



2019 ANNUAL REPORT

United States Bankruptcy Court
Central District of California

Honorable Maureen A. Tighe
Chief Judge

Kathleen J. Campbell
Executive Officer/Clerk of Court

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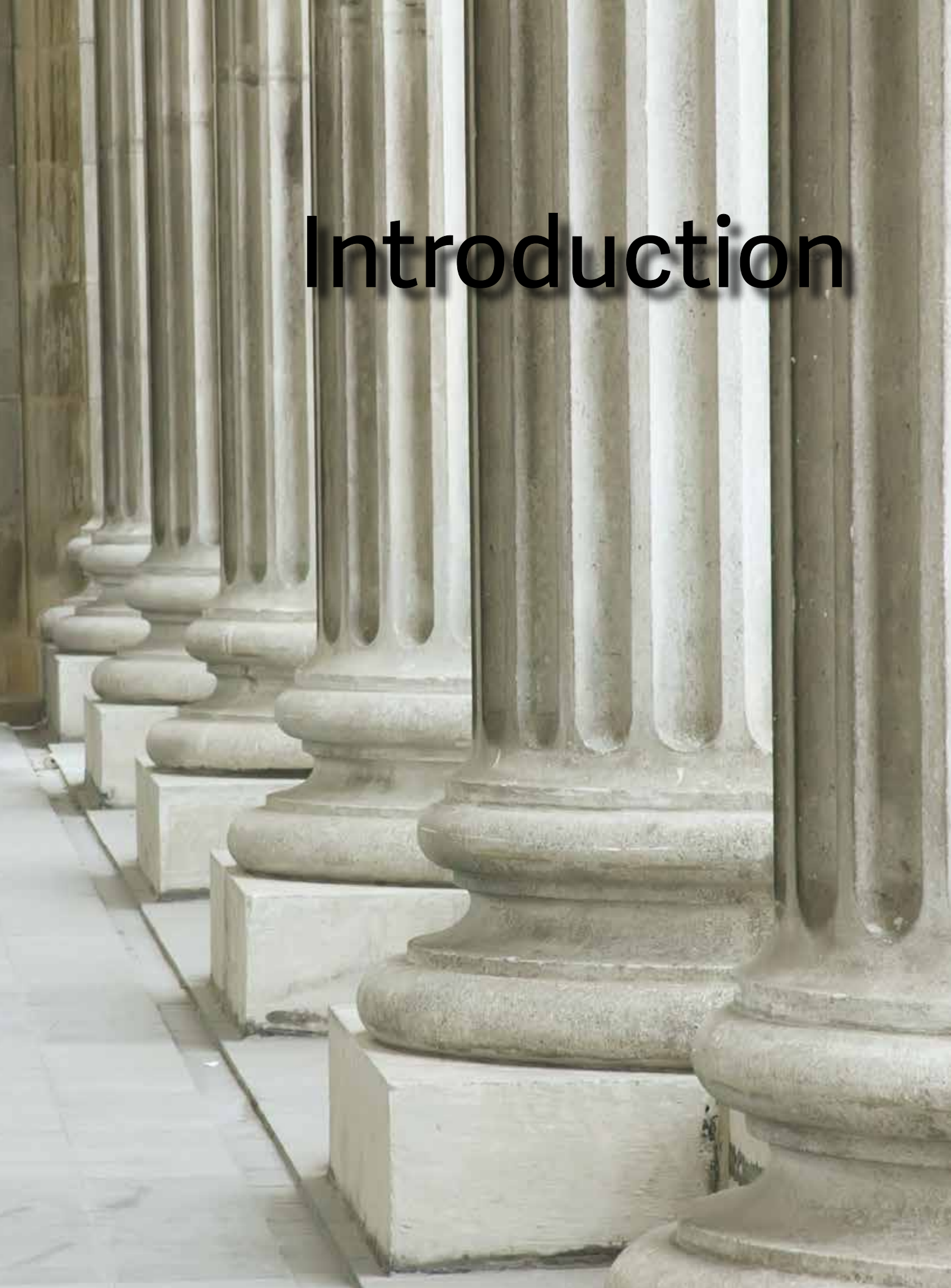
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Introduction



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EXECUTIVE SUMMARY

In 2019, the U.S. Bankruptcy Court for the Central District of California engaged local students and stakeholders through community outreach, expanded resources for self-represented litigants, and fortified IT security practices and policies. Highlights of the year include:

- Judge Tighe assumed her post as the eighth Chief Bankruptcy Judge for the Central District of California, succeeding Chief Judge Bluebond. On January 31, the Passing of the Gavel ceremony at the Richard H. Chambers U.S. Court of Appeals in Pasadena commemorated the succession from Judge Bluebond to Judge Tighe.
- The year opened with a lapse in appropriations that began on December 21, 2018, when the continuing resolution that funded the Court expired, and lasted until January 24, 2019. The Judiciary was able to maintain paid operations for the duration of the 34-day government shutdown by using its fee authority and no-year appropriations. During this time, the Court limited its activities only to recognized exceptions to the Anti-Deficiency Act.
- The Court's Strategic Planning Committee drafted and approved its new *2020-2024 Strategic Plan* after requesting and receiving input from stakeholders, including judges, lawyers, and staff, through hosting focus groups and a public comment period. The new strategic plan will take effect on January 1, 2020.
- Along with the Ninth Circuit, the Central District of California hosted a civics contest for high school students in the district. The annual civics contest addressed unreasonable searches and seizures in the digital age.
- Receptions held throughout the Central District recognized the service of pro bono volunteers. The attorneys, law students, paralegals, and interpreters who assist the district's self-represented litigants are listed in yearly updates to the Court's Honor Roll, published in conjunction with the American Bar Association's National Pro Bono Celebration Week.
- The Central District of California led the nation in self-represented litigants' filings during the 12-month period ending December 31, 2019. The Central District's rate of self-represented litigants' filings for the year was 15.4 percent, nearly two times the national average of 8.3 percent. Additionally, the Central District of California led the nation with the highest total of business filings.
- Judge Smith received the Judge Karen L. Robinson Legal Excellence Award during the Thurgood Marshall Bar Association Second Annual Gala and Installation Dinner.
- Chief Judge Tighe received the Co-President's Award from the Los Angeles LGBT Bar Association.
- Judge Klein received the 2019 Women of Distinction Award from the Girl Scouts of Greater Los Angeles at their Gold Award Gala.
- Chief Judge Tighe received the Access to Justice Award from Neighborhood Legal Services of Los Angeles County during the "10th Anniversary of the Central District's Woodland Hills Bankruptcy Self-Help Center" program.
- Judge Zurzolo was honored at the 2019 William J. Lasarow Awards Reception in Los Angeles.
- The interactive Statistics Dashboard went live on the Court's website. The new tool creates graphical representations of up-to-date filing and closing data for chapter 7, 11, and 13 cases, as well as adversary proceedings.

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OUR MISSION

To serve the most populous and diverse judicial district in the country by providing bankruptcy relief, fair and impartial justice, and a prompt and efficient resolution of disputes.

OUR VISION

The United States Bankruptcy Court for the Central District of California will be aligned with the public's needs and future trends and will be a model of exemplary service with expert, resourceful employees:

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

THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

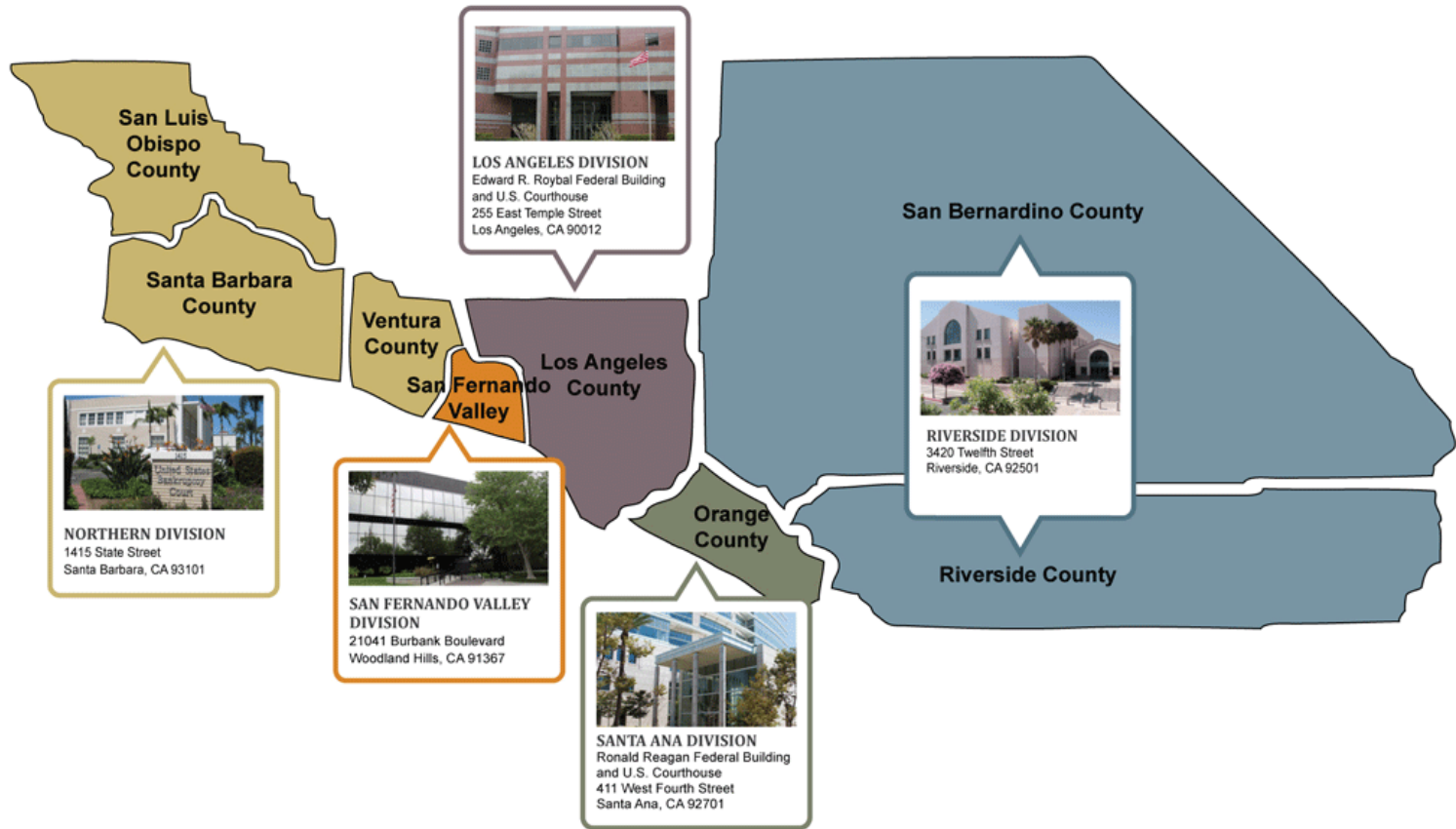


Top Row (left to right): Mark D. Houle, Martin R. Barash, Theodor C. Albert, Wayne Johnson, Scott C. Clarkson, Ernest M. Robles, Neil W. Bason, and Deborah J. Saltzman

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

Front Row (left to right): Barry Russell, Geraldine Mund, Maureen A. Tighe (Chief Judge), Sheri Bluebond, Vincent P. Zurzolo, and Julia W. Brand

IN PROFILE



DISTRICT PROFILE

The Ninth Circuit is the largest of the 12 federal circuits in terms of size, population, number of federal judges, and volume of litigation. The U.S. Bankruptcy Court for the Central District of California is one of 13 bankruptcy courts within the Ninth Circuit, which includes the federal courts of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Washington, Guam (a United States Territory), and the Northern Mariana Islands (a United States Commonwealth).

Covering approximately 40,000 square miles, encompassing seven counties, and served by 22 judges, the U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. The Central District serves the residents of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

POPULATION SERVED

With a population of more than 19.4 million people, the Central District is home to nearly 50 percent of the state's population. According to the United States Census Bureau, the Central District is home to four of the five most populous counties in the state, and four of the 12 most populous counties in the United States (Los Angeles, Orange, Riverside, and San Bernardino Counties).

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Administration of Justice



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JUDICIAL CASELOAD

BANKRUPTCY FILINGS

Filings continued to increase for the fourth consecutive 12-month period in the Central District of California. A total of 38,148 bankruptcy cases were filed during the 12-month period ending December 31, 2019, a 2.6 percent increase from 37,192 filings received in 2018. Filings for chapter 13 continued to decline, however, the rate has lessened significantly compared to the rate of decline from 2017 to 2018.

Chapter 7 filings increased by 5.2 percent to 29,972 filings in 2019 and accounted for 78.6 percent of all petitions filed district-wide. Chapter 7 filings also accounted for 78.4 percent of all business filings and 78.6 percent of all nonbusiness filings in 2019.

Chapter 11 filings decreased 16.0 percent to 389. Chapter 11 cases, which typically require more judicial resources than cases that are filed under other chapters, accounted for approximately 1.0 percent of all petitions filed in 2019, slightly lower than the percentage of chapter 11 filings in 2018. Over 60 percent of all chapter 11 petitions were business cases. Chapter 13 filings decreased 5.5 percent to 7,786 filings in 2019. Chapter 13 petitions accounted for 20.4 percent of all filings in 2019, down from 22.1 percent in 2018. Chapter 13 petitions also accounted for 21.0 percent of all nonbusiness filings and 6.7 percent of all business filings in 2019.

The number of bankruptcy petitions terminated by the Central District in 2019 dropped 2.5 percent to 38,869. Because terminations exceeded filings in 2019, there were 25,740 cases pending in December 2019, which was 2.7 percent less than the number of cases pending in December 2018.

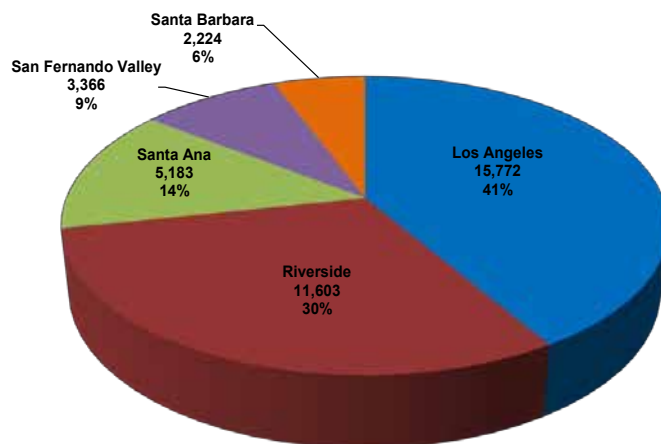
According to the national filing data released by the Administrative Office of the United States Courts, for the twelve-month period ending December 31, 2019, the Central District of California received 5.4 percent fewer bankruptcy filings than the largest filing district, the Northern District of Illinois. Additionally, the Central District of California led the nation with the highest total of business, and was second in non-business filings. Bankruptcy filings in the Central District of California account for nearly 5 percent of the nation's filings.

CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2019

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	65,856	49,451	789	2	15,611	3
2009	108,647	83,656	1,126	9	23,853	3
2010	142,726	109,415	1,123	13	32,174	1
2011	134,501	99,170	1,165	9	34,154	3
2012	105,515	81,128	904	7	23,473	3
2013	75,581	61,127	725	2	13,726	1
2014	57,356	45,710	502	3	11,140	1
2015	46,523	35,266	460	5	10,791	1
2016	41,399	30,403	433	8	10,555	0
2017	38,704	28,657	407	2	9,634	4
2018	37,192	28,489	463	3	8,237	0
2019	38,148	29,972	389	0	7,786	1
Percent Change 2018 - 2019	2.6%	5.2%	-16.0%	-100.0%	-5.5%	0.0%

¹ Includes cases filed under chapters 9 and 15 of the bankruptcy code

CENTRAL DISTRICT OF CALIFORNIA Total Bankruptcy Filings By Division 2019



CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2019

Year	Filed				
	Total	Nonbusiness	Business	Closed	Pending
2008	65,856	62,345	3,511	40,414	51,461
2009	108,647	103,539	5,108	85,719	74,443
2010	142,726	137,363	5,363	135,153	82,059
2011	134,501	130,188	4,313	146,224	70,383
2012	105,515	102,006	3,509	110,014	65,962
2013	75,581	72,896	2,685	90,429	51,136
2014	57,356	55,321	2,035	62,024	46,482
2015	46,523	44,653	1,870	50,599	42,415
2016	41,399	39,714	1,685	48,211	35,617
2017	38,704	37,127	1,577	44,893	29,090
2018	37,192	35,616	1,576	39,857	26,449
2019	38,148	36,572	1,576	38,869	25,740
Percent Change	2.6%	2.7%	0.0%	-2.5%	-2.7%

ADVERSARY PROCEEDINGS

During the twelve-month period ending December 31, 2019, adversary proceedings increased 1.8 percent from 1,160 in 2018 to 1,181.

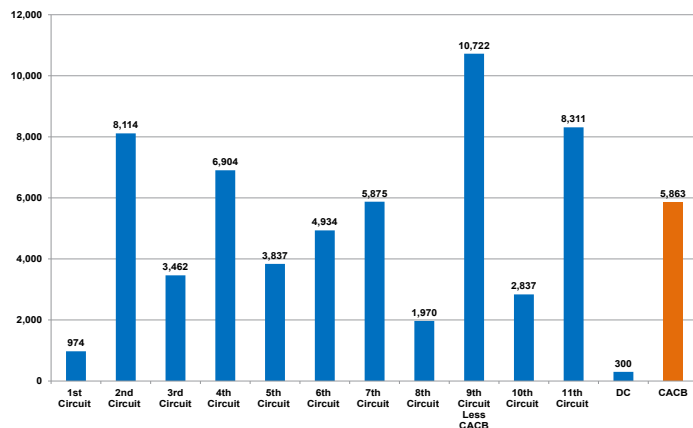
The number of adversary proceedings terminated in 2019 declined by 17.0 percent to 1,168 from 1,407 terminated in 2018. Pending adversary proceedings increased 0.9 percent, from 1,498 in 2018 to 1,511 in 2019.

SELF-REPRESENTED LITIGANTS' FILINGS

The Central District of California led the nation in self-represented litigants' filings for the twelve-month period ending December 31, 2019. The Central District's rate of self-represented litigants' filings for the year was 15.4 percent, nearly two times the national average of 8.3. The Central District handled 9.1 percent of the entire nation's self-represented litigants' bankruptcy filings.

Of the 38,148 bankruptcy cases filed in the Central District, 5,863 were filed by self-represented litigants. Chapter 13 petitions had the highest self-represented litigant percentage with 26.7 percent, followed by chapter 7 petitions with 12.6 percent filed by self-represented litigants. Chapter 11 had the smallest percentage of self-represented litigants' filings with 5.1 percent.

Bankruptcy Cases Filed by Self-Represented Litigants
During the 12-Month Period Ending December 31, 2019

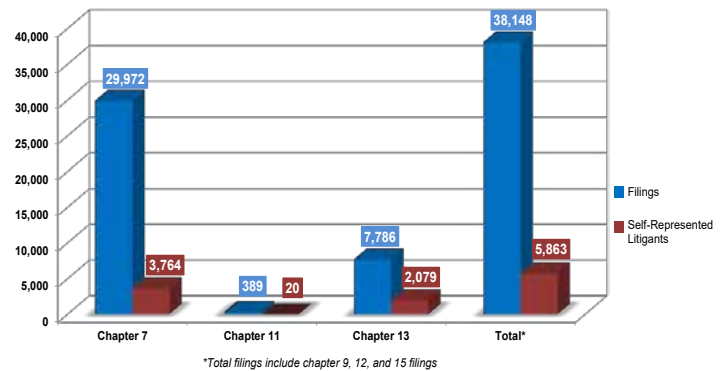


CENTRAL DISTRICT OF CALIFORNIA ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2019

Year	Filed	Closed	Pending
2008	2,976	2,286	3,211
2009	5,057	2,254	6,014
2010	4,853	5,350	5,521
2011	4,927	6,133	4,394
2012	3,670	4,450	3,632
2013	2,834	3,434	3,042
2014	1,981	2,444	2,579
2015	1,922	1,945	2,572
2016	1,457	1,828	2,204
2017	1,358	1,759	1,744
2018	1,160	1,407	1,497
2019	1,181	1,168	1,511

Percent Change 2018 - 2019	Filed	Closed	Pending
	1.8%	-17.0%	0.9%

U.S. Bankruptcy Court - Central District of California
2019 Self-Represented Litigants' Filings



CENTRAL DISTRICT OF CALIFORNIA SELF-REPRESENTED LITIGANTS' CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2019

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	15,095	8,198	74	2	6,821	0
2009	25,904	15,526	112	0	10,266	0
2010	36,731	22,093	98	1	14,538	1
2011	38,098	21,594	78	0	16,426	0
2012	28,731	18,230	60	1	10,440	0
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
2016	9,943	5,753	27	3	4,160	0
2017	7,877	4,559	20	1	3,297	0
2018	6,109	3,694	17	0	2,398	0
2019	5,863	3,764	20	0	2,079	0

Percent Change 2018 - 2019	Total	7	11	12	13	OTHER ¹
	-4.0%	1.9%	17.6%	0.0%	-13.3%	0.0%

¹ Includes cases filed under chapters 9 and 15 of the Bankruptcy Code

CASES OF INTEREST

In re Eagan Avenatti, LLP

On February 13, a receiver was appointed by the District Court to take over control of Eagan Avenatti, LLP. Subsequently, on March 7, Michael Avenatti filed a petition for chapter 11 bankruptcy on behalf of The Trial Group LLP, an entity also known as Eagan Avenatti, LLP. On March 19, this case was dismissed because the receivership order only allowed for a bankruptcy to be filed by the receiver.

