available for participating judges. Implementation of CIAO! maintains tentative rulings.
Classification:	Completed

Goal Number:	CM4A
Description:	Implement video conferencing pilot project in at least four divisional offices within the district.
Accomplishments:	All divisions equipped with video hearing technology.
Classification:	Completed

Goal Number:	CM4B
Description:	Implement an electronic files system within the Court to make documents available online to all interested parties.
Accomplishments:	Online case files available in all divisions. All chapter 7 no-asset documents online.
Classification:	Completed

Goal Number:	CM4C
Description:	Review and determine the feasibility and desirability of accepting filings by fax.
Accomplishments:	Superseded by *eFile*.
Classification:	Obsolete

Goal Number:	CM4D
Description:	Develop and implement an automated system to provide case information.
Accomplishments:	webPACER, Voice Case Information System (VCIS), online case files, Court's web site (for high profile cases).
Classification:	Maintenance

Goal Number:	CD4E
Description:	Develop and implement an automated system to provide calendar information and self-calendaring capability.
Accomplishments:	Court calendar automated through Court Calendar Program (CCP) in all divisions, with data available through webPACER and lobby kiosks. CCP replaced by CIAO!. Self-calendaring for all judges also available via call management systems and the Court's web site.
Classification:	Completed

Goal Number:	CM4F
Description:	Develop an online universal forms catalog.
Accomplishments:	Court's web site provides staff and the public with all petition packages, Local Bankruptcy Rules Forms, and other forms (many in fillable format).
Classification:	Completed

Goal Number:	CM4G
Description:	Develop a cross-referenced topical index system for Court committee and Board of Judges discussions and actions to track issues, decisions, and implementation.
Accomplishments:	
Classification:	Long-Term

Goal Number:	CM5A
Description:	Revise, simplify, and renumber the *Local Bankruptcy Rules*. Coordinate with the District, Circuit, and Local Advisory Committee on Bankruptcy Rules projects regarding local rule organizational structure.
Accomplishments:	Revision of *Local Bankruptcy Rules* completed, including the modification of the numbering system to conform to the national rules.
Classification:	Completed

Goal Number:	CM6A
Description:	Create guidelines for complex chapter 11 case management.
Accomplishments:	Procedures for handling all chapter 11 cases developed and approved by the Board of Judges (General Order 02-02).
Classification:	Completed

Goal Number:	CM6B
Description:	Eliminate wasteful and inefficient judicial variances without inappropriately interfering with a judge's judicial responsibilities.
Accomplishments:	Judicial Practices Task Force sought input from bar regarding judicial practices and studied impact of judicial practices on Clerk's Office. Judicial Variance Subcommittees. Voluntary judicial performance surveys.
Classification:	High Priority

Goal Number:	CM6C
Description:	In the next 12 to 24 months, the Court will implement the automation prioritiesin 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.
Accomplishments:	(1) Developed plan and training program for Court's migration to Lotus Notes 5 from *cc:Mail*. Since then, the Court has migrated to Lotus Notes 6. (2) Phase I of the *eFile* system developed for the electronic filing of Relief From Stay motions, Phase II of pilot program (adversary filings) implemented in 12/02, Phases I and II opened to all registered attorneys in early 2003. Phase III (chapter 7 filings) opened to all registered attorneys in December 2003. (3) Gigabyte upgrade completed; frame relay conversion completed. (4) Pilot testing of Windows 2000 and Windows XP completed, with selection for Windows XP as operating system. (5) CIAO! implemented district-wide in 2003.
Classification:	Completed

Issue: Community Relations (CR)

Goal Number:	CR1A
Description:	Establish relationship with minority and culturally diverse bar organizations.
Accomplishments:	Judges created Diversity Outreach Task Force in 2003.
Classification:	Long-Term

Goal Number:	CR1B
Description:	Make frequently-used informational documents available in multiple languages.
Accomplishments:	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 Assistance Project in Spanish.
Classification:	Maintenance

Goal Number:	CR1C
Description:	Determine information needs of community via surveys, focus groups, and nterviews.
Accomplishments:	Customer Service Survey available on the Court's web site and at each division. Judicial Variance Survey.
Classification:	Long-Term

Goal Number:	CR1C (sub-goal)
Description:	Use the focus group process in the areas of chapter 7 and 13 cases to achieve CR1C.
Accomplishments:	Sub-goal. Bar/bench lunches, brown bag lunches open to the community. Other forums held.
Classification:	Maintenance

Goal Number:	CR1D
Description:	Make translation services available, as feasible.
Accomplishments:	Translation services currently available within AO guidelines and a list of qualified interpreters (language and sign) are available through the J-Net. Bilingual staff provide support as needed in Clerk's Office. CA(C) Bankruptcy Court Interpreter policy (April 2001).
Classification:	Completed

Goal Number:	CR2A
Description:	Initiate periodic, outside input on Court operations.
Accomplishments:	Methods Analysis Program (MAP), Customer Service Survey available on the Court's web site and at each division. Judicial Performance Survey. Input from *eFile* pilot attorneys, U.S. Trustee, and panel trustees.
Classification:	Maintenance

Goal Number:	CR3A
Description:	Conduct evaluation of public education needs concerning bankruptcy-related issues and recommended solutions.
Accomplishments:	Education materials available to the public on the Court's 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.
Classification:	Maintenance

Goal Number:	CR3B
Description:	Establish regular communication with and provide appropriate bankruptcy-related educational materials and programs to community groups and educational institutions.
Accomplishments:	Judges and Clerk's Office staff speak at many functions. Petition packages. *Pro bono* programs in all divisions. Mediation Program materials available on Court's web site. Required Education for Debtors (RED) pilot program for chapter 13 debtors. Clerk member of Ninth Circuit PICO Committee. Judges lecture at law schools.
Classification:	Completed

Goal Number:	CR3C
Description:	Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy.
Accomplishments:	Judges and Clerk's Office staff speak at many functions. *Pro bono* programs in all divisions. Public Information areas provide the public with a video presentation on the bankruptcy process, printed information and forms, as well as *pro bono* referrals. Required Education for Debtors (RED) pilot program for chapter 13 debtors. Judges lecture at law schools.
Classification:	Maintenance

Goal Number:	CR3D
Description:	Initiate and maintain a regular liaison with local members of Congress.
Accomplishments:	Creation of Legislation Liaison Committee.
Classification:	Maintenance

Goal Number:	CR4A
Description:	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.
Accomplishments:	*Pro bono* programs in all divisions.
Classification:	Obsolete

Goal Number:	CR4B
Description:	Establish a *pro bono* program at each divisional office location.
Accomplishments:	*Pro bono* programs established in all divisions.
Classification:	Completed

Issue: Human Resources (HR)

Goal Number:	HR1A
Description:	Establish accurate, specific, uniform, and comprehensive job descriptions and recruitment bulletins.
Accomplishments:	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.
Classification:	Completed

Goal Number:	HR1B
Description:	Develop training programs to instill problem-solving orientation.
Accomplishments:	Team-based training. Ongoing training, including Federal Judicial Television Network training broadcasts, Zenger-Miller programs, etc. Encompassed by HR1E and HR1F. Exchange of best practices among supervisors of different divisions.
Classification:	Completed

Goal Number:	HR1C
Description:	Develop and implement an online training system covering all automated system applications used by the Court.
Accomplishments:	Online manuals: NIBS Docket Code Dictionary, Citrix Users Manual, Attorney Admissions Database Instructions, Lotus Notes. *eFile* procedures for registration, and filing Relief from Stay motions, petitions, and complaints. Mediation instructions online.
Classification:	Maintenance

Goal Number:	HR1D
Description:	Create a training program for all staff using the Code of Conduct.
Accomplishments:	Clerk's Office provided a Code of Conduct section for its *Personnel Policies and Information Handbook* in 1996. All Clerk's Office staff were provided with an overview upon its introduction.
Classification:	Maintenance

Goal Number:	HR1E
Description:	Develop in-house training programs to prepare staff for broader technical, analytical, and managerial responsibilities, including compliance with government contracting laws.
Accomplishments:	Classes provided to staff: Adaptive Manager, Working, FAS_4T, Train the Trainer, Presentation and Development Techniques, Leadership 2000, Hire the Right Person, Applied Supervision, writing and grammar classes, Quattro Pro, WordPerfect, PowerPoint, etc.
Classification:	Maintenance

Goal Number:	HR1F
Description:	Continue the development of training programs to further develop employee job skills.
Accomplishments:	Classes provided to staff: writing and grammar classes, software training (QuattroPro, WordPerfect, PowerPoint, etc.), customer service, video production, CA(C) operations software (ICS, NIBS,CCP, VRMS, CIAO!, *eFile*, etc.) and others. Library (list posted on Court's web site) made available to staff consisting of books, audio an video tapes, and DVDs on subjects ranging from communication and management skills to bankruptcy.
Classification:	Maintenance

