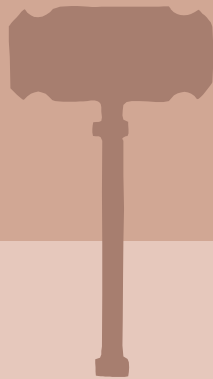


**UNITED STATES BANKRUPTCY COURT
CENTRAL DISTRICT OF CALIFORNIA**

2000



ANNUAL REPORT

**HONORABLE GERALDINE MUND
CHIEF JUDGE**

**JON D. CERETTO
EXECUTIVE OFFICER/CLERK OF COURT**



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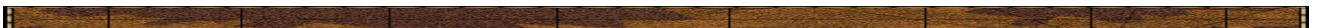


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INTRODUCTION



During the millennium year 2000, our Court overcame significant obstacles in achieving our mission in the administration of justice and emerged with the most effective performance in its history. Through expanded use of automation and procedural improvements, our Court continued to focus on enhancing customer service and increasing operational efficiencies in spite of a significant reduction in its personnel budget.

- **Central District's Case Processing Performance Continues to Excel**

Bankruptcy Program Indicators published by the Administrative Office place the Central District of California bankruptcy court in the top 10% in 8 of the 16 performance measures indicative of operational effectiveness. The Court also exceeded the national average in 15 of these measures. Overall, the Court ranked second in the nation for all bankruptcy courts and first for large bankruptcy courts. [See page 37]

- **Staffing Restructuring/Reduction Completed**

As part of a decreased FY01 budget, the Court put into place a staffing reduction plan, the first in its history. The Plan was designed to minimize the impact on operations and customer service while providing separated staff with career transition assistance. [See page 24]

- **Court Provides Substantial Assistance to Pro Se Debtors**

Pro Bono programs coordinated by the Court and local bar associations continued to serve an increasing number of *pro se* debtors. During the year, over 800 debtors were provided with assistance in understanding their rights prior to reaffirmation agreement hearings, and more than 1,500 debtors were offered assistance in dischargeability matters. With the commencement of *pro bono* programs in the Northern and Riverside divisions, all divisions now offer *pro bono* programs. [See page 10]

- **Sheri Bluebond Selected as Bankruptcy Judge**


During 2000, the Ninth Circuit Court of Appeals proceeded to fill the bankruptcy judgeship vacated by the Honorable Lisa Hill Fenning. Ms. Sheri Bluebond was selected to fill the judgeship in September 2000, and was officially sworn in on February 1, 2001. [See page 8]

- **Six Bankruptcy Judges Reappointed**

During the year, six bankruptcy judges for the Central District of California were reappointed to 14-year terms by the United States Court of Appeals for the Ninth Circuit. The judges who were reappointed were the Honorable Geraldine Mund, Chief Judge; the Honorable James N. Barr; the Honorable Samuel L. Bufford; the Honorable David N. Naugle; the Honorable Barry Russell; and the Honorable John E. Ryan. [See page 8]

- **Quality Control Automation Introduced**

Developed by the Clerk's Office, an automated program for the quality control of new petition data was introduced. This program standardizes and streamlines the manual quality control process for new petitions that had been in place in all divisions. The new reporting features of the program enable management to quickly identify training needs and other important trends. [See page 28]

- 
- **Bankruptcy Filings Decline for a Second Year**
Declining to less than 100,000 bankruptcy filings for the first time since 1995, a total of 79,901 bankruptcy cases were filed in the Central District of California during 2000. This represents a 21.3% decline from the 101,471 cases filed in 1999 and a 33.5% decrease from the record 120,063 cases filed in 1998. Bankruptcy filings declined in all chapters except chapter 11. [See page 47]
 - **Pending Caseload Reduced to Lowest Level Since 1983**
During 2000, the Court reduced the number of pending bankruptcy cases to the lowest level since 1983. As of December 31, 2000, the Court's pending caseload had been reduced to 43,517 bankruptcy cases, 16% less than the 51,741 cases pending at the end of 1999. [See page 39]
 - **Court Continues to Introduce Automation and Software Enhancements**
In an ongoing effort to save labor and improve data accuracy, the Clerk's Office enhanced its automation infrastructure, including the automatic closure of dismissed and discharged cases. [See page 32]
 - **Local Bankruptcy Rules Revised**
The Court's Local Bankruptcy Rules were revised during the year and became effective on January 2, 2001. The revised Local Bankruptcy Rules are available on the Court's web site. [See page 10]
 - **Use of Video Conference Hearing Technology Expands**
Judge Robin L. Riblet became the fourth judge in the district to use video conference hearing technology on a routine basis to hear intra-district bankruptcy cases. Video conference hearing technology also enabled several Ninth Circuit bankruptcy judges to assist the Court by hearing a number of matters without the need for travel. [See page 33]
 - **Court Introduces Document Imaging Performance Measures**
Building upon existing performance measures, the Clerk's Office added performance measures to track the time it takes for staff to image a document for the online case file system. The use of performance measures has resulted in a dramatic increase in the processing speed of documents filed with the Court. [See page 41]
 - **Images of Orders for Appeals Regularly Forwarded from District Court**
To improve the efficiency with which appeals to the District Court are handled, the District Court began forwarding electronic images of dispositive orders to the Clerk's Office. Electronic routing is more reliable than inter-office mail and also substantially reduces the time it takes to deliver the orders to the appropriate parties in the Bankruptcy Court. [See page 40]



- **webPACER Usage Reaches Record/Billing Module Introduced**

Strong public acceptance of the Court's online case files resulted in record webPACER usage. The Clerk's Office also introduced a webPACER billing enhancement that enables users to easily identify billable minutes by client. [See page 17]

- **Judicial Workload Equalization Program Completed**

Assisting the Court since 1996, the Judicial Workload Equalization Program drew to a close in 2000. Under the program, a total of 700 adversary proceedings from the Los Angeles, San Fernando Valley and Riverside divisions were assigned to bankruptcy judges within the Ninth Circuit. [See page 14]

- **Participants Continue Accolades for the Court's Mediation Program**

Participants continue to report high levels of satisfaction with the Court's Mediation Program, believed to be the largest of its type in the nation. This program provides a model for implementing other successful programs. [See page 12]

- **Court's Web Site Upgraded**

The Clerk's Office completed a major redesign of the Court's web site to make it easier for users to access information. [See page 15]

- **FAS₄T Automated Financial System Implemented After Extensive Preparation**

After six months of preparation, the Court went "live" with the Financial Accounting System for Tomorrow (FAS₄T) software, which reduced the processing time for the Court's accounts payable and budget transactions. [See page 33]

- **Court Continues to Operate Effectively During Democratic National Convention**

The Court took steps to continue service while supporting the City's efforts to reduce traffic congestion in the downtown Los Angeles area during the Democratic National Convention. A server connection to the Santa Ana Division enabled Los Angeles Intake staff to operate while in Santa Ana. Additionally, the Court took advantage of the opportunity and accelerated shipment of over 172,000 closed cases to the National Archives and Records Administration. [See page 23]

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

Top row (from left):

Alan M. Ahart, Arthur M. Greenwald, Ernest M. Robles, David N. Naugle, John E. Ryan, Vincent P. Zurzolo

Center row (from left):

Barry Russell, Mitchel R. Goldberg, Robert W. Alberts, Lynne Riddle, Kathleen March,
Thomas B. Donovan, Samuel L. Bufford, James N. Barr

Front row (from left):

Meredith A. Jury, Ellen Carroll, Erithe A. Smith, Geraldine Mund (Chief Judge),
Robin L. Riblet, Lisa Hill Fenning (Retired), Kathleen T. Lax



SECTION I: ACCOMPLISHMENTS



JUDGES

Judicial Committees

The judicial committees address Court-related issues and consist of bankruptcy judges and management staff from the Clerk's Office. These committees are responsible for providing feedback regarding Court operations and administrative issues. During 2000, the standing judicial committees were:

- Executive Committee
- Case Management Committee
- Chapter 13 Committee
- Education and Training Committee
- *Pro Se* Committee
- Rules Committee
- United States Trustee Liaison Committee

The *ad hoc* committees were:

- Alternative Dispute Resolution Committee
- Attorney Discipline Committee
- Bankruptcy Fraud Committee
- Long Range Planning Committee

The Honorable Lisa Hill Fenning Resigns

After 15 years of service as a United States bankruptcy judge for the Central District of California, the Honorable Lisa Hill Fenning resigned from her judicial appointment, effective April 30, 2000, to become a private mediator. Since her appointment in 1985, Judge Fenning chaired a number of judicial committees, developed extensive local practice forms, pioneered a variety of calendaring and case management innovations, and was instrumental in addressing bankruptcy fraud issues as chair of the Court's *ad hoc* Bankruptcy Foreclosure Scam Task Force.

Sheri Bluebond Appointed Bankruptcy Judge

Ms. Sheri Bluebond was selected to serve a 14-year term as bankruptcy judge for the Central District of California in September 2000, and was officially sworn in on February 1, 2001. Judge Bluebond specialized in bankruptcy law prior to her judicial appointment, was active in various bankruptcy law organizations, and has written a number of bankruptcy-related articles in legal publications. Judge Bluebond filled the judicial vacancy caused by the departure of Judge Lisa Hill Fenning and maintains her chambers in the Court's Los Angeles Division.



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Six Bankruptcy Judges Reappointed During 2000

United States bankruptcy judges are appointed to 14-year terms by the Ninth Circuit Court of Appeals. The Central District of California bankruptcy judges who were reappointed during 2000 are:

Honorable Geraldine Mund, Chief Judge -

First appointed as a bankruptcy judge in 1984, the Honorable Geraldine Mund was reappointed as a bankruptcy judge on August 27, 2000. On January 1, 2000, Chief Judge Mund commenced her second three-year term as chief bankruptcy judge for the Central District of California. Chief Judge Mund maintains her chambers in the San Fernando Valley Division.



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Honorable James N. Barr - The Honorable James N. Barr was reappointed to a second term as a bankruptcy judge, effective January 12, 2001. Judge Barr maintains his chambers in the Santa Ana Division and also manages a partial caseload in the Riverside Division through the use of video conference hearing technology.

Honorable Samuel L. Bufford - Effective March 23, 2000, the Honorable Samuel L. Bufford was reappointed to serve as a bankruptcy judge. Judge Bufford maintains his chambers in the Los Angeles Division and was first appointed as a bankruptcy judge in 1985.



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Honorable David N. Naugle - The Honorable David N. Naugle was reappointed to serve as a bankruptcy judge on July 13, 2000. Originally appointed as a bankruptcy judge in 1976, Judge Naugle maintains his chambers in the Riverside Division.

Honorable Barry Russell - Serving the Central District as a bankruptcy judge since 1974, the Honorable Barry Russell was reappointed to a new term commencing August 27, 2000. Judge Russell, who maintains his chambers in the Los Angeles Division, serves on the Bankruptcy Appellate Panel for the Ninth Circuit where he is the presiding judge. Judge Russell is also the Administrator for the Bankruptcy Court's Mediation Program.

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Honorable John E. Ryan - Originally appointed a bankruptcy judge on October 6, 1986, the Honorable John E. Ryan was sworn in for his second term on August 4, 2000. Judge Ryan sits on the Ninth Circuit Bankruptcy Appellate Panel. He maintains his chambers in the Santa Ana Division and also manages a partial caseload in the Riverside Division through the use of video conference hearing technology.

U. S. Trustee Liaison Committee Addresses Trustee Expense Process

The Court approved a revised general order that clarified and streamlined the budget motion process in chapter 7 asset cases, making it consistent with the Ninth Circuit decision in In re Jenkins. The Court's United States Trustee Liaison Committee, comprised of several bankruptcy judges and members of the Office of the United States Trustee, revised the general order. Panel trustees provided the Committee with extensive input on the budget motion procedures during the revision process. The resulting General Order 00-01 was signed on March 8, 2000 and was later incorporated into the revised Local Bankruptcy Rules as new Local Bankruptcy Rule 2016-2. The related form, revised by the Committee in June 2000, became required Local Bankruptcy Rules Form F 2016-2.1 and is included on the Court's web site under *Rules and Forms/Local Rules Forms*.

Chapter 13 Committee Revises Procedures and Forms

Following an extensive review that included solicitation of comments from the public and chapter 13 trustees, the Chapter 13 Committee revised the procedures for chapter 13 cases and the chapter 13 plan form. The revisions updated the procedures and clarified the respective responsibilities of the Court, the debtor, the debtor's attorney, and the standing trustee. Formerly included in the Local Bankruptcy Rules as an appendix, the rewritten procedures became effective on January 2, 2001, as new Local Bankruptcy Rule 3015-1 (*Procedures Regarding Chapter 13 Cases*). The revised chapter 13 plan form was designated Local Bankruptcy Rules Form F 3015-1.1 and is available on the Court's web site under *Rules and Forms /Local Rules Forms*.

Local Bankruptcy Rules Revised

The Court's Local Bankruptcy Rules were revised during the year and became effective on January 2, 2001. General orders governing chapter 13 procedures and compensation and trustee reimbursement procedures for chapter 7 asset cases were incorporated as new Local Bankruptcy Rules, while general orders governing the Bankruptcy Court's Mediation Program and attorney disciplinary procedures were included as appendices. In addition to these substantive changes, the lettering and numbering of paragraphs were also modified to conform to the format of the Federal Rules of Bankruptcy Procedure. The revised Local Bankruptcy Rules were made available on the Court's web site in both an unabridged version and an abridged version (i.e., without the Court's Comments).

Court Expands *Pro Bono* Programs to All Divisions

The Court, in cooperation with local bar associations, continued to expand the *pro bono* programs targeted toward the district's relatively high percentage of *pro se* debtors. *Pro se* debtors meeting certain eligibility requirements may receive free legal assistance from volunteer attorneys under these programs in all divisions of the Court.

In September 2000, local attorneys in cooperation with the Northern Division established a *pro bono* program to help *pro se* debtors understand their legal rights before they request the Court to approve a reaffirmation agreement. On a rotating basis, participating attorneys make themselves available to *pro se* debtors in the Northern Division prior to reaffirmation agreement hearings. In the first four months of this new program, 45 *pro se* debtors were offered *pro bono* reaffirmation agreement assistance. In early 2001, the Riverside Division initiated a *pro bono* program coordinated by the Public Service Law Corporation to assist *pro se* debtors in Section 523 and Section 727 related adversary proceedings.

In the Los Angeles and San Fernando Valley divisions, a *pro bono* program known as the Debtor Assistance Project (DAP) was established in 1997 by the Los Angeles County Bar Association's Commercial Law and Bankruptcy Section and Public Counsel, a not-for-profit legal organization, with the assistance and cooperation of the judges. Information about the DAP is prominently featured on the Court's web site, including program-related public notices, educational materials on reaffirmation agreements in both English and Spanish, and training and sign-up materials for attorneys interested in volunteering under the program. The training materials include a brief overview of bankruptcy law and procedure and the issues that might arise when representing low income chapter 7 debtors. Since its inception, over 200 attorneys have volunteered their services under the program.

During the year 2000, the DAP provided hundreds of qualified low income clients with assistance in preparing voluntary chapter 7 petitions and free legal representation in non-dischargeability adversary proceedings. Project attorneys assisted 720 debtors in understanding their rights prior to reaffirmation agreement hearings.

Through the joint efforts of the Orange County Bar Association, the Orange County Bankruptcy Forum, the Orange County Public Law Center, and the Division's judges and clerks, a *pro bono* program was established in the Santa Ana Division in 1999. The program, which was patterned after a similar program established in the Los Angeles and San Fernando Valley divisions, was designed to help *pro se* debtors better understand their rights prior to reaffirmation agreement hearings. Each month, judges in the Santa Ana Division consolidate their reaffirmation agreement hearings into one calendar to afford volunteer attorneys an opportunity to provide counseling one hour before the hearings. The judges in the division hear these matters on a rotating basis from month to month. (See Table 1 below.)

Division	Date Program Introduced	Debtors Dischargeability Assistance		Debtors Reaffirmation Agreement Assistance	
		Offered	Provided	Offered	Provided
Los Angeles	10/97	1,115	145	290	720*
San Fernando Valley	10/97	550		266	
Santa Ana	11/99	N/A	N/A	139	97
Northern	9/00	N/A	N/A	45	36
Total		1,665	145	740	853*

*Includes both co-debtors if jointly filed.

Bankruptcy Mediation Program Assists the Court and Litigants

Recognizing that formal litigation of disputes in bankruptcy cases and adversary proceedings frequently impose significant economic burdens on parties and often delays resolution of those disputes, the Court established an Alternative Dispute Resolution (ADR) Program in 1995 that is believed to be the largest of its type in the nation. Commonly known as the Bankruptcy Mediation Program, this program enables parties to resolve their disputes more quickly, at less cost, and without the stress and pressure associated with litigation.

As of December 31, 2000, 2,033 matters have been assigned to the Mediation Program since its introduction. Of the matters assigned, 1,906 matters were concluded while 127 remained pending. Of the 1,906 completed matters, 1,204 (63%) were settled and 702 (37%) were not settled. Matters not settled resume litigation and are decided by a bankruptcy judge. Below are some key statistics about the Mediation Program since its inception. (See Table 2 below.)

Total number matters assigned to ADR since July 1995	2,033
Total number of matters concluded 1,204 matters settled (63%) 702 matters not settled (37%)	1,906
Current number of pending matters	127
Number of mediators	215

A computer program developed in-house tracks all matters assigned to the Mediation Program, monitors the mediators' assignments and availability, and generates numerous types of statistical reports almost instantly by such categories as individual judge, division, chapter, matter description, and status of matter.

A comprehensive questionnaire enables the Court to determine the participants' perception of the Mediation Program. Data from these questionnaires are analyzed using a statistics computer program. Of the 4,984 questionnaires mailed to parties and attorneys who have attended mediation conferences, 1,820 completed questionnaires have been returned to the Court (representing a return rate of approximately 37% which is considered excellent in view of the fact that questionnaires are anonymous and voluntarily submitted). Data from the completed questionnaires are outlined in Table 3.

Respondents satisfied with the mediation process.	83%
Respondents who would use the mediation program again.	93%
Respondents who considered their settlement fair.	81%
Respondents who believed parties will comply with settlement.	87%
Respondents who believed mediator was effective in encouraging clients to engage in a meaningful negotiations.	84%
Respondents who believed mediator was effective in getting the attorneys to engage in meaningful negotiations.	85%

The Central District continues to benefit from the Mediation Program, enabling judges to focus on matters truly requiring judicial intervention. The Mediation Program also provides the judiciary with much-needed data demonstrating that mediation can resolve cases more quickly and at less cost while reducing the stress and pressure of litigation. The Mediation Program also provides a model for implementing other successful programs throughout the United States.

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 below.)

Figure 1
Matters Assigned to Mediation Program by Chapter
 (August 1995-December 2000)

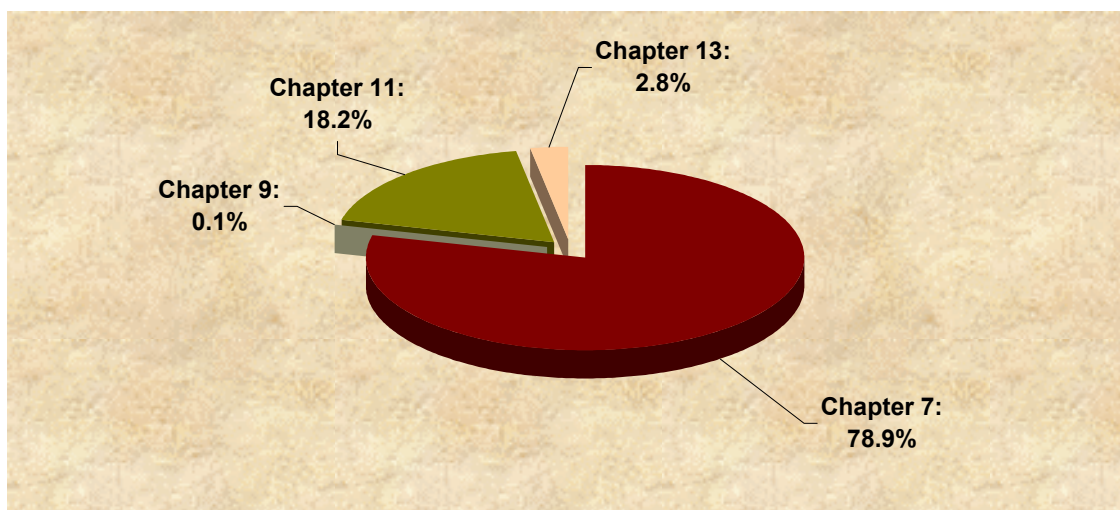
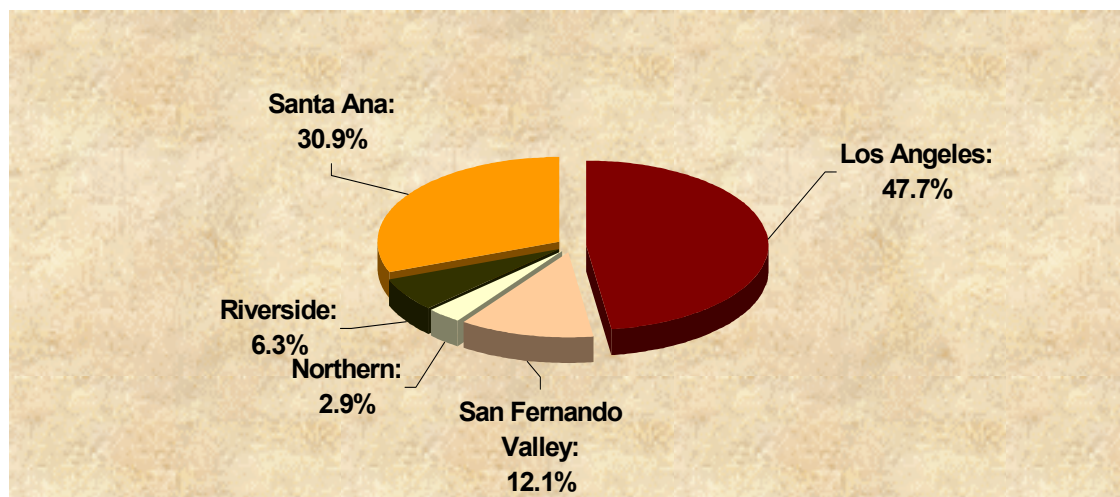


Figure 2
Distribution of Central District Mediation Matters
 (August 1995-December 2000)



Judicial Workload Equalization Program Ends with Completion of Fifth Round

Initiated to help equalize judicial workloads throughout the Ninth Circuit through the intra-circuit assignment of cases, the Judicial Workload Equalization Program drew to a close in August 2000. Originally piloted in 1996 with the reassignment of 200 Los Angeles Division and San Fernando Valley Division adversary proceedings to judges in the Ninth Circuit, the program expanded to the Riverside Division in 1997. During the life of the Riverside Division program, a total of 500 adversary proceedings (in groups of 100) were assigned to three bankruptcy judges from the District of Oregon: the Honorable Elizabeth L. Perris, the Honorable Randall L. Dunn, and the Honorable Frank R. Alley, III.

Visiting Bankruptcy Judges Provide Support to the Northern and Los Angeles Divisions

The Honorable Richard T. Ford, recalled bankruptcy judge from the Eastern District of California, returned to the Northern Division as a visiting judge several times in 2000. During his visits, Judge Ford heard matters related to adversary proceedings from the Honorable Robin L. Riblet's caseload. The Honorable James M. Marlar, bankruptcy judge for the District of Arizona, also heard a variety of matters in the Northern Division as a visiting judge in August 2000.

In September and October 2000, the Honorable John L. Peterson from the Bankruptcy Court, District of Montana, heard 14 Los Angeles Division adversary proceedings previously assigned to Judge Lisa Fenning. Initially, Judge Peterson appeared via video conference from Montana and then traveled to Los Angeles for trials the week of October 30, 2000.

CUSTOMER SERVICE

Court's Web Site Upgraded/Streamlined

The Court debuted its completely redesigned and restructured web site to the public on February 29, 2000. Believed to be one of the most comprehensive court web sites in the nation, the redesigned web site enables the user to access information through a series of "pull-down" menus or from corresponding "buttons." In response to feedback from users, additional revisions to the web site were completed on May 3, 2000, resulting in faster download times and other improvements.

"THE FOLKS WHO I DEALT WITH WERE ALL PROFESSIONAL, CONSIDERATE AND MOST IMPORTANTLY, HELPED PUT ME AT EASE."

CUSTOMER SERVICE RESPONSE

During the year, the Court's web site was also enhanced to include current information on high profile bankruptcy cases, notices of sale of estate property, a register of federal and state government addresses, and other useful information. The Court's web site (www.cacb.uscourts.gov) has been visited approximately 300,000 times by the public since it was established in 1997.

Customer Service Training Program Initiated

The Clerk's Office developed a program designed to improve the courtesy and professionalism of staff members in their interactions with the public. The new program - *The Public: How Do We Deal with Them?* - consists of a live presentation, a video, and class participation. Conducted for the Intake Section of the Los Angeles Division in the last quarter of 2000, the customer service program will be offered to the other divisions in 2001.