On September 16, the receiver filed a chapter 7 case for Eagan Avenatti, LLP. In that chapter 7 case, the Trustee initiated an adversary proceeding against Michael Avenatti and other parties alleging various preferences and fraudulent transfers.

In re Meade Instruments Corp.

Meade Instruments Corp., along with its parent company, Sunny Optics, Inc., filed a chapter 11 bankruptcy in December. Meade Instruments Corp., founded in 1972, is an American multinational company headquartered in Irvine, California. It is the world's largest manufacturer of telescopes.

Meade's financial problems were caused by antitrust litigation that resulted in a \$16.8 million jury verdict against it. The judgment creditor applied for a temporary protective order that would have prevented Meade from paying its foreign suppliers and creditors and from funding its foreign operations. Meade filed bankruptcy on an emergency basis in order to prevent the judgment creditor from effectively shutting it down.

Yueting Jia

Yueting Jia, a Chinese entrepreneur who founded the company Faraday Futures to make electric vehicles, filed a personal chapter 11 bankruptcy in Delaware in October 2019. Mr. Jia initiated the bankruptcy case in Delaware, based on assets including companies registered in Delaware, but listed a Palos Verdes residence on the petition. The presiding judge agreed with an attorney for the United States trustee requesting transfer of the case to the Central District of California. Upon the December 19, 2019 transfer to the U.S. Bankruptcy Court, Central District

of California, the case was assigned to Judge Zurzolo. Case documents listed estimated assets of \$500,000,001 - \$1 billion and estimated liabilities of \$1,000,000,001 - \$10 billion. The case has made headlines concerning the hefty sums involved and allegations raised in the case about the bankruptcy filing being in bad faith. A plan of reorganization was confirmed fairly, yet expeditiously.

HVI Cat Canyon, Inc.

HVI Cat Canyon, Inc. (also known as Greka Oil & Gas) filed chapter 11 bankruptcy on July 25, 2019, in the Southern District of New York. The debtor's property is dispersed across California according to case documents stating that oil and gas wells and related equipment are located in Santa Barbara County, Kern County, and Orange County. A New York address was listed as the company's principal place of business but a Santa Maria, California mailing address was provided. On August 14, 2019, the County of Santa Barbara, the Treasurer-Tax Collector of the County of Santa Barbara, and the Santa Barbara Air Pollution Control District filed a motion to transfer the case to the Central District of California. The case was transferred to the Central District on September 16, 2019, after an initial transfer from the Southern District of New York to the Northern District of Texas on August 29, 2019, where an affiliate of the debtor had an ongoing bankruptcy case. Upon transfer, Judge Barash was assigned as presiding judge. Case documents listed estimated assets of \$100,000,001 - \$500 million and estimated liabilities of the same amount.

KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS

DEVELOPMENT AND DRAFTING OF 2020-2024 STRATEGIC PLAN

On March 5, the Court issued a public notice to request input from stakeholders for the Court's new Strategic Plan. In early April, Chief Judge Tighe posted the first draft of the 2020-2024 Strategic Plan on the Strategic Plan Committee's SharePoint site, enabling committee members to make edits, comments, and pose questions simultaneously. Following the expiration of the public comment period, the Committee discussed the comments received, proposed edits to the draft, and hosted focus groups.

Throughout June and July, members of the Strategic Planning Committee led discussions with members of various bar associations and held focus groups with chambers and Clerk's Office staff. The aim of these discussions and focus groups was to collect input and comments from the bar and court staff. For those unable to attend a discussion or focus group, feedback was requested to a dedicated email box. Following the window of submission for comments, the Committee reviewed the comments and subsequently revised the draft of the 2020-2024 Strategic Plan before presenting a final draft to the Board of Judges for approval. The new strategic plan will take effect January 1, 2020, and includes an updated mission statement, seven values, and addresses four issues.

CLERK'S OFFICE CONTINUES TO OFFER SHARED ADMINISTRATIVE SERVICES

The Court's shared administrative services remained active in 2019. Since 2013, the Court has published an offerings catalog with three strategic lines of business: Human Capital, Information Technology, and Space and Facilities. Services were offered to court units on a cost-reimbursable basis established through a Memorandum of Understanding (MOU). Individual service offerings were posted to JShare, the Judiciary's shared services webpage and catalog. The Court also used services from other courts by transferring funds or by trading services. Throughout 2019, the Court completed the following shared services:

Web Development

Web Developer Kimberly Rubal continued working on an Extended Collaborative Assignment (ECA) for the Administrative Office of the U.S. Courts (AO) on the development, testing, documentation and training associated with the Website Toolbox Project and other web projects. She also assisted courts with technical problems affecting their websites. Under a separate MOU, Ms. Rubal traveled to the U.S. Bankruptcy Court, Western District of Wisconsin to provide on-site content management system training and website design in August 2019.



Applications Development

Applications Developer Keith Klein continued to share time and work for the AO on an ECA basis as well, interpreting requirements and developing software components for CM/ECF NextGen. Additionally, the Court signed an MOU in April 2019 for assistance provided by the AO with web-based threat protection, which included a risk assessment report.



IT Security Services

The Court agreed to host an IT Security contractor hired by the Office of the Circuit Executive of the Ninth Circuit. IT Security contractor Ty Ford provided support regarding IT Security requirements, documenting and sharing best practices and internal controls audit requirements. Mr. Ford also served as a resource for any questions from other court units within the Circuit.



Programming Services

On October 1, 2017, the Court entered into an MOU to share a programmer with the U.S. Bankruptcy Courts for the Northern and Middle Districts of Alabama. The agreement was arranged so that a 40 percent share of Programmer Analyst Mai Kha's work product was received by the Central District of California, in an ongoing agreement that was initiated in 2016. The agreement continued through 2019.

Statistician

In June 2019, the Court agreed in an MOU to share a Statistician with the Office of the Executive for the Ninth Circuit. The agreement was arranged so that a 50 percent share of Court Statistician Arevik Chukhuryan's work hours were spent on projects for the Circuit and the remaining 50 percent were devoted to court projects.

Combined Courier Services

Since 2017, the Court has provided courier services to the U.S. District Court for the Central District's Santa Ana Division. By combining a pick-up location, both courts are able to achieve cost savings by splitting the cost of one pick-up from the same courier vendor.

Vertical Sharing

At the Northern Division, Clerk's Office staff provided IT, mail, and facility assistance for Magistrate Judge LaMothe, who has no resident staff at that location.

Horizontal Sharing

The U.S. Bankruptcy Court, Western District of Oklahoma entered into a service-level agreement to provide the Court with support for its Case Management Assist (CMA) program for internal staff assignments. The Oklahoma Court maintains the software, licenses, and upgrades for the CMA system, and provides Help Desk Support.

COURT DEVELOPS LONG-RANGE SPACE UTILIZATION PLAN

To fulfill one of the objectives set forth in the Court's *2014-2019 Strategic Plan*, a team of Clerk's Office staff completed a new Long-Range Space Utilization Plan. The Long-Range Space Utilization Plan provides vital information for evaluating existing court locations and maps out facility requirements for the coming years. It also identifies the unique regional factors that influence how court services are provided to the more than 19.4 million residents of the Central District of California. The Long-Range Space Utilization Plan also served as an invaluable source of information during the Court's participation in the Asset Management Plan site visit conducted by the Administrative Office of the U.S. Courts in October. The plan was finalized and approved by the Court's Space and Security Committee and the Board of Judges.

DESTRUCTION OF PAPER DOCUMENTS

In January, the Clerk's Office began the yearly quality control of paper documents. Throughout the year, the Clerk's Office reviewed boxes of petitions, subsequent documents, and claims prior to submitting approval for destruction of documents. The completed project freed up needed space for 2019 filings.

LOCAL CHAPTER 13 REVISIONS: PLAN, CONFIRMATION ORDER, AND DOCKET EVENT

On April 1, the Court updated its CM/ECF docket event for filing chapter 13 plans to comply with new Administrative Office of the U.S. Courts' statistical requirements by adding five new docket event screens that are used to enter additional plan-related data. To inform the bar, Judge Houle, with the assistance of Clerk's Office staff, provided CM/ECF screen shots for the revised docket event to the Central District Consumer Bankruptcy Attorneys Association

(cdcbaa) for dissemination to the bar and issued a Public Notice. Operations staff received training on entering data from self-represented litigants' filings and updated quality control procedures.

Following approval by the Board of Judges and working with Judge Houle on March 20, the Clerk's Office posted the revised Local Bankruptcy Rules forms Chapter 13 Plan and Order Confirming Plan. The forms became effective on April 15, 2019.

In response to a reduced workforce, the Court engaged in proactive workforce planning, implemented technological improvements, and shared administrative services with the Administrative Office of the U.S. Courts and other court units. Through these efforts, the Court has been able to avoid staff reductions, maintain critical court functions, and operate efficiently with fewer staff.

INTERNAL CONTROLS AND AUDIT

The Clerk's Office completed its internal audit schedule for FY 2019. The internal review program strives to assess and evaluate the Court's operations and internal controls in an independent and objective manner, helping the Court accomplish one of its goals: maintaining public accountability. Internal audits are required by the framework prescribed by the Administrative Office of the U.S. Courts and complement national cyclical audits, ensuring continuous monitoring of financial controls.

ADDRESSING BUDGET CHALLENGES

The Judiciary operated under a continuing resolution, which delayed receipt of the final budget allotments for FY 2019 until March. The final financial plan lowered the across-the-board reduction to the formula-generated budget shortfall, for which declining bankruptcy filings was a major factor. By limiting discretionary spending, combined with national initiatives and shared administrative services, the Court was able to avoid staff reductions during FY 2019.

The Court continued to experience a decline in funding in 2019. In FY 2012, the Court's salary allotment totaled \$23 million, and by FY 2019, the salary allotment was down to \$13.6 million, a reduction of \$9.4 million in payroll in seven years. Since September 2012, the Court has reduced Clerk's Office staff by 143 employees.

The image shows a dense collection of Federal Reporter volumes arranged on wooden library shelves. The spines of the books are primarily brown with red labels at the top that read "FEDERAL REPORTER". Below the red labels, the volume numbers are printed in white on a dark background. The shelves are organized into two main sections, with the left section having more visible volume numbers ranging from 67 to 149. The right section also shows rows of similar volumes. The text "Access to Justice and Service to the Public" is overlaid in the center of the image in a large, white, sans-serif font.

Access to Justice and Service to the Public

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HONOR ROLL RECEPTIONS HELD THROUGHOUT THE CENTRAL DISTRICT

Throughout 2019, the Central District held honor roll receptions at each division and distributed certificates to pro bono volunteers. Honor roll receptions are an initiative of the Court's Self-Represented Litigants Committee. Each year, the Honor Roll is published on the Court's website under "Programs and Services for Attorneys," and is based on the names submitted on an ongoing basis by each of the Court's self-help desks to recognize volunteers from each organization. See Appendix III.

Riverside

On January 29, the Court recognized the Riverside Honor Roll volunteers in a reception in conjunction with the Inland Empire Bankruptcy Forum's (IEBF) "Ask the Judges Night" at the Riverside Convention Center Marriott.

Judges Clarkson, Houle, Johnson, Wallace, and Yun participated in the event, which was also attended by court and self-help desk staff. All volunteers received an Honor Roll certificate and a mobile device stand bearing the "Celebrate Pro Bono" logo in their swag bags.

Santa Ana

On April 30, Judge Bauer, Self-Represented Litigants Committee Chair, hosted a reception in her chambers to honor the volunteers serving the Santa Ana Division's self-help desk. Chief Judge Tighe, Judge Smith, Executive Officer/Clerk of Court Kathleen J. Campbell, law clerks, court staff, and volunteer attorneys also attended the event.

Los Angeles and San Fernando Valley

On June 8, the Court hosted an Honor Roll breakfast reception in conjunction with the Central District Consumer Bankruptcy Attorneys Association (cdcbaa) at Southwestern Law School.

Chief Judge Tighe; Judges Robles, Bauer, and Barash; Executive Officer/Clerk of Court Kathleen J. Campbell; Self-help desk staff from Public Counsel



Honor Roll Reception for Los Angeles and San Fernando Valley Volunteers at Southwestern Law School

and Neighborhood Legal Services; 20 attorney volunteers; and Clerk's Office staff attended the event. Each volunteer honored at the reception received a certificate of appreciation from the Court. Chief Judge Tighe spoke at the reception and praised the efforts of the volunteers in assisting those who cannot afford attorney representation.

Northern

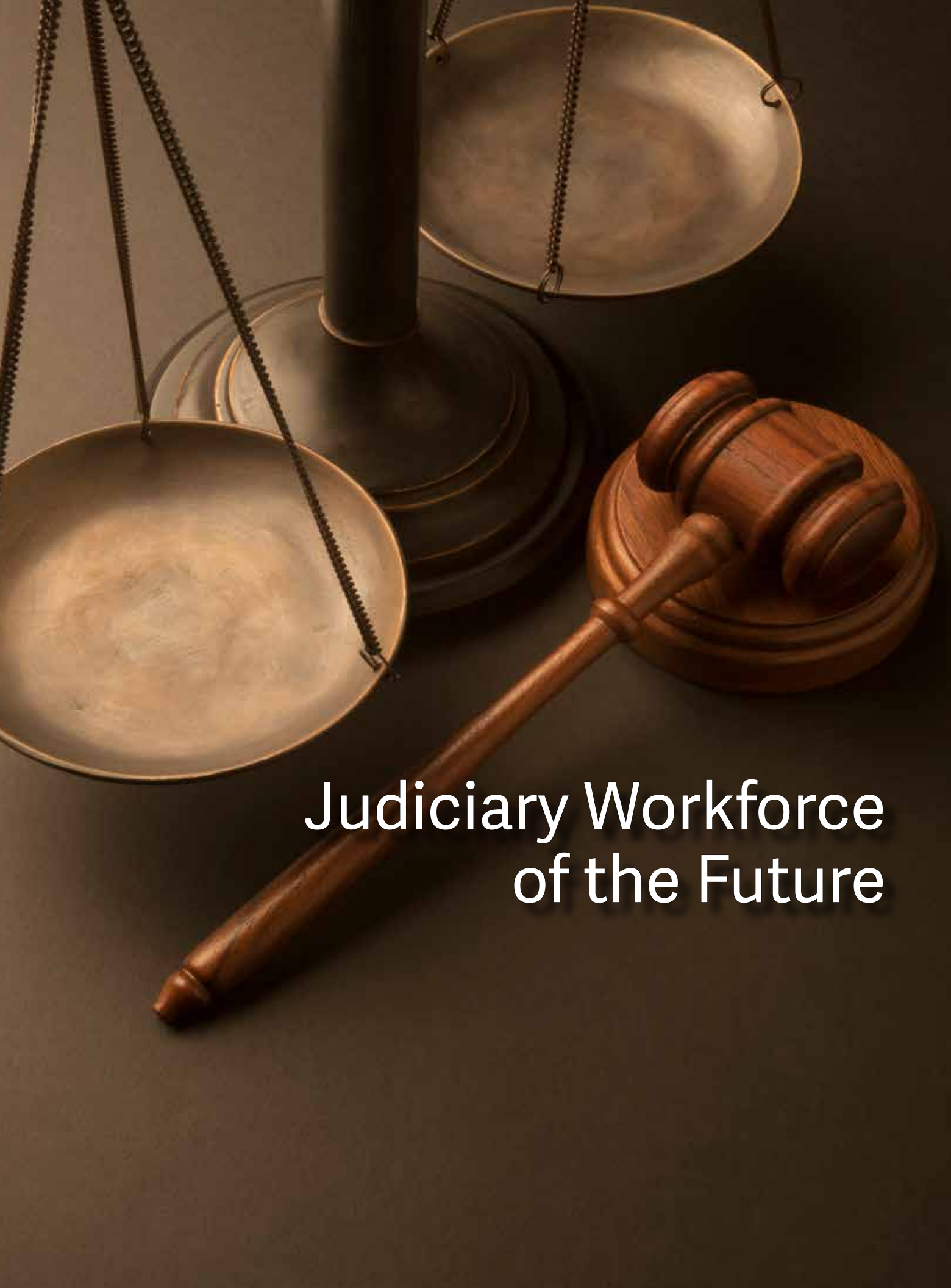
On September 20, the Court hosted a luncheon at the Northern Division to honor volunteer attorneys. In addition to the guests of honor, Chief Judge Tighe, Judges Barash and Saltzman, Chief Deputy of Operations John Hermann, and Court employees attended the event. At the end of the luncheon, Judges Barash and Saltzman presented certificates of appreciation to the volunteer attorneys.

PETITION PACKAGES AND OFFICIAL FORMS AND INSTRUCTIONS

On April 1, automatic adjustments to some dollar amounts were made in eight Official Forms and Instructions for Bankruptcy Forms. Prior to the effective date of the new forms, the Clerk's Office posted a public notice to announce the changes, updated the Official Forms, instructions, and Petition Packages on the Court's website. The Clerk's Office also updated electronic Self-Representation (eSR) software and electronic Proof of Claims (ePOC) to mirror the form revisions.

COURT PROVIDES INPUT FOR NEXTGEN ESR DEVELOPMENT

The Administrative Office of the U.S. Courts (AO) is developing a new, NextGen-compatible version of eSR scheduled to be offered with the next release of NextGen CM/ECF. In October, the AO requested the NextGen electronic Self-Representation (eSR) software expert panel members, including Chief Judge Tighe, to compile a “sky’s the limit” wish list for future releases of NextGen eSR. Members of the Court’s eSR Working Group brainstormed to produce a wish list representing issues related to case initiation and post-petition documents from the perspective of the eSR user, case administrator, and chambers.



Judiciary Workforce of the Future

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JUDICIAL TRANSITIONS AND MILESTONES

JUDGE TIGHE APPOINTED CHIEF BANKRUPTCY JUDGE

On January 1, 2019, Judge Tighe assumed the post of Chief Bankruptcy Judge for the Central District of California. Judge Tighe is the Central District's eighth Chief Bankruptcy Judge, succeeding Judge Bluebond, whose term as Chief Judge began in 2015. On January 31, the Passing of the Gavel ceremony at the Richard H. Chambers U.S. Court of Appeals in Pasadena commemorated the succession from Judge Bluebond to Judge Tighe.

Judge Tighe was appointed to the bench in 2003. In November 2017, Chief Circuit Judge Sidney R. Thomas announced her reappointment to a second 14-year term. Judge Tighe received her Bachelor of Arts and Juris Doctor from Rutgers University, where she was Editor-in-Chief of the Rutgers Law Review. She clerked for District Judge Ackerman in New Jersey and worked in private practice in New York before joining the United States Attorney's Office in Los Angeles in 1988. Over the decade she spent as an Assistant United States Attorney, Judge Tighe specialized in prosecuting fraud, especially bankruptcy fraud. She gained even more bankruptcy expertise during her tenure as the United States Trustee, that preceded her appointment as a judge.



Chief Judge Tighe



Judge Barr

PASSING OF JUDGE BARR

Judge Barr passed away in June at age 78. Judge Barr served on the bankruptcy bench from 1987 to 2006. In 1990, he oversaw the liquidation and sale of National Lumber and Supply, Inc., a chain of 20 home-improvement stores, and later the same year handled the FundAmerica case, an Irvine-based marketing firm charged with being a multi-million-dollar pyramid scheme. In 2000, he presided over the chapter 11 case of KPC Medical Management Inc., an Anaheim-based company, which was the largest for-profit medical group in Southern California at the time.



Judge Russell

Celebrates 45 Years on the Bench



Judge Smith

Celebrates 25 Years on the Bench



Judge Yun

Celebrates 5 Years on the Bench

PROFILES, AWARDS, AND COMMITTEES

Profiles



Judge Zurzolo

JUDGE ZURZOLO PROFILED IN THE *DAILY JOURNAL*

On February 14, the *Daily Journal* published a profile of Judge Zurzolo. The article, by Arin Mikailian, describes Judge Zurzolo's creativity, experience designing courthouse space, and crafting repayment plans.

Judge Zurzolo was among the youngest to be appointed to the U.S. Bankruptcy Court. Prior to joining the bench, Judge Zurzolo worked as a bankruptcy attorney in private practice through the late 1980s. As for applying to the bench at such a young age, Zurzolo had a one-word explanation, "Hubris," he said, breaking into laughter. In actuality, there were eight openings at the time, so he applied not expecting to be called. Since his appointment, he served as chief judge of the Central District bankruptcy court from 2007 to 2010, at the height of the recession.