Goal Number:	HR1G
Description:	Increase training and development of leadership skills at all levels.
Accomplishments:	Classes provided to staff: Applied Supervision, Performance Management, Presentation Skills, grammar and writing classes. Cross-training, certification program, staff details, etc. Encourage participation in FJC's Federal Court Leadership Program.
Classification:	Maintenance

Goal Number:	HR1H
Description:	Increase training to develop written communication skills at all levels.
Accomplishments:	Writing and grammar classes provided by outside vendor. Detail staff to assess and develop skills (e.g., drafting *Fiscal Manual*).
Classification:	Maintenance

Goal Number:	HR1I
Description:	Train staff to recognize and effectively deal with cultural diversity.
Accomplishments:	EDR training provided for management staff.
Classification:	Maintenance

Goal Number:	HR1J
Description:	Train staff on providing helpful and courteous service.
Accomplishments:	Clerk's Office developed and introduced customer service training program "The Public: How to Deal with Them," and A.O.-sponsored "Deputy Clerks Making a Difference" program, and "Dealing with Difficult People."
Classification:	Maintenance

Goal Number:	HR1K
Description:	Provide increased staff education about importance and role of bankruptcy system in general economy and legal system and tying that education to Importance of job performance for real-life concerns of users.
Accomplishments:	"Lunch and Learn" programs, "Deputy Clerks Making a Difference," "Introduction to Bankruptcy," and extern and law clerk training.
Classification:	Maintenance

Goal Number:	HR2A
Description:	Improve the performance evaluation process. (Replaced by new goal #HR6B.)
Accomplishments:	Performance Evaluation (PE) form simplified, management staff received training in improving staff performance through enhanced written evaluations, "Administering Performance Appraisals" training provided, and 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. Automated PE form for Operations positions.
Classification:	Completed

Goal Number:	HR2B
Description:	Establish performance standards. (Replaced by New Goal #HR6B.)
Accomplishments:	Within Grade Increase certifications have been combined with the annual Performance Evaluations process, eliminating redundancies and discrepancies in assessing job performance. Synchronized with step increases; 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. Implemented competency-based human resources management system for Operations positions.
Classification:	Completed

Goal Number:	HR2D
Description:	Establish consistent performance expectations and measurements for all positions. (Replaced by New Goal #HR6B.)
Accomplishments:	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 created. 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. Revised standards for Operations positions.
Classification:	Completed

Goal Number:	HR2E
Description:	Establish job performance self-evaluation as part of performance review process. (Replaced by New Goal #HR6B.)
Accomplishments:	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.
Classification:	Maintenance

Goal Number:	HR2F
Description:	Monitor and support the transition to automation.
Accomplishments:	Measurement of performance on time-to-docket, time-to-image quality, QC/CS, and Adversary QC/ICS. Enhancements are tested and piloted, with employees' experiences and feedback considered before implementation.
Classification:	Complete

Goal Number:	HR2G
Description:	Develop and implement a program to enhance employee job satisfaction.
Accomplishments:	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. "Clerk's Currency Program" and Special Recognition ceremonies.
Classification:	Maintenance

Goal Number:	HR3A
Description:	Create employee feedback mechanisms. (Replaced by New Goal #HR6B.)
Accomplishments:	Team-based management structure. Statistics and feedback on: QC/ICS, Adversary QC/ICS, docketing quality, case closing, time-to-docket, and imaging speed. PE process/discussions.
Classification:	Completed

Goal Number:	HR3B
Description:	Clarify role definition for chambers and courtroom staff, including Courtroom Deputies, Judicial Assistants, Law Clerks, Electronic Court Recording Operators, and Relief Courtroom Deputies.
Accomplishments:	Created new positions of Case Initiation Clerk and Courtroom Services Clerk. New positions reflect new skill sets, new promotional opportunities, cross training opportunities, etc.
Classification:	Completed

Goal Number:	HR3C
Description:	Develop and implement employee orientation program for Clerk's Office and Chambers staff.
Accomplishments:	Law clerk/extern training for new law clerks/externs. Full-day orientation for Clerk's Office staff including Personnel Handbook, half-day orientation for judicial staff.
Classification:	Completed

Goal Number:	HR3D
Description:	Improve upward and downward communication among divisions and between divisional offices.
Accomplishments:	E-mail, regular senior staff meetings, annual seminars for Team Leaders and above, participants rotated. District-wide training. *Full Court Press*. Joint efforts: NIBS Procedures manual ICS/NIBS Committee, etc. Group Training: Abra, VRMS, FAS$_4$T, leadership, CIAO!, Privacy Policy, *eFile*, file folder label generating software. Clerk's Office Quarterly Reports, *Court News*.
Classification:	Maintenance

Goal Number:	HR4A
Description:	Provide multilingual service capability (e.g., bilingual staff).
Accomplishments:	Translation services currently available within A.O. guidelines and a list of qualified interpreters (language and sign) are available through the J-Net. Bilingual Clerk's Office staff assist public as needed.
Classification:	Maintenance

Goal Number:	HR4B
Description:	Improve human resources programs that ensure parity between the employee force and the labor force.
Accomplishments:	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. TSP "Catch-up" provision.
Classification:	Maintenance

Goal Number:	HR5A
Description:	Compare current personnel practices to personnel practices of other organizations and identify possible improvements in each practice.
Accomplishments:	Benefits: HR staff members attend Ninth Circuit Annual HR Conferences with A.O.'s Personnel Office and other federal judiciary HR professionals. Compare 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 of 2000. Utilized knowledge gained at conferences to assist in implementing reductions in work force in December 2000 and December 2002, 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. Attended Federal Benefits Conference sponsored by OPM in June 2002.
Classification:	Maintenance

Goal Number:	HR6A
Description:	Create training and staff development programs to address the identified needs of all staff.
Accomplishments:	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. OPM agreement for ITD restructuring. OPM agreement for competencies for administrative positions.
Classification:	Long-Term

Goal Number:	HR6B
Description:	Redesign employee performance evaluation process to incorporate performance standards and measurement, convey performance expectations, and provide employee feedback mechanisms.
Accomplishments:	Staff Development Department worked with OPM to create and implement competency-based human resources management system.
Classification:	Long-Term

Goal Number:	HR6C
Description:	Conduct a needs assessment to identify training and development needs as they are reflected in the mission statement, duties and goals of the area of assignment and/or in the performance review process. Incorporate a competency gap analysis into the assessment process.
Accomplishments:	Drafted needs assessment for all Operations positions. Competency gap analysis initiated and will be completed at the conclusion of the needs assessment rollout.
Classification:	High Priority

Goal Number:	HR6D
Description:	Develop and implement a method for evaluating training and development to ensure application of skills learned.
Accomplishments:	Researched methods to evaluate training and development of staff.
Classification:	High Priority

Goal Number:	HR6E
Description:	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.
Accomplishments:	Competency-based human resources system implemented, which will ensure effective succession planning.
Classification:	Long-Term

Goal Number:	HR6F
Description:	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.
Accomplishments:	Draft individual development plans completed as part of OPM inter-agency agreement. OPM agreement for ITD restructuring. OPM agreement for competencies for administrative positions.
Classification:	Long-Term

Goal Number:	HR6G
Description:	Enhance HR and employee communication through implementation of programs to provide "Employee Self-Service."
Accomplishments:	Implemented Abra ESS district-wide providing all Clerk's Office and judicial staff with access to HR information from desktop.
Classification:	High Priority

Goal Number:	HR6H
Description:	Revise *Personnel Policies and Information Handbook* and make available on web site.
Accomplishments:	Revised Chapters 6 and 8 of *Personnel Policies and Information Handbook* placed on Court's web site. Chapter 9 revised and posted on web site.
Classification:	High Priority

Goal Number:	HR6I
Description:	Develop mechanism to automate recording of time and attendance, ensuring that all audit guidelines are followed.
Accomplishments:	Deployed Abra ESS to all desktops PC's to facilitate automated method of recording time and attendance.
Classification:	Long-Term

Goal Number:	HR6J
Description:	Develop a management training program regarding the *Personnel Policies and Information Handbook* to ensure Court-established guidelines are followed.
Accomplishments:	
Classification:	Long-Term

Goal Number:	HR6K
Description:	Provide a comprehensive training program to employees regarding all Federal employee benefits.
Accomplishments:	Created position of Benefits Specialist. Specialist developed and conducted training in all divisions on following subjects: CSRS, FERS, and TSP.
Classification:	Maintenance

Goal Number:	HR6L
Description:	Develop a supervisory training/orientation program on HR policies and procedures including time and attendance, performance evaluation, and jury service.
Accomplishments:	Supervisory Development Program.
Classification:	Long-Term

Goal Number:	HR6M
Description:	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.
Accomplishments:	Staff Development Department worked with OPM to create court competencies.
Classification:	Long-Term

Goal Number:	HR6N
Description:	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.
Accomplishments:	
Classification:	Long-Term

Issue: Space and Facilities (SF)

Goal Number:	SF1A
Description:	Establish automated information systems in Court lobbies for tentative rulings and Court calendar information.
Accomplishments:	Kiosks in lobbies display judicial calendars.
Classification:	Completed