Online Case Files

Online case files were first introduced in the Los Angeles, Northern, and San Fernando Valley divisions in 1998, and expanded to the Riverside and Santa Ana divisions in 1999. (See page 16.) By imaging the bankruptcy case documents most requested by the public and making them available through the Court's webPACER system, the Court has enabled the public to review and print online case file documents 24 hours a day, 7 days a week from any computer equipped with a modem. In 2000, electronic images of nearly four million pages of documents were added to the Court's online case files.

Online case file automation is integrated into the Court's existing case management system. High-speed imaging equipment is used to scan case documents, and bar-coded cover sheets link each image to the appropriate online case file. During the year, this process was streamlined by the Clerk's Office through the introduction of enhanced case management software for several document types. (See article: *Case Management Software Enhancements Introduced District-Wide*, page 32.) Before being made available to the public, imaged documents are quality controlled for legibility and to ensure they are linked to the appropriate case and docket entry.

In addition to the bankruptcy case documents most requested by the public, the Court also images case documents in certain "high profile" cases. In 2000, complete online case files became available in the chapter 11 bankruptcy cases of Frederick's of Hollywood (LA00-29824ER), First Alliance Mortgage Company (SA00-12370LR), and Edwards Theatres Circuit, Inc. (SA00-16475LR).

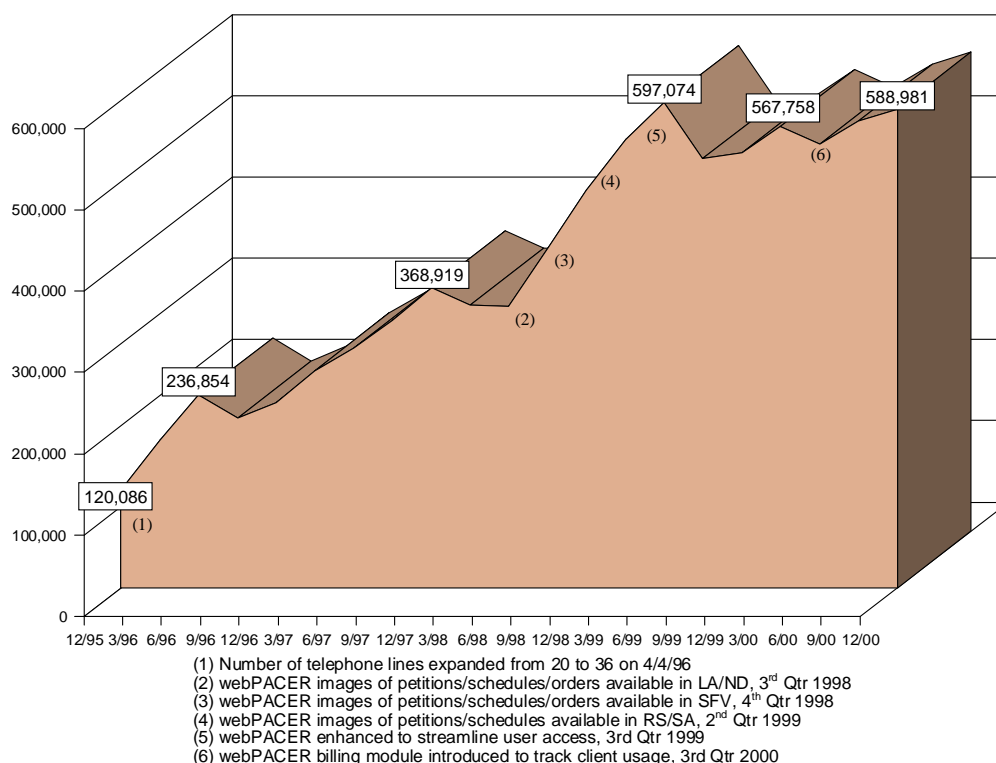
Table 4 Online Case File Availability							
Division	First File Date of Imaged Documents						
	Petitions and Schedules	Amended Schedules	Ch 13 Plans	Ch 11 Plans	Signed Orders	Orders Closing Case	BNC Orders*
Los Angeles	5/19/98	5/19/98	5/19/98	5/3/99	8/3/98	9/3/99	6/1/99
Riverside	5/17/99	11/29/99	6/1/99	6/1/99	6/1/99	3/1/00	1/31/00
Santa Ana	4/6/99	4/6/99	4/6/99	8/16/99	8/16/99	5/8/00	12/1/99
Northern	4/17/98	9/1/98	4/17/98	5/3/99	9/10/98	5/1/00	9/10/98
San Fernando Valley	10/1/98	11/4/99	10/1/98	5/3/99	11/2/98	11/27/00	1/11/99

*Includes discharge and dismissal orders generated by the Bankruptcy Noticing Center (BNC).

webPACER Usage Increases to Record Level

The Court's webPACER system provides the public with remote computer access to the Court's online case files 24 hours a day, 7 days a week. Despite a 21% decline in bankruptcy filings in the year 2000, webPACER usage increased to a record 2,277,370 minutes during the year, a 3% increase over the 2,212,807 minutes reported in 1999. Strong webPACER usage indicates the continued growth of public acceptance of electronic access to online case files and contributed close to \$1.3 million in revenue for the federal judiciary. (See Figure 3 below.)

Figure 3
Central District of California - Bankruptcy Court
webPACER Usage in Minutes by Quarter: 1995-2000



webPACER Billing Enhancement Implemented District-Wide

Responding to requests by attorneys, the Clerk's Office modified webPACER to enable users to easily identify billable minutes for their clients. Using a comment field, the webPACER user can enter a client's name, account number, or other unique reference code that results in a summary for that client in the user's monthly webPACER billing. Before rollout for public use in September 2000, the modifications were fully tested in the Los Angeles Division.

Public Usage of the Voice Case Information System (VCIS) Remains Strong

The Voice Case Information System (VCIS) is an automated telephone system providing the public with basic bankruptcy case information through the use of a touch-tone telephone. This free service is available 24 hours a day, 7 days a week, and allows users to access case information such as case number, case filing date, chapter, status of case, and asset information. Although the estimated number of calls for this popular service decreased 7% from the record 580,800 calls in 1999 to 543,793 calls in 2000, the decline was far less than the 21% drop in bankruptcy filings. (See Table 5 below.)

Division	Total Calls 1999	Total Calls 2000	Number Change	Percent Change
Los Angeles	264,000	285,000	21,000	8%
Riverside	108,000	91,000	-17,000	-16%
Santa Ana	90,000	69,000	-21,000	-23%
Northern	38,000	31,000	-7,000	-18%
San Fernando Valley	85,000	68,000	-17,000	-20%
District Total	585,000	544,000	-41,000	-7%

Public Continues Appreciation of Customer Service

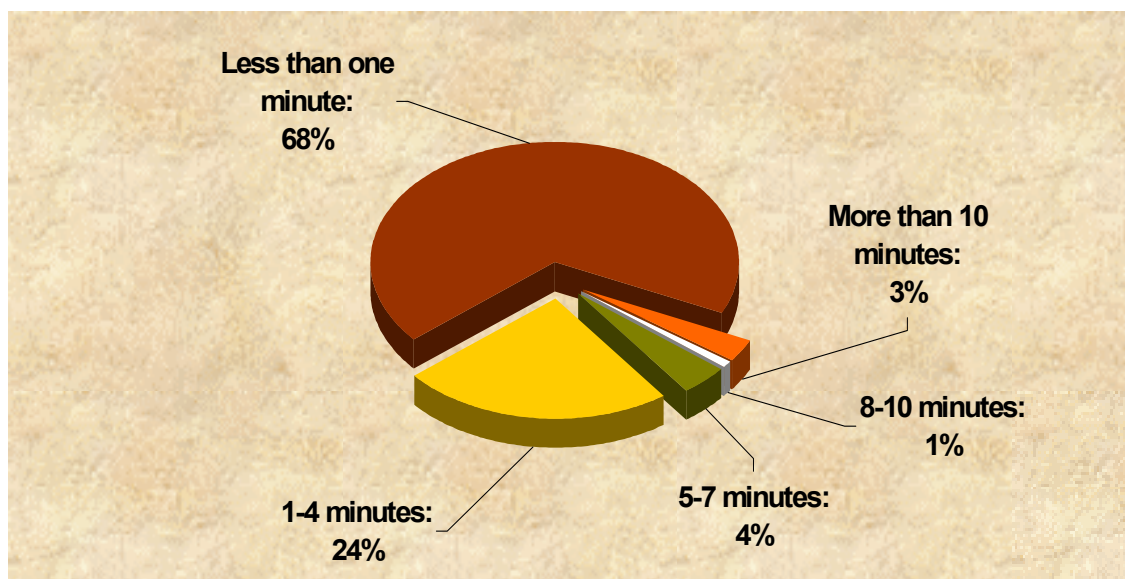
The *Customer Service Questionnaire* furnishes the Court with important feedback about the quality of customer service provided to the public. In addition to capturing traditional "satisfaction with service" information on a wide variety of variables, the questionnaire allows respondents to write in comments and suggestions. *Customer Service Questionnaires* are available at all divisions of the Court, as well as on the Court's web site.

An analysis of the responses received from January through December 2000 reflects the following:

- Over 91% of the respondents rated the *overall service* of the Court as excellent.
- Nearly 94% of the respondents rated the employee who served them as excellent in the category of *courtesy/attitude*.
- More than 91% of the respondents rated the employee who served them as excellent in the category of *competent/helpful*.
- The *convenience of the facility* was rated as excellent by 75% of those responding, while *facility appearance* was rated as excellent by over 85% of the respondents.

Providing customers with fast service is an important goal of the Bankruptcy Court. In 2000, an impressive 68% of the respondents reported that they were served within one minute of their arrival, compared with 57% in 1999 and 45% in 1998. Moreover, less than 3% of the respondents reported waiting more than 10 minutes, compared with 5% in 1999 and 16% in 1998. The following chart illustrates the length of wait for service reported by respondents to the *Customer Service Questionnaire*.

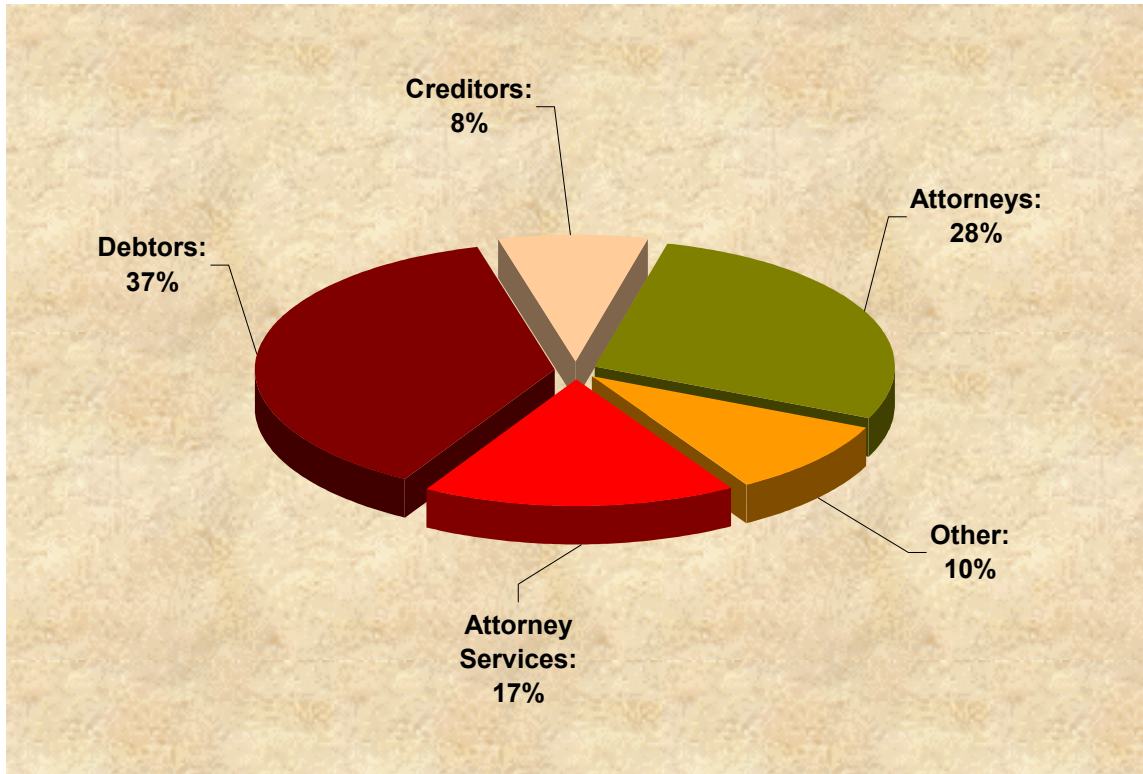
Figure 4
Customer Service Questionnaire: Length of Wait
 (January-December 2000)



The following table and chart summarize the services used by *Customer Service Questionnaire* respondents and the types of customers who responded:

Table 6 Customer Service Questionnaire: Services Used (Multiple responses possible)	
Intake/Filing Counter	66.6%
Records	17.4%
Public Information Office	7.2%
Case Administration	2.9%
Other	5.7%

Figure 5
Customer Service Questionnaire: Who Responded
(January-December 2000)



Drop Box Filing Provides Customer Service Enhancement

The Court provides customers with the added convenience of filing documents outside of normal business hours by making drop boxes available in the Los Angeles, Santa Ana, and San Fernando Valley divisions from 7:00 a.m. to 6:00 p.m. In 2000, the Riverside Division expanded its drop box hours to make this option available to filers from 7:30 a.m. to 6:00 p.m. (The Northern Division does not offer a drop box.) Drop boxes also can be used by the public during business hours to avoid having to wait in line. Documents placed in the drop box receive a “filed” stamp reflecting the date it was deposited in the drop box. Since documents from the drop box can be processed outside of the busiest office hours, this service also helps the Court better handle its workload. In 2000, an estimated 251,658 documents were filed using drop boxes in the four participating divisions, approximately 8% of all documents filed with the Court. (See Table 7 below.)

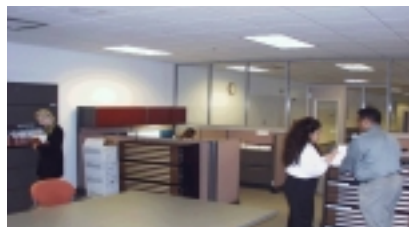
Table 7 Estimated Number of Bankruptcy Pleadings Left In Self-Service Drop Boxes: 2000					
Division Document	Los Angeles	Riverside	Santa Ana	San Fernando Valley	District*
Documents With Fees	9,883	5,215	3,218	4,095	22,411
Documents Without Fees	116,025	45,711	38,611	28,900	229,247
TOTAL	125,908	50,926	41,829	32,995	251,658

*The Northern Division does not have a drop box.

FACILITIES/EMERGENCY PREPAREDNESS

New Audio Tape Room Completed in the Los Angeles Division

A temperature-controlled audio tape storage room was built out in the Courtroom Services area of the Los Angeles Division to improve the security of audio tape recordings of hearings. Utilizing systems furniture panels and plexiglass windows, the spacious new area features room for additional storage and an area for reviewing and duplicating tapes. The new tape room is sound-insulated to minimize the escape of sound into the adjacent area occupied by team members.



Los Angeles Division Audio Tape Room

Office Space for Court Resources Remodeled/Expanded

Offices of the Court Resources Division, which serves the district-wide personnel needs of the Court, underwent a major remodeling and expansion. The reception area was redesigned to improve public access and meet standards imposed by the Americans with Disabilities Act; existing office space was reconfigured to accommodate the new team-based structure; and new office space was added to house analysts. A conference room was enlarged and a smaller conference room was added for confidential employee conferences and interviews. Testing rooms were equipped with networked computers for testing job applicants.

Public Carrels Modified District-Wide

The Riverside and Santa Ana divisions completed a project modifying carrels in public areas by reducing the height of the partition walls. Patterned after projects already completed in the Los Angeles, Northern, and San Fernando Valley divisions, the modifications allow Clerk's Office staff to better monitor records checked out to customers, resulting in improved case file security.



Modified Public Carrels in the Riverside Division

Court Demonstrates Ability to Manage Offsite Operations During the Democratic National Convention

Supporting efforts by the City of Los Angeles to reduce traffic congestion in downtown Los Angeles while addressing the possibility of demonstrations at the courthouse during the week of the Democratic National Convention, the Court undertook extensive measures to minimize risks to personnel, the public, and Court records and property. Services at the Los Angeles Division were dramatically reduced and basic operations were shifted to offsite locations.

Prior to the week of the convention, the Clerk's Office took numerous steps to ensure the Court's readiness to continue operations, regardless of events. To enable both judicial and Clerk's Office operations to function from remote locations, technical staff modified the Court's automated systems to allow offsite access to cashiering, case management, calendaring, and e-mail systems. To safeguard bankruptcy case files, Records staff archived files for 172,000 closed bankruptcy cases to the National Archives and Records Administration within an 18-day period. To put this achievement into perspective, the *entire district* archived files for 96,152 closed bankruptcy cases and adversary proceedings during all of 1999. In addition, all remaining open bankruptcy case files, adversary proceedings, and dockets in the Records Section were temporarily moved to the basement of the Federal Building at 300 North Los Angeles Street, where the risk for damage or destruction was greatly reduced.

During the convention week, several Los Angeles Division judges held court in offsite locations (i.e., the Richard H. Chambers Court of Appeals Building in Pasadena, the Santa Ana Division, and the San Fernando Valley Division). Other Los Angeles Division judges either postponed their calendars or heard a minimal number of matters at the Los Angeles Division. While the majority of Los Angeles Division staff took a combination of annual and administrative leave during the convention week, a special team of employees staffed two emergency Intake windows and other essential operations that were centralized on the ninth floor of the Edward R. Roybal Federal Building and Courthouse in Los Angeles, where increased security could be provided. Other Los Angeles Division staff provided service to the public at five Intake windows at the Santa Ana Division opened specifically to serve filers of documents meant to be filed in the Los Angeles Division. Real-time processing made available by special networking between the two divisions enabled staff to cashier bankruptcy petitions and other documents filed in Santa Ana while receiving Los Angeles Division case numbers, judge and trustee assignments, etc. In all, 389 Los Angeles Division bankruptcy petitions were processed during the convention week, 135 in Los Angeles and 254 in Santa Ana, representing about 70% of the bankruptcy petitions typically filed in Los Angeles.

Although throngs of demonstrators materialized at the buildings housing the Los Angeles Division, no damage or injuries were reported. Moreover, the Court confirmed its ability to handle offsite operations should an emergency necessitate the closure of one of its divisions in the future.

HUMAN RESOURCES

Staff Restructuring/Reduction Completed

In response to a substantial reduction in personnel funding due to a decline in case filings and a new, less generous Administrative Office staffing formula, the Clerk's Office implemented its first staff reduction plan in 2000. In addition to instituting a hiring freeze (with very limited exceptions), the Clerk's Office developed and implemented a methodology aimed at retaining a well-trained workforce, while minimizing the impact of the staff reduction on Court operations and customer service.

In anticipation of the reduction in personnel funding, the Clerk's Office reviewed all job titles occupied by operations staff and identified the skill sets most needed by the Court. Obsolete job titles were eliminated and replaced with four new job titles to better reflect the skill sets developed through cross-training. All operations staff were afforded the opportunity to apply for the new positions, and those who did not apply were notified that their old position titles were subject to abolishment based upon the needs of the Court.

After interviews and an assessment of each applicant's abilities, employees were selected for the new positions based upon their breadth of technical proficiency and ranking on teamwork and interpersonal skills. Once the new positions were filled, the Court determined the positions to be abolished based on the multiplicity of skills and cross-functionality desired by the Court. Reductions in administrative staff resulted either through the direct abolishment of departmental position titles deemed less essential than others within the same department or through seniority within federal service.

Separated staff received 60 days' notice with pay and were relieved of their regular job duties to enable them to seek other employment. To assist separated staff in locating outside employment, the Court established a career transition center in the Los Angeles Division in conjunction with the Office of Personnel Management. Staffed by the Court Resources Division, the center was equipped with computer workstations with Internet access, printers, a copier, telephones, a fax machine, and a wide variety of resource materials. The center also provided individual counseling and group workshops on such topics as developing a career action plan, assessing one's job skills, resume writing, interviewing skills, and job search techniques. At the expiration of the 60-day period, separated employees who had not found employment within the federal government became entitled to severance pay.

Computer-Based Testing of Applicants Introduced

To improve upon the employee selection process, Human Resources implemented computer-based testing of applicants' clerical skills (i.e., spelling, grammar, and math) on March 1, 2000. Previously, applicants manually completed these tests assessing their clerical skills. The new testing also assists Human Resources staff to assess the general computer skills of the applicants.

Tuition Reimbursement Program Graduates Four Employees

Providing financial assistance to Court employees pursuing work-related educational goals since 1997, the Court's Tuition Reimbursement Program helped four employees receive college degrees during the year. Overall, 14 employees received nearly \$12,000 under this program during 2000.

Thrift Savings Plan Overview Provided to Staff

Human Resources developed and presented an innovative district-wide program to improve employees' understanding of the Thrift Savings Plan (TSP), a retirement savings plan for federal employees. Using a series of easy-to-understand scenarios, the Human Resources specialist discussed personal retirement needs and the pitfalls of not adequately or properly planning for the future. The two 1½-hour sessions featured exercises for staff to calculate their expected financial positions at retirement, based on a number of variables such as investment strategies, levels of ongoing investment contributions, years of service, and age at retirement.

Traumatic Injury and Workers' Compensation Training Provided to Managers/Supervisors

Human Resources staff trained all managers and supervisors throughout the district on how to handle an on-the-job injury, including the completion of the applicable Office of Workers' Compensation Program forms. As part of this effort, Human Resources created checklists outlining actions to be taken in the event that an employee or member of the public is injured on Court premises. The forms also list emergency contacts specific to each division. The program included training on how to distinguish between traumatic injuries and occupational diseases and the proper way to assist and/or transport seriously injured persons.

Extern Processing and Orientation Procedures Improved

During 2000, over 65 judicial externs provided volunteer support to judges throughout the district. To improve upon the processing and training of incoming externs, the Court developed new procedures, forms, and an updated training program. Working with the Training Department, Human Resources staff developed a comprehensive quarterly orientation program for new externs that addressed particular judicial needs identified by the Court's Education Committee. To enhance Court security, Human Resources worked with the U. S. Marshals Service to develop an expedited procedure for conducting records checks for all externs. New color-coded identification badges prominently displaying an expiration date were also designed and issued.

Divisions Provided with Digital Cameras

Digital cameras were purchased for all divisional offices, and representatives from each office were trained in the use of the cameras. The new cameras enable each division to process its own employee photo identification cards, thereby eliminating the need for new employees in the outlying divisions to travel to the Los Angeles Division. The cameras are also used to take pictures for the staff rolodex on the Court's internal web site and to document special events for the Court's monthly newsletter, the *Full Court Press*.

Employee Recognition Programs



Annual Awards Ceremonies

Continuing a tradition of recognizing outstanding performance by Clerk's Office employees, the Court held its annual Awards Ceremonies during the week of September 11-15, 2000. Each divisional office hosted a formal ceremony to honor staff and recognize outstanding individuals. Executive Officer/Clerk of Court Jon D. Ceretto welcomed those in attendance, and Chief Judge Geraldine Mund thanked staff for their hard work during the year. All staff received a leather portfolio imprinted with the United States Bankruptcy Court seal. Additional "thank you's" were given by: the Honorable Barry Russell in the Los Angeles Division; the Honorable Mitchel R. Goldberg in the Riverside Division; the Honorable John E. Ryan in the Santa Ana Division; and the Honorable Robin L. Riblet in the Northern Valley Division and Chief Judge Mund in the San Fernando Valley Division. Criteria for the 2000 awards were:

- Implementation of new technology to improve and expand the Court's service capabilities to the public, judges, and members of the bar;
- Sustaining superior performance in supporting the daily operations of the Court;
- Increasing case processing effectiveness while reducing the Court's pending caseload and increasing docketing speed, volume of cases closed, and accuracy; and
- Outstanding customer service that is recognized by the public, judges, supervisors, and peers.

Employee of the Month

Each month, the Court bestows an “Employee of the Month” award to a staff member in the Clerk’s Office who has gone above and beyond the scope of his or her responsibilities to assist the public, help fellow employees, or improve the work environment. At a special monthly ceremony, each winner received a moderate cash award, an “Employee of the Month” certificate, a leather portfolio, and a photograph of the presentation. Additionally, an article spotlighting the employee appeared in the Court’s monthly newsletter, the *Full Court Press*.