Early in his judicial career, he was tasked with designing parts of what would be his current workplace. The choice of open floor plans or enclosed library layouts in the judges' chambers at the Edward R. Roybal Federal Building and U.S. Courthouse (Roybal Building) were his idea as well as a movable witness box. The judge also helped secure funding for the self-help center at the Edward R. Roybal Federal Building and U.S. Courthouse.

Zurzolo is an avid reader, as well as a frequent moviegoer and golfer.

JUDGE CLARKSON PROFILED BY THE CALIFORNIA LAWYERS ASSOCIATION

On April 2, the California Lawyers Association published a profile on Judge Clarkson. The profile, the 10th in a series of profiles of Ninth Circuit bankruptcy judges, discusses Judge Clarkson's personal and professional background, observations from the bench, and special interests.

In early 2010, after practicing bankruptcy law for approximately 20 years in the Los Angeles area, at the encouragement of the then Chief Bankruptcy Judge of the Central District, Judge Clarkson applied for appointment to a recent vacancy to the bench. On January 20, 2011, Judge Clarkson was selected by the Ninth Circuit Court of Appeals and began his service in the Riverside and Santa Ana Divisions of the Central District of California.

When Judge Clarkson is not on the bench or in chambers, he can usually be found cruising up and down the California coast on his boat, a 42' Grand Banks trawler. As an established documentary photographer, he has documented events throughout the United States, Southeast and Central Asia and South America for over 30 years. His book of photographs, "Windows to Vietnam – A Journey in Pictures & Verse," was published in 2007 and is now in its second edition. The book was designated as "Editor's Choice" by the United States Military Academy (West Point) Association of Graduates Alumni Magazine in 2008. Judge Clarkson has traveled to and photographed during the Afghanistan conflict, Pakistan and Kashmir during 2008 – 2009, and, in 2014, in Jordan and Israel, including the West Bank and Gaza. He has also photographed and written of events in and about several Syrian refugee camps.



Judge Clarkson

JUDGE BARASH PROFILED IN THE *DAILY JOURNAL*

On July 10, the *Daily Journal* published a profile of Judge Barash. The article, by Blaise Scemama, describes Judge Barash's immigrant ancestry, local roots, and his dedication to the bankruptcy legal community and community at large.

The profile briefly follows Judge Barash's path to judgeship, including practicing as a corporate chapter 11 attorney before the Ninth U.S. Circuit Court of Appeals appointed him to the bench. Judge Barash notes the bankruptcy system has enabled the United States to be one of the most successful nations, as it facilitates the idea of a "second chance" for both individuals and businesses. "I've come to appreciate bankruptcy law and our bankruptcy system as part of the secret sauce for our country's success," he said.

Judge Barash facilitates an environment of open dialogue in the courtroom and is willing to listen to all input. "When you leave your hearing, win or lose, you know you got to say what you wanted to say" notes bankruptcy attorney Ron Bender. Bankruptcy attorney Yi Sun Kim states that Barash "...provides ample opportunity for discussion, but he will frequently pause counsel during oral arguments to pose questions, challenge assumptions and delve into the evidence."



Judge Barash

JUDGE BRAND PROFILED IN THE *DAILY JOURNAL*

On October 2, the *Daily Journal* published a profile of Judge Brand. The profile, titled: "Practical Outcomes," focuses on Judge Brand's pragmatic approach to decision making.

While representing creditors at Katten Muchin Rosenman LLP for 16 years, where she eventually made partner, she learned the value of a "practical approach." After Katten, Judge Brand practiced bankruptcy law at three more firms before taking the bench, including Brownstein Hyatt Farber Schreck LLP. Her sense of practicality allows her to look at the real world implications of her rulings, attorneys say. Bankruptcy attorney Cassandra J. Richey of Barrett Daffin Frappier Treder & Weiss LLP, who has appeared before Judge Brand at least 100 times since she took the bench, said in addition to being very patient, even-handed and calm, Judge Brand is also very clear in her directives.



Judge Brand

Now serving on the Bankruptcy Appellate Panel of the U.S. Circuit Court of Appeals for the Ninth Circuit, her comfort with constant transit has served her well. Judges on the panel can only hear appeals from cases filed outside their district, requiring them to travel to neighboring cities and states once a month. Judge Brand began her seven-year term on the panel in 2016 and will have the option to apply for reappointment for an additional three years. She has not yet decided about that, she said.

Serving on the Ninth Circuit Bankruptcy Appellate Panel has made Judge Brand a better bankruptcy judge in her district, she said. Taking deep intellectual dives into legal issues and then discussing her findings with her colleagues, either reaching a consensus or having to persuade them of her point of view has helped her cultivate a new perspective.



The women in top leadership roles in the Central District of California are, clockwise from top left, Chief Judge Virginia A. Phillips, Chief Bankruptcy Judge Maureen A. Tighe, Clerk of Court Kyrk K. Gray, Federal Public Defender Hilary Potashner, Chief Probation Officer Michelle A. Carey, and Bankruptcy Court Executive Officer/Clerk of Court Kathleen J. Campbell

*Photo Credit to the Administrative Office of the U.S. Courts
<https://www.uscourts.gov/news/2019/03/21/central-district-california-womans-place-courthouse>*

THE AO RECOGNIZES WOMEN IN THE CENTRAL DISTRICT OF CALIFORNIA

The Administrative Office of the U.S. Courts (AO) recognized six women in top leadership roles in the Central District of California in their March 21st publication, "In Central District of California, a Woman's Place is in the Courthouse." The article highlights the careers of Chief District Judge Virginia A. Phillips, Chief Bankruptcy Judge Maureen A. Tighe, District Court Clerk of Court Kyrk K. Gray, Bankruptcy Court Executive Officer/Clerk of Court Kathleen J. Campbell, Federal Public Defender Hilary Potashner, and Chief Probation Officer Michelle A. Carey. Across all 94 judicial districts, the Central District had the largest number of women in top leadership positions in 2019. In the article, these leading women attribute their success to hard work, integrity, and resilience, and discuss their paths to leadership and the adversities they had to overcome.

AWARDS

- January 19: Judge Smith received the Judge Karen L. Robinson Legal Excellence Award during the Thurgood Marshall Bar Association Second Annual Gala and Installation Dinner.
- April 12: Chief Judge Tighe received the Co-President's Award from the Los Angeles LGBT Bar Association.
- June 8: Judge Klein received the 2019 Women of Distinction Award from the Girl Scouts of Greater Los Angeles at their Gold Award Gala.
- June 26: Chief Judge Tighe received the Access to Justice Award from the Neighborhood Legal Services of Los Angeles County during the "10th Anniversary of the Central District's Woodland Hills Bankruptcy Self-Help Center" program.
- November 14: Judge Zurzolo was honored at the 2019 William J. Lasarow Awards Reception in Los Angeles.

*Riverside Division**Los Angeles Division**San Fernando Valley Division**Santa Ana Division**Northern Division*

COURT STAFF RECOGNIZED IN ANNUAL SPECIAL SERVICE AWARD CEREMONIES

Starting in August, Chief Judge Tighe, Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputies Benjamin Varela and John C. Hermann, and Director of Human Resources and Court Services Beryl Dixon visited each division to thank staff for their hard work and innovation. Select staff were honored with Special Service Awards in appreciation of their dedication and outstanding services to the public. Other staff were acknowledged with Service Awards for their significant years of service to the Court. Divisions were closed during the short duration that the breakfast or lunch programs were held.



COURT CELEBRATES FIRST-EVER EMPLOYEE APPRECIATION WEEK

During the week of September 9 through 13, the Court hosted its first-ever Employee Appreciation Week. Studies have shown that demonstrating gratitude can positively affect a person's wellness, promote better sleep habits, increase metabolism and lessen stress. This directly impacts work results and promotes healthy employee interaction. Employee appreciation boosts performance, engagement, and the health and well-being of employees. The Center of Excellence (CoE) for Employee Engagement created a different theme for each day of the week.

Committee Appointments

CHIEF JUDGE TIGHE SERVES ON NINTH CIRCUIT CONFERENCE OF CHIEF BANKRUPTCY JUDGES

On January 1, 2019, Chief Judge Tighe was appointed to serve on the Ninth Circuit Conference of Chief Bankruptcy Judges. The Conference, which meets twice per year, supports the effective and expeditious administration of justice and the safeguarding of fairness in the administration of the bankruptcy courts within the circuit. It also serves as a resource for the Judicial Council of the Ninth Circuit and its representatives to the Judicial Conference. To these ends, it promotes the fair and prompt resolution of disputes, ensures the effective discharge of court business, prevents any form of invidious discrimination, enhances public understanding of, and confidence in, the Judiciary and the bankruptcy system, and keeps apprised of and advises the Judicial Council on issues which may affect these goals. Chief Judge Tighe's term will end on December 31, 2022.



Chief Judge Tighe

JUDGE BRAND SERVES ON NINTH CIRCUIT BANKRUPTCY APPELLATE PANEL

Judge Brand serves on the Ninth Circuit's Bankruptcy Appellate Panel (BAP). With the consent of all parties, the BAP is authorized to hear Bankruptcy Court appeals that would otherwise be heard in District Court. Judge Brand's term will end on November 30, 2023.



Judge Brand

JUDGE HOULE SERVES ON NINTH CIRCUIT PRO SE LITIGATION COMMITTEE

Judge Houle serves on the Ninth Circuit Pro Se Litigation Committee. Pursuant to its mission, the Ninth Circuit Pro Se Litigation Committee considers the impact of the legal process on self-represented litigants and makes recommendations with respect to assisting self-represented litigants and improving the administration of such cases. Judge Houle's term will end on September 30, 2020.



Judge Houle

JUDGE KLEIN SERVES ON NINTH CIRCUIT COURTS AND COMMUNITY COMMITTEE

Judge Klein continues to serve on the Ninth Circuit Courts and Community Committee. Charged with educating the public about federal courts, the Ninth Circuit Courts and Community Committee promotes community outreach programs and cultivates relationships between the courts and media. Judge Klein's term will end on September 30, 2021.



Judge Klein

*Judge Russell**Judge Saltzman*

JUDGES RUSSELL AND SALTZMAN SERVE ON NINTH CIRCUIT BANKRUPTCY JUDGES EDUCATION COMMITTEE

Judges Russell and Saltzman serve on the Ninth Circuit Bankruptcy Judges Education Committee. The committee was formed more than 20 years ago to provide an educational program exclusively devoted to bankruptcy topics. Members are either elected by their peers or volunteer to serve three-year terms. The committee consists of six or seven bankruptcy judges from the Ninth Circuit who work together to create a pre-conference program that is presented at the annual Ninth Circuit Judicial Conference. Members of the committee also participate in an annual review of Ninth Circuit bankruptcy decisions and in the annual New Judges Orientation. Judge Russell's term will end on July 31, 2020. Judge Saltzman's term will end on July 31, 2022.

*Judge Yun*

JUDGE YUN SERVES ON NINTH CIRCUIT IT COMMITTEE

Judge Yun serves on the Ninth Circuit Information Technology (IT) Committee. The committee discusses IT trends and directions, establishes guidelines and makes recommendations for implementation of new initiatives within the Ninth Circuit, and demonstrates new technologies which can be beneficial to Ninth Circuit courts. The committee also discusses training court staff on new software, hardware, processes, and mandated procedures. Judge Yun's term will end on September 30, 2020.

EXECUTIVE OFFICER/CLERK OF COURT KATHLEEN J. CAMPBELL CONTINUES TO SERVE ON NATIONAL AND CIRCUIT COMMITTEES

Director James C. Duff of the Administrative Office of the U.S. Courts (AO) appointed Executive Officer/Clerk of Court Kathleen J. Campbell to a three-year term on the Space and Security Advisory Council. The council advises the AO on matters related to courthouse facilities and security. The committee meets twice yearly in Washington, D.C. Ms. Campbell's appointment will end on December 30, 2020.

Ms. Campbell also serves on the Ninth Circuit Space and Security Committee. The committee focuses on issues that affect the quality and effectiveness of space and security of court buildings in the United States. Ms. Campbell's term will end on September 30, 2020.

Ms. Campbell continues to serve as a member on the Bankruptcy Court Clerks Liaison Committee. The Bankruptcy Court Clerks Liaison Committee was formed to promote communication about court procedures, etiquette, filings and other issues, and to assist the Court and attorneys in creating a more efficient environment. Additionally, the Committee develops and sponsors education programs concerning issues affecting the bench, attorneys, financial institutions, and consumers. The Committee also creates social opportunities to allow greater interaction between the Court and those who appear before it. Members of the community are welcome to relay issues, concerns, or ideas to the Committee anonymously through any of its members. The information will then be presented to the bankruptcy judges for their review and consideration. Ms. Campbell's term will end on September 30, 2020.

*Kathleen J. Campbell*

Ms. Campbell serves on the Federal Judicial Center's 2020 National Leadership Conference for Court Unit Executives Planning Committee. The Federal Judicial Center provides education and training for judges and employees of the federal courts and conducts empirical and exploratory research into various aspects of judicial administration, including case management and potential changes to the federal rules of procedure. Ms. Campbell's term will end October 2020.

AO SELECTS CLERK'S STAFF FOR NEXTGEN EXPERT PANELS

The Administrative Office of the U.S. Courts (AO) selected seven members of the Clerk's Office staff to participate in national expert panels that provide input during the ongoing development and implementation of CM/ECF NextGen. Chief Judge Tighe also has an advisory role in the NextGen project. She was selected to provide a judge's perspective in the group developing the NextGen version of the electronic Self-Representation (eSR) program.

Panelists' two-year terms began in February 2018. The staff members selected for the expert panels are Special Projects Manager Robin Beacham, Operations Specialist LaChelle Fleming, Case Management Administrator Kimberly Romero, Case Management Administrator Andrea Gomez, Applications Developer Jessie Teng, Team Leader Olivia Ventura, and Software Developer Christina Yip.



Robin Beacham



LaChelle Fleming



Andrea Gomez



Kimberly Romero



Jessie Teng



Olivia Ventura



Christina Yip

CALIFORNIA CENTRAL DISTRICT JUDICIAL COMMITTEES

In accordance with the Court Governance Plan, judicial committees appointed by the Chief Judge address Court-related issues and provide feedback to the entire Board of Judges regarding Court operations and administrative issues. The Chief Judge and the Executive Officer/Clerk of Court are *ex officio* members of each committee. Clerk's Office staff members attend meetings and support the judicial committees.

The Court's judicial committees were comprised of the following members in 2019:

Executive Committee

Sheri Bluebond, Chair
Theodor C. Albert
Scott C. Clarkson
Barry Russell
Deborah J. Saltzman
Maureen A. Tighe
Vincent P. Zurzolo

Case Management Committee

Scott C. Clarkson, Chair
Martin R. Barash
Julia W. Brand
Ernest M. Robles
Scott H. Yun

Chapter 13 Committee

Mark D. Houle, Chair
Martin R. Barash
Catherine E. Bauer
Julia W. Brand
Wayne Johnson
Meredith A. Jury
Victoria S. Kaufman
Deborah J. Saltzman

Community Outreach

Sandra R. Klein, Chair
Martin R. Barash
Robert N. Kwan
Erithe A. Smith
Law Clerk: Stephanie Rettier

Space & Security Committee

Mark S. Wallace, Chair
Wayne Johnson
Victoria S. Kaufman
Deborah J. Saltzman
Maureen A. Tighe
Vincent P. Zurzolo

Education & Training/Retreat

Deborah J. Saltzman, Chair
Neil W. Bason
Julia W. Brand
Victoria S. Kaufman
Sandra R. Klein
Erithe A. Smith
Scott H. Yun

IT Committee

Martin R. Barash, Chair
Neil W. Bason
Scott C. Clarkson
Mark D. Houle
Ernest M. Robles
Scott H. Yun

Self-Represented Litigants Committee

Catherine E. Bauer, Chair
Mark D. Houle
Wayne Johnson
Barry Russell
Maureen A. Tighe
Vincent P. Zurzolo
Law Clerk: Hilda Montes de Oca

Rules Committee

Neil W. Bason, Chair
Theodor C. Albert
Martin R. Barash
Scott C. Clarkson
Robert N. Kwan

Strategic Planning Committee

Maureen A. Tighe, Chair
Victoria S. Kaufman
Scott H. Yun
Sheri Bluebond
Neil W. Bason
Scott C. Clarkson

CLERK'S OFFICE STAFF MEMBERS SERVE ON NCBC COMMITTEES

The National Conference of Bankruptcy Clerks (NCBC) is a private association that was created in 1980 to address the ongoing needs of bankruptcy clerks. Since then, NCBC has evolved to include deputy clerks and other parties interested in the welfare of the bankruptcy system. NCBC's main goals are to provide its members with training and development opportunities, advocate for bankruptcy clerks and the bankruptcy system, and foster leadership and input on a national level. NCBC is governed by officers, board members, and committees who meet in person and by telephonic conference. The Central District of California Clerk's Office staff served on several NCBC boards and committees.



Jan Zari



Monica Yepes

Jan Zari and Monica Yepes Serve on NCBC Impact Editorial Committee

Administrative Specialist Jan Zari and Case Management Administrator Monica Yepes continue to serve on the Editorial Committee.

As editor, Mr. Zari chairs the NCBC Editorial Committee and serves on the NCBC Board, while Ms. Yepes is tasked with producing and editing NCBC's quarterly *Impact* newsletter. Each issue includes updates from the NCBC Board and news about the organization's activities, as well as the latest from the Administrative Office of the U.S. Courts and from courts across the nation. Mr. Zari's and Ms. Yepes' terms will end on December 2020.

Jennifer Paro Appointed as NCBC Historian

Courtroom Technology Specialist Jennifer Paro continues to serve as the NCBC historian. Ms. Paro maintains NCBC's existing historical records and documents its activities in photographs, videos, and audio recordings. Serving jointly with Jeff Davis, Chief Deputy Clerk at the South Carolina Bankruptcy Court, Ms. Paro focuses on digitizing the association's existing historical documents and recording oral histories, among other duties. Ms. Paro's term ended on December 31, 2019.



Monica Yepes Serves as NCBC Local Representative

Case Management Administrator Monica Yepes continues to serve as a NCBC local representative for the Central District. In addition to acting as the Court's local contact for the annual NCBC Conference, Ms. Yepes works with the organization's Ninth Circuit liaison to promote membership in NCBC and increase participation within the Court. Her two-year term will end on December 31, 2020.



Web Developer Kimberly Rubal Serves on the NCBC Website Committee

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



Sandi Brask and Jan Zari Serve on NCBC Education Committee

Special Projects Manager Sandi Brask and Administrative Specialist Jan Zari serve on the NCBC Education Committee. Each year, the committee is responsible for putting together the educational program for the NCBC Annual Conference, including plenary speakers, educational offerings, and the NCBC LEAD Academy program. Ms. Brask's term ended on December 2019 and Mr. Zari's term will end on December 31, 2020.



Cristina Querubin Rogers Serves on NCBC Benefits Committee

Human Resources Administrator Cristina Querubin Rogers served on the NCBC Benefits Committee. The committee is responsible for researching members' benefits needs, evaluating available programs, and disseminating reminders and information to NCBC members as needed. Ms. Rogers' term ended on December 31, 2019.



Johanne Remy Serves as Co-Chair on the NCBC Mentorship Committee

Team Leader Johanne Remy continues to serve as co-chair for the NCBC Mentorship Committee. As co-chair, Ms Remy's responsibilities include recruiting and vetting NCBC members to participate as mentors and mentees in a 6-month NCBC mentor program. The program aims to enhance the participants' professional and personal development while increasing their knowledge and understanding of the judicial system and court operations through a one-to-one relationship. Ms. Remy's term will end on December 31, 2020.



HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT



Beryl Dixon, Estella Chavarin, Cristina Querubin Rogers, Jan Zari, and Kathleen J. Campbell

STAFF ATTENDS 2019 HUMAN RESOURCES FORUM

From April 23 through April 25, over 300 Human Resources professionals, supervisors, managers, chief deputies, and court unit executives from the Federal Judiciary gathered in Atlanta, Georgia for the 2019 Human Resources Forum. Those in attendance included Executive Officer/Clerk of Court Kathleen J. Campbell, Director of Human Resources and Court Services Beryl Dixon, Senior Court Analyst Estella Chavarin, Human Resources Administrator Cristina Querubin Rogers, and Administrative Specialist Jan Zari. The National Conference of Bankruptcy Clerks (NCBC) partnered with the U.S. Bankruptcy Court for the Western District of Tennessee to host the fifth Human Resources Forum. Attendees from various court units, including Bankruptcy, District, Appellate Courts, Probation and Pretrial Services, and others enjoyed the opportunity to meet and discuss important human resources topics, such as workplace conduct, policies, staffing, employee dispute resolution (EDR), legal issues, performance management, automated human resources programs, benefits, and retirement. Subject matter experts from the Administrative Office of the U.S. Courts were in attendance to help facilitate the Forum and answer questions from attendees.