Goal Number:	SF1B
Description:	Establish *pro bono* lawyer consultation rooms in Court intake offices.
Accomplishments:	Facilities provided at Clerk's Offices for reaffirmation counseling (*pro bono*).
Classification:	Completed

Goal Number:	SF1C
Description:	Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers).
Accomplishments:	Electric outlets in public carrels. Free on-site webPACER access; multiple terminals. Print-on-Demand. Policy on use of personal photocopiers.
Classification:	Completed

Goal Number:	SF2A
Description:	Advocate revision of A.O. Design Guides and GSA Standards and Guidelines regarding employee break rooms 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).
Accomplishments:	At the national level, the December 1997 revision of the *U.S. Courts Design Guide* addressed some of these issues including employee break rooms, restrooms, and handicapped access.
Classification:	Completed

List of Exhibits

Exhibit 1 Annual Bankruptcy Filings

Exhibit 2 Bankruptcy Filings by Month: 1998-2003

Exhibit 3 Bankruptcy Filings by Chapter: 1980-2003

Exhibit 4 Los Angeles Division Bankruptcy Filings by Chapter: 1980-2003

Exhibit 5 Riverside Division Bankruptcy Filings by Chapter: 1980-2003

Exhibit 6 Santa Ana Division Bankruptcy Filings by Chapter: 1980-2003

Exhibit 7 Northern Division Bankruptcy Filings by Chapter: 1992-2003

Exhibit 8 San Fernando Valley Division Bankruptcy Filings by Chapter: 1994-2003

Exhibit 9 Bankruptcy Filings and Percentage Change: 1980-2003

Exhibit 10 Monthly Closing Performance Case Filings: 1999-2003

Exhibit 11 Comparison of Bankruptcy Case Closings to Filings: 2003

Exhibit 12 Percent of Bankruptcy Filings by Division

Exhibit 13 Comparison of Bankruptcy Filings 2002 vs. 2003

Exhibit 14 Comparison of Bankruptcy Closings 2002 vs. 2003

Exhibit 15 Comparison of Adversary Proceedings Filed and Closed: 1998-2003

Exhibit 16 Pending Bankruptcy Caseload by Division: 1999-2003

THIS PAGE LEFT

BLANK INTENTIONALLY

Exhibit 1
ANNUAL BANKRUPTCY FILINGS
Central Distirct of California: 1980-2003

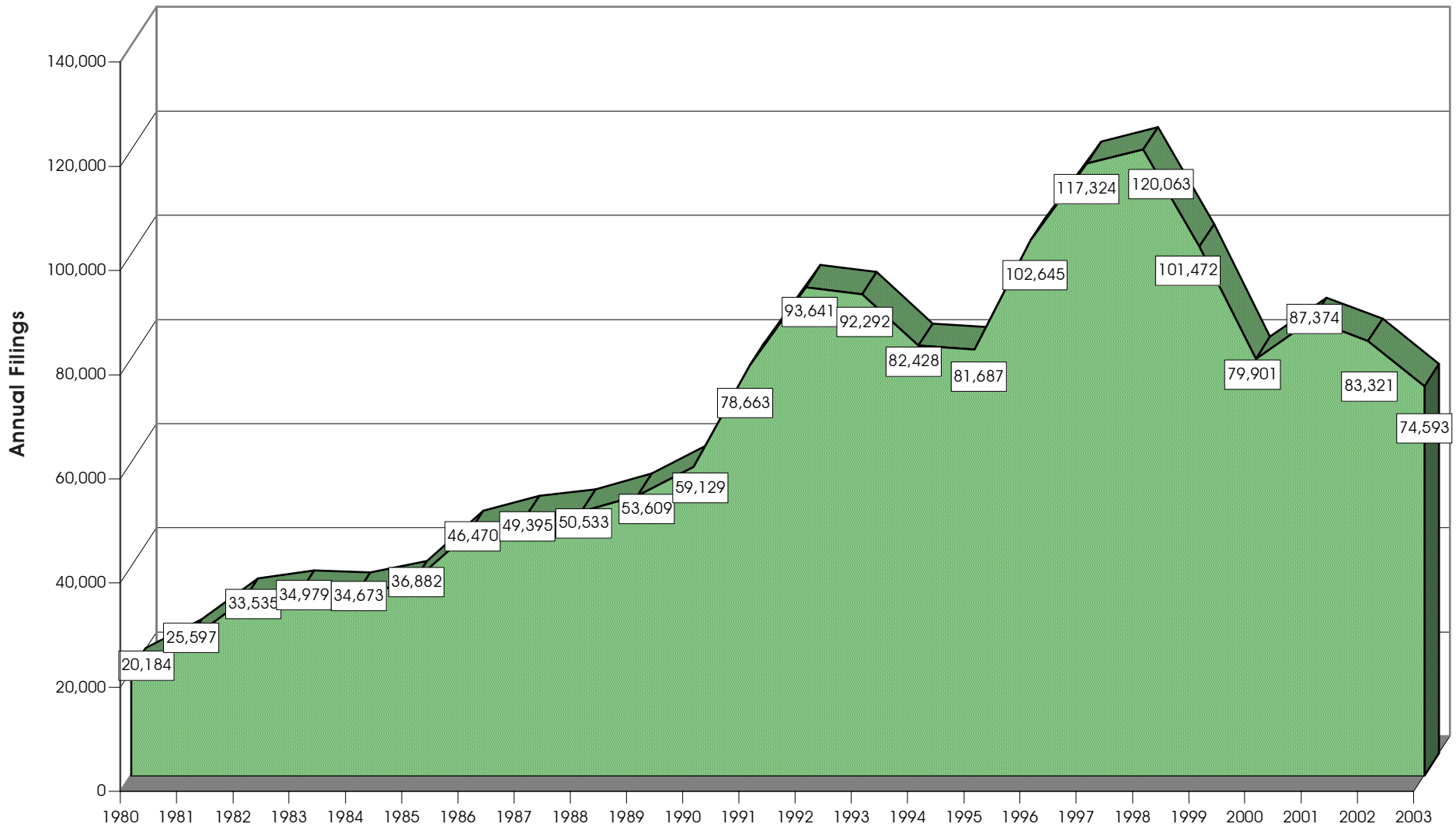


Exhibit 2
BANKRUPTCY FILINGS BY MONTH: 1998-2003
Central Distirct of California

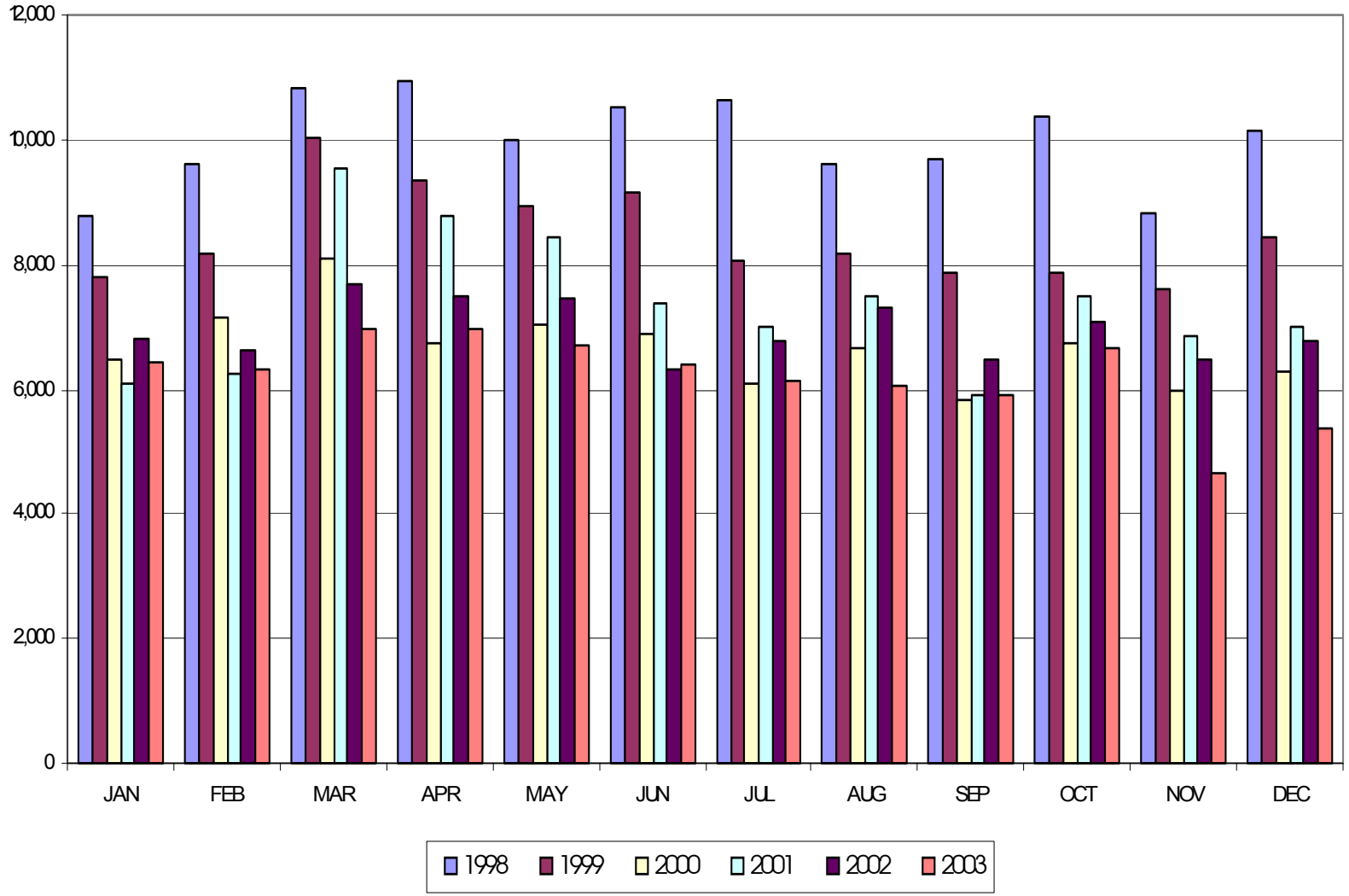


Exhibit 3
BANKRUPTCY FILINGS BY CHAPTER: 1980-2003
Central Distirct of California