Employees of the Month: 2000



Top row (from left):

Jon D. Ceretto, Executive Officer/Clerk; Tina Duarte, Santa Ana (April); Willy Del Mundo, Los Angeles (January); Raoul Mendez, San Fernando Valley (September); Wendy Wesley, Los Angeles (June); Ned Elfrink, Northern Division (July); Renee Moser, Riverside (November)

Front row (from left):

Rosemary Ambriz, Santa Ana (October); Blanca Acosta, Los Angeles (March); Lynn Ly, Los Angeles (August); Cristina Checa, Los Angeles, (December); Dane Hamada, Riverside (May); Kimberly Marquez, Riverside (February)

QUALITY ASSURANCE/TRAINING

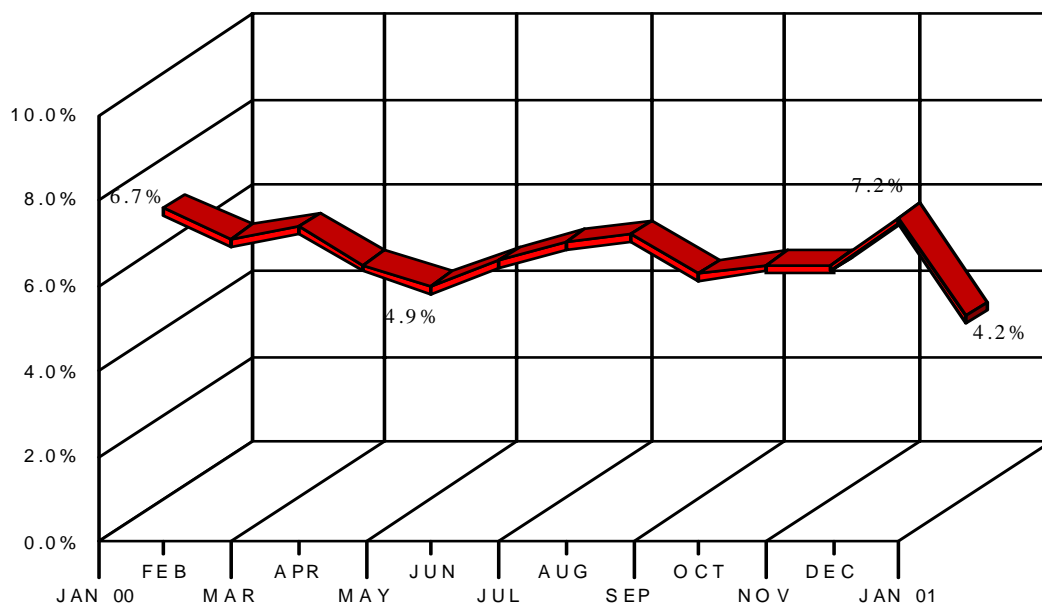
Automated Quality Control Program Introduced

Developed by the Clerk's Office and piloted in the Los Angeles Division, an automated program for the quality control of new petition data was introduced to all divisions. The program standardizes and streamlines the manual quality control process previously in place in each division. Using Visual FoxPro, the new program features user-friendly screens that closely mirror the layout of the bankruptcy petition. In addition to standardizing the quality control process, the new automated program features reporting capabilities that improve the collection and analysis of data, enabling corrective actions to be taken much more quickly. Automated reports help identify training needs and other important trends. Development of a similar automated quality control program for adversary proceedings is currently underway.

Bankruptcy Court Tracks District-Wide Data Entry Errors

While the automated quality control program was under development, the Clerk's Office began tracking errors in the entry of data regarding new bankruptcy petitions in January 2000. After a new petition has been filed and the data has been entered into the Court's cashing system, a quality control of all new petitions is performed. At that time, all errors are corrected prior to the downloading of new petition data into the Court's case management system. The error rate for new petitions with data entry errors declined by 37% from the 6.7% error rate reported in January 2000 to the 4.2% error rate in January 2001. By tracking data entry errors, the Court can easily identify quality control issues and trends that can be addressed through focused training. During 2000, the Court also automated the process of gathering data entry error rates. (See previous article.)

Figure 6
United States Bankruptcy Court - Central District of California
Percent of New Bankruptcy Petitions with Data Entry Errors



Lunch and Learn Program a Continued Success

Established in October 1999, the Los Angeles Division's "Lunch and Learn" program consistently attracts large audiences from the Clerk's Office. Through this program, participating Los Angeles Division judges provide presentations to Clerk's Office staff on topics designed to increase their awareness and understanding of the bankruptcy process. As indicated by the title, the sessions occur during the lunch hour to minimize the impact on operations. Attendance is voluntary. In a first for the program, a presentation by the Honorable Erithe A. Smith entitled *Chapters 7, 11, and 13 as They Relate to Bankruptcy Cases* was videotaped for future viewing by staff in outlying divisions.

Table 8 Lunch and Learn Program: 2000	
Presenter	Bankruptcy-Related Topic
Judge Donovan	Significance of writing opinions once a decision is reached in court.
Judge March	Bankruptcy crimes and the roles of federal agencies that investigate and prosecute the parties.
Judge Robles	Interaction of the Bankruptcy Court and the Office of the United States Trustee, as well as the history and organizational structure.
Judge Russell	Participation of the Central District of California Bankruptcy Court in the Bankruptcy Appellate Panel and pertinent information related to the Panel.
Judge Smith	<i>Chapters 7, 11, and 13 as They Relate to Bankruptcy Cases.</i>
Judge Zurzolo	General appeals issues and questions.

Clerk's Office Participates in Premiere Video Conference Workshop

In March 2000, the Court participated in the Federal Judicial Center's first video conference workshop, *Developing Task-Oriented Documentation*. Staff from all five divisions joined nine other federal court sites throughout the nation by video conference. A high level of interaction between the instructor and participating sites was facilitated by a document camera that enabled participants to review each other's documentation on a "real time" basis.

Court Shares Resources with U. S. Probation Office

During this period, the United States Probation Office participated with Court staff in two Federal Judicial Television Network workshops presented in the Court's training classroom. The workshops - *Structured On-the-Job Training* and *Developing Court Employee Competencies* - utilized "push-to-talk" technology, which allows audience members to ask questions of the trainer at the point of broadcast and to share information with federal agencies throughout the nation.

Court Continues to Develop Staff Skills

As in years past, the Court continued to emphasize the development of skills in the areas of automation, bankruptcy operations, team building, leadership, and general office skills. During 2000, a total of 7,241 hours of training was provided to staff through 309 classes. (See Table 9 on page 31.)

Table 9
District-Wide Training: 2000

Classes		Staff Participant Hours					
Name	Quantity	Total Hours	LA	RS	SA	ND	SFV
AUTOMATION TRAINING							
Abra	2	49	14	7	7	14	7
Bankruptcy Online System	1	20	20	-	-	-	-
Fas,t Overview	12	244	244	-	-	-	-
Informix	2	104	104	-	-	-	-
Intellitrak	2	28	-	-	-	14	14
JOGS	3	25	9	-	16	-	-
Microsoft TCP/IP; Windows NT; Internet Info Server	4	160	-	-	-	-	160
Miscellaneous Topics	7	18	14	2	2	-	-
NETWARE/NOVELL	7	400	120	80	80	40	80
Object Oriented Programming	1	6	6	-	-	-	-
Visual RMS	52	125	7	24	58	14	22
WordPerfect 8	39	206	166	24	-	4	12
<i>TOTAL Automation Training</i>	132	1,385	704	137	163	86	295
FJC/AO-SPONSORED PROGRAMS AND FJTN PRESENTATIONS							
Adaptive Manager	2	176	96	14	42	-	24
CM/ECF	1	12	11	-	-	-	1
Court Employee Competencies	1	58	44	-	10	-	4
Dealing With Difficult People	3	129	92	-	23	-	14
Memory Skills	2	66	66	-	-	-	-
Miscellaneous Topics	22	116	44	12	12	2	46
Overcoming Overload	1	40	34	-	-	-	6
Peer Coaching	1	270	-	-	270	-	-
Structured On-the-Job	3	174	130	-	44	-	-
Supervisors Development	2	29	18	2	5	2	2
Task-Oriented Documentation	3	232	118	50	28	18	18
Teamwork Essentials	2	60	40	-	16	4	-
Working Modules	3	28	-	-	28	-	-
<i>TOTAL FJC/AO/FJTN Programs</i>	46	1,390	693	78	478	26	115
OTHER TRAINING							
Counterfeit Currency Training	2	23	-	-	-	9	14
Disaster Preparedness	6	101	10	46	17	-	28
Domestic & Workplace Violence Connection	1	65	30	10	10	5	10
Extern/Law Clerk Training	3	408	312	30	24	-	42
Hire the Right Person	1	78	36	6	6	12	18
Human Resource and Employee Information	40	1,080	580	281	44	57	118
Lunch and Learn	31	399	223	163	-	13	-
Myers-Briggs Type Indicator	1	133	84	28	-	-	21
Prevention of Workplace Violence	1	105	72	11	11	-	11
Professional Development	22	787	551	62	39	16	119
Refresher Procurement Training	1	23	23	-	-	-	-
The Public: How Do We Deal With Them?	1	58	58	-	-	-	-
Train the Trainer	1	640	350	80	105	35	70
Workers' Compensation	6	43	14	12	7	3	7
Working Together	11	463	282	-	66	25	90
Writing Skills	3	60	40	20	-	-	-
<i>TOTAL Other Training</i>	131	4,466	2,665	749	329	175	548
GRAND TOTAL	309	7,241	4,062	964	970	287	958

TECHNOLOGY

Case Management Software Enhancements Introduced District-Wide

Improving the Court's excellent levels of customer service and the efficient management of the largest number of bankruptcy filings in the nation, the Clerk's Office has added more than 60 automation enhancements to the Court's case management system since it was introduced in November 1994. Some of the new enhancements to the Court's case management system that were made during the year included:

- **“Auto Closing of Discharged Cases” Program** - Using criteria established by operations staff, the Information Technology Division developed a new program, known as the Auto Closing of Discharged Cases program, that automatically closes discharged chapter 7 no-asset cases. Representing approximately 75% of all cases closed by the Clerk's Office, this automation enhancement saves hundreds of staff hours by automatically docketing the Order Closing Case, updating the case status in NIBS, and generating the statistical data required by the Administrative Office. Furthermore, the new program automatically creates an image of the Order Closing Case, eliminating the need to scan these documents and their corresponding bar-coded cover sheets, and automatically generates a printed copy for the case file. Following extensive testing, the program was piloted by the Fast Track Section of the Los Angeles Division in February 2000 and was made available to all divisions in May 2000.
- **“Auto Closing of Dismissed Cases” Program** - Originally introduced in 1998 as the prototype for the Auto Closing of Discharged Cases program, the Auto Closing of Dismissed Cases program was upgraded to include many of the features in the newer Auto Closing of Discharged Cases program. The upgrade introduced in July 2000 automatically generates an image of the Order Closing Case that is attached to the online case file. This enhancement saves time previously required to scan and link the image to the online case file.
- **CMatrix Program** - Developed by the Clerk's Office, the CMatrix program was designed to eliminate the duplicate scanning of the creditor matrices that are required in all bankruptcy cases. Prior to CMatrix, clerks scanned the creditor matrix twice, once to import names and addresses of creditors into the case management system (NIBS) and a second time to generate an electronic image for the online case file. After extensive piloting at the Los Angeles Division, the new time-saving system enhancement was implemented in all divisions during May 2000.

FAS₄T Automated Financial System Implemented After Extensive Preparation

After six months of planning, training, and testing, the Court went “live” on October 2, 2000, with the Financial Accounting System for Tomorrow (FAS₄T), an automated accounting system. FAS₄T, a multi-user program replacing the Automated Spending and Procurement system (ASAP), is a centralized accounting system utilized by the entire court family (i.e., Bankruptcy Court, District Court, Probation, Federal Public Defender’s Office, and Pretrial Services). In addition to processing purchase orders and payment authorizations for vendor payables, unclaimed funds, trustee fees, refunds, and travel vouchers, FAS₄T has an online budget approval feature that reduces processing time. All staff involved in the accounts payable and budget processes participated in training and testing sessions for three months prior to the implementation of the system. Prior to implementation, the Clerk’s Office modified FAS₄T to improve the purchasing, payment, and systems security procedures. The Clerk’s Office also reviewed and converted unliquidated obligations and fully documented the procedures related to validity testing. As a result of the extensive planning, the transition to the new system went smoothly.

Court Provided Access to District Court’s Attorney Admissions Database

Judges and selected chambers staff were provided with access to the District Court’s Attorney Admission database in 2000. Computer screen icons provide easy access to the database, enabling users to quickly verify an attorney’s admission status at the District Court.

Use of Video Conference Hearing Technology Expanded

Video conference hearing technology continued to afford the Court increased flexibility in the case assignment process. This technology enables a judge to carry a caseload in two or more divisions by eliminating the time, cost, and inconvenience associated with travel between divisional offices.

- **Intra-District Case Assignments Managed Through Video**

The Honorable James N. Barr and the Honorable John E. Ryan of the Santa Ana Division continued to receive cases from the Riverside Division on a routine basis and hear matters related to Riverside Division cases from their Santa Ana Division courtrooms through video conference hearing technology.

Until February 2000, the Honorable Ellen Carroll utilized video conference hearing technology to conduct hearings for her caseload, which was split between the Los Angeles and San Fernando Valley divisions. At that time, adjustments to the case assignment wheel were made. Judge Carroll began receiving cases only from the Los Angeles Division, while the Honorable Robin L. Riblet began receiving a partial caseload from the San Fernando Valley Division.

- **Other Notable Uses of Video Conference Hearing Technology**

During 2000, several other notable uses of video conference hearing technology occurred in the district.

- The Honorable Thomas T. Glover, acting as a visiting judge, used video conferencing to hear numerous Los Angeles Division adversary proceedings from his Seattle, Washington courtroom.
- The Honorable John E. Ryan conducted a hearing with witnesses in Leeds, England appearing by video conference, witnesses in Maine appearing by teleconference, and more than a dozen people appearing in his Santa Ana courtroom.
- While visiting the Los Angeles Division to perform her duties as Chief Judge, Chief Judge Mund utilizes video conferencing to hear her San Fernando Valley calendars.
- The Honorable Robert W. Alberts held hearings from a Dallas, Texas courtroom while the litigants appeared at the Santa Ana Division.
- The Bankruptcy Appellate Panel consisting of the Honorable Philip H. Brandt of Tacoma, Washington; the Honorable Christopher M. Klein of Sacramento, California; and the Honorable James M. Marlar of Phoenix, Arizona; heard appeals in the Santa Ana Division on January 20, 2000. Court was held in the Special Proceedings Courtroom and related cases were heard via video conferencing.
- In October 2000, Judge John L. Peterson from the Bankruptcy Court, District of Montana provided assistance with adversary proceedings assigned to Judge Carroll by video conference from Montana.
- Judges at the Santa Ana Division participated by video conference in a meeting held at the Riverside Division where the Riverside Division judges and over 70 attorneys discussed chapter 13 procedures.
- Judicial committees also utilize video conferencing on a regular basis to conduct intra-district meetings, including the: Executive Committee, Rules Committee, Chapter 13 Committee, U.S. Trustee Liaison Committee, Education and Training Committee, and *Pro Se* Committee. This saves considerable time and expense which would otherwise be associated with travel to these meetings.

- **Video Conferencing Prototype Completed**

A prototype for an improved infrastructure and upgraded video conference equipment was successfully tested in a Los Angeles Division courtroom. By the end of 2000, construction to upgrade all Los Angeles Division courtrooms to the new video conference infrastructure was in progress and drawings for the courtrooms in the Court's other divisions were forwarded to GSA for pricing. The standardized infrastructure improves the ability of staff to set up for hearings involving the use of video conferencing. In addition, the new video systems will be easier for the judges to operate and offer more screen configurations, affording the judges more flexibility in selecting courtroom views.

Technical Support for Court Users Aided by Tracking Software

The Information Technology Division (ITD) installed TrackIt software in all divisions by April 2000 to better monitor the support provided by technical staff to users of Court computers. First initiated in the Los Angeles Division in February 2000, the system compiles statistics from all divisions in a consistent manner and improves ITD's ability to allocate resources efficiently. TrackIt also enables the Court to determine the reliability of hardware and software applications.

Backup Power Improved for Roybal Building Computer Servers

A Symmetra Universal Power Supply with battery backup was installed in the Los Angeles Division, enabling the servers to shut down in an orderly manner in the event of an interruption in electrical service in the Roybal Building. The system detects power fluctuations and minimizes the possibility of data corruption resulting from a sudden power surge or outage.

Remote Computer Access to Los Angeles Server Improved

The Citrix server pressed into action during the week of the Democratic National Convention (see related article on page 23) proved to be a remarkable automation tool for providing remote computer access. Originally purchased to improve remote access from the divisions to both Intellitrack (the fixed-asset inventory system) and Abra (the human resources system), the Citrix server was utilized to provide remote access to the Court's cashiering system (ICS), case management system (NIBS), judicial interface to NIBS (Chambers Look-Up), and hearing calendars (CCP). The Citrix server improves application performance, as this high-powered server performs application processing and only transmits screen updates to the user over the network.

Routine Exchange of Backup Tapes Improves Disaster Recovery Preparedness

To improve the Court's ability to recover vital data in the event of a disaster without the cost of an outside service, ITD began piloting the transfer of backup tapes between two of its divisions on a daily basis. The usual daily backup tapes include user files, electronic dockets, and online case files. Once a week, the backup tapes also include program files that take longer to backup and generally have few modifications. This process of exchanging tapes on a daily and weekly basis will be expanded to all five divisions.

Time Spent in Court Report

The Clerk's Office developed a user-friendly system that automates the tracking of the time judges spent in court. The automated time-keeping system enables the divisions to generate consolidated monthly reports of time spent in court that are required by the Administrative Office (AO). The new system, made available district-wide in October 2000, reduces clerical processes while improving the accuracy of these reports.

Cashiering Printers Upgraded

All cashiering windows throughout the district were upgraded with new LaserJet printers by January 2000. Replacing noisy dot matrix printers, the Hewlett Packard 4000 LaserJet printers improved the clarity of labels used for new bankruptcy case filings, adversary proceedings, and motions, as well as receipts and cashiering reports. The new printers enable the cashiers to print images of online case files, deficiency notices, orders to comply, and rejection notices - documents that were previously produced in back offices. The new LaserJet printers are faster and less noisy than the replaced matrix printers, and the overall appearance of printed material is much more professional. Small Epson printers were also installed at each cashiering window for the endorsement of checks.

Electronic-Filing (E-Filing) Coming Into Focus

The Clerk's Office conducted a comprehensive review of the Case Management/Electronic Case Filing system (CM/ECF) developed by the AO, as well as other electronic filing (e-filing) options. A CM/ECF team from the AO that included Melvin J. Bryson, Assistant Director of the Office of Information Technology, and Gary L. Bockweg, Project Manager for the CM/ECF project, provided an in-depth demonstration and participated in a subsequent discussion of CM/ECF at the September 15, 2000 Board of Judges meeting. The initial version of CM/ECF does not include over 60 automation enhancements the Court has developed for its current case management system which provide significant labor savings and improved case management. Although it was apparent the early version of CM/ECF did not meet the needs of the Central District, there was optimism about a cooperative effort at a later time between the AO and the Court to incorporate into the CM system those features which the Court finds essential.

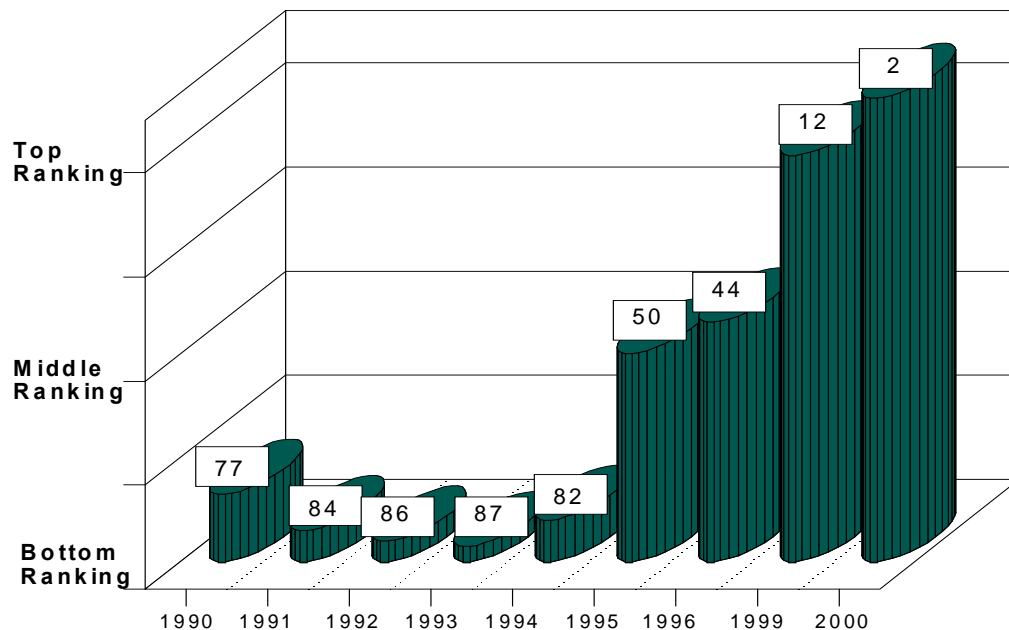
CASE ADMINISTRATION

Bankruptcy Court Achieves Extraordinary Improvement in Case Management

Based on an analysis of the *Bankruptcy Program Indicators*, a series of statistical and case processing measures published by the Administrative Office on a quarterly basis, the Bankruptcy Court for the Central District of California has become one of the most efficient bankruptcy courts in the nation. Although the Administrative Office no longer ranks districts, the Court's case processing performance can be inferred from the most recently released report (for the 12-month period ending December 31, 2000). Based on the 16 case processing factors measured by the *Indicators*, the Court would rank second out of the 90 bankruptcy court districts in the nation. When compared to other large bankruptcy court districts receiving over 20,000 filings per year, the Court would achieve the highest overall ranking. This performance represents an extraordinary improvement when compared to the bottom 10% ranking held by the Court from 1991 through 1994. (See Figure 7 below.)

In addition to providing comparisons with other bankruptcy courts throughout the nation, the *Bankruptcy Program Indicators* are also utilized by the Court to track its case management performance. (See Table 10 next page.) From December 1999 to December 2000, the Court improved or maintained its performance in nine out of the 11 case processing categories measured by the *Bankruptcy Program Indicators*. Further, the Court exceeds the national average in 15 out of 16 measures and is in the top 10% in eight of the 16 measures. Surpassing the most optimistic projections made just a few years ago, the Court achieved this phenomenal success through effective goal setting, streamlined operations, and the integration of well-designed automation enhancements.

Figure 7
United States Bankruptcy Court - Central District of California
Case Processing Ranking Out of 90 Districts: 1990-2000*



*No rankings done for 1997 and 1998.

Table 10
Bankruptcy Program Indicators
12 Months Ending December 31, 2000

Chapter 7 Cases	National Average	Central District of California			
		2000	1999	1998	1997
Median Disposition Time	4.0 mos	3.6 mos	3.6 mos	3.9 mos	4.3 mos
% Open After 6 Months	15.1%	4.9%	5.4%	7.8%	10.7%
% Open After 12 Months	7.1%	1.7%	1.7%	2.3%	4.3%
% Open After 36 Months	1.4%	0.4%	0.6%	1.0%	1.1%
Average Age of Pending Cases	10.1 mos	5.3 mos			
Chapter 13 Cases					
Median Disposition Time	36.6 mos	10.9 mos	13.5 mos	15.9 mos	16.0 mos
% Open After 6 Months	89.1%	62.4%	65.6%	81.8%	75.0%
% Open After 36 Months	40.6%	11.6%	14.6%	17.0%	20.6%
% Open After 72 Months	2.2%	0.2%	0.1%	0.1%	0.4%
Average Age of Pending Cases	23.7 mos	18.5 mos			
Chapter 11 Cases					
% Open After 48 Months	17.9%	13.2%	16.6%	14.8%	16.4%
Average Age of Pending Cases	44.0 mos	40.6 mos			
Adversary Proceedings					
Dischargeability (11 U.S.C. § 523) Median Disposition Time	6.2 mos	5.1 mos	5.6 mos	6.0 mos	6.7 mos
Average Age of Pending Cases	19.0 mos	9.0 mos			
Other than Dischargeability Median Disposition Time	6.7 mos	7.8 mos	7.2 mos	8.2 mos	8.5 mos
Average Age of Pending Cases	33.7 mos	14.2 mos			

Pending Caseload Reduced to Lowest Level Since 1983

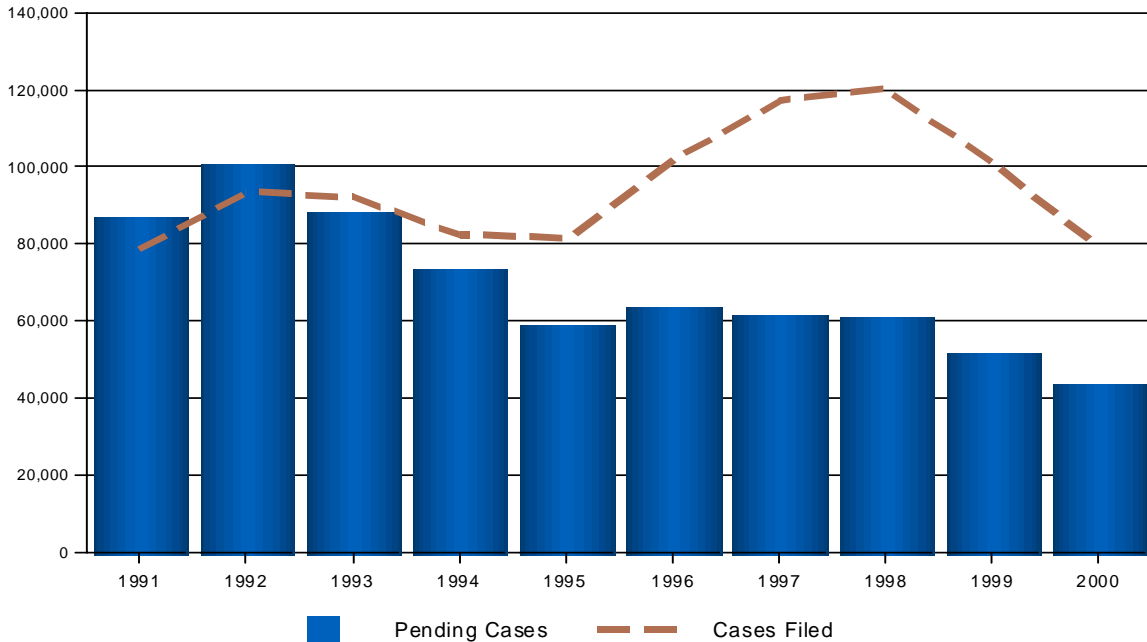
During 2000, the Bankruptcy Court's pending caseload was reduced to its lowest level since 1983. As of December 31, 2000, a total of 43,517 bankruptcy cases were pending, a 16% decrease from the 51,741 cases pending at the end of 1999 and a 58% decrease from the record 103,207 cases pending in August 1992, the highest level in the Court's history. Continued development of case management tools and case closing automation by the Court, in addition to the setting of meaningful case closing goals, have been instrumental in achieving this reduction. (See Figure 8 next page.)