EMPLOYEE DISPUTE RESOLUTION POLICY

The Court's new Employment Dispute Resolution (EDR) policy was approved by the Ninth Circuit Judicial Council on December 27, 2018, with an effective date of January 1, 2019. Mandatory training held throughout the Central District in February and March addressed the contents of the current EDR policy, new additions to the policy, and using the EDR policy. The EDR policy has been rewritten in plain language and reorganized to clarify the options and resources available at each step of the EDR process.



Blake Francois, Melissa English, and Jennifer Kohout

COURT STAFF ATTEND NINTH CIRCUIT EDR COORDINATORS CONFERENCE

On September 4-5, 2019, Planning & Research Manager Blake Francois, and Operations Supervisor Melissa English, the Court's local EDR Coordinators, attended the Ninth Circuit EDR Coordinators Conference in Downtown San Diego hosted by the Ninth Circuit's Director of Workplace Relations Yohance Edwards and Workplace Relations Specialist Stella Huynh. On the last day, Mr. Francois alongside Senior Legal Analyst Jennifer Kohout moderated an EDR training discussion. The informative presentation discussed the mandatory EDR training the Court offered to its staff and provided tips and lessons learned to a captive audience.

PROCEDURES AND TRAINING PROVIDED TO OPERATIONS STAFF

During the month of March 2019, the Los Angeles Division provided procedures and training to Operations staff at all divisions to ensure the accuracy of data entered into CM/ECF related to professional fees awarded by bankruptcy judges in the Central District. A quality review system was also established in the Los Angeles Division to ensure the fee data is being accurately recorded in CM/ECF by all Operations staff in the Central District. The record of fees awarded to professionals is made available to the public on the Court's website and a summary of compensation awarded in chapter 7 and chapter 11 cases is provided directly to the United States Trustee.

SUMMER INTERNS

Devapriya Roy, a second-year student at University of California, Davis, and Gabriela Rodriguez, a recent graduate from Alexander Hamilton High School in Los Angeles, began a summer intern program at the Clerk's Office. The interns learned about the Bankruptcy Court and received an in-depth account from a judge's perspective. The interns assisted in a variety of Clerk's Office duties such as writing articles and preparing data for publications, training programs, and other duties that enhanced their office skills.

BUYOUT/EARLY RETIREMENT AUTHORITY

The Court received approval from the Administrative Office of the U.S. Courts to offer another round of buyouts and early retirements for FY 2019. The request for buyouts and early retirements was necessitated by the ongoing serious funding challenges facing the Judiciary in the coming years. Four employees accepted a buyout or early retirement payment and separated from the Court by March 31, 2019, and eight employees accepted the buyout or early retirement payment and will separate from the Court by January 1, 2020.

LEARNING & DEVELOPMENT

LEARNING & DEVELOPMENT COURSES TRAIN AND EDUCATE COURT PERSONNEL

The Clerk's Office offered over 95 training courses and programs in 2019, filling a total of 2,242 student seats across the Central District. Each division hosted classroom and T-15 training sessions on desktop applications. Some sessions were conducted remotely through WebEx and Skype for Business, providing uniform training at a reduced cost.



TOGETHER TOWARD TOMORROW

In December 2018, the Clerk's Office unveiled its comprehensive development program for 2019 at the annual Winter Education Seminar. "Together Toward Tomorrow" is a package of new initiatives focused on increasing productivity, self-confidence, and skills. These initiatives addressed five key result areas, or critical success factors, in which performance has a critical impact on the achievement of the Court's strategic mission: leadership, work environment, strategic excellence, information technology, and communication.

During the first phase: "Together," all Clerk's Office staff attended various training courses that highlighted the importance of coming together as one to provide iconic service to others toward our mission as an organization. This phase equipped Clerk's Office staff with techniques to improve working relations and reminded staff of our purpose and the importance of achieving common goals together. The second phase: "Toward," encompassed learning and development in the areas of goal setting, managing change, and problem-solving. In addition,

training sessions for senior and supervisory staff entailed educational spotlights on leading successful meetings, leading change, and mentoring and coaching staff. The final phase: "Tomorrow," prepared the Court for future initiatives and improved operations.

"Together Toward Tomorrow" courses included: Perception, Professionalism, and the Iconic Service of Others, Teamwork & Collaboration, Personal Brand, Goal Setting & Handling Change, Mentoring & Coaching (for supervisors/managers), and Leading Successful Meetings (for supervisors/managers).



Top left: Diana Tang, Veronica Magno, Tanisha Lozano, Meredith Klassen, and Kelly Reaves

Bottom left: Johanne Remy, Yvonne Carter, Josie Hunt, Monica Yepes, and Sandra Mohammad

COURT STAFF GRADUATES FROM MSU JUDICIAL ADMINISTRATION CERTIFICATE PROGRAM

The 2019 NCBC Annual Conference was an extra special occasion for 10 members of the Clerk's Office Staff who were recognized at Michigan State University's (MSU) Judicial Administration Program Graduation Ceremony, held during the conference.

For the past 15 years, the NCBC had partnered with Michigan State University to offer courses in its Judicial Administration Certificate program each year at its annual conferences, and 2019 marked the final year of the program. In 2019, 46 total graduates were recognized at the conference in Chicago.

The program included 60 hours of coursework that could be completed online or in person at the NCBC conference. The Court also offered several course offerings on-site for Central District Bankruptcy and District Court staff. The final requirement to complete the program was a capstone project, a research paper on a university-approved court-related topic.

The Court's MSU Class of 2019 included: Facilities Project Coordinator Diana Tang; Financial Specialist Veronica Magno; Project Specialist Meredith Klassen; Administrative Specialist Kelly Reaves; Team Leader Johanne Remy; Courtroom Deputy Yvonne Carter; Courtroom Services Supervisor Josie Hunt; and Case Management Administrators Tanisha Lozano, Monica Yepes, and Sandra Mohammad.

PROFESSIONAL DEVELOPMENT OPPORTUNITY FOR CLERK'S OFFICE STAFF BEGINS

In alignment with Issue #3: Judiciary Workforce of the Future in the Court's 2014 -2019 *Strategic Plan*, on March 21, Case Management Administrators Shafari Tatum, Maria Evangelista, and Sandra Mohammad, along with Team Leader Johanne Remy began a Professional Development Opportunity (PDO) in the Planning & Research Department. Throughout this one-year PDO, the participants reported to the Planning & Research Department for eight hours per week, based on their availability. The PDO was comprised of two phases. The first phase encompassed two 16-week rotations. One rotation focused on Publications and Strategic Planning, the other on Statistics. At the conclusion of the first phase, participants chose an area of interest to explore further for the remaining 16 weeks. Participants were paired with a mentor who assessed their progress and offered career guidance throughout the process.

Simultaneously, Administrative Specialist Jan Zari and Case Management Administrator Monica Yepes began a PDO in the Communications Department, focusing on photography, graphic design, and website maintenance.

CLERK'S OFFICE STAFF PARTICIPATE IN FEDERAL COURT LEADERSHIP DEVELOPMENT PROGRAM

Team Leader Mark Francisco and Administrative Specialist Jan Zari attended the Federal Judicial Center's Federal Court

Leadership Development Program (FCLDP) workshop in Tampa, Florida from July 16 through July 18. The FCLDP is a twelve-month program designed for non-supervisory staff working in appellate, district, and bankruptcy courts, circuit offices, and probation and pretrial services offices. The program is designed to help participants develop their leadership knowledge and skills and prepare for future leadership roles. Mr. Zari and Mr. Francisco were among the 75 applicants out of the over 300 CUE-approved candidates from across the Judiciary who were selected to participate in the program. Director of Human Resources and Court Services Beryl Dixon participated in the planning and execution of the FCLDP and currently serves as a faculty advisor.



CLERK'S OFFICE INTRODUCES NEW SHOT PROFESSIONAL DEVELOPMENT PROGRAM

As part of its succession planning strategy aimed at cultivating an effective, versatile, and high-performance work force, the Clerk's Office developed and launched a 12-month professional development program. Called Success Happens Over Time (SHOT), the program incorporates various learning tools such as live training sessions, self-paced learning modules, action learning projects such as a process improvement plan and team presentations, self-reflection exercises and self-assessments that measure strengths and areas ripe for development. The SHOT program has 13 participants from throughout the Clerk's Office who are assigned coaches to help participants target their individual development plans and provide guidance and support during the program. The Executive Team welcomed the first cohort of SHOT participants at a program kickoff meeting on August 2.

In 2019, SHOT courses included: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations. Additional courses will be offered beginning 2020.

LAW CLERK/EXTERN TRAINING PROGRAM

In 2019, the Court held three Law Clerk/Extern training sessions in the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. More than 100 participants attended, including participants from the U.S. District Court. The training program is designed to provide bankruptcy knowledge and other relevant information to chambers staff and future members of the bar.



Clerk's Office Staff at the National Conference of Bankruptcy Clerks

CLERK'S OFFICE SENDS 41 STAFF TO NCBC 2019

From August 5 through August 8, Executive Officer/Clerk of Court Kathleen J. Campbell and 40 Clerk's Office staff members from the Court gathered in Chicago to attend the annual National Conference of Bankruptcy Clerks (NCBC) educational conference hosted by the U.S. Bankruptcy Court, Northern District of Illinois.

Attendees experienced an event-filled week that included many educational opportunities and social and networking events, as well as a chance to learn about the city. Various informative breakout sessions were offered during the week covering topics such as leadership, teamwork, negotiating, collaboration, and communication, technical training, retirement planning, and NextGen CM/ECF. Attending the conference was an educational and valuable experience for all.

CLERK'S OFFICE CHOSEN TO HOST NATIONAL CONFERENCE OF BANKRUPTCY CLERKS IN 2020

California Central Bankruptcy Court was selected to host the annual meeting of the National Conference of Bankruptcy Clerks (NCBC) in 2020 to be held in Anaheim.

To help plan the event, over 50 Clerk's Office volunteers assembled in 12 committees: Activities Committee, Disneyland Committee, Education Committee, Events Committee, Exercise and Wellness Committee, Marketing Committee, Registration Committee, Swag Committee, Technology Committee, Transportation Committee, Video Committee, and Website Committee. Project Specialist Meredith Klassen was selected to be the Conference Project Manager for the conference, which has been officially named "NCBC 2020 - California Central at Anaheim." Volunteers created an enthusiastic marketing campaign which was presented at the 2019 NCBC meeting in Chicago.



COURT STAFF ATTEND IT CONFERENCE WEST

The IT Conference West took place from August 28 through August 30 in Las Vegas, Nevada. IT Conference West enables judges, clerks of court, and IT staff to network, learn about new technologies, and share what they have been doing in their courts. The Court was able to send 12 employees to learn about a variety of technology-based topics.

IT Help Desk Supervisor Brett Bolte participated on a panel of speakers who engaged the audience with their experiences as a pilot court for a Network Access Control software called "ForeScout CounterACT."

BRINGING THE FUTURE INTO FOCUS: 2019 WINTER EDUCATION SEMINAR

The 2019 Winter Education Seminar was held on December 13 at the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The theme was "Bringing the Future into Focus." The seminar commenced with a video montage of the year in review. Executive Officer/Clerk of Court Kathleen J. Campbell welcomed the participants and thanked everyone for their hard work over the last year and explained some of the upcoming changes.

During the first half of the seminar, presenter Julie A. Werner-Simon (JAWS), a former federal prosecutor who now serves the public as a pro bono lawyer and civics lecturer, discussed how the laws changed regarding gender



2019 Winter Education Seminar

and race. She was followed by an informative presentation about the Small Business Reorganization Act by Law Clerk Hilda M. Montes de Oca, an overview of the Court's new *2020-2024 Strategic Plan* by Planning & Research Manager Blake Francois and Senior Court Analyst Estella Chavarin, and a review of the Court's new Training Policy by Training and IT Help Desk Manager Padraic Keohane and Senior Court Analyst Estella Chavarin.

After lunch, Chief Judge Tighe thanked all of the staff for their continued efforts over the past year. She presented select staff with the prestigious Chief Judge coin in recognition of their outstanding contributions and achievements. Awards and certificates were also distributed to several members of the court staff.

Following Chief Judge Tighe, a safety presentation was provided by five members of the Los Angeles Police Department, and then Mr. Keohane gave a brief overview of the uses of Office 365 online.

At the conclusion of the seminar, Mr. Keohane hosted a spirited Bankruptcy Game Show. Similar to *Jeopardy!*, three contestants chose categories and answered questions to gain points. It was an intense test of knowledge, with questions relating to the previous presentations of the day and general court information.

DRUPAL GOVCON

During the week of July 22, Web Developer Kimberly Rubal attended the Drupal GovCon conference in Maryland. Drupal is the web content management framework

behind the Court's public facing and internal websites. Ms. Rubal's attendance at this conference is especially important as a new version of Drupal will be launched in 2020. Soon after, the version of Drupal used by the Court will sunset and not be supported. Once that happens the Court must migrate to the new version to maintain a safe website experience. In addition, this conference offered a unique opportunity to bring people together from all over the country who use, develop, design, and support the Drupal platform with a focus on government.



A Solid Infrastructure

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FINANCIAL

COURT NAVIGATES HISTORIC SHUTDOWN

The year opened with a lapse in appropriations that began on December 21, 2018, when the continuing resolution that funded the Judiciary expired, and lasted until January 24, 2019, when Congress passed a three-week continuing resolution to reopen the government. The Judiciary was able to maintain paid operations for the duration of the 34-day government shutdown by using its fee authority and no-year appropriations.

Because of the shutdown's historic length, when it ended on January 24, 2019, the Judiciary was preparing for Phase 2 of a lapse in appropriations, when it would cease conducting operations as usual. To avoid violations of the Anti-Deficiency Act (31 U.S.C. § 1341), the Judiciary was required to limit its activities only to recognized exceptions to that Act. During Phase 2, the Judiciary would not have funding to pay its obligations until Congress enacted appropriations.

On Friday, January 11, 2019, Executive Officer/Clerk of Court Kathleen J. Campbell held a districtwide videoconference to discuss the Court's shutdown plans with the staff. The Executive Committee updated the Court's Shutdown Plan in the face of the longest shutdown in United States history and in preparation for Phase 2, when only excepted activities could be carried out and staff were subject to furlough. The Judiciary managed to extend its funding through January 31, 2019 in the days before the budget impasse was resolved and avoided implementing Phase 2.

For the duration of the shutdown, a dedicated page on the Court's intranet provided up-to-the-minute information and links to resources for personnel.

FY 2019 BUDGET

The Court began the fiscal year under a Continuing Resolution (CR) and received a partial-year/interim allotment on October 1. Based on FY 2019 full-formula court requirements and expected available financing, a 3.5 percent across-the-board reduction from full-formula

requirements was applied equally to all discretionary formulas and programs.

CRs are intended to fund government operations in the absence of enacted, full-year appropriations, allowing operations to continue at a specified rate for a specific period. Court units are required to exercise restraint in obligating discretionary funds during the CR period until a full-year appropriations bill is enacted and final allotments are distributed. As a result of multiple CRs and a government shutdown ending with the passage of The Consolidated Appropriations Act on February 15, 2019, final allotments were not issued until March 18, 2019.

Budget reductions, coupled with the Court's decline in filings in recent years, once again resulted in a salary shortfall for FY 2019. To mitigate the shortfall, the Court worked with the Administrative Office of the U.S. Courts and other courts to obtain supplemental funding through participation in national initiatives and projects and shared administrative services.

FY 2020 JUDICIARY APPROPRIATIONS

On June 11, the House Appropriations Committee approved its version of the FY 2020 Financial Services and General Government (FSGG) appropriations bill. The House FSGG bill provides the Judiciary a \$258 million (3.6 percent) increase above the FY 2019 enacted level, but \$96 million below the Judiciary's FY 2020 re-estimated budget request. This bill proposed the largest annual increase for the Judiciary since FY 2014. This bill also provided a 3.1 percent pay adjustment for federal civilian workers, which was not funded by Congress and had to be absorbed by the Judiciary.

Final allotments for FY 2020 will be issued on February 7, 2020. The final financial plan will maintain the same across-the-board reduction to full formula requirements of 9.4 percent as the interim financial plan. Overall funding for court allotments will represent a net decrease of \$40.9 million (-1.9 percent) compared to the FY 2019 financial plan.

TECHNOLOGY AND INNOVATION

CLERK'S OFFICE ADOPTS JFINSYS ACCOUNTING SOFTWARE

The Clerk's Office migrated to JFinSys (Java Financial System), the accounting software developed by the Virginia Eastern Bankruptcy Court, on February 1. JFinSys processes and maintains funds received through cash register applications, CM/ECF, and Pay.gov. Bankruptcy courts use the program to record, track, and manage transactions associated with bankruptcy cases. Virginia Eastern's IT personnel helped iron out difficulties in migrating data from the legacy program, WinFinSys, to JFinSys, and parallel testing began in December. WinFinSys had been the Court's accounting software since 2005, when it replaced the DOS-based program LAFS.

RIVERSIDE DIVISION DEVELOPS INTAKE DASHBOARD ONLINE TOOL

Team Leader Mark Francisco created an Intake Dashboard, an easy-to-use online tool that enables Intake staff to access schedules, forms, and applicable information quickly and directly from the Court's website. Intake Dashboard also reduced the space needed for preprinted forms and other paper documents and ensures the most current form is provided to the public.

NATIONAL VIDEO TELECONFERENCING SERVICE TRAINING

To provide the Clerk's Office Audio Visual staff with backup support for the Court's video teleconference needs, IT Help Desk staff received training in use of the Judiciary's National Video Teleconference Service. The training was provided by the Judiciary's Systems Development & Support Office in San Antonio.

NEW VIDEO HEARING SYSTEMS IN RIVERSIDE AND NORTHERN DIVISIONS

After a successful installation, Judge Wallace began hearing Riverside Division cases using the newly installed video

hearing system. The new high-definition video hearing system greatly enhances the quality of streaming video, expands compatibility with other systems, and improves the reliability of the signal. Additionally, the systems allow judges greater flexibility with when and how individuals in a case participate in a matter.

NEW DISPLAYS AND VIDEOCONFERENCE SYSTEMS INSTALLED

The Courtroom Technology team installed new displays and videoconference systems in conference rooms and collaborative spaces in the Edward R. Roybal Federal Building and U.S. Courthouse. The training room and two conference rooms feature new high-definition, collaborative components. In smaller collaborative spaces, the new consoles were installed to enable participants to connect a laptop or tablet to display presentations through a cable connection or Wi-Fi. The new technology facilitates improved communication between team members distributed throughout the Central District.

CREDITOR MATRIX PROGRAM LAUNCHED

The Clerk's Office developed software that enables self-represented litigants to create creditor matrices for their bankruptcy petition filings. Using this user-friendly software, debtors create an account to enable them to create and save a creditor matrix that can be retrieved by Operations staff when the debtor files a case. Originally launched in the Los Angeles Division on public terminals in the Intake area on July 11, the program expanded to public terminals at all divisions on July 30. The new creditor matrix software eliminates the need for Intake staff to scan printed creditor matrices. Plans are underway to make this program available on the Court's website.

CLERK'S OFFICE UPGRADES ITS THIRD-PARTY FILER TRACKER PROGRAM

The Clerk's Office upgraded its locally developed Third-Party Filer Tracker program that is used by Intake to record and

track runners and others that present a filing for another party at Intake. Several fields were added and more clearly defined to provide more useful and uniform reporting used in efforts to combat unscrupulous bankruptcy petition preparers.

COURT INCREASES CM/ECF PDF DOWNLOAD FILE SIZE

As of August 15, the Clerk's Office increased the maximum size of a PDF document for upload into the Court's CM/ECF from 10 to 50 Megabytes (approximately 500 pages without graphics), and merged PDF document to 90 Megabytes. The Clerk's Office updated the *Court Manual* to reflect this change and sent an email blast announcing the file size increase to all registered CM/ECF users on August 16.

AUTOMATED CASE CLOSING PROGRAM ENHANCEMENT

In addition to the automated case closing programs that handle most chapter 7 and 13 cases, the Clerk's Office used the Automated Docketing Interface (ADI) to develop new automated programs to close more complex case types. Following extensive testing of the programs, the Los Angeles Division began piloting the enhancement on April 1, and the pilot was later expanded to the Riverside and Santa Ana Divisions. The automated case closing enhancements execute the closing of: chapter 7 dismissed cases; chapter 7 cases with no financial management certificate filed; chapter 7 cases for non-individuals where a discharge will not be granted; and chapter 13 cases with no Chapter 13 Plan filed. The program reduces labor and aids the Court in managing its caseload more efficiently.

eSR CASE UPLOAD COMPONENT LAUNCHED

On April 1, the Court launched an automation program that uploads PDFs, data, and creditor information into CM/ECF from its locally developed electronic Self-Representation (eSR) software program. eSR is an online tool to help individuals complete a chapter 7 bankruptcy petition when they have decided to file bankruptcy without an attorney. The upload automation reduces labor and speeds up the process of opening a case with data and

case commencement document images created by self-represented litigants in eSR.