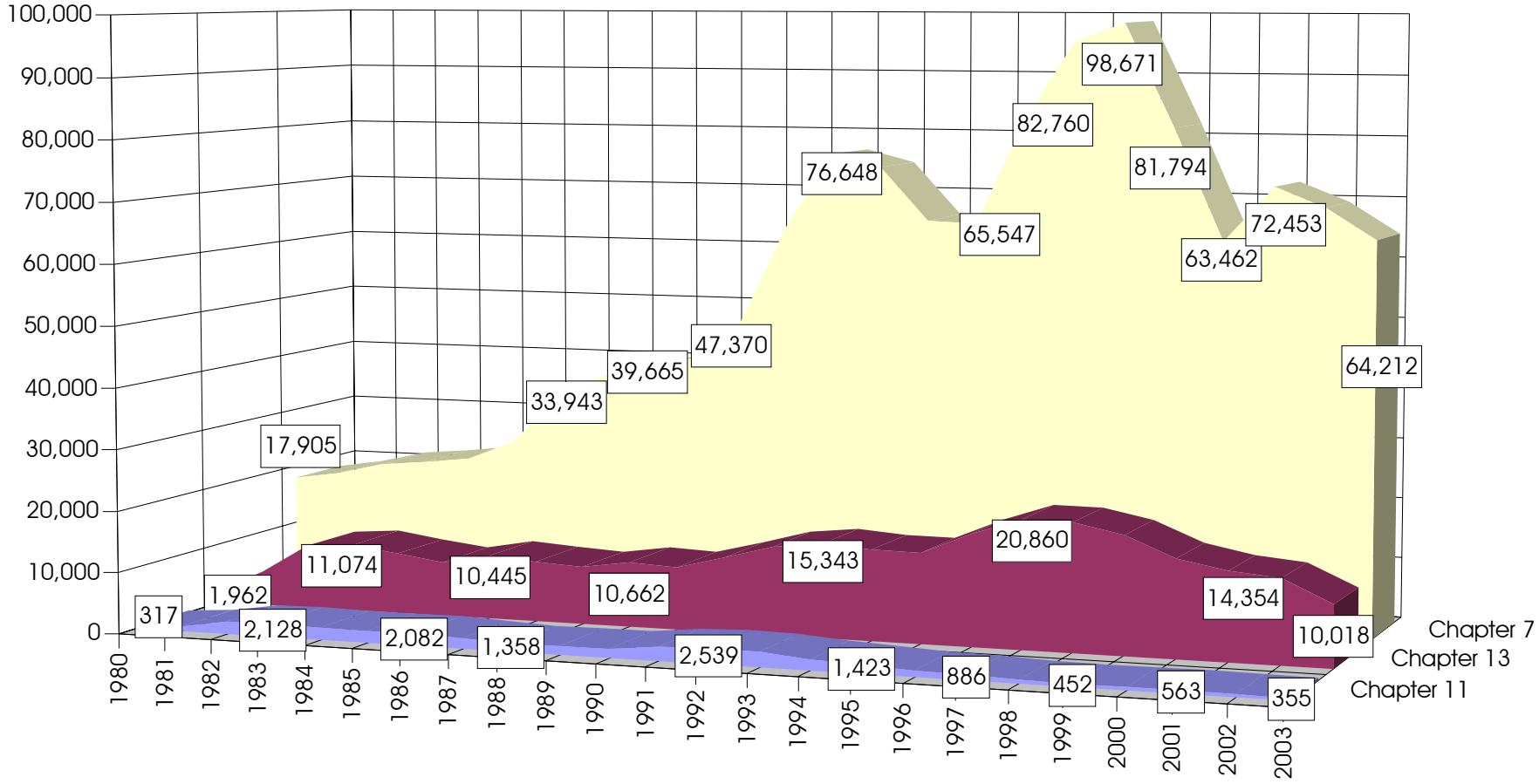


Exhibit 4
LOS ANGELES BANKRUPTCY FILINGS BY CHAPTER: 1980-2003
Central Distirct of California

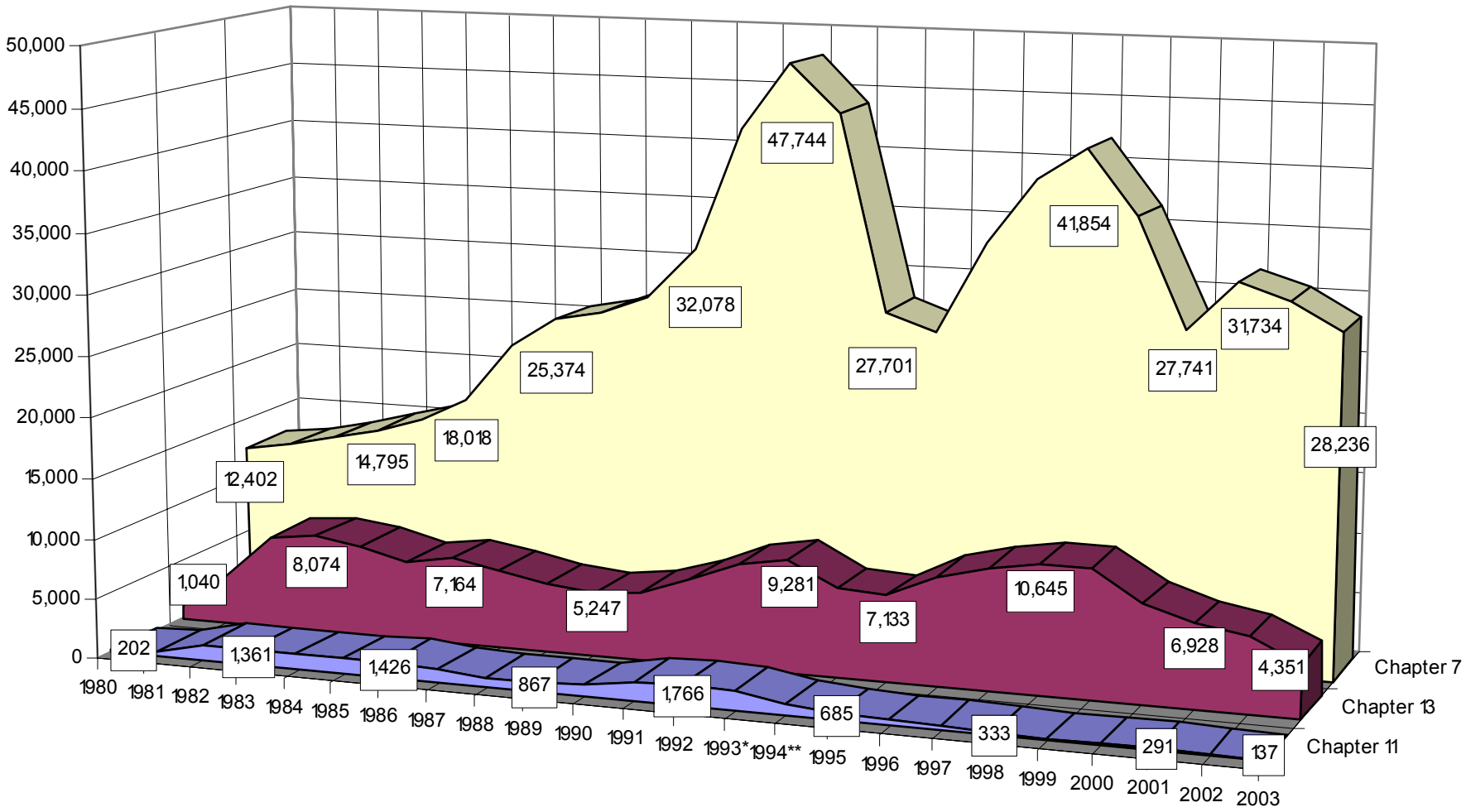


Exhibit 5
RIVERSIDE DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1980-2003
Central Distirct of California