Not only has the number of pending cases dropped, but the age of the pending caseload has improved. 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 11 below.)

Table 11
Central District of California - United States Bankruptcy Court
Analysis of Pending Case Aging: 1995 vs. 2000

	Pending Case Aging Category	12/31/95	12/31/00	Percent Change
Chapter 7	Percent 4 Months or Less	56.4%	78.5%	39.2%
	Percent over 6 Years	4.7%	1.6%	66.0%
Chapter 11	Percent over 6 Years	18.5%	10.2%	44.9%
Chapter 13	Percent 3 Years or Less	82.2%	83.8%	1.9%
	Percent over 5 Years	5.0%	1.0%	80.0%
Adversary Proceedings	Percent 1 Year or Less	64.2%	67.2%	5.0%
	Percent over 3 Years	13.9%	7.7%	44.6%

Figure 8
 Central District of California - United States Bankruptcy Court
Pending Caseload vs. Bankruptcy Filings: 1991-2000



Electronic Images of Bankruptcy-Related Orders Now E-Mailed from District Court

In June 2000, the District Court began routing electronic images of dispositive orders entered in bankruptcy appeals to the Los Angeles Division by e-mail for distribution throughout the Court. Upon receipt, the Clerk's Office immediately forwards the electronic images by e-mail to the appropriate judge and designated staff. The new electronic routing method substantially reduces the delivery time of the orders that are routed to the Bankruptcy Court and enables the simultaneous review of the orders by judicial and Clerk's Office staff. In addition, the electronic routing is a more reliable delivery method than inter-office mail. In the first six months, 30 orders were forwarded through this electronic routing method.

Facilitated by Automation, Court Balances Caseload Upon Judge Fenning's Departure

Following the resignation of the Honorable Lisa Hill Fenning (see page 8), the Clerk's Office reassigned her pending cases and revised the case assignment wheels in the Los Angeles and San Fernando Valley divisions to balance the caseload. A program developed by the Clerk's Office reassigned all pending matters in a timely manner among eight judges. Reports were created to identify case reassignment exceptions so that discrepancies could be quickly resolved. Upon Judge Fenning's departure, the automated program created an entry reassigning the case to the new judge, linked an image of the reassignment order to the appropriate docket entry, and updated the judge assignment in both the Court's case management system (NIBS) and at the Administrative Office. Through effective analysis and planning, this project was successfully executed by May 1, 2000, the day after Judge Fenning's departure.

Docketing Performance Continues to Excel/Imaging Standards Introduced

To ensure efficient case processing, the Clerk's Office tracks 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. The Time-to-Docket goals are comprised of a series of targets that measure the number of days it takes to docket orders and other items. These goals generate a great deal of friendly competition among the five divisions. During 2000, the Clerk's Office docketed a remarkable 91% of the 3,073,243 documents filed with the Court within one day of filing (excluding automated entries), a continuation of the excellent docketing performance achieved in 1999. (See Figure 9 next page.)

Recognizing the value of timely access to online case file documents, the Clerk's Office added Time-to-Image performance categories to the Time-to-Docket performance measures in May 2000. The new combined measures, known as T.I.D.E. (Time-to-Image/Docket Excellence), track the time it takes for a document to be imaged from the date it was entered on the case docket. Since the introduction of the Time-to-Image performance category, nearly 90% of all items were imaged within one day of docketing. (See Figure 10 next page.)

Records Archived

The Central District of California sent 259,564 closed bankruptcy case files and 14,234 closed adversary proceeding to the National Archives and Records Administration for archiving in 2000. As such, the Court's archiving efforts greatly exceeded the 90,948 bankruptcy case files and 5,204 adversary proceeding files that were archived in 1999. The extraordinary increase in the number of files archived during 2000 resulted from efforts by the Los Angeles Division to safeguard Court records in advance of the Democratic National Convention. (See related article, *Court Demonstrates Ability to Manage Offsite Operations During the Democratic National Convention*, page 23.) The total number of records archived by the Los Angeles Division in 2000 was more than twice the number of records archived by the *entire* district in 1999. The following table outlines the archiving activity that occurred in each division during 2000.

Table 12

Records Sent to the National Archives and Records Administration in 2000

	Los Angeles	Riverside	Santa Ana	Northern	San Fernando Valley	Total
Bankruptcy Cases	186,681	25,615	15,103	5,924	26,241	259,564
Adversary Proceedings	10,196	846	1,101	433	1,658	14,234

Figure 9
 Central District of California - United States Bankruptcy Court
% of All Items *Docketed* Within One Day of Filing:
July 1998 through December 2000

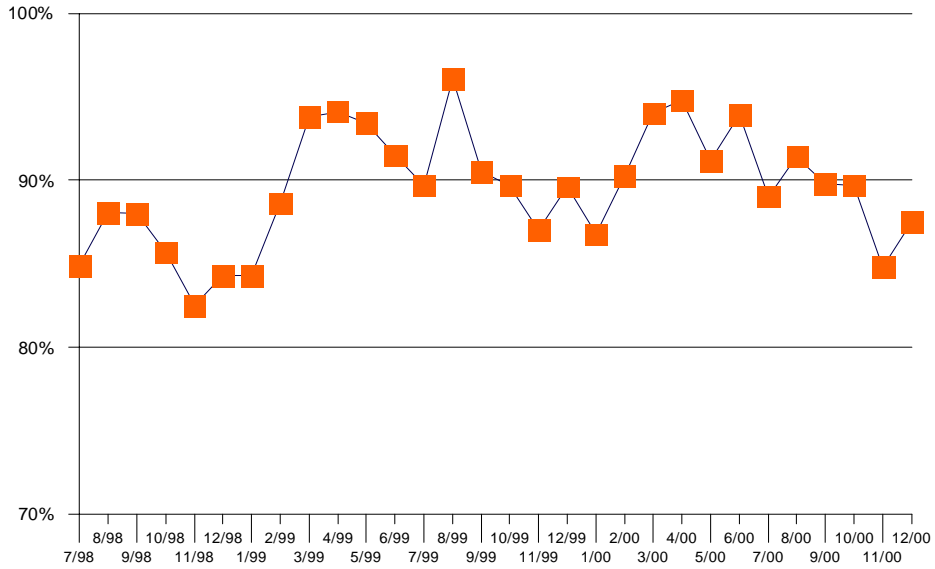
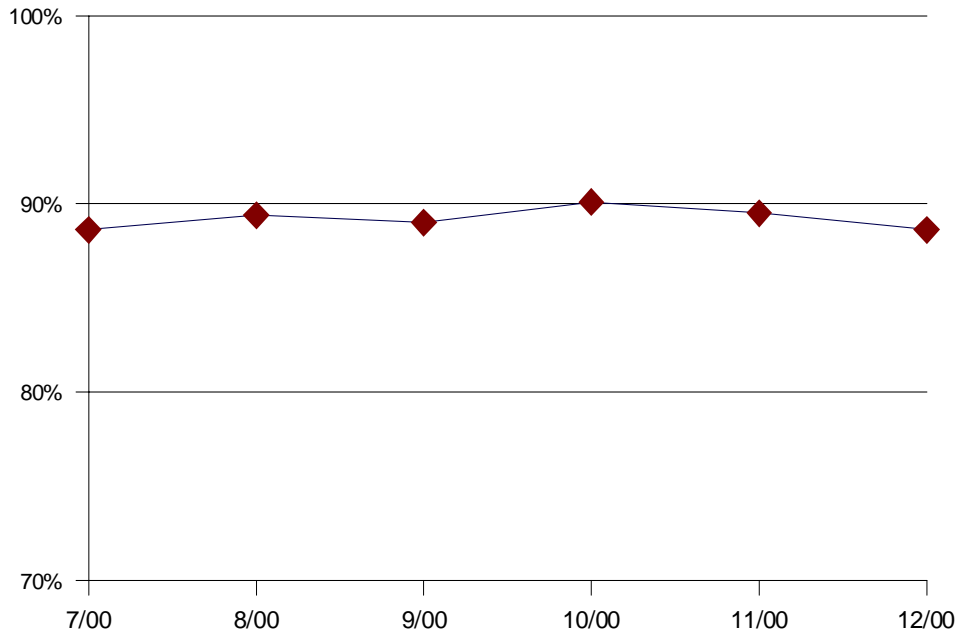


Figure 10
 Central District of California - United States Bankruptcy Court
% of All Items *Imaged* Within One Day of Docketing:
July 2000 through December 2000



COMMUNITY OUTREACH

Court Employees Increase Charitable Contributions

In 2000, Court employees contributed \$46,555 to a variety of charities through the Combined Federal Campaign (CFC), representing a 1.6% increase over the \$45,805 contributed in 1999. Established in 1961, the CFC is the only authorized charitable campaign in the federal government workplace. Through the CFC, Court employees contribute money to hundreds of different non-profit organizations. In addition to monetary support, the Court assisted local CFC efforts by providing a "loaned executive." The loaned executive coordinated efforts between CFC workers at 36 different government agencies, helping them to determine and achieve contribution goals.

Division	1999 Dollars	2000 Dollars	Percent Change	1999 Donors	2000 Donors	Percent Change
Los Angeles and San Fernando Valley	\$32,520	\$33,654	3.5%	202	210	4.0%
Riverside	5,238	5,933	13.3%	32	41	28.1%
Santa Ana	7,450	6,212	-16.6%	37	26	-29.7%
Northern	597	756	26.6%	14	13	-7.1%
TOTAL	\$45,805	\$46,555	1.6%	285	290	1.8%

Court Continues Support for Summer Youth Programs

As in past years, the Court hosted a number of high school student workers through various summer youth programs in local communities. These programs enable the Court to help young adults develop general office skills and a professional work ethic. Through the Summer Youth Employment Training Program, four high school students assisted the Santa Ana Division. The San Fernando Valley Division hosted three high school students through two programs - one sponsored by the One-Stop Workforce and Industry Center and the other by the Los Angeles Unified School District. The Northern Division also hosted a local high school student from the program sponsored by the Santa Barbara County Education Office.

Participation in Youth Day 2000 Largest Ever

The Court held the largest Youth Day in its history on April 27, 2000, with over 225 children in attendance. Through imaginative, well-organized programs coordinated by Court staff in each division, Youth Day improved the children's understanding of the Court and the importance of the work performed by their parents/sponsors. Children participated in mock trials, toured neighboring agencies, took part in educational games, and enjoyed a variety of other activities.



**Los Angeles
Division**



**Santa Ana
Division**

Caregiver Support Group Initiated

In February 2000, the Riverside Division held its first meeting of the “Caregivers in the Workplace” support group. The meetings are facilitated by the Inland Caregiver Resource Center, a private, non-profit organization serving family caregivers of persons with adult-onset brain disorders (e.g., Alzheimer’s multi-infarct disease, stroke or aneurysm, Parkinson’s disease, Huntington’s disease, Multiple Sclerosis, etc.). The group meets during lunch twice a month to discuss the challenges of juggling the competing demands of work, family, and care giving. One of the additional benefits of the group is that those attending receive the emotional and practical support needed to cope with the stress of being a caregiver.

Los Angeles Division Coordinates Federal Agency Blood Drive

Acting as the lead agency, the Court coordinated with the Red Cross and neighboring federal agencies to collect blood at the Los Angeles Division. Agencies participating in the blood drive - the Court’s first - included the District Court, the Department of Justice, the Internal Revenue Service, and the Metropolitan Detention Center. The effort was a success, collecting 26 pints of life-saving blood.

Court Participates in “Major League Job and Information Fair”

In February 2000, Court Resources representatives participated in the “Major League Job and Information Fair” sponsored by the East Los Angeles Service Center Employment Development Department. Co-sponsored by the Los Angeles Dodgers, the Department of Water and Power, and elected officials from the City of Los Angeles, the event drew approximately 1,200 job seekers from the local community. Court Resources representatives provided information regarding current openings to job seekers and distributed an Employment Information Brochure, an employment application, and an explanation of the Court’s benefits package.

Funds and Awareness Raised in the Support of Cancer Patients

The Los Angeles, Northern, and San Fernando Valley divisions participated in the American Cancer Society’s “Daffodil Days” event. This program provide services to cancer patients such as low cost mammographies, transportation to and from medical treatment, prosthesis fitting, and other services. In addition, this annual event also increases awareness of the support provided by numerous agencies throughout the community to those battling cancer.



SECTION II: COURT STATISTICS



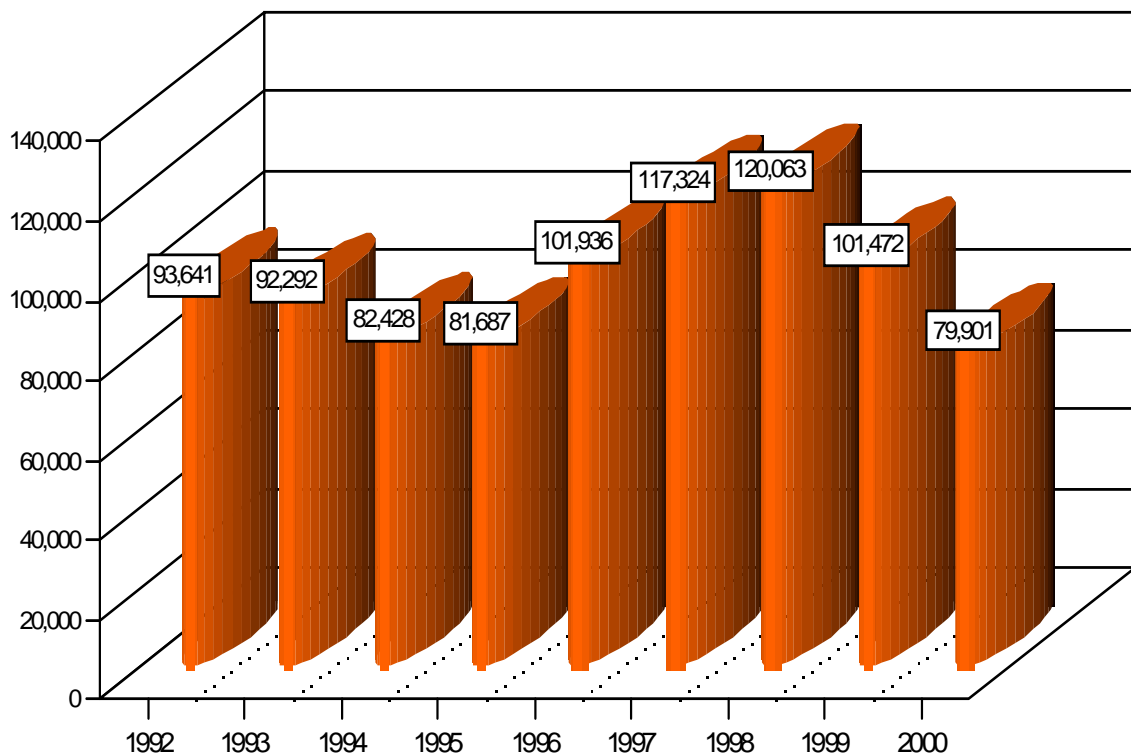
COURT STATISTICS

Decline In Bankruptcy Case and Adversary Proceeding Filings Continues

Mirroring a national trend of declining bankruptcy filings, a total of 79,901 bankruptcy cases were filed in the Central District of California during 2000. This represents a 21.3% decrease from the 101,472 cases filed in 1999 and a 33.5% decrease from the record 120,063 cases filed in 1998. During 2000, bankruptcy case filings declined in all five divisions of the Court and in every chapter of bankruptcy, except chapter 11. During the year, chapter 7 filings declined by 22.4%, chapter 13 filings declined by 17.5%, while chapter 11 filings increased by 22.6%. (See Exhibit 9.) The increase in chapter 11 filings in 2000 resulted from the number of large cases filed with multiple related entities, each of which filed a separate bankruptcy case. In the year 2000, 20 chapter 11 cases with an additional 161 related cases were filed, compared to 1999 when 21 chapter 11 cases were filed with only 41 related cases. Filings of adversary proceedings in 2000 decreased by 15.8% from the prior year. (See Exhibit 15.)

The following graph illustrates bankruptcy case filing statistics from 1992 through 2000.

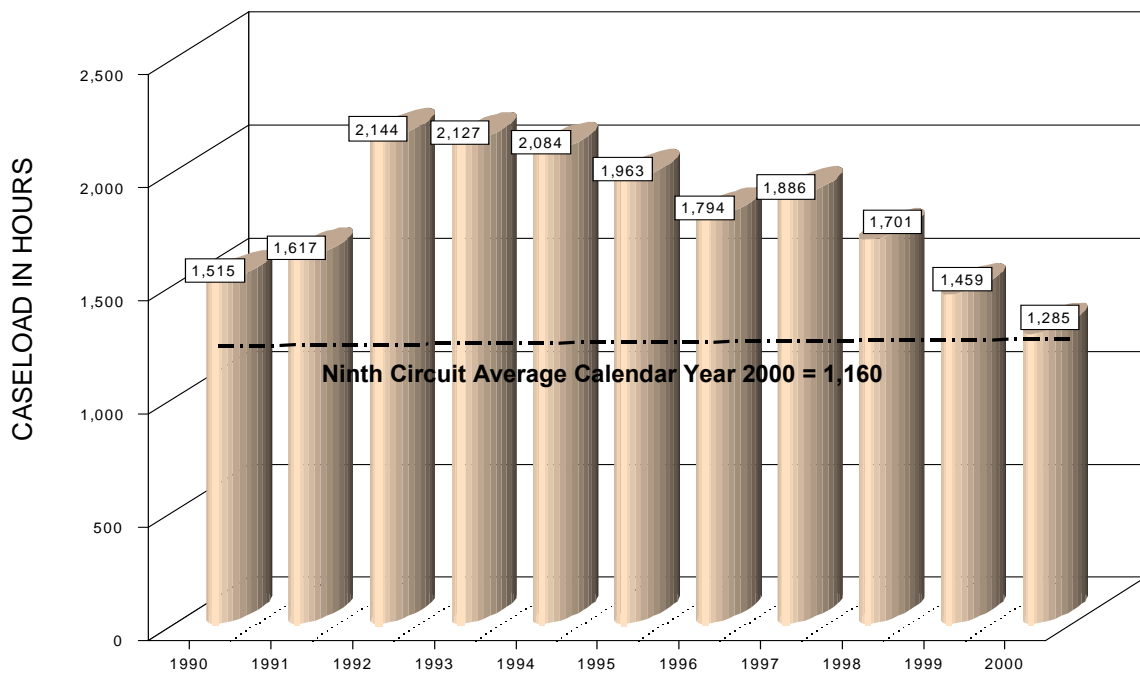
Figure 11
Central District of California - Bankruptcy Court
Bankruptcy Filings: 1992-2000



Judge Weighted Caseload Remains Above Ninth Circuit Average

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 2000, the average weighted caseload per Central District bankruptcy judge was 1,285 caseload hours, or 10.8% more than the 1,160 hour Ninth Circuit average. (See Figure 12 below.)

Figure 12
Central District of California - United States Bankruptcy Court
Annualized Weighted Caseload per Judgeship: 1990-2000



Bankruptcy Case and Adversary Proceeding Closings

During 2000, the Court closed 88,971 bankruptcy cases, outpacing the 79,901 cases filed during the year by 11.4% (9,070 cases). A total of 5,273 adversary proceedings were closed during 2000, or 613 more than the 4,660 adversary proceedings filed during the year. To help manage the closing effort throughout the year, the district established closing goals for various types of bankruptcy cases and adversary proceedings.

Figure 13
Central District of California - Bankruptcy Court
Bankruptcy Cases Closed vs. Filings: 1991-2000

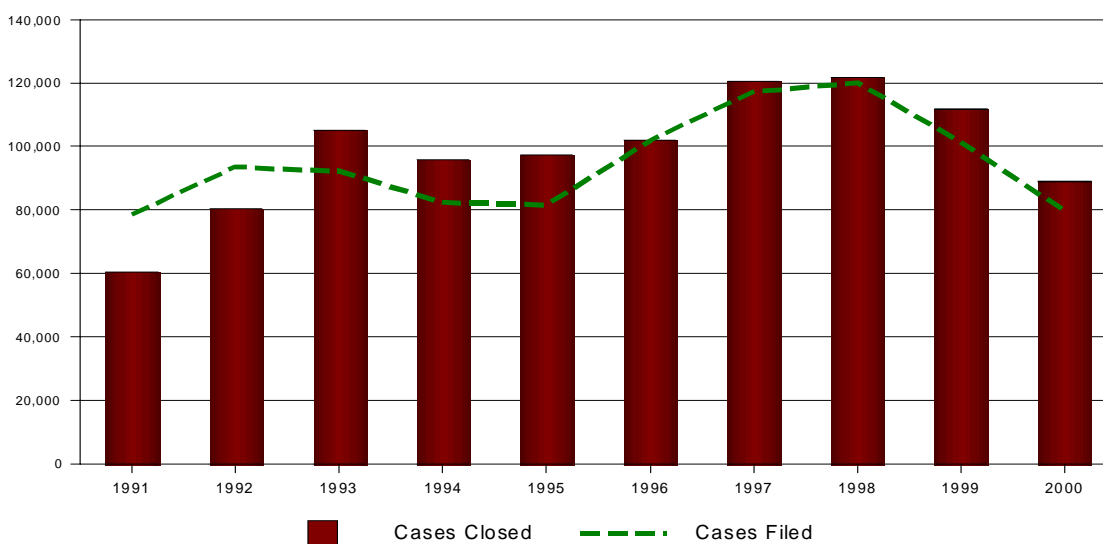
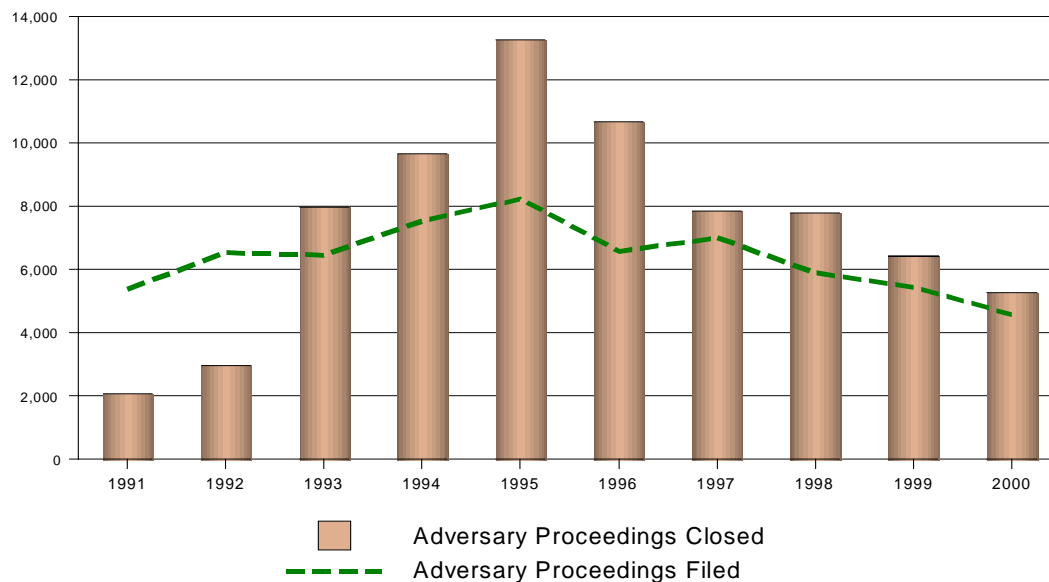


Figure 14
Central District of California - Bankruptcy Court
Adversary Proceedings Closed vs. Filings: 1991-2000



Number of Relief From Automatic Stay Motions Decrease

The number of relief from the automatic stay motions filed in the Central District continued the decrease of recent years. In calendar year 2000, a total of 17,940 motions were filed in the district, representing a decrease of 29.5% from the 25,430 motions filed in 1999. This decline can be attributed to the prompt dismissal of incomplete petitions before creditors can file a motion for relief from stay; the enforcement by the Los Angeles County Sheriff's Department of C.C.P. 715.050, which allows an eviction to proceed without an order lifting the automatic stay when the debtor has filed a bankruptcy subsequent to the notice of eviction; and also to the decrease in the number of cases filed in 2000.