ONLINE ACCESS PROVIDED FOR FEES AWARDED TO TRUSTEES AND PROFESSIONALS

The Clerk's Office added a new webpage to the Court's website in March 2019 that enables the public to access information about fees awarded by the Court to trustees and attorneys, accountants, appraisers, auctioneers, and other professionals employed by trustees, and to examiners. Titled "Fees Awarded to Trustees and Professionals," the webpage fulfills the *Federal Rules of Bankruptcy Procedures*' requirement for the Clerk of Court to maintain a public record of professional fees awarded by the Court. Previously, the Intake sections provided printed paper reports to the public upon request. The webpage provides fee information by month for the current year as well as an annual summary of all fees paid for years 2014 through 2018. The data is compiled during the docketing of related orders in CM/ECF.

CLERK'S OFFICE AND FJC DEVELOP TABLEAU SITE

In May 2019, the Clerk's Office collaborated with individuals at the Federal Judicial Center to develop a Tableau site for the Central District of California. The Tableau dashboards allow users of court data to view, query, and dynamically interact with various data elements in a visual way without having to download numerous static tables. This high visualization functionality allows for more granular data to be displayed and to overlay an assortment of various data. Tableau has assisted the Court in identifying geographical areas within the Central District that would most benefit from outreach efforts.

COURT ADOPTS MICROSOFT OUTLOOK AS EMAIL CLIENT

Over five weekends in February and March, Microsoft Outlook replaced Lotus Notes as the Court's email client as part of the ongoing Unify Project. The final phase of the rollout concluded the weekend of March 15. Two-hour webinars on new features of Microsoft Outlook were

facilitated by the Administrative Office of the U.S. Courts (AO) at each division in January and February. To aid with the transition, IT personnel disseminated instructional material by email and through the Court's internal newsletter. Unify Engagement Manager Montego Parker of the Systems Deployment and Support Microsoft Office was on-site to aid with the migration. Before, during, and after the Court's migration to Microsoft Outlook, training was provided by both in-house and AO trainers.

INNOVATIVE AUTOMATION TRAINING: "THE ART OF POSSIBLE"

The "Art of Possible" is a new series of training opportunities that launched in early 2019 to showcase the innovative and creative ways our chambers and Clerk's Office staff use technology to gain efficiencies. Presentations included: "Using OneNote 2016 to Organize Your Next Trial" by Judge Barash, "Using OneNote 2016 for Procedures and Calendaring" by Team Leader Mark Francisco and Courtroom Services Specialist Susan Hawkinson, and "Using OneNote for Teams/Groups" by Project Specialist Jessica Garibay. These presentations are also available as videos on demand.

COURT EXPANDS USE OF SHAREPOINT

After the Court's adoption of SharePoint for digital collaboration in early 2019, the Clerk's Office developed and launched several SharePoint sites. These have incorporated project plans and tracking, meeting information, and other resources that assist in collaboration and communication. The SharePoint sites created included: Community Outreach, Judicial Committees, and Self-Represented Litigants Report. The functionality on each site was customized to the needs of the respective stakeholders such as geographical mapping, discussion posts, document libraries, calendars, and timelines.

NETWORK IMPROVEMENTS

The Network Management team completed the design for network improvements throughout the Edward R. Roybal Federal Building and U.S. Courthouse. Included in

the design are new core and closet switches to replace end-of-life equipment, as well as new teledata cabling for chambers and courtrooms on the 13th, 15th, and 16th floors. The Administrative Office of the U.S. Courts assisted with funding for both the equipment upgrade project and re-cabling efforts.

COURT ACES AO'S INFORMATION SECURITY SCORECARD

The IT Security Scorecard is a resource developed by the Administrative Office of the U.S. Courts (AO) to help court units identify IT security vulnerabilities. The Court submitted the completed scorecard to the AO at the end of 2019 earning high marks with a score of 56 out of 60 possible points. The score places the Court in the highest category of security preparedness. In 2019, for the first time, every member of the staff completed the IT Security Refresher, which reviews basic measures and best practices for cybersecurity. The IT Security Refresher is one of the requirements listed on the IT Scorecard.

STATISTICS DASHBOARD

In July, the interactive Statistics Dashboard went live on the Court's website. The new tool creates graphical representations of up-to-date filing and closing data for chapter 7, 11, and 13 cases, as well as adversary proceedings. Users can view data sorted by division or from the entire Central District, or they can choose to view only self-represented litigants or business cases. The Statistics Dashboard also displays year-by-year and month-by-month comparisons; one option compares each month of the current year to the corresponding month of the prior year.

AUDIO VISUAL DEPARTMENT ESTABLISHED

The Clerk's Office established a new Audio Visual (AV) Department through a series of personnel moves that will enable the Court to adopt new technologies and implement innovative uses of Audio Visual systems with greater speed, efficiency and capability in a fast-changing court environment.

The newly created department reshapes how IT staff interact with the public, chambers, and Clerk's Office staff. The department fosters a collaborative learning experience, while delivering gold standard customer service and leveraging the knowledge and expertise of in-house staff to support cutting edge technology that improves the quality and delivery of information.

ROLLOUT OF NEW NETWORK CORE SWITCHES AT ALL DIVISIONS

The Network Management Department (NMD) replaced the network core switches at the San Fernando Valley Division in July and at the Riverside Division in August. Later, in 2019, the NMD upgraded the core switches in the Los Angeles, Santa Ana, and Northern Divisions. The old core switches reached their end-of-life and were due for cyclical replacement. The new core switches can transmit nearly twice the amount of data and at a faster speed than the old equipment. Applications used by court staff, such as video conferencing, benefit from the additional bandwidth of these switches.

CLERK'S OFFICE REPLACES 400 PC MONITORS

IT staff in each division completed the cyclical replacement of 400 computer monitors in chambers and the Clerk's Office throughout the Central District. Most monitors in the Los Angeles Division had already been replaced as part of the Roybal Realignment Project.

COURTROOM REDESIGN

In continuance of the Roybal Realignment Project, the Court completed the infrastructure and technical design review of courtrooms in the Edward R. Roybal Federal Building and U.S. Courthouse. With approximately 50 percent of construction, documentation, and blueprints for the millwork and wiring infrastructure completed, the modernization project reached significant audio visual design and construction milestones. The design incorporates new technology throughout the courtroom to facilitate presenting and annotating digital evidence from a variety of sources, such as counsel laptops, tablets, and document cameras.

FACILITIES AND SECURITY

RIVERSIDE DIVISION SPACE MODIFICATION PROJECT

With renovations on the first and second floors, the Riverside Division's remodeling project continued to move forward in 2019. The installation of demountable offices started during the week of October 22 and was completed during the first week of November. Eighteen work stations were re-designed with new furniture funded from the rent credit received for the release of space at the Riverside Division. The new design also features collaborative areas and height adjustable work stations providing staff with flexibility in performing work.

PUBLIC INFORMATION MONITOR INSTALLED IN RIVERSIDE DIVISION

In April, the Clerk's Office installed a monitor in the lobby area of the Riverside Division as part of the modernization of that area. The monitor displays Bankruptcy Basics videos in English and Spanish, as well as public notices and announcements. This new technology provides the public with basic filing information and defines critical steps of the bankruptcy process. Using the monitor to display public notices will also result in a cost savings in printing and displaying paper notices in the public area.

SYSTEMS FURNITURE INSTALLED IN SAN FERNANDO VALLEY AND NORTHERN DIVISIONS

To enhance the functionality and aesthetics of the Clerk's Office space in the Woodland Hills and the Santa Barbara courthouses, the Space and Facilities staff coordinated the replacement of the existing systems furniture, which did not offer ergonomic or technological features. By repurposing newer and more versatile furniture from the Edward R. Roybal Federal Building and U.S. Courthouse that had been displaced by the realignment project, the Court simultaneously economized and improved the layout and functionality of the Clerk's Office spaces at these two divisional offices.

The new workstations offer enhanced privacy and storage space, along with height-adjustable work surfaces and

convenient power outlets. Their finishes, highlighted by accent tile panels, lend a warm and inviting feel to the space. Collaborative spaces have also been set aside at the San Fernando Valley and Northern Divisions in order to enhance employees' comfort and flexibility.

In the Northern Division, freestanding desks were installed and an IT lab area was set up with ample storage and workspace.



Riverside Division First Floor Office



Riverside Division First Floor Intake and Self-Help Desk



Riverside Division Second Floor Office



Northern Division Office



San Fernando Valley Division Office



EMERGENCY PREPAREDNESS

CPR/FIRST AID/AUTOMATED EXTERNAL DEFIBRILLATOR (AED) TRAINING

In September and October, the Court offered CPR/First Aid/AED training sessions at each division. Each four-hour class was a classroom-based, instructor-led course. Participants learned CPR techniques (single rescuer and team resuscitation), how to use the Automated External Defibrillator (AED), how to help a choking person, and how to administer basic first aid. Trainees learned how to assist adults, children, and infants. Upon successful completion of the course, including a first aid and CPR skills demonstration, each student received a course completion card, valid for two years. A total of 35 staff members attended sessions throughout the Central District.

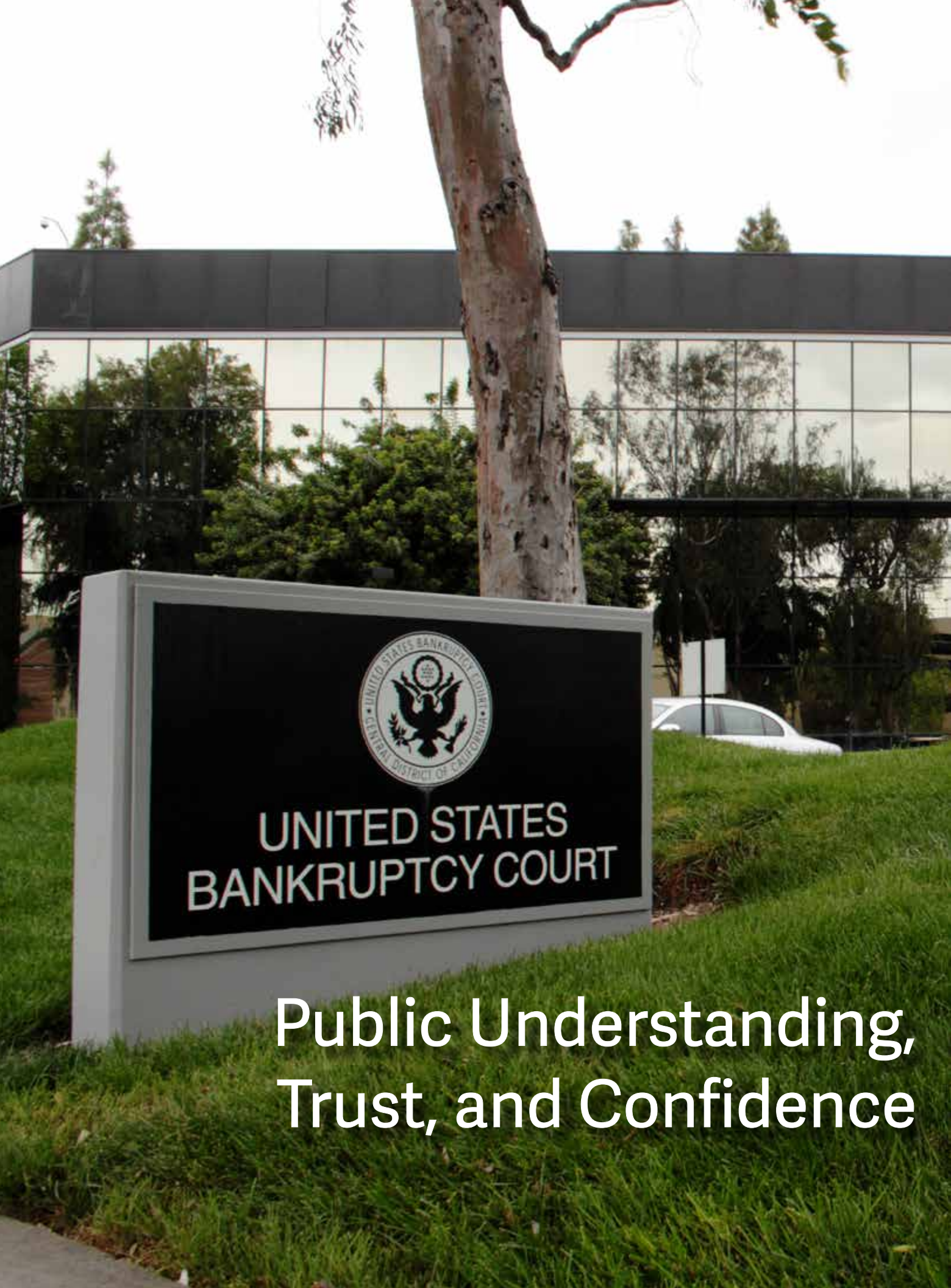
PEPPER SPRAY TRAINING

On October 26, two 90-minute pepper spray training sessions were held at the Edward R. Roybal Federal Building and U.S. Courthouse (Roybal Building) for District and Bankruptcy Court employees. Attendance was mandatory for anyone who carries pepper spray in the Roybal Building. District Court's Emergency Preparedness and Security Officer Christina L. Johnson-Ohwotemu led the training and offered additional sessions after the holiday season.

COMMUNITY EMERGENCY RESPONSE TEAM TRAINING

The Clerks' Office hosted Community Emergency Response Team (CERT) training in July that was conducted by the Los Angeles Fire Department. Classes were held over four days in different weeks of July at the Los Angeles Division and were open to staff from all divisions. The training topics included: earthquake preparedness; basic first-aid; CPR/AED basic training (non-certification); and fire extinguisher training for small fires.

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UNITED STATES
BANKRUPTCY COURT

Public Understanding,
Trust, and Confidence

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COURT EVENTS AND COMMUNITY OUTREACH



Roadways to the Federal Bench Symposium

ROADWAYS TO THE FEDERAL BENCH: WHO ME? A BANKRUPTCY JUDGE?

On October 24, the Court, in conjunction with the Judicial Conference Committee on the Administration of the Bankruptcy System, held a symposium for law students and lawyers to foster diversity in the bankruptcy bar and bench: "Roadways to the Federal Bench: Who Me? A Bankruptcy Judge?"

The symposium which was hosted concurrently in nineteen cities, included a panel discussion that was broadcasted live from Washington, D.C. The panel was moderated by Retired Fourth Circuit Judge Andre Davis and included various judges from around the nation. The panel discussed a wide range of topics, including bankruptcy practice, how to succeed as a bankruptcy judge, diversity statistics, why diversity is important, how to improve diversity, and what students and lawyers should do to enhance their chances of becoming a judge.

Following the panel discussion, local lawyers, law clerks, and law students participated in roundtable discussions with Ninth Circuit, District, Magistrate, and Bankruptcy judges about pathways to the federal bench for candidates with diverse backgrounds.



Girl Scouts of Greater Los Angeles

GIRL SCOUTS VISIT LOS ANGELES DIVISION

During the months of January, March, and May, Judge Klein hosted the Girl Scouts of Greater Los Angeles and troop leaders in her courtroom and chambers as part of the Girl Scouts of Greater Los Angeles (GSGLA) Justice Patch Program. The Justice Patch Program was created and implemented by Judge Klein to give Girl Scouts the opportunity to earn a badge or patch while learning about the law, the legal profession, and the roles of lawyers and judges in the community.

During the Girl Scout visits, Judge Klein led a lively discussion about her background, education, experience, and what led her to the bankruptcy bench.

*Law Day Celebration**Loyola Law School Students*

AN INSPIRING LAW DAY FOCUSED ON THE 4TH AMENDMENT

On February 21, over 50 New Designs Charter High School students and approximately the same number of volunteers (judges, lawyers, other professionals, externs, and court staff) attended Law Day at the Richard H. Chambers U.S. Court of Appeals in Pasadena, California and discussed “What is an ‘Unreasonable Search and Seizure’ in the Digital Age?”. In addition to Judge Klein, guest speakers included Chief Bankruptcy Judge Tighe, District Judge Hatter, and Loyola Law School Professor Laurie Levenson. District Judge Kronstadt, Magistrate Judges Abrams and Audero, Bankruptcy Judge Donovan, Los Angeles Superior Court Judge Taylor, and Executive Officer/Clerk of Court Kathleen J. Campbell also participated in the event.

During the mentoring portion of Law Day, many students were curious about choosing a career and the difficulties of law school. The judges happily shared their experience and provided suggestions regarding selecting colleges and universities. The students were also eager to share their involvement in the legal studies programs offered at New Designs Charter School, where they read cases, write case briefs, and participate in a moot court.

Law Day proved to be a rewarding experience and a reminder that the legal profession extends beyond advocacy, research, and writing.

LOYOLA LAW SCHOOL CONSUMER BANKRUPTCY CLINIC MOCK TRIAL AND RECEPTION

In 2014, Judge Klein, chair of the Court’s Community Outreach Committee, announced the launch of the Consumer Bankruptcy Clinic (CBC) to be offered to Loyola Law School students. The CBC is a two-semester program during which students gain real-life experience interviewing, counseling, and assisting self-represented litigants. This course is comprised of two four-unit semesters. Under the supervision of Public Counsel attorneys Maggie Bordeaux and Christian Cooper, students gain real life experience interviewing, counseling, and assisting self-represented litigants. By participating in the CBC, students have the unique opportunity to hone their legal skills while providing much needed assistance to self-represented litigants in the Central District of California.

On April 2, 2019 and November 12, 2019, Loyola Law School students enrolled in the CBC appeared before Judge Klein to participate in a mock hearing. The finale of the CBC was the mock hearing during which the students ably represented their “clients” and were provided detailed feedback from Judge Klein.

SANTA ANA CAREER EXPLORATION DAY

On March 8, a class of enthusiastic first-year high school students from nearby Samueli Academy visited the Court to learn about careers in the Judiciary. Operations Manager Otoniel Gonsales and Courtroom Deputy Tina Duarte welcomed the students at the Ronald Reagan Federal Building and U.S. Courthouse in Santa Ana. The students were then escorted up to a courtroom where they were joined by special guests.

Judges Smith and Bauer welcomed the students to the courthouse. Both judges took turns speaking about their personal journey to college, through law school, post-graduate jobs, and their transition to the bench. The students heard interesting accounts, such as Judge Smith deciding the medical field was not for her after an unenjoyable frog-dissecting experience, and that Judge Bauer was the first in her family to go to college. The judges entertained the students with a question and answer segment by asking the first-year high school students about their interests and career aspirations.

Also joining the festivities was Deputy Paterno Valdenor from the United States Marshals Service. Deputy Valdenor discussed the role and duties of the United States Marshals within the Judiciary. Deputy Valdenor encouraged students who have any interest in law enforcement to try to keep a clean record in this age of social media. In addition, he noted that the United States Marshals have internship opportunities for college seniors.

LOS ANGELES AND SANTA ANA DIVISIONS WELCOME HIGH SCHOOL STUDENTS FOR FEDERAL COURTHOUSE EXPLORATION DAY

Two of the Court's divisions held Federal Courthouse Exploration (FED) Day events, which give students from local high schools an inside look at how federal agencies operate, along with tips on preparing for careers in government.

In Los Angeles, Chief District Judge Phillips discussed the First Amendment, Magistrate Judge Segal reviewed the



Federal Courthouse Exploration Day at the Los Angeles Division

4th Amendment, Bankruptcy Judge Klein discussed the Equal Protection Clause of the Fourteenth Amendment, and Magistrate Judge Audero shared her circuitous path to the bench.

Over 30 students and chaperones from Samueli Academy participated in the fourth annual FED Day in Santa Ana. The students met their FED Day hosts Judges Smith and Klein in Judge Clarkson's courtroom. After a brief welcome and orientation, Case Management Administrator Tamika Law called court to order and introduced Judge Clarkson to the courtroom. Judge Clarkson shared his experience as a federal judge. After court was adjourned, the students were greeted by Special Agent Khanh D. Vo of the Department of Justice, Drug Enforcement Administration (DEA). Agent Vo discussed his career as a DEA agent and shared exciting stories. Bankruptcy Judges Albert, Bauer, and Wallace; Magistrate Judge McCormick; District Judges Carter and Staton; Deputy-in-Charge of the Santa Ana Division Terri Steele; Nancy Goldenberg and Queenie Ng from the U.S. Trustee's Office; and other bankruptcy attorneys were also in attendance.

SAN FERNANDO VALLEY DIVISION HOSTS MARCH OUTREACH

The San Fernando Valley Division held several community outreach events in March for students and girl scouts. On March 1, over 100 fifth grade students from Beckford Charter School visited and 41 students from Beckford Charter School visited on March 7. Students participated

in educational discussions about the role of the bankruptcy court, the judicial process, and the important responsibilities that the Court has to the public. The students also participated in mock trials and question and answer sessions with Judges Barash and Mund, and Retired Judge Thompson. On March 26, two girl scout troops toured the Court and participated in a mock trial. Judge Kaufman spoke with the girl scouts while giving them a tour of her chambers.