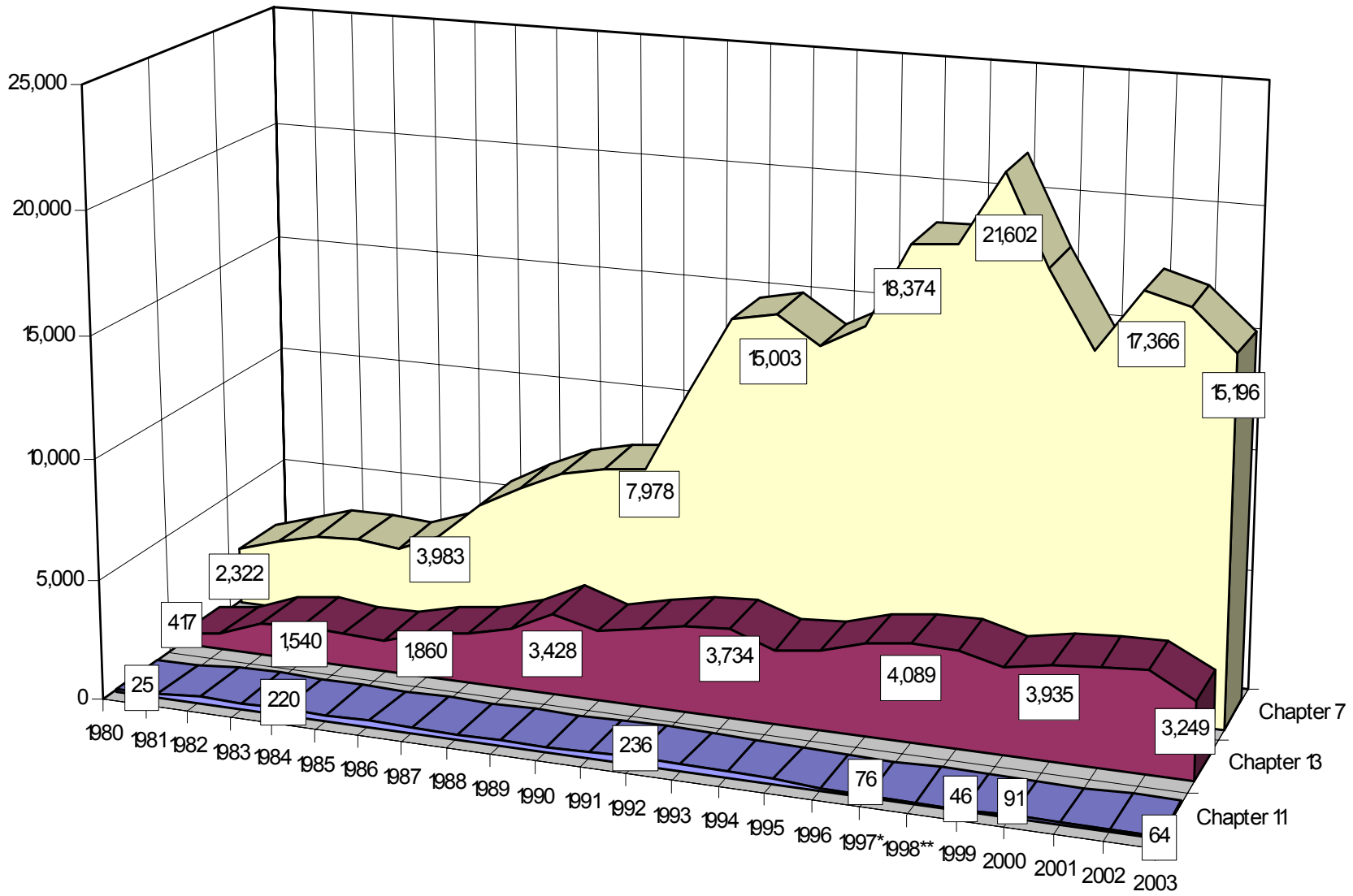


Exhibit 6
SANTA ANA DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1980-2003
Central Distirct of California