2000 Unlawful Detainer and Mill Case Incidence Study

Sample data collected from the case files for petitions filed in April of 2000 indicated an overall upturn in the number of petitions filed to stop/delay eviction in the district. The 1999 findings indicated that 5.4% of the petitions filed involved an unlawful detainer, while in 2000 the percentage of petitions with unlawful detainer actions increased to 8.5%. (See Table 14 below) However, analysis of the data indicated that in 83% of these petitions, the debtor had representation.

Bankruptcy mill involvement in filing bankruptcy petitions was determined to be very low. (A bankruptcy mill is a non-attorney who prepares frequently misleading and sometimes fraudulent petitions. The debtors for whom they prepare petitions are often misled with respect to the facts and repercussions of filing for bankruptcy.) Based on the cases sampled, only 0.3% of bankruptcy petitions filed were prepared by mills.

Year	Los Angeles (inc. ND/SFV)	Los Angeles	San Fernando Valley (SFV)	Northern (ND)	Santa Ana	Riverside	District Total
1991	22.4%	*	*	*	10.9%	2.6%	16.9%
1992	12.9%	*	*	*	9.4%	6.4%	11.0%
1993	11.9%	12.8%	*	1.3%	3.2%	1.2%	8.3%
1994	13.3%	14.5%	12.4%	7.0%	4.0%	2.3%	9.5%
1995	3.2%	3.5%	4.2%	0.2%	1.4%	3.6%	3.0%
1996	10.9%	11.2%	12.7%	3.5%	2.2%	7.3%	8.8%
1997	10.4%	10.2%	12.8%	5.4%	6.9%	1.2%	8.0%
1998	9.0%	10.2%	7.4%	3.3%	3.8%	3.7%	7.1%
1999	6.6%	6.8%	6.8%	3.5%	4.6%	2.4%	5.4%
2000	4.8%	3.4%	7.6%	9.8%	8.3%	11.9%	8.5%

*Included in the Los Angeles Division numbers.

Although the number of unlawful detainer petitions has increased, the increase occurred in petitions not prepared by the mills. Only 4.5% of the unlawful detainer petitions in the study sample were prepared by mills, compared to 27% in 1999.

Table 15
PROJECTED ANNUAL UNLAWFUL DETAINER FILINGS: 1991-2000

Year	Los Angeles (inc. ND/SFV)	Los Angeles	San Fernando Valley (SFV)	Northern (ND)	Santa Ana	Riverside	District Total
1991	11,152	*	*	*	1,298	382	12,832
1992	7,602	*	*	*	1,307	1,170	10,079
1993	6,860	6,804	*	56	436	225	7,521
1994	6,604	4,931	1,292	381	512	390	7,506
1995	1,607	1,167	429	11	182	656	2,445
1996	6,907	4,792	1,926	189	337	1,621	8,865
1997	7,639	5,022	2,265	352	1,408	271	9,318
1998	6,877	5,355	1,321	201	659	949	8,485
1999	4,383	3,204	1,014	165	584	518	5,485
2000	2,439	1,223	881	362	813	2,244	5,523

*Included in the Los Angeles Division numbers.

Pro Se Filings

From 1994 through 2000, the number of chapter 7 and 13 cases filed *pro se* (filed by an individual not represented by an attorney) averaged about 34%, one of the highest rates in the country. The following table shows the estimated number of *pro se* filings from 1994 through 2000. As can be seen in the table, the percentage of *pro se* filings has declined since 1994. It is believed that this trend results in part from enforcement of C.C.P. 715.050 by the Los Angeles County Sheriff's Department, which reduces the benefits of the automatic stay (see article: *Number of Relief from Automatic Stay Motions Decrease*, page 50). The number of *pro se* filings is significant because it adversely impacts the judicial and Clerk's Office workloads in the Court.

Table 16
Central District of California - Bankruptcy Court
Estimated Percentage of *Pro Se* Filings District-Wide: 1994-2000

Year	Chapter 7	Chapter 13	Total
1994	40%	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%
Average	35%	33%	34%



SECTION III: COURT PROFILE



DISTRICT PROFILE

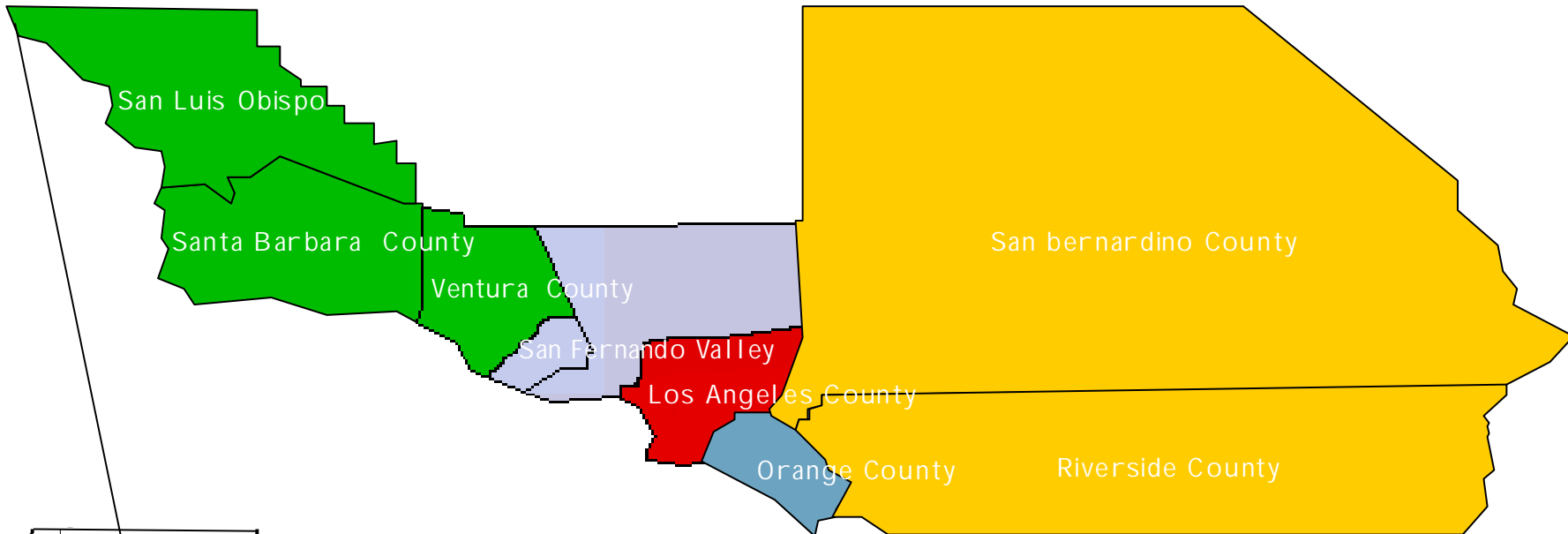
The Central District of California is the largest Bankruptcy Court in the United States. Presently, the district holds court in Los Angeles, Riverside, Santa Ana, Santa Barbara, and the San Fernando Valley.

Covering approximately 40,000 square miles, the Central District 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 Marianas 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



-  LOS ANGELES DIVISION
-  RIVERSIDE DIVISION
-  SANTA ANA DIVISION
-  SANTA BARBARA DIVISION
-  SAN FERNANDO VALLEY DIVISION

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 Congress passes act establishing three divisions in the Central District of California.
- 1992 A divisional bankruptcy office was opened in Santa Barbara.
- 1992 The Los Angeles Division begins moving into the newly constructed 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.
- 1999 The Santa Ana Division relocates to the new Ronald Reagan Federal Building and United States Courthouse.

POPULATION SERVED

With a population of more than 17 million people, the Central District represents approximately 58% of California's population of nearly 34 million people. Based on the 2000 census, the Central District of California is home to four of the five most populous counties in California (Los Angeles, Orange, San Bernardino and Riverside) and two of the five 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 1990 to 2000 compared to the number of bankruptcy cases filed in 1990 and 2000.

Table 17
Change in Population and Bankruptcy Filings: 1990 vs. 2000

CENTRAL DISTRICT OF CALIFORNIA COUNTIES	POPULATION*			BANKRUPTCY FILINGS		
	1990	2000	% Chg	1990	2000	% Chg
Los Angeles	8,863,164	9,519,338	7.4%	38,742	51,391	32.6%
Ventura	669,016	753,197	12.6%			
Santa Barbara	369,608	399,347	8.0%			
San Luis Obispo	217,162	246,681	13.6%			
Orange	2,410,556	2,846,289	18.1%	9,342	9,715	4.0%
Riverside	1,170,413	1,545,387	32.0%	11,045	18,795	70.2%
San Bernardino	1,418,380	1,709,434	20.5%			
District Total	15,118,299	17,019,673	12.6%	59,129	79,901	35.1%

*Source: United States Census Bureau, April 2000 Census (Internet release date April 2, 2001)

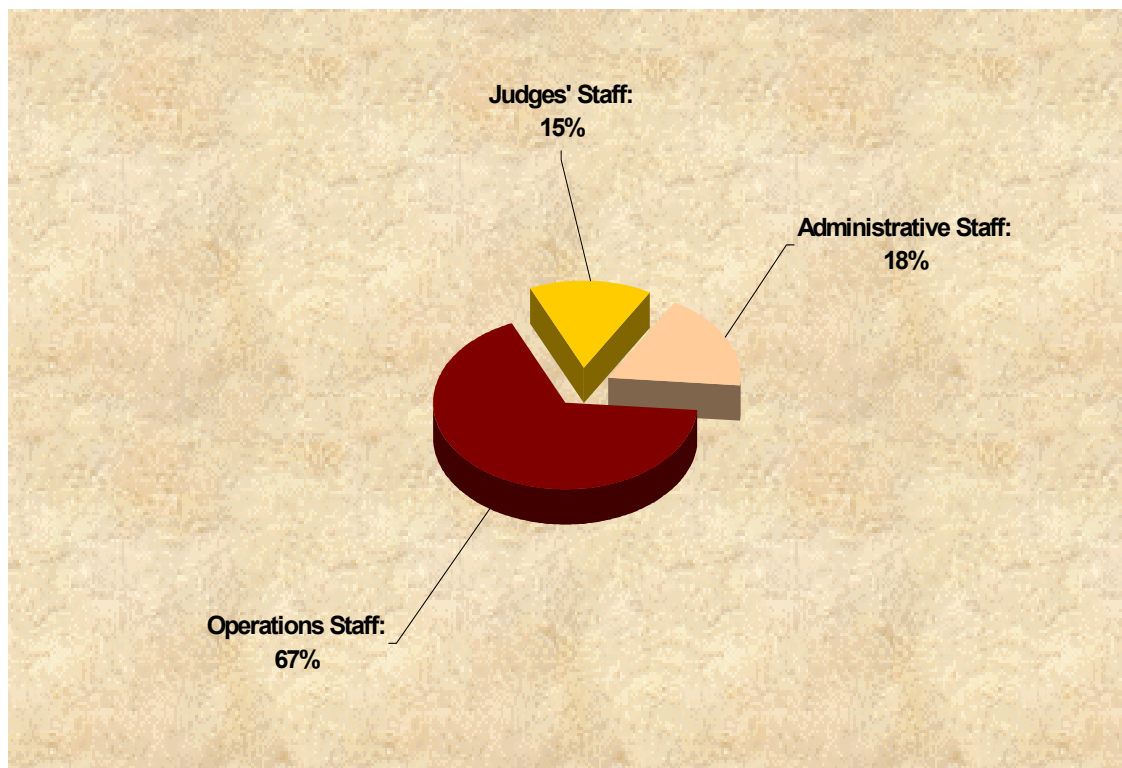
PERSONNEL

A total of 472 full-time equivalent employees (including judges, judges' staff, and the Clerk's Office) were on the payroll of the Bankruptcy Court in the Central District of California as of December 31, 2000.

The following chart displays the allocation of Central District personnel. The majority of staff work in Clerk's Office operations (67%). Operations includes the staff of the Case Initiation, Courtroom Services, and Analysis & Information departments. Another 18% of the Court's personnel consists of administrative staff, which includes the Executive Office, Court Resources, Financial Services, Information Technology, Office Services, and Space Planning. The judges' staffs, including law clerks and judicial assistants, comprise 15% of the total.

The majority of employees work in Los Angeles (55%), followed by Riverside (16%), Santa Ana (14%), the San Fernando Valley (11%), and the Northern Division (4%).

Figure 15
Central District of California - Bankruptcy Court
Personnel
(December 31, 2000)



OPERATING BUDGET

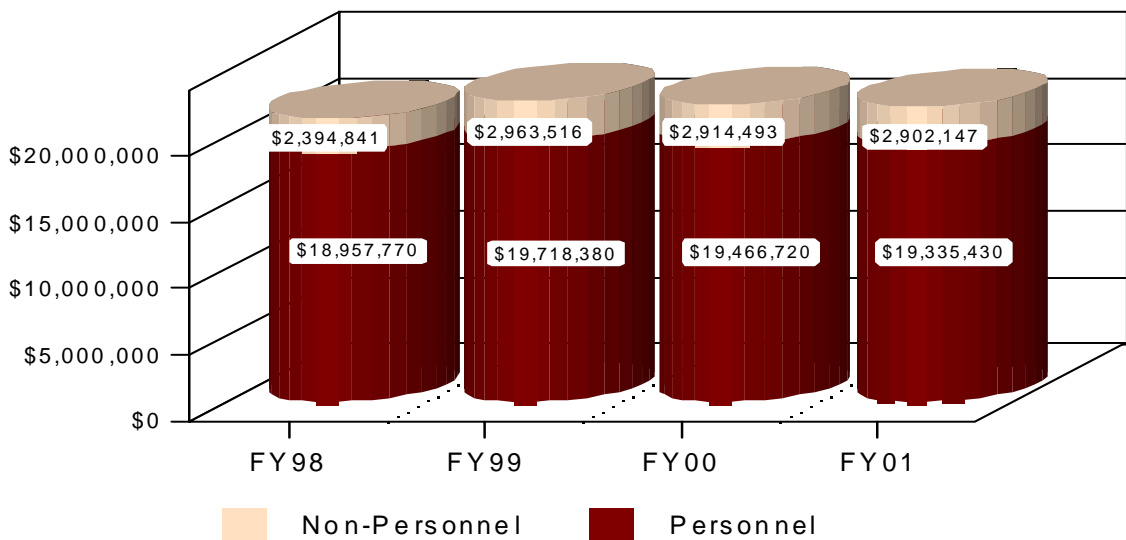
In 1994, the Judicial Conference approved the expansion of budget decentralization to all federal courts. In accordance with the budget decentralization policy, the Court adopted the Appropriated Funds Financial Management Plan. This plan delineates the roles and responsibilities for the receipt, budgeting, and disbursement of funds provided to the United States Bankruptcy Court for the Central District of California by the United States Congress, via the Judicial Conference and the Administrative Office of the United States Courts (AO).

Each year the AO provides the Court with budget allotments in three general accounts: salary, operating expense, and automation. The budget allotments are determined by formulas that are based upon variables such as the number of bankruptcy filings, current authorized judgeships, judicial staffing, and Clerk's Office staffing levels.

At the beginning of each fiscal year, the Court develops a spending plan to implement its operating objectives. The plan is an extensive breakdown of the Court's operations by project and cost account, including the status of expenditures to date and sources of potential additional funding. This internal budget tool allows the Court to prioritize projects and monitor expenditures.

In fiscal year 2001 (FY01), October 1, 2000 through September 30, 2001, the Bankruptcy Court for the Central District of California was allocated a budget of \$22,237,577. Although FY01 funding was only \$111,290 less than FY00 funding, it was \$1,311,152 (7%) less than necessary to maintain 1999 service levels. The funding difference results from cost of living increases and within grade promotions which needed to be accommodated in the FY01 budget. Furthermore, this shortfall necessitated staff reductions.

Figure 16
Central District of California - Bankruptcy Court
Operating Budget: FY98-FY00



RECEIPTS

In fiscal year 2000 (FY00), the Court collected \$22,343,390 in fees, compared to \$25,741,401 collected in FY99 and \$27,429,315 collected in FY98. The Court collects fees in 13 fund areas including: filing fees; bankruptcy noticing fees; unclaimed funds fees; copying fees; and fees for other services rendered. The 13.2% decrease in fees collected during FY00 from the prior fiscal year can be attributed to the reduction in the number of bankruptcy filings. The following table compares the money collected in the seven largest funds between FY98 through FY00.

Table 18 Monies Collected in the Seven Largest Funds FY98-FY00				
FUND NAME	FY98	FY99	FY00	% Change FY00 vs. FY99
Funds Associated with Filing Fees:				
Filing Fees (086900, 086901)	\$3,771,453	\$3,509,902	\$2,948,299	-16.0%
Fees for Bankruptcy Notices (092037)	\$3,579,561	\$3,205,075	\$2,543,023	-20.7%
Fees for Bankruptcy Oversight (507311 and 5073XX)	\$3,858,295	\$3,437,714	\$3,546,295	3.2%
Bankruptcy Escrow Account (6855TT)	\$6,071,312	\$5,380,150	\$4,174,217	-22.4%
Fees for Judicial Services (510000, 510001)	\$7,382,941	\$6,612,692	\$5,899,472	-10.8%
Payment of Unclaimed Monies (6047BK)	\$2,054,518	\$3,254,480	\$2,932,277	-9.9%
Remaining Funds	\$711,235	\$341,388	\$299,807	-12.2%
TOTAL	\$27,429,315	\$25,741,401	\$22,343,390	-13.2%

SPACE & FACILITIES

The Bankruptcy Court 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 17
Square Footage By Division
 Central District of California - Bankruptcy Court (2000)

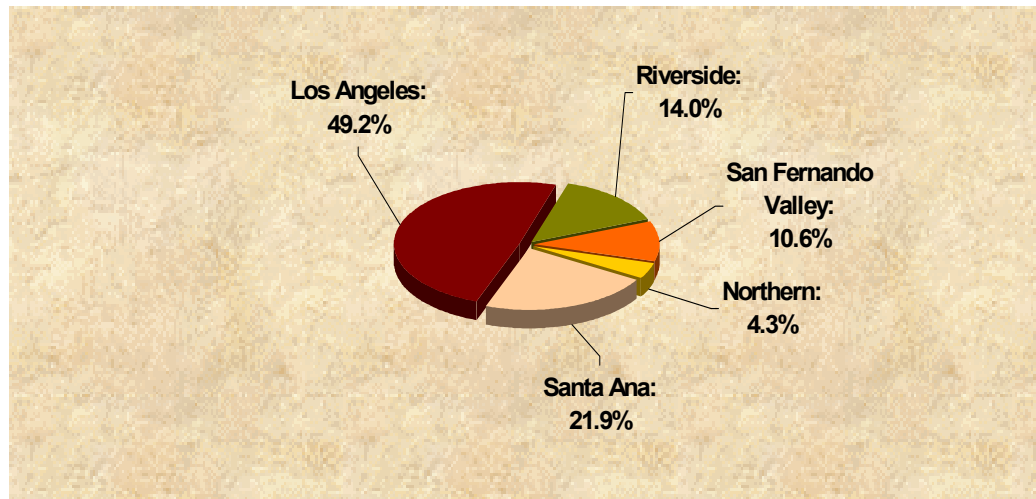
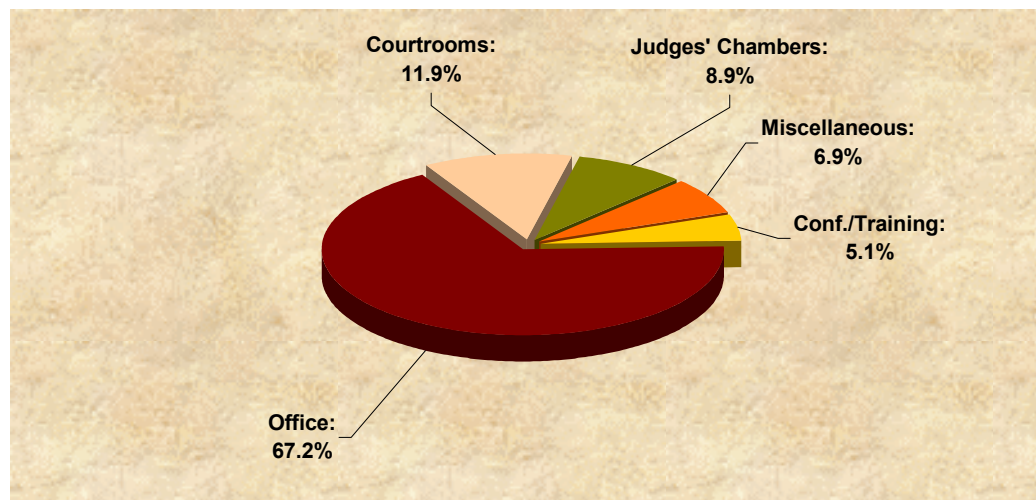


Figure 18
Facilities Make-up
 Central District of California - Bankruptcy Court (2000)



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

The Chief Judge serves a three-year term, limited to two consecutive terms. The Chief Judge has many diverse duties that include:

- Monitoring the management of each judge's assigned cases
- Monitoring the case management system, identifying problems, and initiating change
- Serving as spokesperson for the Court
- Calling regular meetings of the bankruptcy judges in the Central District
- Creating judicial committees

Office of the Executive Officer/Clerk

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 discharging 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, Court Resources, 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 of 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 video conferenced 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**

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. The quality assurance area of A&I analyzes data, makes recommendations for improving quality control, and coordinates district-wide quality control programs. A&I also prepares a wide variety of reports, as well as a wide range of public and internal documents.

Court Resources

The Court Resources Division is responsible for the administration of the Court's personnel, training, communications, and budget.

- **Human Resources**

Responsibilities of Human Resources include: 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 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**
This department is responsible for creating a broad Court Training Plan, in addition to offering a regular schedule of training courses. Under the plan, comprehensive technical and professional training is offered to employees to help them succeed in their current job duties and to ensure that the Court's future staffing needs will be met.
- **Communications**
The Communications Department is responsible for district-wide publications, forms, judicial support, public relations, telephone "on-hold" messages, the Court's web site, and the coordination of special events.
- **Budget**
The Budget section 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.

Administration

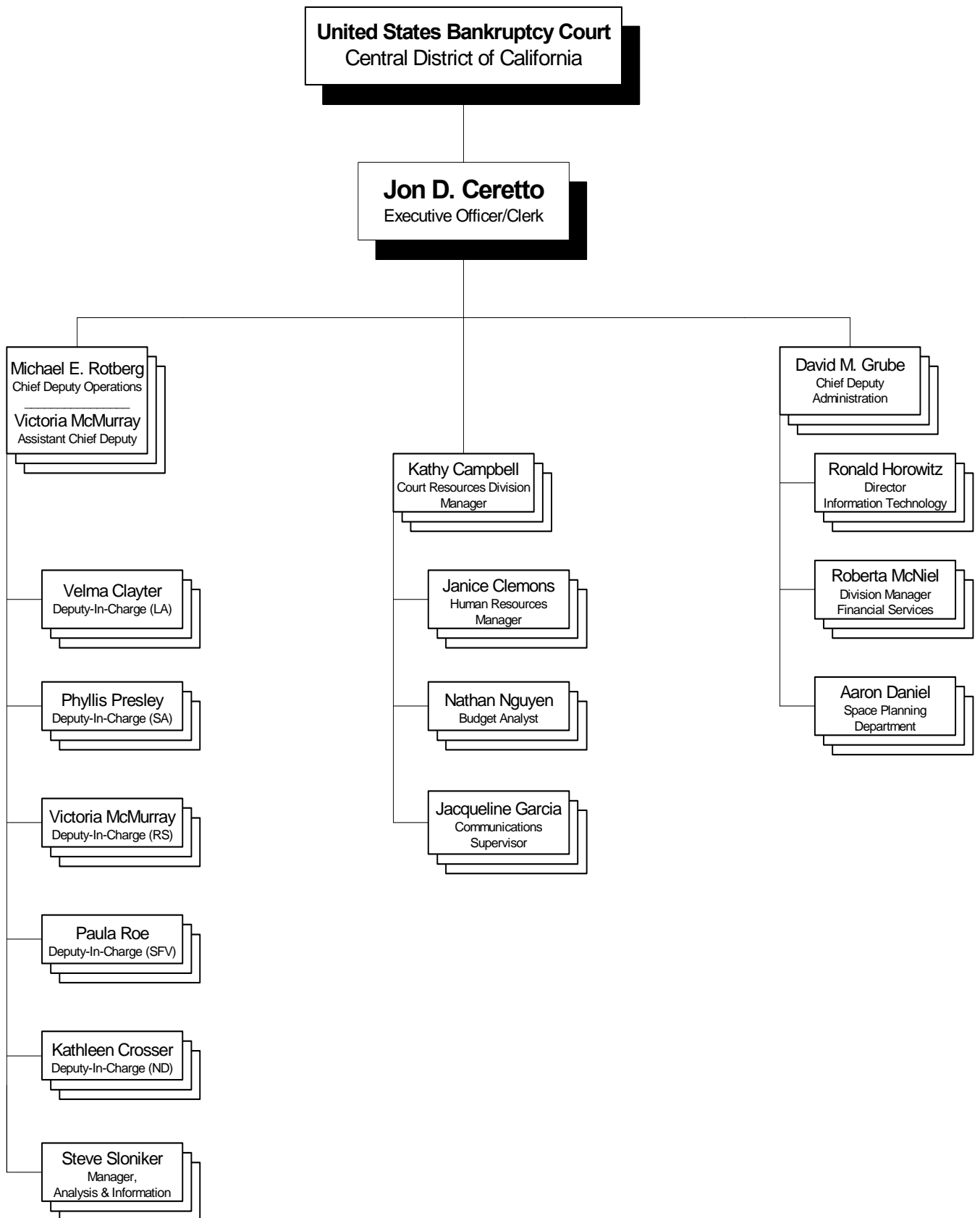
The administrative functions of the Clerk's Office are managed in the following areas: Information Technology, Financial Management, and Space Planning. The services provided by each administrative area are outlined below.