Federal Career Day at the San Fernando Valley Division

SAN FERNANDO VALLEY DIVISION HOSTS FEDERAL CAREER DAY

The San Fernando Valley Division hosted the fourth annual Federal Career Day, Pathways for Women in Legal Careers on April 26, for about 35 women from Antelope Valley Community College. Chief Judge Tighe led a panel discussion with employees from the Federal Bureau of Investigation, Federal Probation, the Los Angeles Superior Court, the President of the San Fernando Bar Association, and Courtroom Services Specialist Johanne Remy. Ms. Remy provided a story about her own career path. The students were given an introduction on the background and career paths of federal employees, the process involved, and barriers encountered during their careers. During lunch and break-out sessions, students had an opportunity to speak to agency representatives in more detail about career paths and job opportunities at each agency. Chief Judge Tighe and chambers staff also provided a tour of her chambers.

FINANCIAL AWARENESS FOR UCLA SMASH ACADEMY SCHOLARS

On July 23, Operations Manager Fern Campbell spoke on Financial Awareness to 105 University of California, Los Angeles (UCLA) SMASH Academy scholars. SMASH is a program that promotes diversification within the STEM (Science, Technology, Engineer and Math) fields. Each one of the scholars are gifted/highly gifted students of color, seeking to study STEM and become a part of this growing impactful field.

Ms. Campbell spoke to the UCLA SMASH Academy scholars about the importance of financial awareness. She discussed the differences between government student loans and private loans. She shared the importance of knowing the difference between the two loans and reading the "fine print" within the loan contracts. Ms. Campbell also talked about the importance of credit cards, and all the "pros and cons" that are associated with their use. In addition, she shared the difference between simple and compound interest.



2019 Ninth Circuit Civics Contest Awards Ceremony

2019 CENTRAL DISTRICT OF CALIFORNIA CIVICS CONTEST AND AWARDS CEREMONY

As our society becomes increasingly dependent on technology, an important legal issue arises: what is an unreasonable search and seizure in the digital age? Hundreds of high school students sought to answer that question by writing essays and producing videos as part of the 2019 Ninth Circuit Civics Contest. The theme of the contest, which was held in conjunction with the Court's

local Civics Contest, was “The 4th Amendment in the 21st Century: What is an ‘Unreasonable Search and Seizure’ in the Digital Age?” Students were asked to discuss how the 4th Amendment “protects information the government or others may obtain from smart phones, voice activated personal assistants, other electronic devices, and social media postings.”

In 2019, the Central District received a record number of submissions: 272 essays and 37 videos. The winners of the Central District Contest received the following prizes: \$1,000 (first place), \$750 (second place), and \$500 (third place). The top three essays and videos from the Central District were automatically entered to compete with the winners from all other districts in the Circuit in the Ninth Circuit’s Civics Contest. Additionally, the first-place winner and a parent or guardian also received airfare and travel accommodations to attend the July 2019 Ninth Circuit Judicial Conference in Spokane, Washington. In addition to the prizes awarded to the winners of the Central District Contest, the winners of the Ninth Circuit Contest received the following prizes: \$2,000 (first place), \$1,000 (second place), and \$500 (third place).

On June 28, the winners of the Central District Contest were honored at an awards ceremony hosted by the U.S. District and Bankruptcy Courts for the Central District of California in the Edward R. Roybal Federal Building and U.S. Courthouse. The essay competition winners were: Aaron Wu, first place; Jessica Chou, second place; and Elle Yokota, third place. The video competition winners were: Michael Huang and Tanya Chen, first place; Aaron Wu, Jessica Chou, and Maxwell Tong, second place; Joseph Pimentel, Marc Carrillo, and Yasmin Pineda, third place. Additionally, Jessica Chou and Maxwell Tong placed third in the Ninth Circuit Civics Contest’s video competition.

In addition to Judge Klein, judges and special guests in attendance included: Chief Bankruptcy Judge Tighe; District Judge Lew; Chief Magistrate Judge Walsh; Magistrate Judges Abrams, Rosenbluth, Segal, and Wilner; Bankruptcy Judges Bluebond, Brand, and Kwan; Executive Officer/Clerk of Court Kathleen J. Campbell; Ninth Circuit Executive Education Specialist Kari C. Kelso; and Ninth Circuit Bankruptcy Appellate Panel Clerk Susan M. Spraul.

SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

JANUARY

- January 3 – 4: Judge Klein volunteered as an instructor for the National Institute of Trial Advocacy training.
- January 12: Judge Bason discussed a case summary of every published Ninth Circuit and Ninth Circuit Bankruptcy Appellate Panel case in 2018 along with Supreme Court cases that are of interest to bankruptcy practitioners at the 13th Annual Review of Ninth Circuit Decisions on Bankruptcy.
- January 17: Judge Russell discussed “Drafting Rock Solid Declarations: Presenting Evidence for Motions and Trials” as a co-panelist for the Beverly Hills Bar Association MCLE Lunch.
- January 17: Judge Clarkson discussed “Rembrandt – The Bankrupt Printmaker, His Life and Bankruptcy Proceedings of 1656” at the Bay Area Bankruptcy Forum in San Francisco.
- January 19: Judge Smith received the Judge Karen L. Robinson Legal Excellence Award during the Thurgood Marshall Bar Association Second Annual Gala and Installation Dinner.
- January 19: Judge Wallace participated in the American Bar Association, Taxation Section’s “Update on Corporate Debt Restructurings” panel during the Midyear Meeting in New Orleans, Louisiana.
- January 23 – 25: Judge Klein discussed the law and judicial system with elementary and middle school classes in Medford, Massachusetts.
- January 24: Judge Bauer made a CARE presentation to Costa Mesa High School students.
- January 28: Judge Klein was a guest lecturer for an Ethical Lawyering class at Loyola Law School.
- January 29: Judge Smith discussed chapter 7 bankruptcy basics at the Orange County Bankruptcy Forum’s MCLE Brown Bag Program.
- January 29: Judges Clarkson, Houle, Johnson, Wallace, and Yun participated in the annual Inland Empire Bankruptcy Forum’s “Ask the Judges Night” event and discussed the Riverside pro bono program and recognition of its volunteers.



*Annual Inland Empire Bankruptcy Forum's
“Ask the Judges Night”*

FEBRUARY

- February 21: Judge Bason moderated the “Probate, Conservatorships, Trusts, and Bankruptcy” discussion during the James T. King Bankruptcy Inn of Court.
- February 28: Judge Bauer participated in the Orange County Bar Association, Commercial Law and Bankruptcy Section’s “Sanctionable Conduct in Bankruptcy: How to Stay on the Right Side of the Bench” program.

MARCH

- March 12: Judge Bason was a moderator for the James T. King Bankruptcy Inn of Court program sponsored by American Inns of Court: “Business Development & Law Firm Economics.”
- March 12: Judge Klein discussed ethics with the Los Angeles chapter of the Chartered Property Casualty Underwriter.
- March 14: Chief Judge Tighe discussed the State of the Circuit/District at the Federal Bar Association’s Annual State of the Courts Luncheon Program.
- March 16: Judges Ahart, Barash, Bason, Brand, Bluebond, and Kwan participated in the American College of Bankruptcy’s annual meeting in San Diego. Judge Bluebond hosted the “Starry Decisions: Concentration, Part III” program and the panel included Judges Ahart, Barash, Bason, Brand, and Kwan.

- March 16: Retired Judge Jury discussed the “Intersection of Bankruptcy and Probate” at the Central District Consumer Bankruptcy Attorneys Association’s (*cdcbaa*) Program at Southwestern Law School in Los Angeles.
- March 22: Judge Klein discussed key consumer cases from and around the country during a San Fernando Valley Bar Association luncheon.
- March 22–24: Judge Kaufman discussed the intersection of family law and bankruptcy at the 27th Annual Association of Certified Family Law Specialists Spring Seminar.
- March 24: Judge Klein discussed the changes in legal education in the United States and England since publication of her Law Review Article addressing that topic during a symposium hosted by Loyola Law School’s *International and Comparative Law Journal*.
- March 28: Judges Barash, Bluebond, Brand, Clarkson, Kwan, Saltzman, Smith, Wallace, and Yun participated in the American Bankruptcy Institute’s 2019 Bankruptcy Battleground West in Beverly Hills.
- March 29 – 31: Judges Barash and Clarkson shared their insights from the bench at the 2019 Annual Seminar of the Financial Lawyers Conference in Santa Barbara.

APRIL

- April 1: Chief Judge Tighe moderated the “Just What the Doctor Ordered – Latest Cases in Healthcare” discussion at the Los Angeles Bankruptcy Forum’s educational program.
- April 9: Judge Klein was a guest lecturer for an Ethical Lawyering class at Loyola Law School.
- April 11 – 14: Judge Barash discussed “Do Corporate Duties Still Exist? A Refresher (and Reminder)” at the American Bankruptcy Institute’s 2019 Annual Spring Meeting in Washington, D.C.
- April 30: Chief Judge Tighe participated in the Orange County Bar Association’s State of the Court program.
- April 30: Judge Clarkson lectured and presented “Rembrandt – The Bankrupt Printmaker” at the Financial Lawyers Conference.



Chief Judge Tighe at the
State of the Court Program

MAY

- May 17 – 18: Chief Judge Tighe and Judges Ahart, Barash, Bluebond, Clarkson, Smith, and Zurzolo participated in the California Bankruptcy Forum’s 31st Annual Insolvency Conference. On May 17, Judge Barash was a co-speaker for “A Star is Born: Navigating Legal Ethics for the Social Media Bankruptcy Influencer” and Judge Ahart was a co-speaker for “Strategies and Remedies to Recover Hidden Assets Even the Hubble Telescope Can’t See.” On May 18, Chief Judge Tighe was a featured speaker for “Youth Insolvency Professionals (YIP) Education/Navigating Meteor Showers: A Primer for Young Lawyers on Keeping it Ethical,” Judge Bluebond was speaker for “Starry Decisions: Concentration Part III,” Judge Zurzolo was a co-speaker for “What Planet are You On? An Examination of Case Law Influencing Corporate Debtors to Seek Bankruptcy Protection in Jurisdictions Other Than California,” Judge Clarkson was a co-speaker for “Consumer Education/Keeping Your Case From Getting Lost in Space: The Ever-Expanding Scope of Property of Estate and the Use of Turnover Motions to Invalidate Exemptions,” and Judge Smith was a co-speaker for “Consumer Education/Avoiding Black Holes: A Hitchhiker’s Guide to the Debtor’s Pursuit of an Award of Attorney’s Fees.”
- May 21: Judge Wallace discussed “Insiders: ‘In or Out?’” at Orange County Bankruptcy Forum’s Brown Bag Program in Santa Ana. He also discussed the Ninth Circuit’s and U.S. Supreme Court’s *In re Village at Lakeridge LLC* decisions.

- May 30: Judge Bauer gave a CARE presentation at Costa Mesa High School.
- May 30: Judge Bauer swore in the new admittees to the California Bar at Whittier Law School.

JUNE

- June 3: Chief Judge Tighe and Judges Barash, Bason, Bluebond, Brand, Klein, Kwan and Russell participated in Los Angeles Bankruptcy Forum's program held at L.A. Hotel Downtown in Los Angeles.
- June 4: Judge Klein swore in new admittees to the California and federal bar at Loyola Law School.
- June 4: Retired Judge Jury discussed "Should I Appeal? A Simple Roadmap to Bankruptcy Appeals" at the Inland Empire Bankruptcy Forum's program.
- June 5: Judge Wallace participated in the Association of Insolvency and Restructuring Advisors' "Views from the Bench" program at the 34th Annual Bankruptcy & Restructuring Conference held in Boston, Massachusetts.
- June 8: Judges Barash, Bauer, and Robles, discussed "Judges on Trial! Approaches to Handling Trial from the Pre-trial Proceedings until the Appellate Review" and recognized Los Angeles and San Fernando Valley pro bono volunteers at the Central District Consumer Bankruptcy Attorneys Association's (cdcbaa) program at Southwestern Law School in Los Angeles.
- June 11: Judge Bason was a moderator for the James T. King Bankruptcy Inn of Court program sponsored by American Inns of Court: "Ethics & Civility Program."
- June 27: Chief Judge Tighe discussed best practices at the annual United States Trustee's training seminar for trustees.



Los Angeles Bankruptcy Forum's Program

JULY

- July 9: Judge Klein organized and coordinated an Evidence Master Class presentation during the Federal Judicial Center's Bankruptcy Judges' workshop in New York.
- July 15 – 17: Judge Clarkson spoke at the Federal Magistrate Judges Association's Conference in Redondo Beach.

AUGUST

- August 1: Judge Klein participated in the Loyola Law School Disability Law Fellowship program.

SEPTEMBER

- September 16: Judge Bauer made two CARE presentations at Century High School in Santa Ana.
- September 19: Judge Klein discussed the benefits of clerking for a federal judge during a panel at Loyola Law School.



Loyola Law School Disability Law Fellowship Program

- September 24: Judge Wallace discussed “Taggart, ‘You’re It! Analyzing the New National Standard for Discharge-Violation Contempt and Its Implications’” at the Orange County Bankruptcy Forum’s program.

OCTOBER

- October 1: Chief Judge Tighe participated in the Orange County Bar Association, Commercial Law and Bankruptcy Section’s advice for the practitioners’ program.
- October 3: Judge Russell presented law students with the Judge Barry Russell Federal Practice Award at the Federal Bar Association, Los Angeles Annual Luncheon in Los Angeles.
- October 7: Judge Bauer discussed “Litigation with the Government in Bankruptcy” at the Los Angeles Bankruptcy Forum’s program.
- October 11: Judge Saltzman was a panelist on the San Fernando Valley Bar Association’s “Recent, Relevant and Riveting Ninth Circuit Bankruptcy Appellate Panel Cases” program.
- October 12: Judges Johnson and Wallace participated in the 26th Annual Survey of Consumer Bankruptcy Law program in Riverside.
- October 18: Judge Barash participated in the Financial Lawyers Conference’s “Nuts and Bolts: In the Realm of Insolvency: Troubled Loans, Workouts, and Exit Options (Including Bankruptcy Basics)” in Los Angeles.
- October 22: Judge Klein organized a panel for Women Lawyers Association of Los Angeles addressing career transitions.
- October 31: Judge Bluebond hosted the National Conference of Bankruptcy Judges’ “Broken Bench Birthday Bash – Celebrating 40 Years of the Bankruptcy Code” in Washington, D.C.
- October 31: Judge Klein discussed the Girl Scouts of Greater Los Angeles Justice Patch Program at the 2019 Conference on Civics Education.

NOVEMBER

- November 1: Judge Klein led a discussion about the intersection of arbitration agreements and bankruptcy during the National Conference of Bankruptcy Judges’ Business Roundtable.
- November 12: Judge Bauer participated in the “Behind the Bench: An Inside Look at Our Federal Judges and Their Courthouses” discussion during the Federal Bar Association, Orange County Chapter’s program.
- November 14: Judge Zurzolo was honored at the 2019 William J. Lasarow Awards Reception in Los Angeles.
- November 19: Chief Judge Tighe participated in the Inland Empire Bankruptcy Forum’s “Bankruptcy Crimes and How to Avoid Having Your Client Commit Them” as a panelist at the Marriott Riverside Convention Center.
- November 22: Judges Clarkson and Kaufman presented at the Federal Bar Association of Los Angeles’ 16th Annual Ethics Symposium.

DECEMBER

- December 1: Judge Klein swore in new admittees to the California and federal bar at Loyola Law School.
- December 6 – 7: Judge Bauer participated in the American Bankruptcy Institute’s Winter Leadership Conference in Rancho Palos Verdes. On December 6, Judge Bauer discussed chapter 13 attorney’s fees and hosted a roundtable discussion on Tuition Payments and Fraudulent Transfers on December 7.



Judge Barash Presides Over Naturalization Ceremony



Judge Klein Presides Over Naturalization Ceremony

NATURALIZATION CEREMONIES

In 2019, several bankruptcy judges from the Central District presided over naturalization ceremonies. Each led the swearing-in of new citizens in ceremonies throughout the year at the Los Angeles Convention Center, Dodger Stadium, and City National Grove of Anaheim.



Appendices

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2014-2019 COURT STRATEGIC PLAN ACCOMPLISHMENTS

ISSUE 1: ADMINISTRATION OF JUSTICE

1.1 Administer justice fairly and impartially without regard to race, ethnicity, national origin, gender, sexual orientation, religion, age, economic status, or disability.

GOALS:	ACCOMPLISHMENTS:
1.1.1 Confirm that court procedures conform to relevant statutes, rules, and policies.	<p><u>Local Bankruptcy Rules</u> The Court's Rules Committee and the Clerk's Office review all pending changes to national rules and forms and revise the Court's Local Bankruptcy Rules (LBRs) and forms as needed. Amendments to the LBRs were submitted for public comment and approved by the Board of Judges.</p> <p><u>Petitions, Forms, and Instructions Updated</u> See the Petition Packages and Official Forms and Instructions Updated article in this report.</p>
1.1.2 Promote the education of judges and court personnel on issues of diversity.	<p><u>Diversity Celebrations</u> Throughout 2019, the Court participated in celebrating African American Heritage Month, LGBTQ Pride Month, Women's Month, Asian and Pacific Islander Month, and Hispanic Heritage Month.</p> <p><u>Court Hosts Law Day Celebration</u> Building on the Ninth Circuit's Civics Contest theme, "What is an 'Unreasonable Search and Seizure' in the Digital Age?" the 2019 Law Day program educated judges, court staff, and over 100 high school students on the 4th Amendment.</p> <p><u>Winter Education Seminar</u> The 2019 Winter Education Seminar, "Bringing the Future into Focus," was held on December 13, 2019 at the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The topics covered included race and gender.</p>
1.1.3 Foster diversity in the court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences.	<p><u>Recruitment Expansion</u> The Court expanded recruitment efforts to law schools, minority bar associations, and other organizations. Judges participated in speaking engagements at local law schools to promote diversity in the recruitment of externs and law clerks. The Court continued its partnership with Loyola Law School to provide bankruptcy law students with hands on experience in working with Public Counsel and the Court. The Court hosted high school and grade school students for mock trials, Law Day, and court visits where attorneys and court staff discussed their career paths and how those paths led to a career in the Judiciary.</p> <p><u>Roadways to the Federal Bench: Who Me? A Bankruptcy Judge?</u> See the Roadways to the Federal Bench: Who Me? A Bankruptcy Judge? article in this report.</p>

<p>1.1.4 Make sure the court's community outreach efforts include all of the district's diverse community.</p>	<p><u>Diverse Community Outreach Efforts</u> Throughout the year, with the assistance of the Community Outreach Committee, the Court continued to ensure that its community outreach efforts, including Power Lunches, Law Day, and other activities, included representatives of the Central District's diverse community.</p> <p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> Clerk's Office staff continued to publicize the Court's self-represented litigants' resources throughout the Central District.</p> <p><u>Riverside Interpreter Pilot Funding Approved by AAF</u> The Attorney Admission Fund provided funding for the Riverside division to initiate a pilot telephone interpreter service for court hearings of 15 minutes or less in length.</p>
<p>1.1.5 Clarify and inform practitioners of the unique procedural requirements of each judge while striving to limit variances and increase uniformity in judicial practices within the district.</p>	<p><u>Specific Procedures Provided on Each Judge's Webpage</u> The Court continued to update and provide practitioners with judge-specific procedures on each judge's webpage found on the Court's website.</p> <p><u>Bar Advisory Board</u> The Court's Bar Advisory Board was initially formed in 2009 and meets quarterly with the Chief Bankruptcy Judge, other interested judges, and the Executive Officer/Clerk of Court. In 2019, the Bar Advisory Board members provided substantial input from their respective bar associations in response to the Court's request for ideas to improve court operations.</p> <p><u>Judges Speaking Engagements and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p>
<p>1.2 Structure court operations in a manner that best facilitates the expeditious, economical, and fair resolution of disputes.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.2.1 Build and maintain an effective executive management structure that guarantees the court's ability to achieve its mission, vision, and strategic goals.</p>	<p><u>Executive Team Performance Appraisal</u> The Court continued with the performance appraisal system for the Executive team that was initiated in 2014.</p>
<p>1.2.2 Standardize operations to provide a uniform system of justice and consistent quality of service.</p>	<p><u>CM/ECF Electronic Learning Modules</u> The Clerk's Office updated existing and developed new electronic learning modules for CM/ECF.</p> <p><u>Riverside Division Develops Intake Dashboard Online Tool</u> See the Riverside Division Develops Intake Dashboard Online Tool article in this report.</p>

<p>1.2.3 Institute case management plans that utilize best practice and time standards to expedite case processing appropriate to the type and complexity of the case.</p>	<p><u>CM/ECF Fee Waiver Program</u> Under the direction of the Case Management Committee, the Court continued its expanded CM/ECF fee waiver program that was initiated in April 2014.</p> <p><u>Case Management Assist (CMA)</u> The Court continued to maximize efficiency through use of Case Management Assist (CMA). Developed by the U.S. Bankruptcy Court for the Western District of Oklahoma, CMA is a quality review program designed to enhance daily operations and case management. Additionally, CMA provides superior internal reports that enable supervisors, managers, and the Executive team to measure the productivity and accuracy of court staff and external users. The Executive team continued to evaluate CMA's full capability and reconfigured the distribution of work in CMA to increase productivity.</p> <p><u>Chapter 13 Plan CM/ECF Docket Event</u> On April 1, the Court modified the CM/ECF docket event for filing a Chapter 13 Plan to comply with national statistical requirements. The modified Chapter 13 Plan docket event has five new input screens related to Sections II and IV of the Chapter 13 Plan.</p>
<p>1.3 Administer the court according to sound management practices, and seek ways to create efficiencies through streamlining processes and implementing new technology.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.3.1 Implement "vertical" sharing of administrative services consistent with 28 U.S.C. §§ 154(b) & 156(d), provided that shared administrative services result in measurable savings to the court and no degradation in the quality and timeliness of service to the judiciary and the public.</p>	<p><u>District Court Partnership</u> The Court continues to share emergency preparedness services with the U.S. District Court for the Central District of California. At the Northern Division, Clerk's Office staff provides mail and facility assistance for Magistrate Judge LaMothe. Additionally, the Court shares courier services with District Court at the Santa Ana Division.</p> <p><u>Internal Audit</u> The Court completed its internal audit for FY 2019.</p>
<p>1.3.2 Identify and market opportunities for sharing administrative services with other court units nationwide on a cost reimbursable basis in core business areas including Human Capital, Information Technology, and Space Planning.</p>	<p><u>Shared Administrative Services</u> See the Clerk's Office Continues to Offer Shared Administrative Services article in this report.</p> <p><u>Shared Services Plan</u> The Shared Services Plan has been implemented and a court catalog of shared services was developed. Individual service offerings were updated on JShare, the Judiciary's SAS webpage and catalog. The Court also used services from other courts by transferring funds or by trading services.</p>

1.3.3 Participate in national committees and programs to develop court technology and implement best practices.

NextGen Development

The Court's staff continued to provide technical support for the development of NextGen CM/ECF and the national NextGen version of Electronic Self-Representation (eSR). See the Court Provides Input for NextGen eSR Development article in this report.