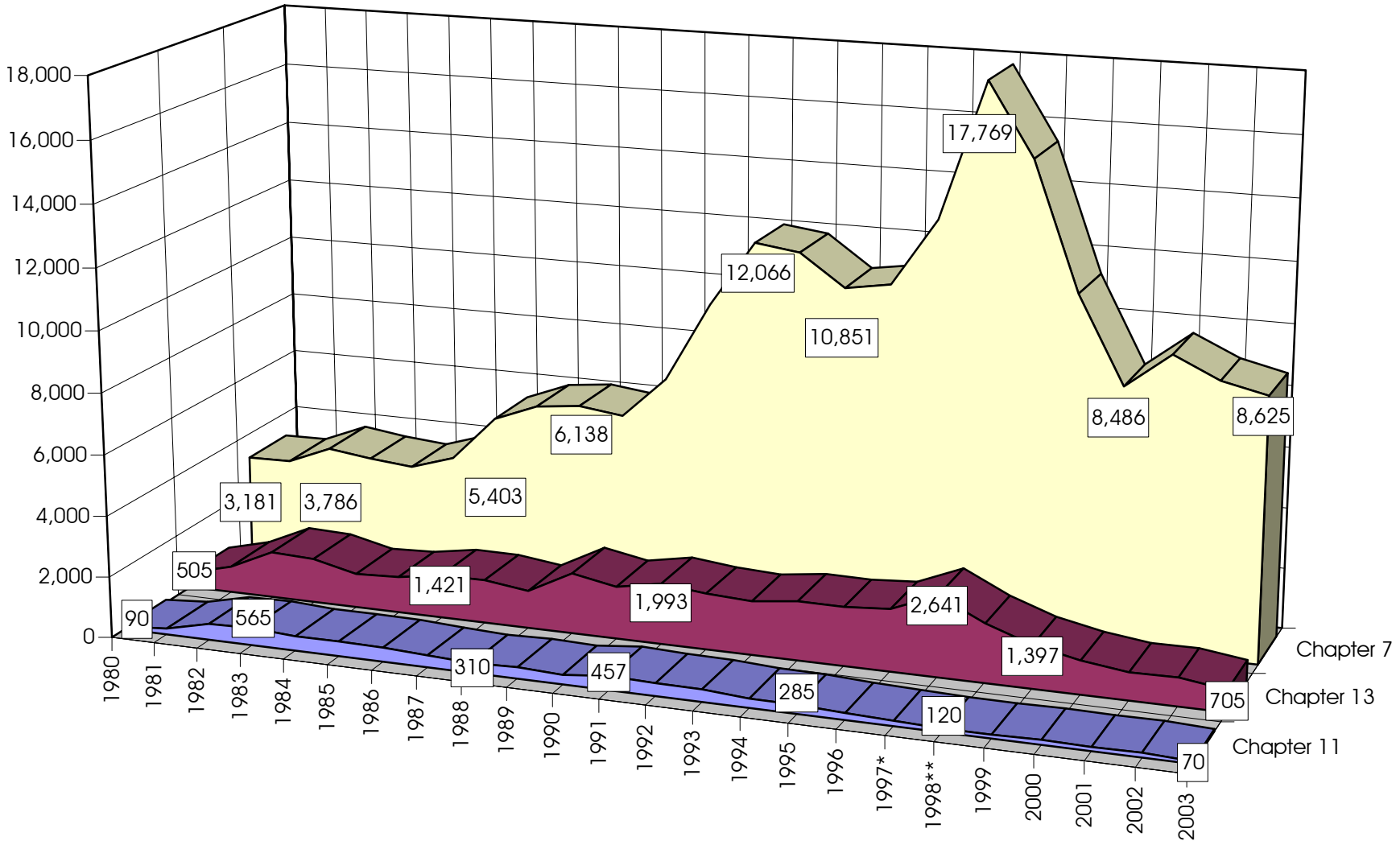
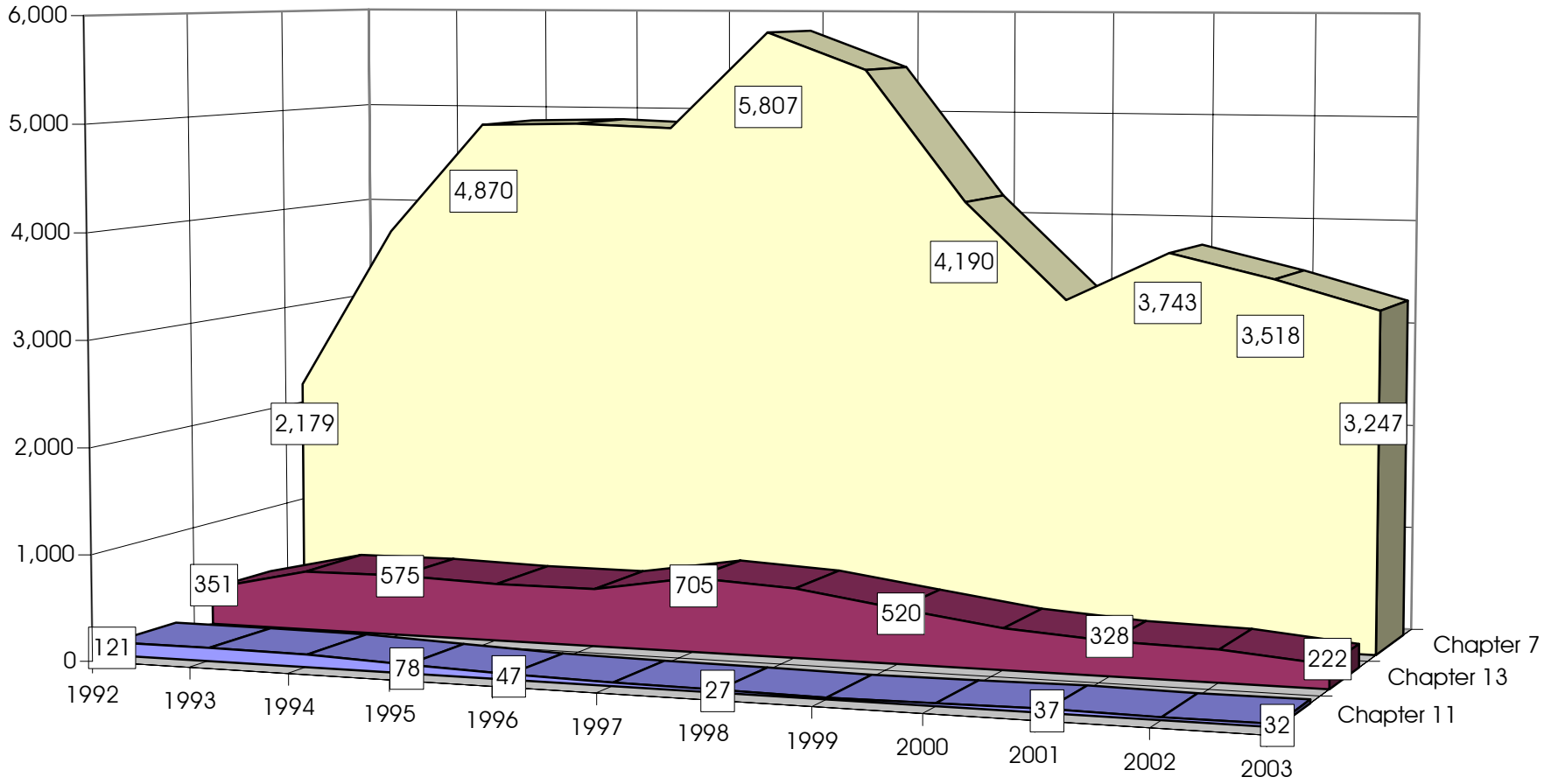
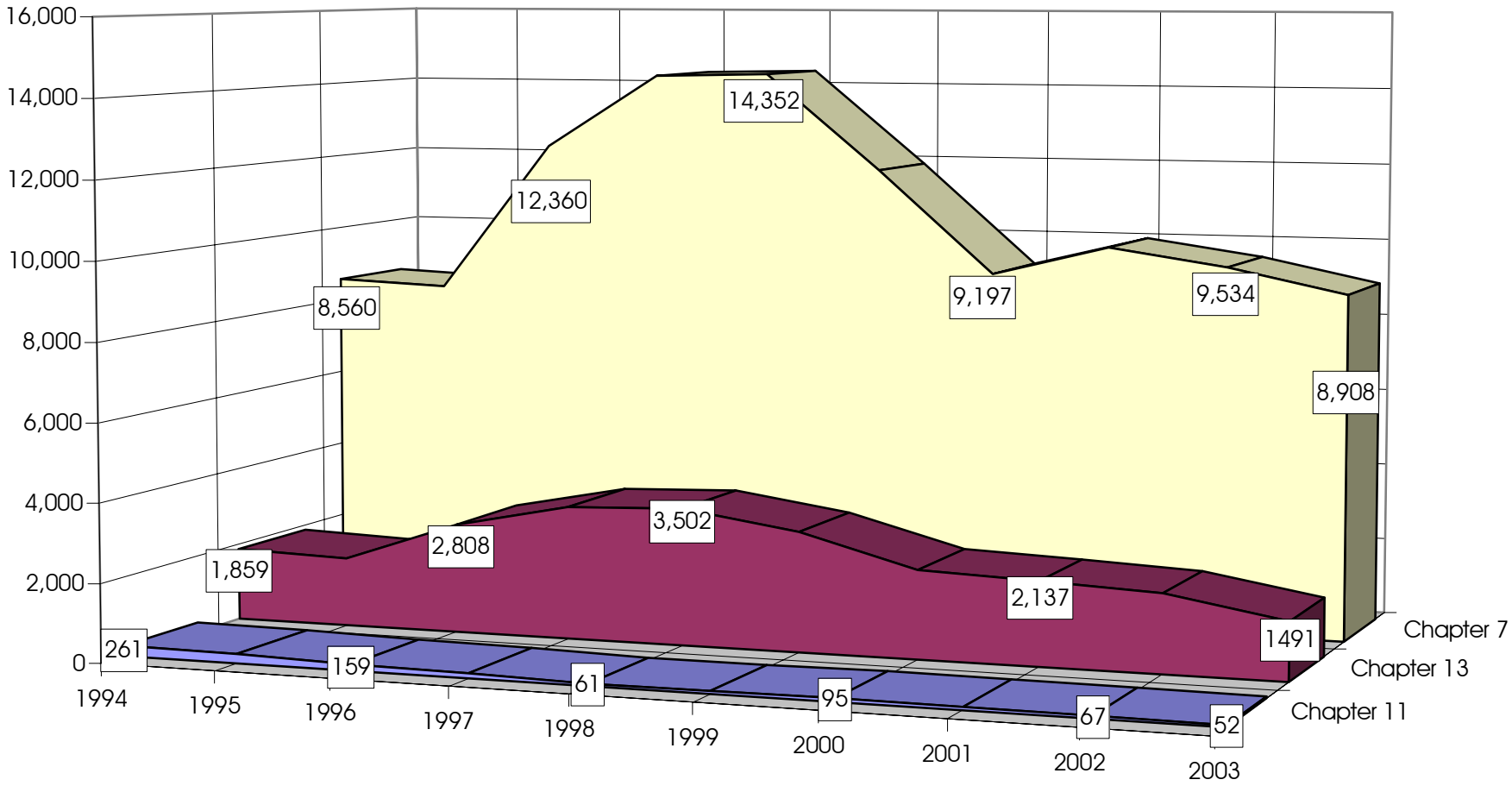


Exhibit 7
NORTHERN DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1992-2003
Central Distirct of California



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

Exhibit 8
SAN FERNANDO VALLEY DIVISION BANKRUPTCY FILINGS BY CHAPTER: 1994-2003
Central Distirct of California



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

Exhibit 9

Bankruptcy Filings and Percentage Change: 1980-2003

CENTRAL DISTRICT OF CALIFORNIA

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
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%	87,370	9.3%
2002	69,228	-4.5%	474	-15.8%	13,617	-5.1%	83,319	-4.6%
2003	64,212	-7.2%	355	-25.1%	10,018	-26.4%	74,585	-10.5%

LOS ANGELES DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
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	-5.3%	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%
2002	30,379	-4.3%	175	-39.9%	6,221	-10.2%	36,775	-5.6%

Exhibit 9 (continued)

Bankruptcy Filings and Percentage Change: 1980-2003

RIVERSIDE DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
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%	21,480	14.3%
2002	16,837	-3.0%	67	52.3%	4,177	2.6%	21,081	-1.9%
2003	15,196	-9.7%	64	-4.5%	3,249	-22.2%	18,509	-12.2%

SANTA ANA DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,203	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	-2.0%
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%
2002	8,960	-7.1%	138	17.9%	914	2.6%	10,012	-6.0%

Exhibit 9 (continued)

Bankruptcy Filings and Percentage Change: 1980-2003

NORTHERN DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,776	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%	4,108	11.4%
2002	3,518	-6.0%	27	-27.0%	306	-6.7%	3,851	-6.3%
2003	3,247	-7.7%	32	18.5%	222	-27.5%	3,501	-9.1%

SAN FERNANDO VALLEY DIVISION

(Filings prior to 1994 were included in Los Angeles Division)

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,449	-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%
2002	9,534	-4.4%	67	-9.5%	1,999	-6.5%	11,600	-4.8%
2003	8,908	-6.6%	52	-22.4%	1,491	-25.4%	10,451	-9.9%

Exhibit 10
MONTHLY CLOSING PERFORMANCE - CASE FILINGS : 1999-2003 (ADJ. FOR 4-MONTH CLOSING LAG)
Central Distirct of California