- **Information Technology**
The Information Technology Division provides automation support for the Court and the Clerk's Office and develops and maintains the Court's automated systems, including: the case management system (NIBS); the cashiering and case opening system (ICS); the case file inventory system (RMS); public access to automated case information and other data; the network; imaging software and hardware; telephone systems; video conferencing systems; fixed asset tracking software (Intellitrack); personnel tracking software (Abra); financial accounting software (FAS₄T); webPACER; and the kiosks and computers in public areas.
- **Financial Management**
The Financial Management Division includes the Financial Services Department and the Offices Services Department, and is responsible for the district-wide financial and procurement functions of the Court.
- **Financial Services**
The Financial Services Department is responsible for the fiscal and audit functions of the Court and the Clerk's Office. This includes such activities as maintaining all financial records of funds received and paid by the Court, as well as all accounts payable.

- **Office Services**

The Office Services Department is responsible for purchasing all supplies and services required by the Court and the Clerk's Office, including consumable supplies, furniture, equipment, forms, and services. The Department is also responsible for maintaining the inventory of all fixed assets owned by the Court. In addition, Office Services coordinates the daily maintenance of court facilities with GSA. In the Los Angeles Division, Office Services also handles the distribution of interoffice mail.
- **Space Planning**

The Space Planning Department is responsible for all leased office and judicial space occupied by the Bankruptcy Court, including ensuring that the current space adequately meets the needs of staff. The department also monitors all phases of the Court's facility-related projects, from conceptual design and development to the completion and review of construction documents.





SECTION IV: APPENDICES



LONG RANGE PLAN

First published in April 1994, and revised in April 1998, the *Long Range Plan* for the United States Bankruptcy Court of the Central District of California describes the Court's mission, goals, and objectives, and serves as a guide for managing the Court. It exemplifies the future direction of the Court, and is utilized to help guide future decision making at all levels.

Chronicling the progress accomplished in 69 short term, long term and ongoing goals and objectives, the *Long Range Plan* has been included in each *Annual Report* for the Court since 1994.

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

- Leadership (LD) - page 68
- Ethics and Standards of Conduct (ES) - page 70
- Case Management (CM) - page 71
- Community Relations (CR) - page 75
- Human Resources (HR) - page 77
- Space Planning (SF) - page 82

In addition, the Court has assigned the highest priority to the following objectives:

- CM2E:** Convert to one uniform automated case management system for the entire district.
- CM2B:** Determine the feasibility of, and develop an approach for, creating a "paperless" Court through the use of an electronic case filing system.
- CM4C:** Review and determine the feasibility and desirability of accepting filings by fax.
- CM4B:** Implement an electronic files system within the Court to make documents available online to all interested parties.
- CR3D:** Initiate and maintain a regular liaison with local members of Congress.
- CR4A:** Create and staff an ombudsperson position in each Division to assist the public with legal or procedural questions that the Clerk and his staff are prohibited from answering.
- CR4B:** Establish a *pro bono* program at each Divisional Office location.

LONG RANGE PLAN

LEADERSHIP (LD)

Goal #	Description	Accomplishments	Status
LD1	Develop leadership skills throughout the Court.	Significant efforts have been made to enhance leadership skills throughout the Court. Leadership Training Completed: Federal Court Leadership Program, Adaptive Manager, Peer Coaching, Supervisors Development, Teamwork Essentials, Applied Supervision, Deputy Clerk Leadership Training, Performance Management, Zenger-Miller program, Applied Supervision, 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-present. Clerk's Office seminar 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.	O
LD2	Increase effectiveness of the Court's communication and working relationships with other federal courts, agencies and Congress.	Online Case Files, Judicial Workload Equalization Program (JWEP), Visiting Judge Program, U. S. Trustee Liaison Committee, Fraud Task Force, IRS participation in Court's Electronic Bankruptcy Noticing program (EBN), FAS ₄ T training, participation in various U. S. Agency for International Development programs (Romania), Methods Analysis Program (MAP) and other projects/programs where Clerk's Office staff participate with and provide support to other agencies and bankruptcy courts. Free webPACER access provided to certain Law Enforcement agencies. Representation on the District Court's Bankruptcy Committee and other District Court committees, biweekly meetings with the other court unit executives, membership on Circuit and Conference Committees, designated liaisons for the House and Senate, joint meetings of the District and Bankruptcy Court executive committees. Annual Reports provided to our district's Senators and Representatives. Judge Fenning's written communications to the U. S. House of Representatives regarding the Private Trustee Reform Act of 1997. Meetings of Chief Judge Mund with Senators Feinstein and Boxer.	O

O = Ongoing

C = Completed



LEADERSHIP (LD)

Goal #	Description	Accomplishments	Status
LD3	Improve communication and relations with state courts and legislative branches.	Free webPACER access provided to certain Law Enforcement agencies, Bankruptcy Fraud Task Force with State Courts, Article 9 Training.	O
LD4	Initiate and formalize cooperative efforts with professional organizations and groups.	<i>Pro bono</i> programs coordinated with all divisions and local bar associations, Los Angeles County Bar - 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.	O

O = Ongoing

C = Completed



ETHICS AND STANDARDS OF CONDUCT (ES)

Goal #	Description	Accomplishments	Status
ES1	Provide an impartial Court environment to all users.	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 in March 2000 titled "Communication Strategies in Bankruptcy Court," <i>pro bono</i> programs provide support to <i>pro se</i> debtors.	O
ES2	Foster a workplace free of bias.	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 by Court Resources; Sexual Harassment training by Court Resources.	O
ES3	Foster a courtroom environment free of bias.	See ES1.	O
ES4	Foster civility within the courtroom environment.	Clerk's Office staff attended FJC training designed to improve communication with co-workers and others. Judges' training in March 2000 BOJ Meeting with Dr. Gordon Zimmerman titled "Communication Strategies in Bankruptcy Court."	O

O = Ongoing

C = Completed



CASE MANAGEMENT (CM)

Goal #	Description	Accomplishments	Status
CM1A	Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress and case processing performance.	There is much communication occurring regarding expectations, progress and performance through monthly, quarterly, and annual reports. Also, there is friendly "competition" between the divisions with the Closing Trophy and the TIDE Award, with monthly feedback provided to staff on performance, closing standards/monthly reporting, TIDE (Time-to-Image/Docket Excellence) standards/monthly reporting, <i>Bankruptcy Program Indicators</i> , Newsletter articles re: performance, quality measures posted on web, Intranet access to "Staff News," TIDE/Closing goals/status, <i>Full Court Press</i> , QC/ICS quality reporting, feedback to staff at various meetings (i.e., Employee of the Month Ceremonies, Divisional Employee of the Month/Quarter, Annual Awards Ceremonies).	O
CM1B	Develop and implement District-wide quality control program to monitor and evaluate case management functions.	QC/ICS - Case Initiation review (100%), transcript review, docketing review by team leaders, appeal review, re-open policy, dismissal policy, report on cases closed prior to expiration of 10-day appeal period.	O
CM1C	Develop and implement a fully automated and integrated bankruptcy fiscal system.	FAS ₄ T (Financial Accounting System for Tomorrow, ICS (Intake Cashiering System), LAFS (Los Angeles Financial System).	O
CM2A	Expand and enhance automated docketing.	Auto Closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, automated docketing and noticing of 341(a) meetings, automated docketing of certificates of mailing, ICS to NIBS interface, docket-driven events, EDI; automated candidate list of dismissals; Closing-to-Image program.	C
CM2B	Determine the feasibility of, and develop an approach for, creating a "paperless" Court through the use of an electronic case filing system.	Electronic-Filing (E-Filing) project, online case files, posting of most current version of documents (e.g., Docket Code Dictionary, Telephone Directory, forms, various publications) on Court's web site, cc:Mail.	C

O = Ongoing

C = Completed





CASE MANAGEMENT (CM)

Goal #	Description	Accomplishments	Status
CM2C	Develop and implement "file anywhere, anytime" policy.	Drop box, direct connection to Los Angeles ICS from Santa Ana during Democratic National Convention. (CM2C superseded by E-Filing.)	
CM2D	Develop and implement "Windows-based" case management system.	Development of various components for NIBS in Visual FoxPro (e.g., auto closing of discharged and dismissed cases, auto docketing and noticing of 341(a) meeting, Pending Chapter 11 report), Court to move to CM/ECF.	O
CM2E	Convert to one uniform case management system for the entire district.	All divisions using same integrated versions of NIBS/ ICS/ CCP/VRMS.	C
CM2F	Review and evaluate performance of all case processing functions: opening, docketing, noticing, filing, calendaring, handling correspondence, conforming copies, recording proceedings, retrieval of and routing files to judges, and closing.	Bankruptcy Program Indicators (national), Case Aging Reports, QC/ICS, Time-to-Image/Docket Excellence (TIDE) monthly statistics/tracking, Methods Analysis Program (MAP), transcript review, docketing review, etc.	O
CM2G	Eliminate or reduce redundancies and delay points in the processing of cases.	Auto Closing of Discharged Cases, Auto Closing of Dismissed Cases, Cmatrix, automated docketing and noticing of 341(a) meetings, automated docketing of certificates of mailing, ICS to NIBS interface, closing-to-image, docket-driven events, etc.	O
CM3A	Implement court-wide, uniform self-calendaring system.	Interim self-calendaring systems implemented by participating judges.	O
CM3B	Develop uniform system for early publication of tentative rulings.	Court Calendaring Program (CCP) tentative ruling feature available for participating judges.	C

O = Ongoing

C = Completed





CASE MANAGEMENT (CM)

Goal #	Description	Accomplishments	Status
CM4A	Implement video conferencing pilot project in at least four divisional offices within the district.	All divisions equipped with video hearing technology, five judges using video to handle inter-divisional caseload.	C
CM4B	Implement an electronic files system within the court to make documents available online to all interested parties.	Online case files available in all divisions.	C
CM4C	Review and determine the feasibility and desirability of accepting filings by fax.	CM4C superseded by E-Filing.	
CM4D	Develop and implement an automated system to provide case information.	webPACER, Voice Case Information System (VCIS), online case files, Court's web site (for high profile cases).	C
CM4E	Develop and implement an automated system to provide calendar information and self-scheduling capability.	Court calendar automated through Court Calendar Program (CCP) in all divisions, with data available through webPACER and lobby kiosks. Self-scheduling also available by voice mail systems for participating judges.	C
CM4F	Develop an online universal forms catalog.	Court's web site provides staff and the public with most current online forms.	C
CM4G	Develop a cross-referenced topical index system for Court committee and Board of Judges discussions and actions to track issues, decisions, and implementation.	Posting list of Committee assignments on Court's intranet.	O

O = Ongoing

C = Completed





CASE MANAGEMENT (CM)

Goal #	Description	Accomplishments	Status
CM5A	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.	Revision of Local Bankruptcy Rule's numbering system to conform to the national rules.	C

O = Ongoing C = Completed





COMMUNITY RELATIONS (CR)

Goal #	Description	Accomplishments	Status
CR1A	Establish relationship with minority and culturally diverse bar organizations.	Requested input on Long Range Plan.	O
CR1B	Make frequently-used informational documents available in multiple languages.	Separate pamphlets of general bankruptcy information for chapters 7, 11, and 13 available in Spanish on the Court's web site and at divisions. Selected information about reaffirmation agreements and the Debtor's Assistance Program in Spanish.	O
CR1C	Determine information needs of community via surveys, focus groups, and interviews.	Customer Service Survey available on the Court's web site and at each division. Example: webPACER billing module by client introduced based on feedback from users. Judicial Variance Survey. Numerous focus groups.	O
CR1D	Make translation services available, as feasible.	Translation services currently available within AO guidelines and a list of qualified interpreters (language and sign) is available through the JNet. Bilingual staff provide support as-needed in Clerk's Office. CA(C) Bankruptcy Court Interpreter policy.	C
CR2A	Initiate periodic, outside input on Court operations.	Methods Analysis Program (MAP), Customer Service Survey available on the Court's web site and at each division. Modified billing module for webPACER to allow identification of client information as a result of feedback.	O
CR3A	Conduct evaluation of public education needs concerning bankruptcy related issues and recommended solutions.	Education materials have been made available to the public on web site. Customer Service Survey available on the Court's web site and at each division. U. S. Trustee educational program for high school students on the use of credit. Debtor education video, other educational programs.	

O = Ongoing

C = Completed





COMMUNITY RELATIONS (CR)

Goal #	Description	Accomplishments	Status
CR3B	Establish regular communication with and provide appropriate bankruptcy-related educational materials and programs to community groups and educational institutions.	Judges and Clerk's Office staff speak at many functions; petition packages, <i>pro bono</i> programs in all divisions; Mediation Program available on Court's web site.	
CR3C	Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy.	Judges and Clerk's Office staff speak at many functions; <i>pro bono</i> programs in all divisions; Public Information Desks provide the public with a video presentation on the bankruptcy process; printed information and forms, as well as <i>pro bono</i> referrals.	O
CR3D	Initiate and maintain a regular liaison with local members of Congress.	Chief Judge Mund assigned judges to liaison with congressional staff.	O
CR4A	Create and staff an ombudsperson position in each division to assist the public with legal or procedural questions that the Clerk and his staff are prohibited from answering.	<i>Pro bono</i> programs established in all divisions.	
CR4B	Establish a <i>pro bono</i> program at each divisional office location.	<i>Pro bono</i> programs established in all divisions.	C

O = Ongoing

C = Completed





HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Status
HR1A	Establish accurate, specific, uniform and comprehensive job descriptions and recruitment bulletins.	Job descriptions/titles standardized district-wide; recruitment expanded to the Court's web site; recruitment bulletins redesigned to correctly identify required knowledge, skills, and abilities for each position.	C
HR1B	Develop training programs to instill problem-solving orientation.	Team-based training, ongoing training, including Federal Judicial Television Network training broadcasts, Zenger-Miller programs, etc.	O
HR1C	Develop and implement an online training system covering all automated system applications used by the Court.	Online Manuals: NIBS Docket Code Dictionary, Citrix Users Manual, Attorney Admissions Database Instructions, Print-on-Demand, Video Manual, Professional Fee Module.	O
HR1D	Create a training program for all staff using the Code of Conduct for United States Court Clerks.	Clerk's Office provided a Code of Conduct section for their Personnel Policies and Information Handbook in 1996. All Clerk's Office staff were provided with an overview upon its introduction.	O
HR1E	Develop in-house training programs to prepare staff for broader technical, analytical, and managerial responsibilities.	Classes provided to staff: Adaptive Manager, Working, FAS ₄ T, Train the Trainer, Presentation and Development Techniques, Leadership 2000, Hire the Right Person, Applied Supervision, writing and grammar classes, QuattroPro, WordPerfect, Power Point, etc.	O
HR1F	Continue the development of training programs to further develop employee job skills.	Classes provided to staff: writing and grammar classes, software training (QuattroPro, WordPerfect, Power Point, etc.), customer service, video production, CAC operations software (ICS, NIBS, CCP, VRMS, etc.), and others. Library (list posted on Court's web site) made available to staff consisting of books, audio and video tapes on subjects ranging from communication and management skills to bankruptcy.	O

O = Ongoing

C = Completed





HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Status
HR1G	Increase training and development of leadership skills at <u>all levels</u> .	Classes provided to staff: Applied Supervision, Performance Management, Presentation Skills, grammar and writing classes, etc., cross-training, certification program, staff details, etc.	O
HR1H	Increase training to develop written communication skills at all levels.	Writing and grammar classes provided regularly by outside vendor. Detail staff to assess and develop writing skills.	O
HR1I	Train staff to recognize and effectively deal with cultural diversity.	EDR training provided for management staff.	O
HR1J	Train staff on providing helpful and courteous service.	Clerk's Office developed and introduced customer service training program "The Public: How to Deal with Them?," and AO-sponsored "Deputy Clerks Making a Difference" program, and "Dealing with Difficult People."	O
HR1K	Provide increased staff education about importance and role of bankruptcy system in general economy and legal system, tying that education to importance of job performance for real-life concerns of users.	"Lunch and Learn" programs, and "Deputy Clerks Making a Difference," "Introduction to Bankruptcy," Extern and Law Clerk training, <i>Full Court Press</i> "Ask the Judges" column.	O
HR2A	Improve the performance evaluation process.	Performance Evaluation (PE) form simplified; management staff received training in improving staff performance through enhanced written evaluations; "Administering Performance Appraisals" training provided; implementation of Abra (personnel automation) enables management to track performance evaluation due dates to ensure timeliness. Clerk's Office also performs statistical analysis of summary PE ratings for all staff at each division.	C

O = Ongoing

C = Completed





HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Status
HR2B	Establish performance standards.	Within Grade Increase certifications have been combined with the annual Performance Evaluations process, eliminating redundancies and discrepancies in assessing job performance. Synchronized with step increase; track mean/median by division. Performance seminar held for team leaders, supervisors, 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 many positions.	C
HR2C	Develop procedure manual for each position as training tool to encourage uniformity and facilitate establishing performance standards.	Intake Manuals, certification training, comprehensive docketing procedures, established uniform district-wide policies for use of the Order to Comply (ORCO), Case Commencement Deficiency Notice (CCDN), Case Initiation Action Notice (CIAN), and Rejection Notice.	O
HR2D	Establish consistent performance expectations and measurements for all positions.	District-wide operations job descriptions were revised and specific skill sets were delineated for each classification. Training outlines identifying expected performance at each level have been drafted. Certification program developed and implemented. Performance seminar 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.	C
HR2E	Establish job performance self-evaluation as part of performance review process.	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 performance evaluation.	C

O = Ongoing

C = Completed





HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Status
HR2F	Monitor and support the transition to automation.	Measurement of performance on time-to-docket, time-to-image quality, and QC/ICS. Enhancements are tested, piloted and employee experiences and feedback considered before implementation.	O
HR2G	Develop and implement a program to enhance employee job satisfaction.	Annual Awards Ceremonies, Employee of the Month (district-wide), and various Employee of the Month/Quarter programs in divisions, cross-training of new skills, Certification Program, EAP presented "Coping With Change" all divisions.	O
HR3A	Create employee feedback mechanisms.	Team-based management structure, Statistics and feedback on: QC/ICS, docketing quality, case closing, time to docket, imaging speed, PE process/discussions.	O
HR3B	Clarify role definition for chambers and courtroom staff, including Courtroom Deputies, Judicial Assistants, Law Clerks, Electronic Court Recording Operators, and Relief Courtroom Deputies.	Created new positions of Case Initiation Clerk and Courtroom Services Clerk that reflect new skill sets, new promotional opportunities, cross-training opportunities, etc.	C
HR3C	Develop and implement employee orientation program for Clerk's Office and Chambers staff.	Intern/extern training for new interns/externs. Full day orientation for Clerk's Office staff including Personnel Handbook, half-day orientation for judicial staff.	C
HR3D	Improve upward and downward communications among divisions and between divisional offices.	E-mail, monthly Senior Staff Meetings, annual seminars for team leaders and above, participants rotated, district-wide training, <i>Full Court Press</i> , joint efforts: NIBS Procedures Manual, ICS/NIBS Committee, etc., group training: Abra, VRMS, FAS ₄ T, etc.	O
HR4A	Provide multilingual service capability (e.g., bilingual staff).	Translation services currently available within AO guidelines and a list of qualified interpreters (language and sign) is available through the JNet. Bilingual Clerk's Office staff assist public as needed.	O

O = Ongoing

C = Completed





HUMAN RESOURCES (HR)

Goal #	Description	Accomplishments	Status
HR4B	Improve human resource programs that ensure parity between the employee force and the labor force.	Employment Dispute Resolution Plan implemented; commuter benefits; child care; cafeteria plan; flexible spending plan; medical spending accounts; long term care; retirement services; open season information; COLAs; Family Friendly Leave; locality pay differential; tuition reimbursement program, etc.	O
HR5A	Compare current personnel practices to personnel practices of other organizations and identify possible improvements in each practice.	Benefits: HR staff members attended Ninth Circuit Annual HR Conferences in 1999 and 2000 with AO's Personnel Office and other federal judiciary HR professionals. Compared personnel practices in the areas of recruitment, benefits administration, personnel manual layouts, etc. HR also attended Judiciary Benefits Conferences in 1999 and 2000 to discuss personnel issues and network with other HR professionals. As a result of the conferences: Created a Benefits Specialist position to handle the growing area of benefits administration in order to provide more effective service to Court staff. Utilized knowledge gained at conferences to assist in implementation reduction in work force December 2000, which became especially useful in areas of save 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 AO information received at seminars, initiated an ongoing internal HR project to ensure that all staff are classified in correct retirement system.	O

O = Ongoing C = Completed





SPACE PLANNING (SF)

Goal #	Description	Accomplishments	Status
SF1A	Establish automated information systems in Court lobbies for tentative rulings and Court calendar information.	Kiosks in lobbies display judicial calendars.	C
SF1B	Establish <i>pro bono</i> lawyer consultation rooms in Court intake offices.	Facilities provided at Clerk's Offices for reaffirmation counseling (<i>pro bono</i>).	C
SF1C	Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers).	Electric outlets in public carrels, free on-site webPACER access, multiple terminals, Print-on-Demand, policy on use of personal photocopiers.	C
SF2A	Advocate revision of <u>AO Design Guides</u> and <u>GSA Standards and Guidelines</u> regarding employee break rooms and restrooms, size of courtrooms, public space areas for high volume Courts, <i>pro bono</i> lawyer consultation facilities, and handicapped access (including hearing and visually impaired).	At the national level, the December 1997 revision of the U. S. Courts Design Guide addressed some of these issues including employee break rooms, restrooms, and handicapped access.	C
SF2B	Develop procedures to create a security system that protects Court documents and property.	Numerous programs, upgrades and activities outlined in Clerk's Office reports, including: imaging (less handling of files/less risk of loss/damage), archiving files faster (i.e., DNC), computer equipment and data safeguards, public carrels modified district-wide, additional security cameras, data base backup tapes, etc., webPACER allows public to access documents without the need to view the actual case files/dockets.	C

O = Ongoing

C = Completed



LIST OF EXHIBITS

- Exhibit 1** Bankruptcy Filings: 1980-2000
- Exhibit 2** Bankruptcy Filings by Month: 1994-2000
- Exhibit 3** Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 4** Los Angeles Division Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 5** Riverside Division Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 6** Santa Ana Division Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 7** Northern Division Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 8** San Fernando Valley Division Bankruptcy Filings by Chapter: 1980-2000
- Exhibit 9** Bankruptcy Filings and Percentage Change: 1980-2000
- Exhibit 10** Chapter 7 Monthly Closing Performance: 1/97-12/00
- Exhibit 11** Comparison of Bankruptcy Cases Filed and Closed: 2000
- Exhibit 12** Percent of District's Bankruptcy Filings by Division
- Exhibit 13** Comparison of Bankruptcy Filings 1999 vs. 2000
- Exhibit 14** Comparison of Bankruptcy Closings 1999 vs. 2000
- Exhibit 15** Comparison of Adversary Proceedings Filed and Closed 1996-2000
- Exhibit 16** Pending Bankruptcy Caseload by Division: 1996-2000