Judges and Clerk's Office Staff Participate in National Committees and Programs

See the Committee Appointments section of this report.

Temporary Duty Assignments with the AO

See the Clerk's Office Continues to Offer Shared Administrative Services article in this report.

1.3.4 Continue to review policies and procedures to improve service delivery, and to develop reports to assist decision making.

Internal Reviews

Internal Controls Analyst Jose Ramirez reviewed the Court's Financial Services and Budget, Procurement, Human Resources, IT Security, and Office Services Departments. Mr. Ramirez also reviewed receipting and collections at the Court's five divisional offices. The reviews ensured the overall efficiency and reliability of the Court's control mechanisms and jump-started planning for the automation of frequently used business processes.

Internal Controls Manual

The Court updated its *Internal Controls Manual* in August 2019.

CMA Reports

Managers and supervisors analyzed multiple CMA reports to assess the staff's workload and productivity. Based on these CMA reports, managers and supervisors re-assigned the workload across the divisions and teams to meet court requirements. See Case Management Assist (CMA) 1.2.3.

1.3.5 Educate judges and court personnel on existing and emerging technologies.

NCBC Conference

From August 5 to August 8, the U.S. Bankruptcy Court for the Central District of California was represented by 40 delegates at the National Conference of Bankruptcy Clerks (NCBC) Conference hosted by the U.S. Bankruptcy Court, Northern District of Illinois. Attendees experienced an event-filled week that included many educational opportunities and networking events.

IT Conference West

In August, several IT staff members represented the Court at the IT Conference West held in Las Vegas. Presentations focused on IT security, courtroom technology, and national programs and offerings.

Desktop Applications

Classroom and T-15 training sessions were offered on desktop applications at all divisions.

Judges Training

Throughout 2019, the Information Technology and Training Manager trained judges on iPhone technologies. The Information Technology and Training Manager also provided judges with Windows 10, Surface Pro, and Microsoft Office training.

Legal Research

Court staff completed Bloomberg Law, Lexis Advance, and WestlawNext training offered by the Ninth Circuit Librarian.

Art of Possible

See the Innovative Automation Training: "The Art of Possible" article in this report.

1.4 Ensure informed judicial decision-making.

GOALS:	ACCOMPLISHMENTS:
<p>1.4.1 Provide accurate, timely, and complete procedures and rules to judges, court personnel, and other court participants.</p>	<p><u>Amended Chapter 13 Plan and Order Confirming Chapter 13 Plan Forms</u> The Court approved revisions to Local Bankruptcy Rules forms, <i>Chapter 13 Plan and Order Confirming Chapter 13 Plan</i>, that became effective on April 15.</p> <p><u>Local Bankruptcy Rules</u> See 1.1.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 1.1.1</p>

1.4.2 Make certain that court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.

Court Recorders

The Court's court recorders ensure that all hearings are properly recorded into digital files by listening to the actual recording of a court hearing and monitoring the digital recording application while the hearing is underway. At the end of each day, the court recorder copies their digital files from the Court's server to the national server in San Diego. The Court's recorders and supervisors compare files in both locations to ensure that the digital recordings on the national server are an exact copy of digital recordings on the local server. Transcript quality is ensured as parties requesting court transcripts can only do so from transcription agencies that meet the Court's quality standards and are listed on the Court's website. After a party has requested a transcript, court recorders review the applicable digital recording before making it available to the transcription agency.

FTR Gold Upgrade Preparations

In preparation for the upcoming FTR Gold upgrade, the Court coordinated with FTR Technical Support to set up and test the new FTR software and corresponding hardware.

1.4.3 Promptly implement changes in law and procedure.

Local Bankruptcy Rules

See 1.1.1

Petitions, Forms, and Instructions Updated

See 1.1.1

Chapter 13 Plan CM/ECF Docket Event

See 1.2.3

Amended Chapter 13 Plan and Order Confirming Chapter 13 Plan Forms

See 1.4.1

1.5 Continue to assess emerging trends and changing needs of individuals, families, and businesses within the district.

GOALS:

1.5.1 Identify issues, conditions, and trends likely to have a significant impact on the court.

ACCOMPLISHMENTS:

Clerk's Council Meetings

The Clerk's Council is comprised of members of senior management and was developed to collaborate and prioritize initiatives while allocating proper resources. The Clerk's Council met throughout 2019 to discuss and strategize the Court's high priority initiatives. All efforts are designed to effectively monitor and address initiatives identified in the *2014-2019 Strategic Plan*.

Development and Drafting of 2020-2024 Strategic Plan

See the Development and Drafting of 2020-2024 Strategic Plan article in this report.

Court Develops Long-Range Space Utilization Plan

See the Court Develops Long-Range Space Utilization Plan article in this report.

<p>1.5.2 Develop procedures to meet changing conditions.</p>	<p><u>eSR</u> The Court continued to use and promote the use of Electronic Self-Representation (eSR) software.</p> <p><u>IT Security</u> The Court continued to use its space reservation policy and application form. The policy and application applies to reservations requested from outside organizations and the public.</p> <p><u>Centers of Excellence</u> IT Security Policies and Plans were reviewed and updated to ensure they meet all current requirements and best security practices and procedures.</p>
<p>1.6 Seek the resources necessary to maintain effective and efficient operations, and manage and expend such resources judiciously.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.6.1 Timely assess future resource needs necessary to accomplish the court's mission.</p>	<p><u>AO Supplemental Funding</u> The Court began FY 2019 with a projected salary shortfall. Due to conservative spending, buyouts, and separations, combined with the Court's success in obtaining supplemental funding from the Administrative Office of the U.S. Courts (AO) for participation in national initiatives, projects and shared administrative services, the Court was able to end the year without the need to implement layoffs. The Court continues to review projected resources and filings to assess staffing needs and prepare for the future.</p>
<p>1.6.2 Produce comprehensive budget submissions to support resource requests necessary to achieve the court's mission, goals, and strategies.</p>	<p><u>Monthly Spending Plans</u> The Clerk of Court submits a monthly spending plan to the Executive Committee for its review and approval. The monthly spending plans ensure that the Court remains a good steward of public funds and support the Court's mission.</p>
<p>1.6.3 Identify and pursue grant funding opportunities.</p>	<p><u>Monitor Grant Opportunities</u> Throughout 2019, the Court continued to monitor grant opportunities.</p>
<p>1.6.4 Establish performance criteria and measurement systems that link budgetary resources to strategic goals.</p>	<p><u>Performance Management Program</u> In 2019, the Human Resources Department reviewed the competencies identified in the Court's Performance Management Program to determine budget and resources required to create new opportunities and develop training programs.</p>

ISSUE 2: ACCESS TO JUSTICE AND SERVICE TO THE PUBLIC

2.1 All persons will have effective access to justice, including the opportunity to resolve disputes without undue hardship, cost, inconvenience, or delay.

GOALS:	ACCOMPLISHMENTS:
2.1.1 Support and encourage the use of alternative dispute resolution methods.	<p><u>Bankruptcy Mediation Program</u> The Mediation Program entered into its 24th year in 2019 and remains the largest and most robust bankruptcy mediation program in the nation. The mediation panel consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators.</p>
2.1.2 Increase the use and availability of videoconferencing to enhance access to the court.	<p><u>Videoconferences Across Divisions</u> Throughout 2019, Judges Deborah J. Saltzman and Martin R. Barash heard Northern Division matters via videoconference. Judges Mark S. Wallace and Scott C. Clarkson also continued to hear cases via video from Riverside from their courtrooms in the Santa Ana Division.</p> <p><u>National Video Teleconference Service</u> The National Video Teleconferencing Service (NVTCS) was established to offer courts the ability to do point-to-point, multi-point, and audio conferences. The Court's Courtroom Technology staff continued to use the NVTCS's bridging service to conduct internal videoconferences in Los Angeles and Santa Ana Divisions. The Court plans to expand the usage of NVTCS as funding permits.</p>
2.1.3 Develop simplified procedures to encourage electronic filing by self-represented parties.	<p><u>eSR Promotion</u> The Court continues to promote the use of eSR software through various mediums including videos, flyers, and other informational materials distributed throughout the Central District.</p> <p><u>Auto-Activation Implemented for DeBN</u> Since the implementation of the auto-activation feature, the number of new DeBN accounts opened in the Central District has increased.</p> <p><u>Online Chat Program</u> The Clerk's Office has offered its online chat program continuously since 2014. Through this chat program, visitors to the Court's website can conduct a real-time, online conversation with a Call Center representative. Online chat is available in both English and Spanish.</p>
2.1.4 Establish and maintain a project in each of the district's five divisions designed to provide free legal assistance to self-represented parties.	<p><u>Self-Help Desks</u> Self-help desks are available in all five divisions. The Court actively works with pro bono organizations to provide staffing for the self-help desks.</p> <p><u>DAP</u> Debtor Assistance Project (DAP) is an association of pro bono organization representatives, bar associations, volunteer attorneys, judges, court staff and trustees, who meet bi-monthly to report on the status of their services and discuss issues related to serving self-represented parties in the Central District. DAP organizations provide free or low-cost legal services to qualified self-represented parties.</p>

<p>2.1.4 Establish and maintain a project in each of the district's five divisions designed to provide free legal assistance to self-represented parties. (cont.)</p>	<p><u>Self-Help Desk Honor Roll</u> In order to encourage volunteer participation by attorneys at each self-help desk location, the Court has continued its recognition program of posting an Honor Roll and hosting a reception for volunteers. The Court also published its annual Honor Roll to commemorate the beginning of the American Bar Association's National Pro Bono Celebration week.</p> <p><u>Lasarow Awards Honor Self-Help Desk Volunteers</u> Public Counsel hosted the 2019 William J. Lasarow Awards and reception to honor volunteers serving the self-represented litigants throughout the Central District at the Edward R. Roybal Federal Building and U.S. Courthouse.</p>
<p>2.1.5 Explore opportunities for partnerships with educational institutions to increase access to justice by underserved populations.</p>	<p><u>Consumer Bankruptcy Litigation Practicum</u> The Court continued its partnership with Loyola Law School through the Consumer Bankruptcy Litigation Practicum (CBLP). Judge Sandra R. Klein, chair of the Court's Community Outreach Committee, launched the CBLP to be offered to Loyola Law School students. CBLP is a year-long course that provides students with an understanding of the law governing consumer bankruptcies and an opportunity to develop practical legal skills through engaging in skills-based simulations and providing assistance to consumer debtors. This course is comprised of two four-unit semesters, offered in the fall and spring.</p>
<p>2.2 Provide the public with information that is easily understandable and readily available.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>2.2.1 Improve and expand services, assistance, and information for self-represented parties.</p>	<p><u>Website</u> The Court continues to improve and update its website with current information and resources for self-represented litigants and others.</p> <p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> See 1.1.4</p> <p><u>eSR</u> See 1.5.2</p> <p><u>Bankruptcy Mediation Program</u> See 2.1.1</p> <p><u>DeBN</u> See 2.1.3</p> <p><u>Online Chat Program</u> See 2.1.3</p> <p><u>Self-Help Desks</u> See 2.1.4</p>

<p>2.2.2 Continue to develop a variety of informational materials, such as brochures and checklists, for debtors and other court users.</p>	<p><u>Public Use Computers</u> Public use computers continued to be made available in each division for the public to use Electronic Self-Representation (eSR) software for preparing bankruptcy petitions electronically. Additional computers were also available in each division for the public to use as a resource to research bankruptcy information or to find credit and financial management courses.</p> <p><u>Printed Materials and Videos</u> Throughout 2019, the Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341 meeting of creditors, free or low-cost bankruptcy help materials in English and Spanish, abbreviated fee schedules, and “Before and After You File” course information flyers. All materials are available on the Court’s “Don’t Have an Attorney” webpage.</p> <p><u>eSR FAQs</u> In addition to a link to Electronic Self-Representation (eSR) software on the Court’s website, a dedicated webpage has eSR frequently asked questions, links to additional forms to be completed and filed with an eSR petition, and also an electronic bankruptcy petition checklist to assist debtors with gathering all the required documents before getting started on a petition. See eSR 1.5.2</p> <p><u>Central District Profile</u> The Central District serves an expansive region in Southern California, which includes a diverse population. The Central District Profile displays key demographic and economic data on the population that the Court serves. It also shows the District’s large volume of bankruptcy filings, as well as a few of the many ways the Court stays connected to the community.</p> <p><u>eSR Promotions</u> See 2.1.3</p>
<p>2.2.3 Maintain court forms and informational materials in plain, understandable language.</p>	<p><u>Plain English</u> The Court’s Rules Committee ensures that all LBR and LBR form revisions are in plain English. Other documents, such as the <i>Court Manual</i>, Court website, Public Notices, etc., are also published in plain English.</p>
<p>2.2.4 Expand the availability to the public of automated court information and data through internet technologies and the court’s website.</p>	<p><u>Twitter</u> The Court continues to utilize Twitter as a social medium for communication.</p> <p><u>Interactive Statistics Webpage</u> The Court continued to update its statistics dashboard with yearly and monthly filings and closings.</p> <p><u>Website</u> See 2.2.1</p>
<p>2.2.5 Regularly review and update court forms as needed.</p>	<p><u>Local Bankruptcy Rules</u> See 1.1.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 1.1.1</p>

2.3 Make certain that court rules, procedures, and processes are free of unnecessary barriers to access.

GOALS:	ACCOMPLISHMENTS:
2.3.1 Identify and revise court rules, procedures, and processes that are unreasonable barriers to access.	<p><u>eSR</u> See 1.5.2</p>
2.3.2 Develop mechanisms to improve proceedings involving non-English-speaking persons and others with communication or language challenges, including the expanded use of interpreter/translator services.	<p><u>Online Chat Program FAQs</u> FAQs were maintained and updated for the Online Chat program in English and Spanish. See Online Chat Program 2.1.3</p> <p><u>Spanish-speaking Customer Service Representative</u> In 2019, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the Call Center.</p> <p><u>Educational Videos in Spanish</u> The Court produced several videos in Spanish to promote understanding and improve service for Spanish speakers.</p> <p><u>Website Translation</u> The Court provides a Google Translate feature on its website to enable visitors to translate webpage content into several languages.</p> <p><u>Riverside Interpreter Pilot Funding Approved by AAF</u> See 1.1.4</p>
2.3.3 Provide periodic training to judges and court staff on issues of fairness and diversity to increase cultural awareness and sensitivity.	<p><u>Diversity Celebrations</u> See 1.1.2</p>

ISSUE 3: JUDICIARY WORKFORCE OF THE FUTURE

3.1 Employ a highly-skilled and well-trained workforce.

GOALS:	ACCOMPLISHMENTS:
3.1.1 Recruit personnel who possess the education, skills, and experience to provide effective services.	<p><u>Judge Tighe Appointed Chief Bankruptcy Judge</u> See the Judge Tighe Appointed Chief Bankruptcy Judge article in this report.</p> <p><u>Hired Key Positions in Operations and Administration</u> In 2019, the Court filled several key positions in both Operations and Administration, including an Operations Manager in Santa Ana, an Applications Developer in Los Angeles, a Statistician in Los Angeles, two Senior Court Analysts in Los Angeles, two Administrative Specialists in Los Angeles, an Office Services Supervisor in Los Angeles, a Courtroom Deputy in San Fernando Valley, a Network Specialist in Los Angeles, an Audio/Visual Manager in Los Angeles, two Audio/Visual Specialists in Los Angeles, Courtroom Deputy in Northern, Project Specialist in Los Angeles, Team Leader in San Fernando Valley, and Financial Specialist in Los Angeles.</p>
3.1.2 Attract and retain personnel of varying experiences and backgrounds to promote diversity.	<p><u>Success Happens Over Time (SHOT) Professional Development Program</u> In 2019, SHOT courses included: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations. For more information, see the Clerk's Office Introduces SHOT Professional Development Program article in this report.</p> <p><u>Together Toward Tomorrow</u> "Together Toward Tomorrow" courses included: Perception, Professionalism, and the Iconic Service of Others, Teamwork & Collaboration, Personal Brand, Goal Setting & Handling Change, Mentoring & Coaching (for supervisors/managers), and Leading Successful Meetings (for supervisors/managers). For more information, see the Together Toward Tomorrow article in this report.</p> <p><u>Summer Interns</u> See the Summer Interns article in this report.</p> <p><u>Diversity Celebrations</u> See 1.1.2</p>

3.1.3 Support the professional development of judges and court personnel to improve their service to the court and the public.

Central District Judicial Education Committee Annual Conference

In 2019, the Central District bankruptcy judges convened for their Annual Educational Conference. The educational program was designed by the Court's Judicial Education Committee and addressed a number of relevant topics, including updates on bankruptcy issues. The annual conference provided an excellent opportunity to acquire new information and to promote dialogue amongst the judges to best support the public.

Training Courses and Programs

The Clerk's Office offered over 95 training courses and programs in 2019, filling a total of 2,242 student seats across the Central District. Each division hosted classroom training on desktop applications. Some sessions were conducted remotely through WebEx and Skype for Business, providing uniform training at a reduced cost.

Law Clerk/Extern Training Sessions

In 2019, the Court held three full-day Law Clerk/Extern training sessions in the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. More than 150 participants attended, including participants from the U.S. District Court.

Director of HR and Court Services Serves as Faculty for the Federal Judicial Center's Management Development Program

Director of Human Resources and Court Services Beryl Dixon continued to serve on the national Committee on Management and Professional Development Education, a Federal Judicial Center (FJC) advisory committee.

Professional Development Opportunities

The Court created professional development opportunities in the Communications and Planning & Research Departments. These one-year development opportunities began in March 2019.

Seminars, Conferences, and Other Programs

The staff takes advantage of learning opportunities throughout the year. In 2019, staff members attended the IT Conference West; Ninth Circuit Employment Dispute Resolution (EDR) Coordinators Conference; NCBC Conference; 2019 Human Resources Forum; and Drupal GovCon. Also, the Court contributes articles to periodicals organized by the Ninth Circuit committees, such as in the Summer of 2019 issue of the Bankruptcy Judges Education Committee Newsletter, "Remodeled Space in California Central Assists Large Pro Se Population."