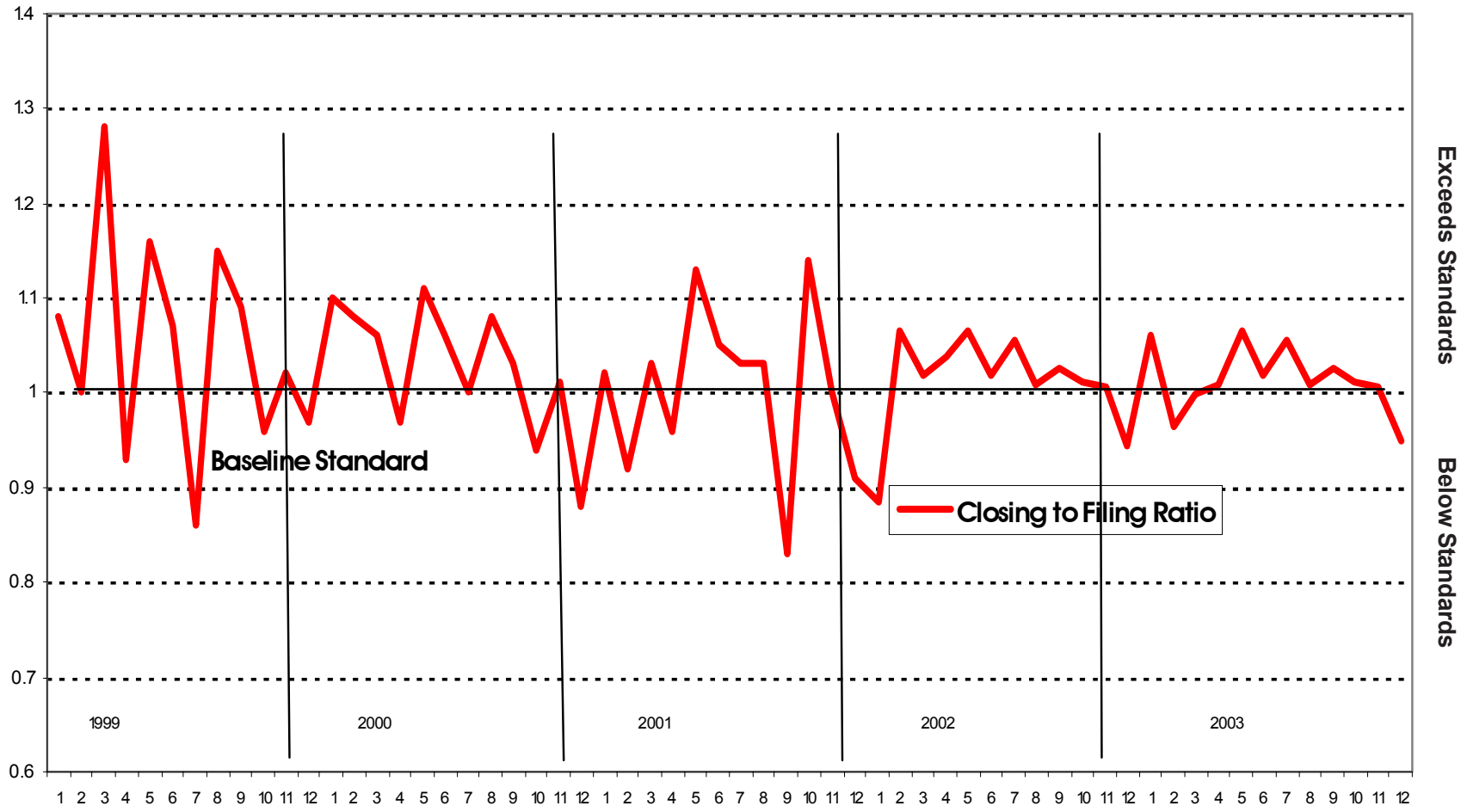
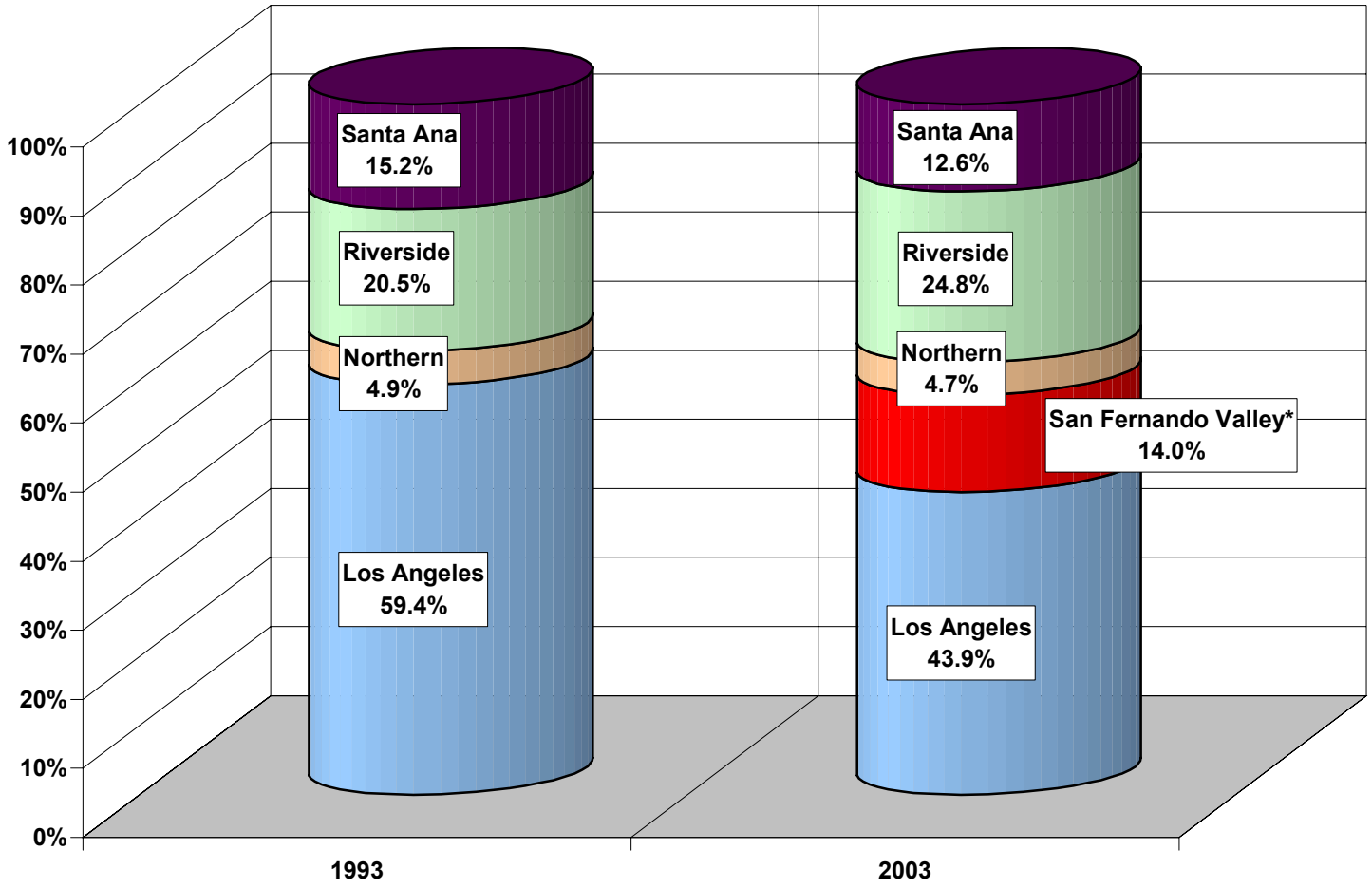


Exhibit 11
Central District of California
Comparison of Bankruptcy Case Closings to Filings: 2003

Chapter	Total Filed	Total Closed	Difference	Ratio (Closings/Filings)
		DISTRICT		
7	64,212	69,616	5,404	1.08
11	355	362	7	1.02
12	8	2	-6	0.25
13	10,018	11,873	1,855	1.19
Total	**74,593**	**81,853**	**7,260**	**1.10**
		LOS ANGELES DIVISION		
7	28,236	30,697	2,461	1.09
11	137	156	19	1.14
12	0	1	1	N/A
13	4,351	4,679	328	1.08
Total	**32,724**	**35,533**	**2,809**	**1.09**
		RIVERSIDE DIVISION		
7	15,196	16,633	1,437	1.09
11	64	44	-20	0.69
12	2	1	-1	N/A
13	3,249	3,962	713	1.22
Total	**18,511**	**20,640**	**2,129**	**1.12**
		SANTA ANA DIVISION		
7	8,625	9,249	624	1.07
11	70	89	19	1.27
12	0	0	0	N/A
13	705	1,003	298	1.42
Total	**9,400**	**10,341**	**941**	**1.10**
		NORTHERN DIVISION		
7	3,247	3,412	165	1.05
11	32	23	-9	0.72
12	6	0	-6	N/A
13	222	330	108	1.49
Total	**3,507**	**3,765**	**258**	**1.07**
		SAN FERNANDO VALLEY DIVISION		
7	8,908	9,625	717	1.08
11	52	50	-2	0.96
12	0	0	0	N/A
13	1,491	1,899	408	1.27
Total	**10,451**	**11,574**	**1,123**	**1.11**

Exhibit 12
PERCENT OF BANKRUPTCY FILINGS BY DIVISION*
Central Distirct of California



* The San Fernando Division separated from the Los Angeles Division in 1994.