Exhibit 1

Central District of California Bankruptcy Filings: 1980-2000

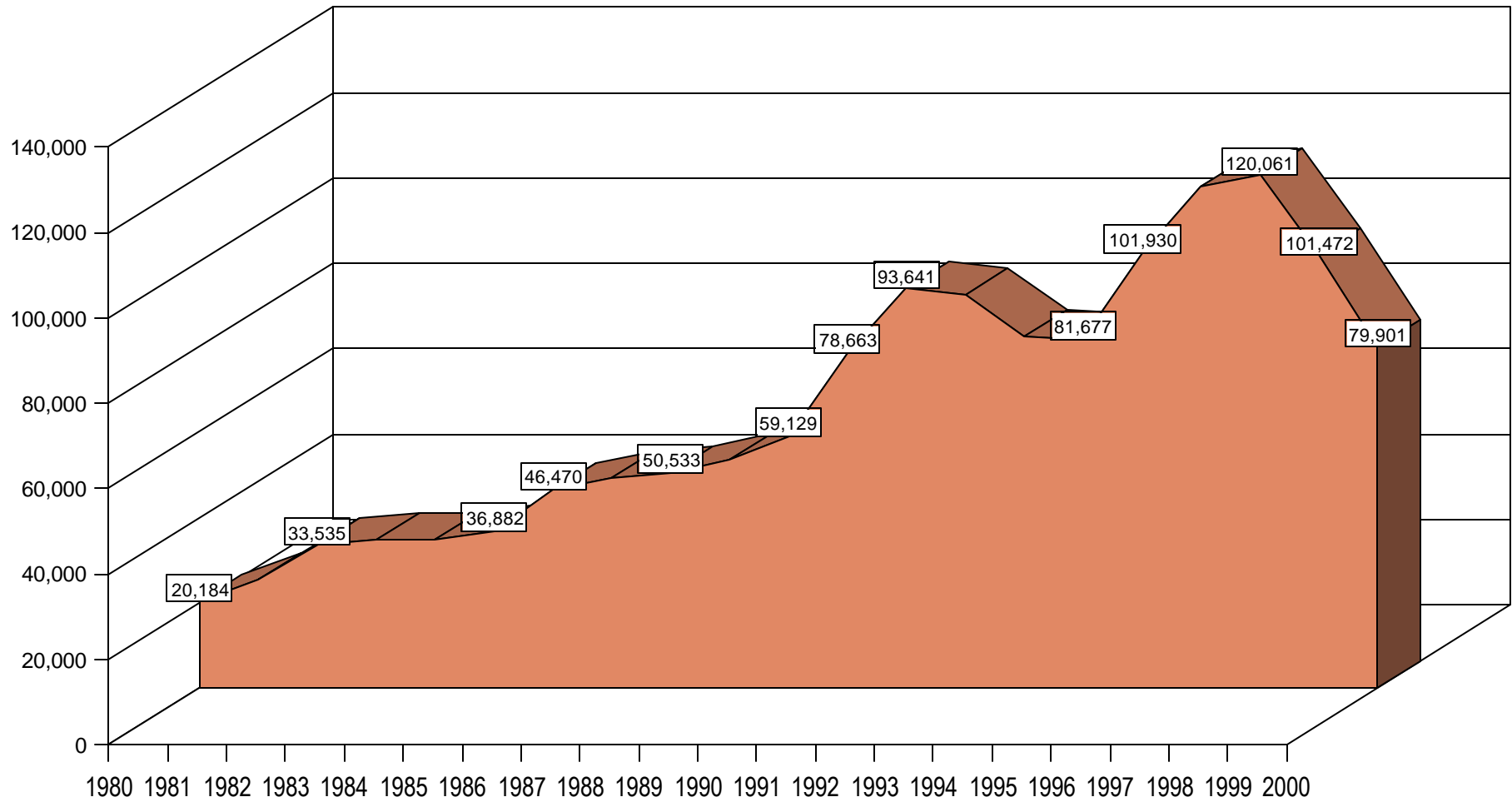


Exhibit 2

Central District of California Bankruptcy Filings by Month: 1994-2000

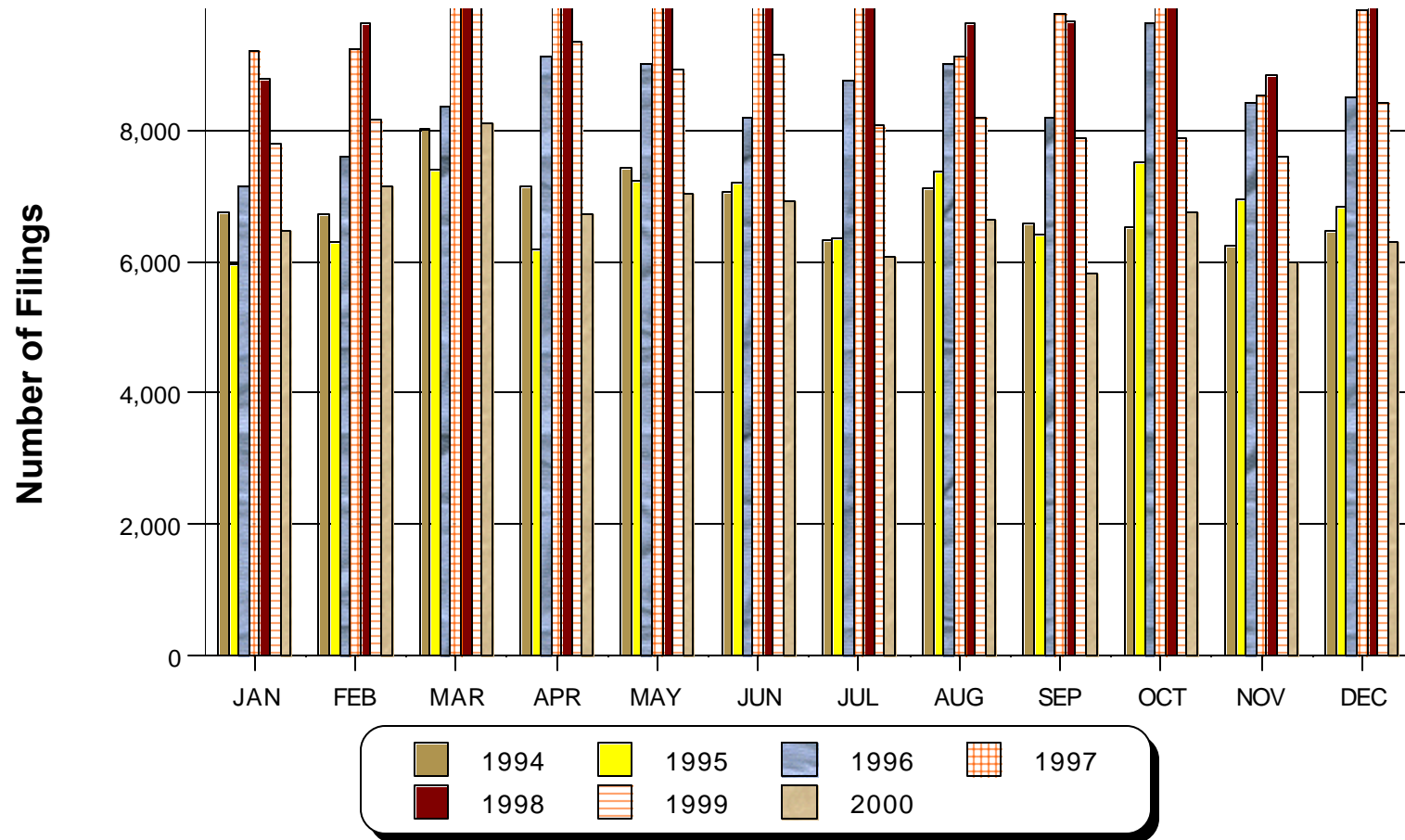


Exhibit 3

Central District of California Bankruptcy Filings by Chapter: 1980-2000

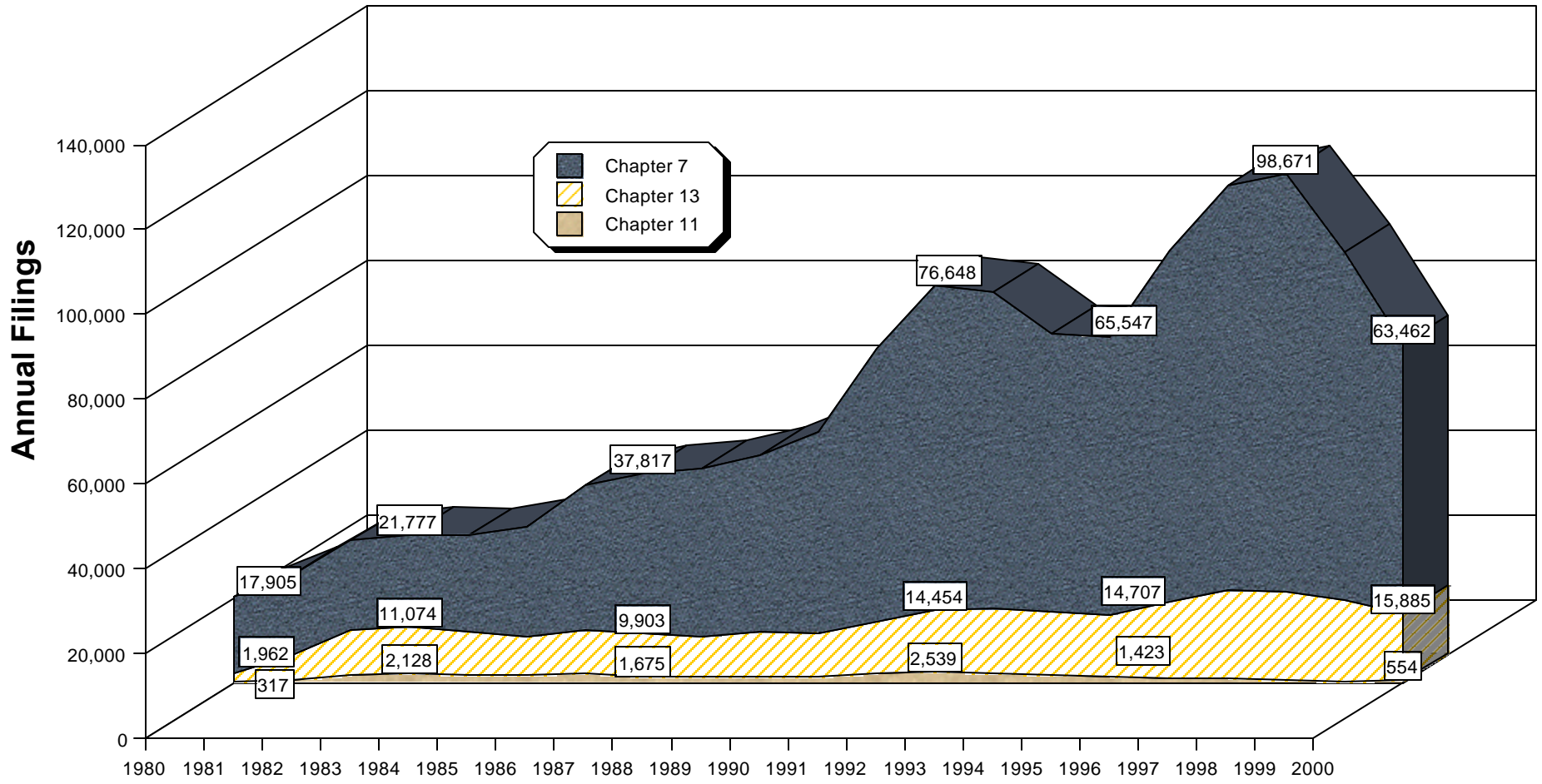
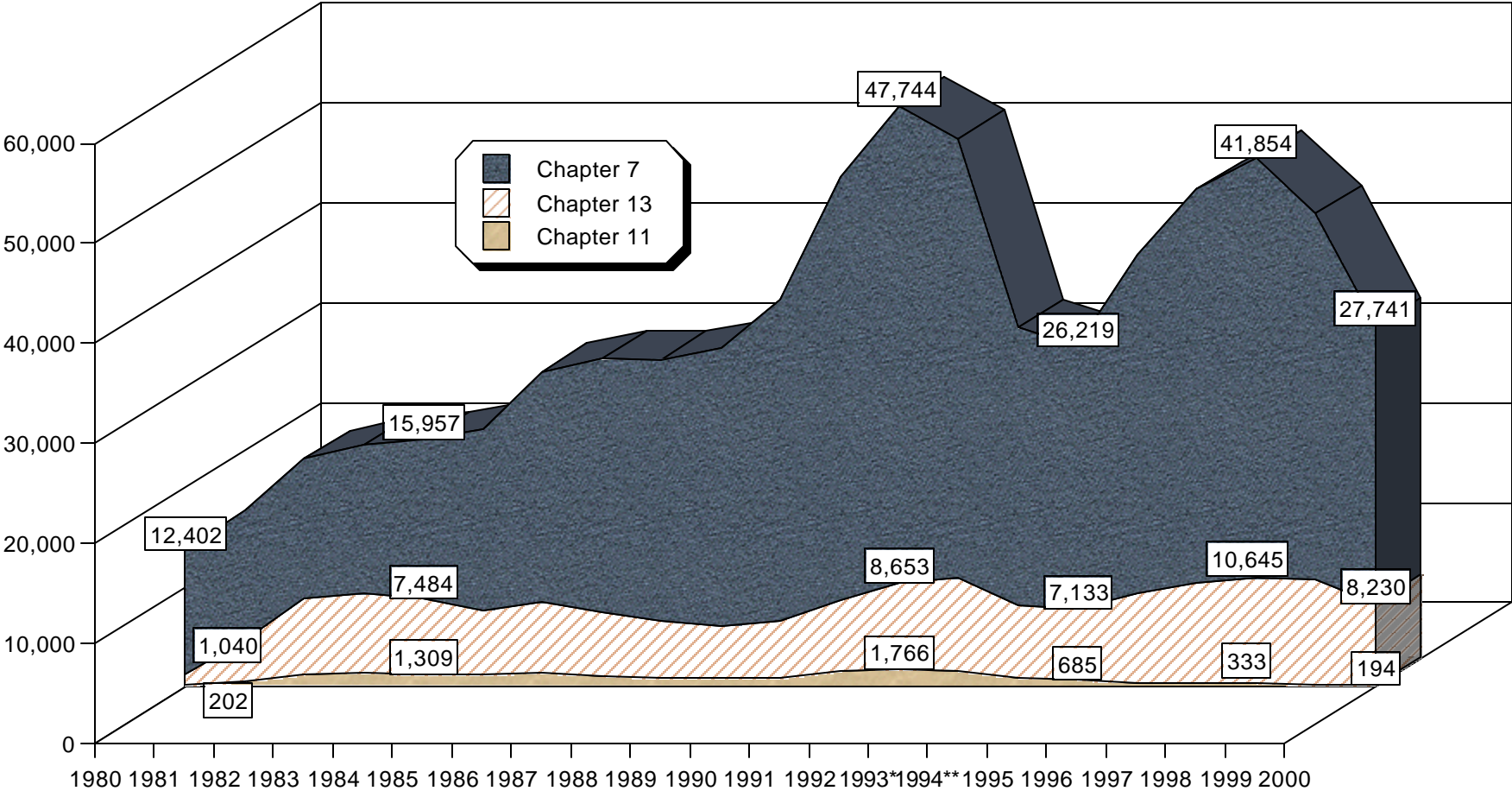


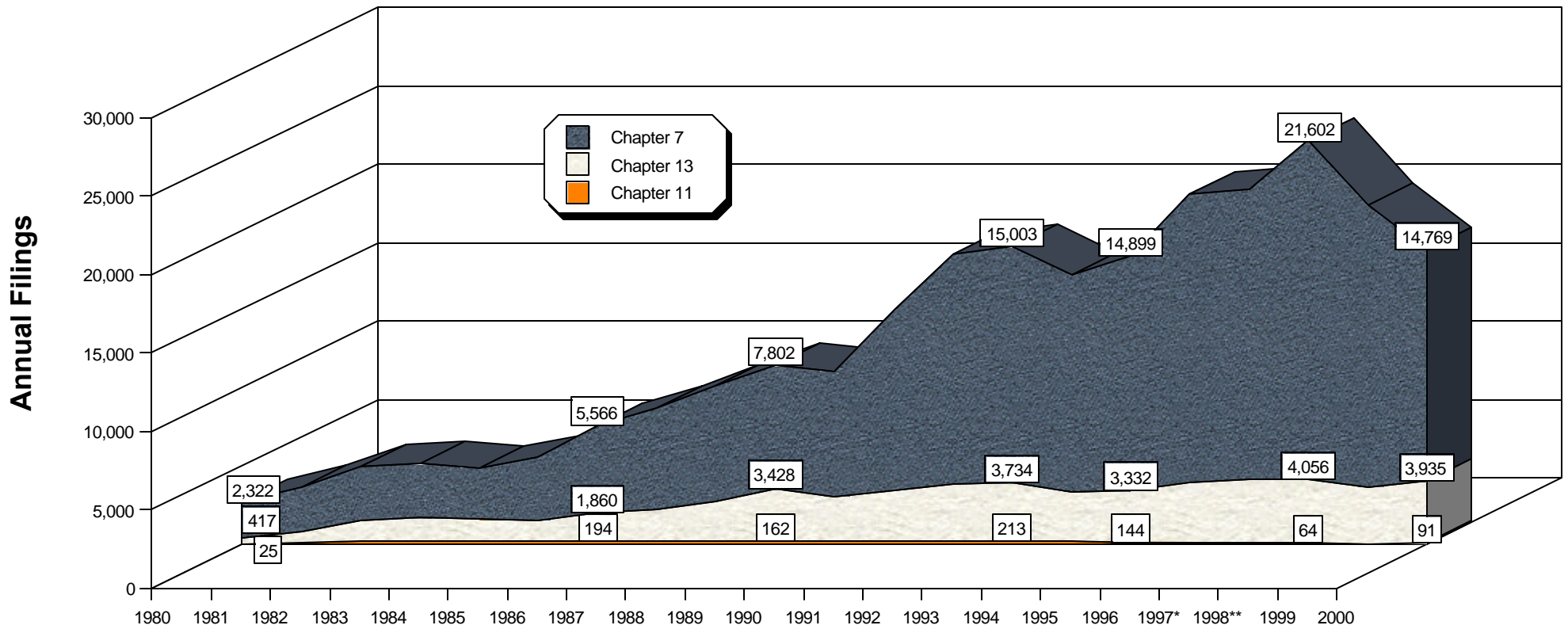
Exhibit 4

Los Angeles Division Bankruptcy Filings by Chapter: 1980-2000



* The drop in filings from 1992 to 1993 reflects the extraction of the Northern Division from the Los Angeles Division.
 ** The drop in filings from 1993 to 1994 reflects the extraction of the San Fernando Valley Division from the Los Angeles Division.

Exhibit 5
Riverside Division
Bankruptcy Filings by Chapter: 1980-2000

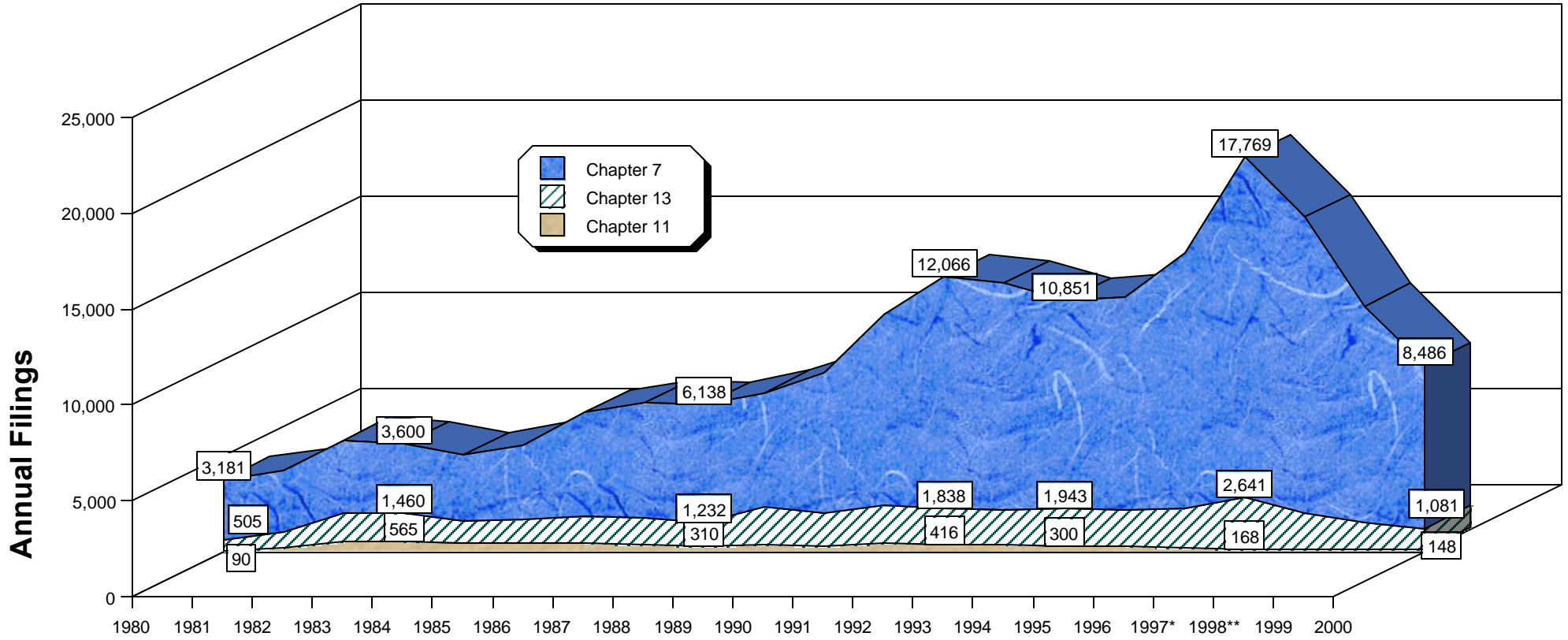


* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division.

** In April 1998, the 12 zip codes were returned to the Riverside Division.

Exhibit 6

Santa Ana Division Bankruptcy Filings by Chapter: 1980-2000

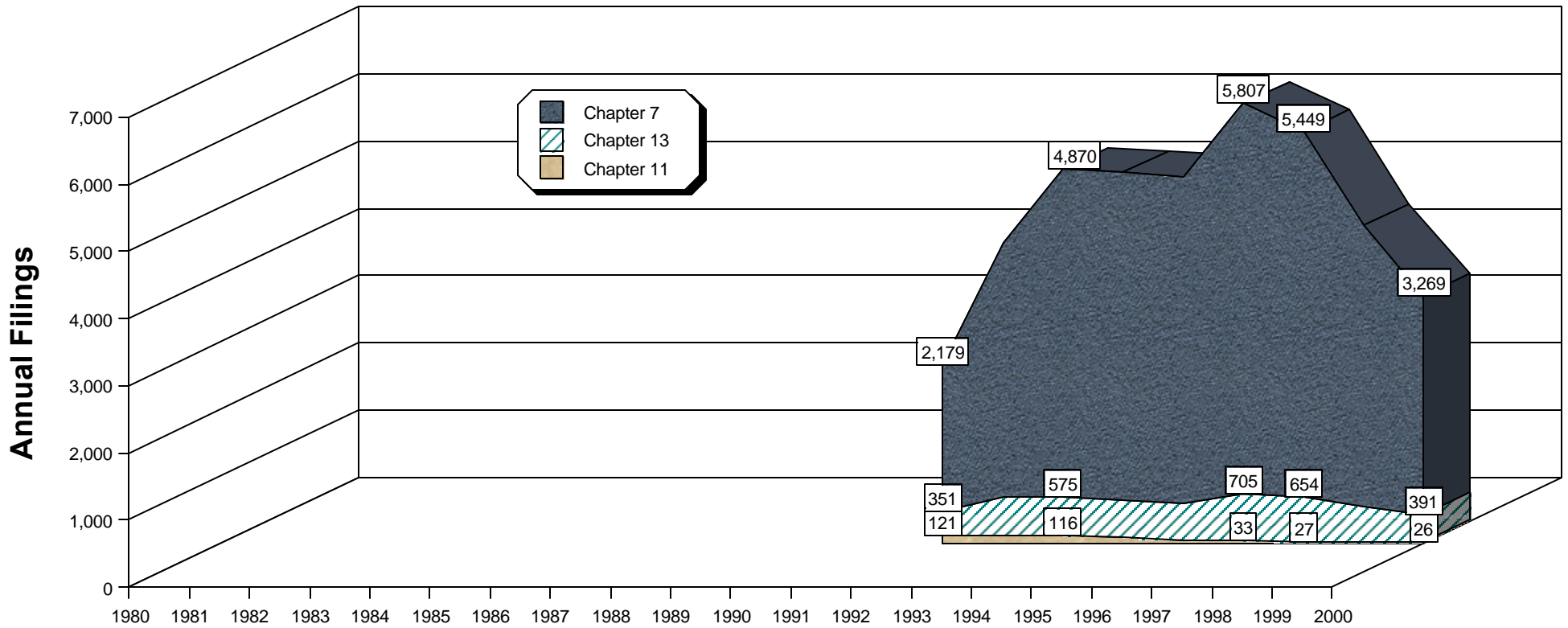


* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division.

**In April 1998, the 12 zip codes were returned to the Riverside Division.

Exhibit 7

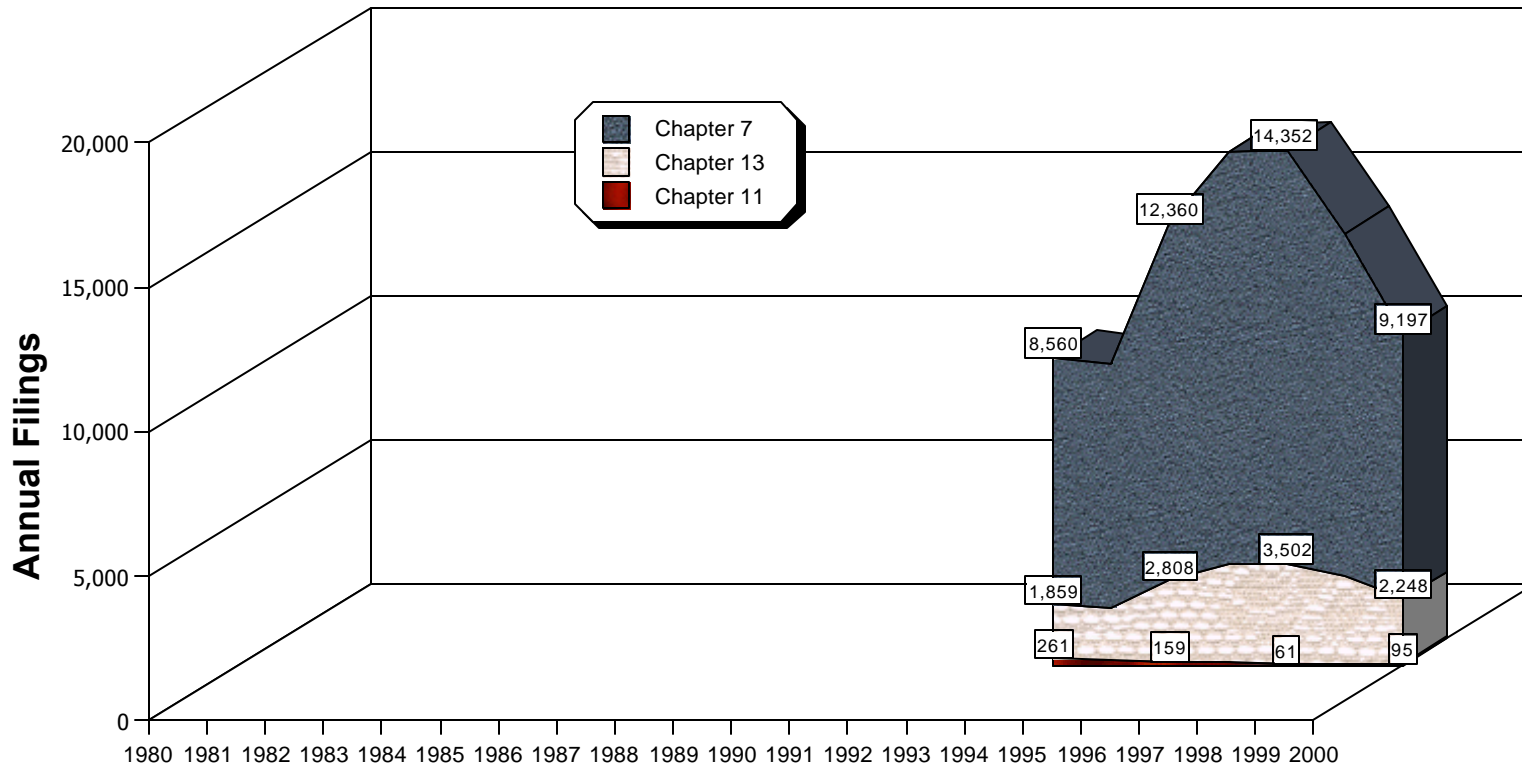
Northern Division Bankruptcy Filings by Chapter: 1980-2000



* Filings prior to 1992 were included in Los Angeles Division [See Exhibit 4]

Exhibit 8

San Fernando Valley Division Bankruptcy Filings by Chapter: 1980-2000



* Filings prior to 1993 were included in Los Angeles Division. (See Exhibit 4.)

Exhibit 9
Bankruptcy Filings and Percentage Change: 1980-2000

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
CENTRAL DISTRICT OF CALIFORNIA								
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%
LOS ANGELES DIVISION								
1980	12,402	N/A	202	N/A	1,040	N/A	13,644	N/A
1981	13,023	5.0%	508	151.5%	4,162	300.2%	17,693	29.7%
1982	13,838	6.3%	1,291	154.1%	7,655	83.9%	22,784	28.8%
1983	14,795	6.9%	1,361	5.4%	8,074	5.5%	24,230	6.3%
1984	15,957	7.9%	1,309	-3.8%	7,484	-7.3%	24,750	2.1%
1985	18,018	12.9%	1,263	-3.5%	6,473	-13.5%	25,754	4.1%
1986	22,974	27.5%	1,426	12.9%	7,164	10.7%	31,564	22.6%
1987	25,374	10.4%	1,125	-21.1%	6,392	-10.8%	32,891	4.2%
1988	26,157	3.1%	884	-21.4%	5,709	-10.7%	32,750	-0.4%
1989	27,797	6.3%	867	-1.9%	5,247	-8.1%	33,911	3.5%
1990	32,078	15.4%	1,005	15.9%	5,659	7.9%	38,742	14.2%
1991	42,723	33.2%	1,583	57.5%	7,063	24.8%	51,369	32.6%
1992	47,744	11.8%	1,766	11.6%	8,653	22.5%	58,163	13.2%
1993	43,875	-8.1%	1,693	-4.1%	9,281	7.3%	54,849	-5.7%
1994	27,701	-36.9%	930	-45.1%	7,308	-21.3%	35,939	-34.5%
1995	26,219	-5.4%	685	-26.3%	7,133	-2.4%	34,037	-5.3%
1996	33,873	29.2%	493	-28.0%	8,917	25.0%	43,283	27.2%
1997	39,217	15.8%	486	-1.4%	10,018	12.3%	49,721	14.9%
1998	41,854	6.7%	333	-31.5%	10,645	6.3%	52,832	6.3%
1999	36,510	-12.8%	210	-36.9%	10,608	-0.3%	47,328	-10.4%
2000	27,741	-24.0%	194	-7.6%	8,230	-22.4%	36,165	-23.6%
SAN FERNANDO VALLEY DIVISION								
(Filings prior to 1994 were included in Los Angeles Division)								
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%

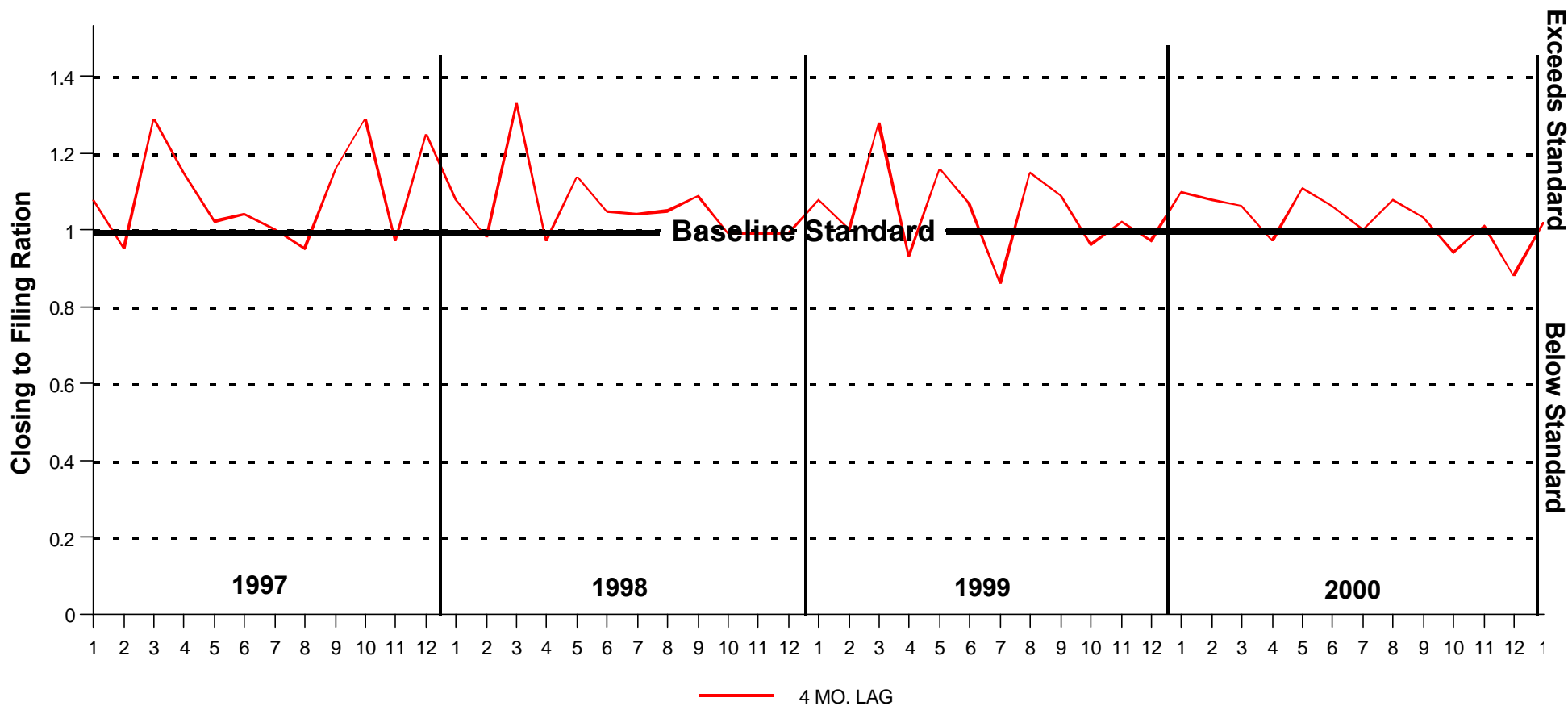
Bankruptcy Filings and Percentage Change: 1980-2000 (Continued)

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
RIVERSIDE DIVISION								
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%
SANTA ANA DIVISION								
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,203	0.7%	188	108.9%	865	71.3%	4,256	12.7%
1982	3,786	18.2%	531	182.4%	1,519	75.6%	5,836	37.1%
1983	3,600	-4.9%	565	6.4%	1,460	-3.9%	5,625	-3.6%
1984	3,464	-3.8%	474	-16.1%	1,133	-22.4%	5,071	-9.8%
1985	3,926	13.3%	480	1.3%	1,182	4.3%	5,588	10.2%
1986	5,403	37.6%	462	-3.8%	1,421	20.2%	7,286	30.4%
1987	5,980	10.7%	384	-16.9%	1,420	-0.1%	7,784	6.8%
1988	6,138	2.6%	310	-19.3%	1,232	-13.2%	7,680	-1.3%
1989	5,957	-2.9%	362	16.8%	1,987	61.3%	8,306	8.2%
1990	7,314	22.8%	309	-14.6%	1,719	-13.5%	9,342	12.5%
1991	9,918	35.6%	457	47.9%	1,993	15.9%	12,368	32.4%
1992	12,066	21.7%	416	-9.0%	1,838	-7.8%	14,320	15.8%
1993	11,874	-1.6%	393	-5.5%	1,762	-4.1%	14,029	-1.4%
1994	10,851	-8.6%	300	-23.7%	1,943	10.3%	13,094	-6.7%
1995	11,088	2.2%	285	-5.0%	1,932	-0.6%	13,305	1.6%
1996	13,292	19.9%	213	-25.3%	2,034	5.3%	15,539	16.8%
1997*	17,769	33.7%	168	-21.1%	2,641	29.8%	20,578	32.4%
1998	15,414	-13.3%	120	-28.6%	1,928	-27.0%	17,462	-15.1%
1999	11,300	-26.7%	116	-3.3%	1,397	-27.5%	12,813	-26.6%
2000	8,486	-24.9%	148	27.6%	1,081	-22.6%	9,715	-24.2%
NORTHERN DIVISION								
(Filings prior to 1992 were included in Los Angeles Division)								
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%

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

Exhibit 10
 United States Bankruptcy Court
 Central District of California

Chapter 7 Monthly Closing Performance: 1/97-12/00*



* (Adjusted for 4-Month Closing Lag)

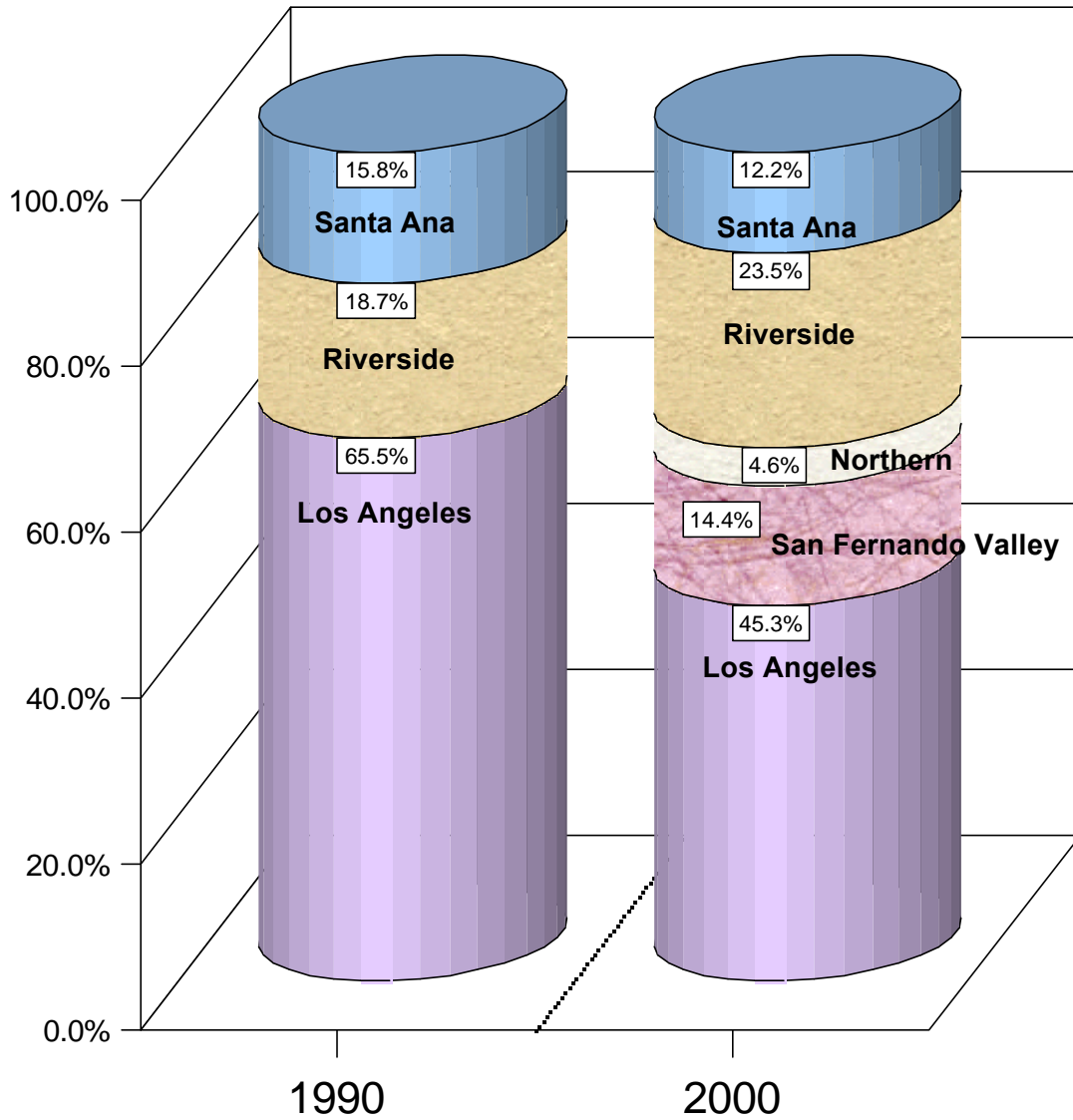
Exhibit 11

Central District of California Comparison of Bankruptcy Cases Filed and Closed: 2000

Chapter	Total Filed	Total Closed	Difference	Ratio (Closings/Filings)
DISTRICT				
07	63,462	71,836	8,374	1.13
11	554	419	-135	0.76
12	0	5	5	n/a
13	15,885	16,711	826	1.05
Total	79,901	88,971	9,070	1.11
LOS ANGELES DIVISION				
07	27,741	31,428	3,687	1.13
11	194	179	-15	0.92
12	0	0	0	N/A
13	8,230	9,288	1,058	1.13
Total	36,165	40,895	4,730	1.13
RIVERSIDE DIVISION				
07	14,769	16,307	1,538	1.10
11	91	51	-40	0.56
12	0	3	3	N/A
13	3,935	4,006	71	1.02
Total	18,795	20,367	1,572	1.08
SANTA ANA DIVISION				
07	8,486	9,834	1,348	1.16
11	148	105	-43	0.71
12	0	1	1	N/A
13	1,081	1,139	58	1.05
Total	9,715	11,079	1,364	1.14
NORTHERN DIVISION				
07	3,269	3,764	495	1.15
11	26	22	-4	0.85
12	0	1	1	N/A
13	391	414	23	1.06
Total	3,686	4,201	515	1.14
SAN FERNANDO VALLEY DIVISION				
07	9,197	10,503	1,306	1.14
11	95	62	-33	0.65
12	0	0	0	N/A
13	2,248	1,864	-384	0.83
Total	11,540	12,429	889	1.08

Exhibit 12

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



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

Exhibit 13

CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Filings 1999 vs. 2000

Chapter	1999	2000	% Chg
DISTRICT			
07	81,794	63,462	-22.4%
11	452	554	22.6%
13	19,224	15,885	-17.4%
Total	101,470	79,901	-21.3%

LOS ANGELES DIVISION			
07	36,510	27,741	-24.0%
11	210	194	-7.6%
13	10,608	8,230	-22.4%
Total	47,328	36,165	-23.6%

RIVERSIDE DIVISION			
07	17,944	14,769	-17.7%
11	46	91	97.8%
13	3,639	3,935	8.1%
Total	21,629	18,795	-13.1%

SANTA ANA DIVISION			
07	11,300	8,486	-24.9%
11	116	148	27.6%
13	1,397	1,081	-22.6%
Total	12,813	9,715	-24.2%

NORTHERN DIVISION			
07	4,190	3,269	-22.0%
11	17	26	52.9%
13	520	391	-24.8%
Total	4,727	3,686	-22.0%

SAN FERNANDO VALLEY DIVISION			
07	11,850	9,197	-22.4%
11	63	95	50.8%
13	3,060	2,248	-26.5%
Total	14,973	11,540	-22.9%

Exhibit 14

CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Closings 1999 vs. 2000

Chapter	1999	2000	% Chg
DISTRICT			
07	93,238	71,836	-29.8%
11	645	419	-35.0%
13	17,848	16,711	-6.4%
Total	111,731	88,966	-20.4%

LOS ANGELES DIVISION			
07	40,013	31,428	-21.5%
11	320	179	-44.1%
13	9,947	9,288	-6.6%
Total	50,280	40,895	-18.7%

RIVERSIDE DIVISION			
07	21,599	16,307	-24.5%
11	41	51	24.4%
13	3,190	4,006	25.6%
Total	24,830	20,364	-18.0%

SANTA ANA DIVISION			
07	12,479	9,834	-21.2%
11	163	105	-35.6%
13	1,566	1,139	-27.3%
Total	14,208	11,078	-22.0%

NORTHERN DIVISION			
07	5,345	3,764	-29.6%
11	36	22	-38.9%
13	559	414	-25.9%
Total	5,940	4,200	-29.3%

SAN FERNANDO VALLEY DIVISION			
07	13,802	10,503	-23.9%
11	85	62	-27.1%
13	2,586	1,864	-27.9%
Total	16,473	12,429	-24.5%

Exhibit 15

Central District of California Comparison of Adversary Proceedings Filed and Closed: 1996-2000

Year	Filed	% chg	Closed	% chg	Ratio (Closings/Filings)
DISTRICT					
1996	6,595	-20.1%	10,665	-19.7%	1.62
1997	7,022	6.5%	7,841	-26.5%	1.12
1998	5,920	-15.7%	7,804	-.5%	1.32
1998	5,920	-15.7%	7,804	-.5%	1.32
1999	5,462	-7.7%	6,425	-17.7%	1.18
2000	4,601	-15.8%	5,273	-17.9%	1.15
LOS ANGELES DIVISION					
1996	2,995	-38.6%	6,434	-4.7%	2.15
1997	3,032	1.2%	3,729	-42.0%	1.23
1998	2,826	-6.8%	3,781	1.4%	1.34
1999	2,485	-12.1%	3,049	-19.4%	1.23
2000	2,182	-12.2%	2,360	-22.6%	1.08
RIVERSIDE DIVISION*					
1996	1,079	38.9%	1,119	-33.8%	1.04
1997	1,010	-6.4%	1,541	37.7%	1.53
1998	842	-16.6%	866	-43.8%	1.03
1999	768	-8.8%	910	5.1%	1.18
2000	699	-9.0%	854	-6.2%	1.22
SANTA ANA DIVISION*					
1996	1,261	-13.2%	1,530	-10.3%	1.21
1997	1,415	12.2%	1,227	-19.8%	0.87
1998	921	-34.9%	1,439	17.3%	1.56
1999	1,101	16.3%	975	-32.2%	0.89
2000	814	-26.1%	942	-3.4%	1.16
NORTHERN DIVISION					
1996	385	-3.8%	359	-40.2%	0.93
1997	358	-7.0%	401	11.7%	1.12
1998	333	-7.0%	448	11.7%	1.35
1999	261	-21.6%	370	-17.4%	1.42
2000	174	-33.3%	256	-30.8%	1.47
SAN FERNANDO VALLEY DIVISION					
1996	878	18.8%	1,223	-51.7%	1.39
1997	1,207	37.5%	943	-22.9%	0.78
1998	998	-17.3%	1,270	34.7%	1.27
1999	847	-15.1%	1,121	-11.7%	1.32
2000	732	-13.6%	854	-23.8%	1.17

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

Exhibit 16

Central District of California Pending Bankruptcy Caseload by Division: 1996-2000*								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total*	% Chg
D I S T R I C T								
1996	42,645	6.3%	2,167	-33.9%	18,921	-3.3%	63,733	1.3%
1997	40,286	-5.5%	1,715	-20.9%	19,511	3.1%	61,512	-3.5%
1998	38,661	-4.0%	1,178	-31.3%	21,232	8.8%	61,071	-0.7%
1999	30,210	-21.9%	894	-24.1%	20,628	-2.8%	51,732	-15.3%
2000	24,093	-20.2%	984	10.1%	18,436	-10.6%	43,517	-15.9%
Los Angeles Division								
1996	16,147	-9.3%	830	-48.4%	8,290	-9.0%	25,267	-11.4%
1997	14,782	-8.5%	636	-23.4%	7,851	-5.3%	23,269	-7.9%
1998	14,680	-0.7%	437	-31.3%	9,917	26.3%	25,034	7.6%
1999	12,706	-13.4%	310	-29.1%	9,404	-5.2%	22,420	-10.4%
2000	10,217	-19.6%	311	0.3%	7,597	-19.2%	18,035	-19.6%
Riverside Division								
1996	9,286	23.0%	184	-23.3%	4,970	2.8%	14,440	14.4%
1997	8,053	-13.3%	124	-32.6%	5,206	4.7%	13,383	-7.3%
1998	9,936	23.4%	109	-12.1%	4,862	-6.6%	14,907	11.4%
1999	6,762	-31.9%	102	-6.4%	5,027	3.4%	11,891	-20.2%
2000	5,638	-16.6%	127	24.5%	4,737	-5.8%	10,504	-11.7%
Santa Ana Division								
1996	7,662	14.2%	579	-14.6%	2,773	0.3%	11,014	8.5%
1997	8,022	4.7%	470	-18.8%	3,178	14.6%	11,670	6.0%
1998	5,515	-31.3%	332	-29.4%	2,801	-11.9%	8,648	-25.9%
1999	4,720	-14.4%	258	-22.3%	2,437	-13.0%	7,415	-14.3%
2000	3,653	-22.6%	290	12.4%	2,239	-8.1%	6,183	-16.6%
Northern Division								
1996	2,761	0.0%	160	-22.3%	755	0.1%	3,676	7.1%
1997	3,380	22.4%	121	-24.4%	944	25.0%	4,445	20.9%
1998	2,668	-21.1%	97	-19.8%	862	-8.7%	3,627	-18.4%
1999	1,626	-39.1%	63	-35.1%	769	-10.8%	2,458	-32.2%
2000	1,210	-25.6%	57	-9.5%	710	-7.7%	1,978	-19.5%
San Fernando Valley								
1996	6,789	21.7%	414	-24.3%	2,133	1.3%	9,336	13.4%
1997	6,049	-10.9%	364	-12.1%	2,332	9.3%	8,745	-6.3%
1998	5,862	-3.1%	203	-44.2%	2,790	19.6%	8,855	1.3%
1999	4,396	-25.0%	161	-20.7%	2,991	7.2%	7,548	-14.8%
2000	3,465	-21.2%	199	23.6%	3,153	5.4%	6,817	-9.7%

* Does not include Chapters 9 or 12.



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

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