Exhibit 13
CENTRAL DISTRICT OF CALIFORNIA
Comparison of Bankruptcy Filings
2002 vs. 2003

Chapter	2002	2003	% Chg
DISTRICT			
7	69,228	64,212	-7.2%
11	474	355	-25.1%
13	13,617	10,018	-26.4%
Total	83,319	74,585	-10.5%
LOS ANGELES DIVISION			
7	30,379	28,236	-7.1%
11	175	137	-21.7%
13	6,221	4,351	-30.1%
Total	36,775	32,724	-11.0%
RIVERSIDE DIVISION			
7	16,837	15,196	-9.7%
11	67	64	-4.5%
13	4,177	3,249	-22.2%
Total	21,081	18,509	-12.2%
SANTA ANA DIVISION			
7	8,960	8,625	-3.7%
11	138	70	-49.3%
13	914	705	-22.9%
Total	10,012	9,400	-6.1%
NORTHERN DIVISION			
7	3,518	3,247	-7.7%
11	27	32	18.5%
13	306	222	-27.5%
Total	3,851	3,501	-9.1%
SAN FERNANDO VALLEY DIVISION			
7	9,534	8,908	-6.6%
11	67	52	-22.4%
13	1,999	1,491	-25.4%
Total	11,600	10,451	-9.9%

Exhibit 14
CENTRAL DISTRICT OF CALIFORNIA
Comparison of Bankruptcy Closings
2002 vs. 2003

Chapter	2002	2003	% Chg
DISTRICT			
7	71,017	69,616	-2.0%
11	388	362	-6.7%
13	13,871	11,873	-14.4%
Total	85,276	81,851	-4.0%
LOS ANGELES DIVISION			
7	31,220	30,697	-1.7%
11	147	156	6.1%
13	6,014	4,679	-22.2%
Total	37,381	35,532	-4.9%
RIVERSIDE DIVISION			
7	17,063	16,633	-2.5%
11	64	44	-31.3%
13	4,119	3,962	-3.8%
Total	21,246	20,639	-2.9%
SANTA ANA DIVISION			
7	9,176	9,249	0.8%
11	91	89	-2.2%
13	1,282	1,003	-21.8%
Total	10,549	10,341	-2.0%
NORTHERN DIVISION			
7	3,646	3,412	-6.4%
11	23	23	0.0%
13	378	330	-12.7%
Total	4,047	3,765	-7.0%
SAN FERNANDO VALLEY DIVISION			
7	9,912	9,625	-2.9%
11	63	50	-20.6%
13	2,078	1,899	-8.6%
Total	12,053	11,574	-4.0%

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

Exhibit 15

Central District of California
Comparison of Adversary Proceedings Filed and Closed: 1999-2003

Year	Filed	% chg	Closed	% chg	Ratio (Closings/Filings)
DISTRICT					
1999	5,462	-7.7%	6,425	-17.7%	1.18
2000	4,601	-15.8%	5,273	-17.9%	1.15
2001	3,996	-13.1%	4,484	-15.0%	1.12
2002	5,776	44.5%	4,821	7.5%	0.83
2003	6,154	6.5%	5,129	6.4%	0.83
LOS ANGELES DIVISION					
1999	2,485	-6.8%	3,049	19.4%	1.23
2000	2,182	-12.2%	2,360	-22.6%	1.08
2001	1,754	-19.6%	2,044	-13.4%	1.17
2002	2,245	28.0%	2,131	4.3%	0.95
2003	1,987	-11.5%	1,957	-8.2%	0.98
RIVERSIDE DIVISION					
1999	768	-8.8%	910	5.1%	1.18
2000	699	-9.0%	854	-6.2%	1.22
2001	618	-11.6%	652	-23.7%	1.06
2002	700	13.3%	607	-6.9%	0.87
2003	1,317	88.1%	821	35.3%	0.62
SANTA ANA DIVISION					
1999	1,101	16.3%	975	-32.2%	0.89
2000	814	-26.1%	942	-3.4%	1.16
2001	719	-11.7%	837	-11.1%	1.16
2002	1,222	70.0%	968	15.7%	0.79
2003	2,015	64.9%	1,216	25.6%	0.60
NORTHERN DIVISION					
1999	261	-21.6%	370	-17.4%	1.42
2000	174	-33.3%	256	-30.8%	1.47
2001	160	-8.0%	151	-41.0%	0.94
2002	304	90.0%	157	4.0%	0.52
2003	332	9.2%	234	49.0%	0.70
SAN FERNANDO VALLEY DIVISION					
1999	847	-15.1%	1,121	-11.7%	1.32
2000	732	-13.6%	854	-23.8%	1.17
2001	745	1.8%	800	-6.3%	1.07
2002	1,305	75.2%	958	19.8%	0.73
2003	503	-61.5%	901	-5.9%	1.79

Exhibit 16 Central District of California Pending Bankruptcy Caseload by Division: 1999-2003*							
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total*
DISTRICT							
1999	30,210	-21.90%	894	-24.10%	20,628	-2.80%	51,732
2000	24,093	-37.70%	984	-16.50%	18,436	-13.20%	43,517
2001	26,471	9.90%	1,053	7.00%	18,471	0.20%	46,001
2002	25,913	-2.10%	964	-8.50%	16,830	-8.90%	43,707
2003	21,997	-15.1%	889	-7.8%	14,656	-12.9%	37,542
LOS ANGELES DIVISION							
1999	12,706	-13.40%	310	-29.10%	9,404	-5.20%	22,420
2000	10,217	-30.40%	311	-28.80%	7,597	-23.40%	18,035
2001	11,337	11.00%	396	27.30%	7,531	-0.90%	19,264
2002	10,696	-5.70%	340	-14.10%	6,829	-9.30%	17,865
2003	8,847	-17.3%	300	-11.8%	6,375	-6.6%	15,522
RIVERSIDE DIVISION							
1999	6,762	-31.90%	102	-6.40%	5,027	3.40%	11,891
2000	5,638	-16.60%	127	24.50%	4,737	-5.80%	10,504
2001	6,339	12.40%	117	-7.90%	5,288	11.60%	11,747
2002	6,577	3.80%	88	-24.80%	5,113	-3.30%	11,778
2003	5,541	-15.8%	96	9.1%	4,276	-16.4%	9,913
SANTA ANA DIVISION							
1999	4,720	-14.40%	258	-22.30%	2,437	-13.00%	7,415
2000	3,653	-22.60%	290	12.40%	2,239	-8.10%	6,183
2001	3,793	3.80%	318	9.70%	1,881	-16.00%	5,993
2002	3,797	0.10%	337	6.00%	1,455	-22.60%	5,590
2003	3,349	-11.8%	314	-6.8%	1,155	-20.6%	4,818
NORTHERN DIVISION							
1999	1,626	-39.10%	63	-35.10%	769	-10.80%	2,458
2000	1,210	-25.60%	57	-9.50%	710	-7.70%	1,978
2001	1,316	8.80%	62	8.80%	643	-9.40%	2,023
2002	1,274	-3.20%	60	-3.20%	512	-20.40%	1,846
2003	1,166	-8.5%	59	-1.7%	389	-24.0%	1,614
SAN FERNANDO VALLEY DIVISION							
1999	4,396	-25.00%	161	-20.70%	2,991	7.20%	7,548
2000	3,465	-21.20%	199	23.60%	3,153	5.40%	6,817
2001	3,686	6.40%	160	-19.60%	3,128	-0.80%	6,974
2002	3,569	-3.20%	139	-13.10%	2,921	-6.60%	6,629
2003	3,094	-13.3%	120	-13.7%	2,461	-15.7%	5,675

* 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.

Executive Office

Jon D. Ceretto, Executive Officer/Clerk
Michael E. Rotberg, Chief Deputy - Operations
Kathleen J. Campbell, Chief Deputy - Administraiton

Edward R. Roybal Federal Building and Courthouse
255 East Temple Street
Los Angeles, CA 90012
(213) 894-3118

Los Angeles Division
300 North Los Angeles Street
Los Angeles, CA 90012
Dennis Tibayan, Deputy-in-Charge
(213) 894-1156

Santa Ana Division
411 West Fourth Street, Suite 2030
Santa Ana, CA 92701-4593
Phyllis Presley, Deputy-in-Charge
(714) 338-5348

Riverside Division
3420 Twelfth Street
Riverside, CA 925801-3819
Christian Lippens, Deputy-in-Charge
(909) 774-1002

Northern Division
1415 State Street
Santa Barbara, CA 93101-2511
Corinne Chan, Operations Supervisor
(805) 884-4872

San Fernando Valley Division
21041 Burbank Boulevard
Woodland Hills, CA 91367-6603
Paula Roe, Deputy-in-Charge
(818) 587-2885

Web Site: *www.cacb.uscourts.gov*