3.1.3 Support the professional development of judges and court personnel to improve their service to the court and the public. (cont.)	<p><u>Success Happens Over Time (SHOT) Professional Development Program</u> In 2019, SHOT courses included: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations. For more information, see the Clerk's Office Introduces SHOT Professional Development Program article in this report.</p> <p><u>Together Toward Tomorrow</u> "Together Toward Tomorrow" courses included: Perception, Professionalism, and the Iconic Service of Others, Teamwork & Collaboration, Personal Brand, Goal Setting & Handling Change, Mentoring & Coaching (for supervisors/managers), and Leading Successful Meetings (for supervisors/managers). For more information, see the Together Toward Tomorrow article in this report.</p> <p><u>Federal Court Leadership Development Program</u> See the Clerk's Office Staff Participate in Federal Court Leadership Development Program article in this report.</p> <p><u>MSU Judicial Administration Certificate Program</u> See the Court Staff Graduates from MSU Judicial Administration Certificate Program article in this report.</p> <p><u>Winter Education Seminar</u> See 1.1.2</p>
3.1.4 Examine workforce demographics, assess future human capital needs, and formulate a workforce succession plan.	<p><u>Judiciary Fair Employment Practices (FEPS) Annual Report</u> The Court compiled its Fair Employment Practices (FEPS) Annual Report, which was updated with workforce demographics and utilized to assess staffing and succession planning needs.</p>
3.1.5 Provide outreach and information to potential judicial applicants to encourage highly qualified individuals to apply for future judicial openings.	<p><u>Court Vacancies</u> The Court advertises vacancies on the Court's website, Twitter, and its bimonthly newsletter. Additionally, vacancies are published on the Ninth Circuit's website.</p> <p><u>Judges Reach Potential Applicants</u> Judges provide outreach and information to potential applicants through various speaking engagements on an ongoing basis.</p> <p><u>Roadways to the Federal Bench: Who Me? A Bankruptcy Judge?</u> See the Roadways to the Federal Bench: Who Me? A Bankruptcy Judge? article in this report.</p>
3.1.6 Encourage judges to use existing programs that enable the bankruptcy bar to provide feedback to judges utilizing standardized evaluation tools.	<p><u>Mid-Term Evaluations</u> Bankruptcy judges for the Central District of California voluntarily request mid-term evaluations offered by the Ninth Circuit.</p>

3.2 Maintain a positive work environment that fosters high achievement, satisfaction, and employee engagement among judges and court personnel.

GOALS:	ACCOMPLISHMENTS:
<p>3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention.</p>	<p><u>“Great Place to Work” Campaign</u> The “Great Place to Work” campaign continued throughout 2019. The purpose of the campaign is to build on past successes, communicate upcoming programs, and provide all employees with an opportunity to offer new ideas. A broad-based initiative, Great Place to Work includes the use of CACBtv (the Court’s private YouTube channel which addresses the strategic plan, pertinent court updates, and community outreach); the Talent Management Program; Centers of Excellence Open Forums; and various wellness initiatives.</p> <p><u>Talent Management Program</u> In 2019, the Court continued its Talent Management Program. The program hosted a series of informational sessions, where 100 staff attended to learn more about how they can develop within a current position, prepare for potential future opportunities as they arise, and support the Court’s ongoing effort to build the workforce of the future. Highlights of the Talent Management program include the development of three certificate programs in the areas of Business Essentials, Business Communication, and Leadership and Management, as well as the creation of Talent Management webpage, which contains resources and information regarding career management and planning.</p> <p><u>Centers of Excellence Open Forums</u> In 2019, the Court’s Centers of Excellence for Employee Engagement and Communication and Process Improvement jointly held open discussion forums at each division to ensure that all staff has an open arena to provide feedback, ideas, and suggestions to consistently improve the Court’s programs, processes, and procedures.</p> <p><u>Annual Awards Ceremony</u> The 2019 Annual Awards Ceremonies, held at all five divisions in September, honored Clerk’s Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p> <p><u>Employee Recognition Programs</u> The Court continues to promote the Employee Recognition programs as methods to enhance employee satisfaction through the acknowledgement of outstanding service and commitment to the workplace.</p> <p><u>Wellness Campaign Events</u> In 2019, the Human Resources Department offered monthly wellness communications, as well as programming throughout the year to share health-related information and encourage employees to live a healthy lifestyle.</p> <p><u>Success Happens Over Time (SHOT) Professional Development Program</u> In 2019, SHOT courses included: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations. For more information, see the Clerk’s Office Introduces SHOT Professional Development Program article in this report.</p>

<p>3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention. (cont.)</p>	<p><u>Together Toward Tomorrow</u> “Together Toward Tomorrow” courses included: Perception, Professionalism, and the Iconic Service of Others, Teamwork & Collaboration, Personal Brand, Goal Setting & Handling Change, Mentoring & Coaching (for supervisors/managers), and Leading Successful Meetings (for supervisors/managers). For more information, see the Together Toward Tomorrow article in this report.</p> <p><u>Employee Appreciation Week</u> See the Court Celebrates First-Ever Employee Appreciation Week article in this report.</p> <p><u>Training Courses and Programs</u> See 3.1.3</p> <p><u>Winter Education Seminar</u> See 3.1.3</p> <p><u>Law Clerk/Extern Training Sessions</u> See 3.1.3</p>
<p>3.2.2 Develop an organizational culture that increases the joint involvement of judges and court personnel in court planning and operations, and facilitates increased communications between judges and court personnel.</p>	<p><u>Appreciation Days</u> The judges hosted staff appreciation days throughout the Central District.</p> <p><u>Judges’ Meetings</u> The Clerk’s Office staff met regularly with the judges throughout the year to discuss operations and administration issues and concerns.</p> <p><u>Judicial Committee Participation</u> Chambers and Clerk’s Office staff continued to enhance communication through judicial committee participation.</p> <p><u>Employee Spotlight</u> In August 2019, the Court launched its Employee Spotlight initiative. Each month, a member of the Center of Excellence for Employee Engagement interviews an employee about their hobbies and interests. A transcript of the interview, including photos, is later posted on the Court’s internal website. The Employee Spotlight initiative was designed to increase engagement and inform employees of similarities and differences.</p> <p><u>Employee Appreciation Week</u> See the Court Celebrates First-Ever Employee Appreciation Week article in this report.</p>

3.3 Promote high standards of conduct and personal behavior among participants.

GOALS:	ACCOMPLISHMENTS:
<p>3.3.1 Enforce adherence to codes of professional conduct, ethical practice standards, and civility standards for judges, court personnel, and members of the bar.</p>	<p><u>Ethics Training</u> In an effort to support adherence to professional conduct, the Court continues to offer online ethics training annually to all Clerk's Office and chambers staff. New employees also take the "Avoiding Ethics Pitfalls" course as part of their orientation process at the Court. Also, the Court's Social Media Policy is periodically updated to keep current with addressing the ethical concerns involved when individuals working at the Court use social media.</p> <p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> In 2019, the Court continued to remind Clerk's Office staff of the methods available to report allegations of fraud, waste, and abuse by employees or contractors who have engagements with the Court.</p>
<p>3.3.2 Require appropriate and respectful conduct, dress, and behavior by judges, court personnel, and those appearing in court.</p>	<p><u>Communication of Mission and Vision</u> Throughout the year, the Court continued to communicate its mission and vision to staff, focusing on the importance of customer service and meeting the strategic goals of the Court.</p> <p><u>Dress Code Reminders</u> Throughout 2019, the Clerk's Office sent out dress code reminders via email on every casual dress occasion.</p> <p><u>Excellent Customer Service Encouraged</u> Throughout the year, the Court continued to encourage staff to provide excellent customer service to the public. The importance of good customer service was emphasized in presentations, exercises, and team meetings. Employees providing excellent customer service were recognized throughout the year.</p> <p><u>"Great Place to Work" Casual Dress Fridays</u> In an effort to promote uniformity and increase morale and in furtherance of the "Great Place to Work" campaign, the Court offered casual dress Fridays throughout 2019. During the designated months, staff was permitted to wear court-branded shirts, along with appropriate jeans, slacks, or skirts. This initiative was in alignment with fundraising efforts of the Holiday Committee, who sold court-branded shirts in each division to support the Court's annual Holiday Party.</p> <p><u>Together Toward Tomorrow</u> "Together Toward Tomorrow" courses included: Perception, Professionalism, and the Iconic Service of Others, Teamwork & Collaboration, Personal Brand, Goal Setting & Handling Change, Mentoring & Coaching (for supervisors/managers), and Leading Successful Meetings (for supervisors/managers). For more information, see the Together Toward Tomorrow article in this report.</p> <p><u>Ethics Training</u> See 3.3.1</p>

ISSUE 4: A SOLID INFRASTRUCTURE

4.1 Court facilities must be safe and accessible.

GOALS:	ACCOMPLISHMENTS:
4.1.1 Make certain that court facilities are accessible to all persons, particularly those with disabilities.	<p><u>Ongoing Monitoring</u> The Office Services Manager monitors physical access to court buildings and court improvements as needed.</p> <p><u>Access to eSR and Online Chat Program</u> The Electronic Self-Representation (eSR) software and Online Chat Program continues to provide additional convenience to parties in remote locations or disabled parties who have difficulty visiting the Court's onsite self-help desks.</p> <p><u>ADA Accommodations</u> On its ADA accommodations webpage, the Court maintained maps for entry to each court location to assist disabled parties.</p> <p><u>Accommodations for Deaf and Hearing Impaired</u> Judicial Conference policy requires federal courts to provide reasonable accommodations to the deaf or hearing impaired, or persons with other communication disabilities. Applicants with hearing impairments may request auxiliary aids and services such as qualified sign language interpreters, assisted listening devices or systems, or other effective assistance. Portable headsets are available for each courtroom.</p> <p><u>Mothers Room</u> A conference room in the Northern Division was converted to a Mothers Room, or Lactation Room, for the public and staff. The room features comfortable seating, electrical outlets, a refrigeration unit, a self-locking door, and washroom. The Los Angeles, Santa Ana, and Riverside Divisions also have Mothers Rooms available.</p>
4.1.2 Identify and address needed safety improvements.	<p><u>Ongoing Safety Improvements</u> The Office Services Manager conducts surveys and requests funds as needed for safety improvements.</p>

4.2 Create a master plan for the development of court facilities to meet the needs of the future.

GOALS:	ACCOMPLISHMENTS:
4.2.1 Review the utilization of existing space to optimize cost effectiveness.	<p><u>Negotiation of Leases</u> In an effort to reduce facility costs, the Court re-designed space to reduce square footage in both the Northern and Riverside Divisions in conjunction with the initiation of new lease agreements.</p> <p><u>Archiving Project</u> In 2019, the Court continued to archive case records to free up valuable space.</p>

<p>4.2.1 Review the utilization of existing space to optimize cost effectiveness. (cont.)</p>	<p><u>Records Shredded and Disposed</u> Significantly reducing the total volume of storage space required, the Los Angeles, San Fernando Valley, and Northern Divisions shredded boxes of petitions, subsequent documents, claims, financial records, paper documents, old transcripts that were already disposed of by Federal Records Center, and miscellaneous folders. Along with these paper records, the Court was able to dispose of shelving units, storage boxes, and file cabinets.</p> <p><u>Records Digitizing Project</u> In an effort to maximize the utilization of existing space and reduce the Court's footprint in the Los Angeles Federal Building and the Edward R. Roybal Federal Building and U.S. Courthouse, the Records team scanned boxes of documents for both Operations and Administration.</p> <p><u>Facilities and Security</u> See the Facilities and Security section of this report.</p>
<p>4.2.2 Analyze the need for additional chambers and courtrooms for future judgeships.</p>	<p><u>District-wide Space Plan</u> In alignment with the goals of its high priority initiatives and Strategic Plan, the Court drafted a Long-Range Space Utilization Plan (LRSUP) to document current district-wide space and facility utilization, as well as future space needs based on caseload, judgeship, and personnel projections. The LRSUP also served as a key resource to prepare for and participate in the discussions held with the Administrative Office as part of the Central District Asset Management Planning (AMP) site visit.</p> <p><u>Long-Range Space Utilization Plan</u> See the Court Develops Long-Range Space Utilization Plan article in this report.</p>
<p>4.2.3 Evaluate the need for space for expanded video hearings.</p>	<p><u>Videoconferences Across Divisions</u> See 2.1.2.</p>
<p>4.3 Establish a technology infrastructure by assessing the court's evolving information and courtroom technology needs, and maintaining a strategic plan to address those needs.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>4.3.1 Remodel or construct at least one courtroom as a high technology courtroom.</p>	<p><u>Courtroom of the Future</u> In conjunction with the Roybal Realignment project, the Administrative Office of the U.S. Courts (AO) is partnering with the Court to fund extensive technology enhancements in the Edward R. Roybal Federal Building and U.S. Courthouse courtrooms. Spectrum Engineering and AO staff visited the Court to determine requirements and prepare recommendations as part of the design phase of the project to improve the audio, replace wiring and establish new standards for evidence display and videoconferencing capabilities in ten courtrooms. The design phase includes the creation of construction drawings and documentation for millwork, infrastructure and construction modification details as well as the identification of viable scenarios for the concurrent upgrading of multiple courtrooms.</p>

<p>4.3.1 Remodel or construct at least one courtroom as a high technology courtroom. (cont.)</p>	<p><u>New Video Hearing Systems in Riverside and Northern Divisions</u> See the New Video Hearing Systems in Riverside and Northern Divisions article in this report.</p> <p><u>National Video Teleconferencing Service Training</u> See the National Video Teleconferencing Service Training article in this report.</p> <p><u>Audio Visual Department Established</u> See the Audio Visual Department Established article in this report.</p> <p><u>Courtroom Redesign</u> See the Courtroom Redesign article in this report.</p>
<p>4.3.2 Maintain up-to-date internal and external websites.</p>	<p><u>Court Websites</u> The Court's internal and external websites continue to be refreshed as rules, procedures, and program changes occur. In 2019, the Court's internal website was redesigned to be more user-friendly and include additional features.</p>
<p>4.3.3 Ensure the court has adequate skilled technology staff to support court operations.</p>	<p><u>IT Security Officers Attend Online Training and Live Webinars</u> The IT security officers attended webinars on a vulnerability scanning tool the Administrative Office of the U.S. Courts (AO) uses to scan outward-facing court sites. In conjunction with the AO Security Operations Center, the IT Department also implemented the use of Host Intrusion Prevention System (HIPS) software on all outward-facing servers to provide increased protection of these servers.</p> <p><u>ITC West Conference</u> See 1.3.5</p>
<p>4.3.4 Investigate and implement technologies and strategies to reduce costs, eliminate waste, maximize efficiency, minimize environmental impact, and protect the privacy of litigants and employees.</p>	<p><u>IT Security Training</u> In accordance with the Guide to Judiciary Policy, Vol. 15, §340, court employees completed the annual IT Security Awareness Training. The IT Security Awareness Training was provided as an Electronic Learning Module (ELM), which was created in cooperation with the Administrative Office of the U.S. Courts. All new employees, including non-paid employees, and all who requested new remote access (VPN) accounts completed the appropriate training.</p> <p><u>IT Awareness Tips</u> The IT security officers emailed awareness tips throughout the year to all employees.</p> <p><u>GovDelivery</u> The Court uses GovDelivery to communicate to all CM/ECF users and others.</p> <p><u>IP Telephony</u> The Central District continued to use the National Internet Protocol Telephony (NIPT) and National Fax (NFAX) systems, which resulted in substantial savings in annual recurring maintenance costs.</p>

<p>4.3.4 Investigate and implement technologies and strategies to reduce costs, eliminate waste, maximize efficiency, minimize environmental impact, and protect the privacy of litigants and employees. (cont.)</p>	<p><u>Remote Software Updates</u> The Clerk's Office increasingly "pushed out" software updates to all of the Court's PCs remotely, saving time and labor.</p> <p><u>Technology and Innovation</u> See the Technology and Innovation section of this report.</p> <p><u>Case Management Assist (CMA)</u> See 1.2.3</p>
<p>4.3.5 Continually evaluate and update the court's information technology strategic plan.</p>	<p><u>IT Strategic Plan Update Approved</u> The IT Committee reviews and approves technology improvements and monitors the initiatives to ensure IT Strategic Plan alignment.</p>
<p>4.3.6 Allow proof of claims to be filed electronically.</p>	<p><u>ePOC</u> The Court continued to use electronic Proof of Claim (ePOC), the online system for creating, filing, and amending proofs of claim.</p>
<p>4.4 Protect people, processes, technology, and facilities to ensure employee and public safety as well as continuity of operations in the event of an emergency or disaster.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>4.4.1 Review and periodically re-evaluate the court's security and emergency procedures.</p>	<p><u>Court Security Practices</u> Throughout 2019, the Court continued to meet regularly with the U.S. Marshals Service and Federal Protective Service representatives to discuss court security practices and procedures.</p> <p><u>Facility and Security Committees</u> Throughout the year, judges and court staff participated in the Facility and Security Committee in each divisional location.</p>
<p>4.4.2 Conduct systematic training on security and emergency procedures.</p>	<p><u>Floor Warden/Emergency Preparedness Training</u> In 2019, the Emergency Preparedness team conducted Floor Warden/Emergency Preparedness training in every division. Additionally, floor wardens from throughout the Central District participated in the Weapons of Mass Destruction (WMD) training, conducted by the WMD coordinator for the FBI.</p> <p><u>COOP Emergency Relocation Group Selected</u> Throughout 2019, the COOP Emergency Relocation Group (ERG) continued to meet. The ERG is tasked with reestablishing the Court's essential business functions in the event of an emergency or natural disaster at the workplace. Upon activation notification, members of the ERG will be deployed to a designated alternate facility to initiate the essential functions of the Court within a 12-hour period and may be asked to continue to perform the functions for a period of up to thirty (30) days. Members of the ERG participate in additional periodic continuity exercises and receive further training to validate the COOP.</p> <p><u>Court Tests the Emergency Notification System</u> Throughout 2019, the Crisis Communication Team conducted monthly tests of the Court's Emergency Notification System to familiarize staff with emergency notifications and the steps that should be taken to confirm receipt of notifications.</p>

<p>4.4.2 Conduct systematic training on security and emergency procedures. (cont.)</p>	<p><u>Risk Management Process Training</u> As required for participation on the Interagency Facilities Security Committee, Executive Officer/Clerk of Court Kathleen J. Campbell and key members of the Court's Emergency Preparedness team completed the annual Risk Management Process Training.</p> <p><u>Annual Continuity of Operations (COOP) Training</u> In 2019, all members of the Clerk's Office staff attended mandatory Continuity of Operations (COOP) training, which reviewed the basic elements of the Court's COOP and familiarized staff with the sequence of events that follow a COOP activation.</p> <p><u>Community Emergency Response Team (CERT) Training</u> In collaboration with the Los Angeles Fire Department, the Court offered Community Emergency Response Team (CERT) training to all staff. CERT training teaches basic disaster response skills, including fire safety, light search and rescue, team organization, and disaster medical operations.</p> <p><u>Facilities, Security, and Emergency Preparedness</u> See the Emergency Preparedness section of this report.</p>
<p>4.4.3 Review and update the court's Continuity of Operations Plan ("COOP").</p>	<p><u>COOP Plan</u> COOP personnel continued their efforts to revise the Court's COOP plan, including the Pandemic component. COOP personnel conducted meetings with staff; consulted local representatives from city, county, state, and other federal agencies; and analyzed COOP plans from other bankruptcy courts that have faced severe and long-term COOP plan activations such as New York and Louisiana.</p> <p><u>COOP Training</u> Throughout 2019, the Court's COOP Coordinator conducted various COOP training, testing, and exercises including May Day Emergency Notification Exercise, Onsite Support Official Training, COOP Refresher, and a Great California Shakeout Exercise.</p> <p><u>COOP Webpage</u> The Court continued to maintain its COOP webpage.</p>
<p>4.4.4 Confirm that the court's COOP is communicated to, and coordinated with, other court units and appropriate public safety agencies.</p>	<p><u>Collaboration with District Court</u> The Court's COOP Coordinator collaborated with the U.S. District Court's Emergency Preparedness and Security Officer.</p> <p><u>Federal Executive Board</u> The Court's Continuity of Operations Coordinator continued to collaborate with the Federal Executive Board (FEB), serving on their Greater Los Angeles Area Federal Executive Board (GLAFEB) Continuity Working Group (CWG) steering Committee</p> <p><u>COOP Webpage</u> See 4.4.3</p>

ISSUE 5: PUBLIC UNDERSTANDING, TRUST, AND CONFIDENCE

5.1 The court must increase its community outreach.

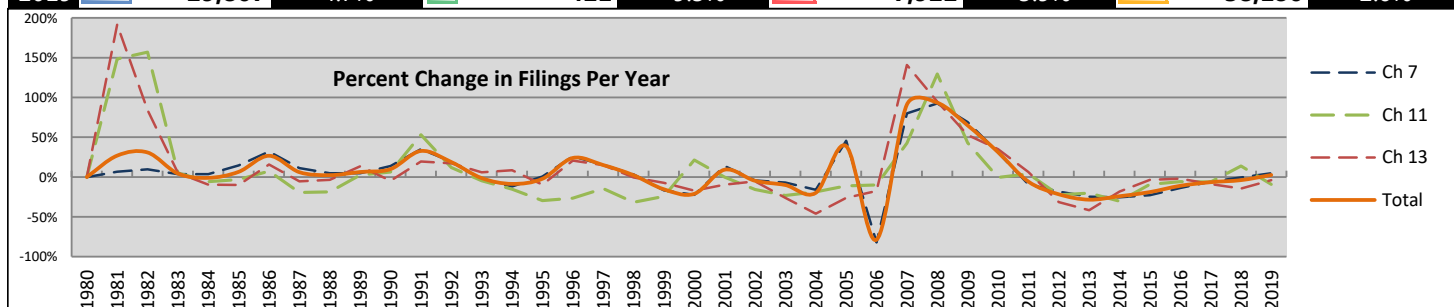
GOALS:	ACCOMPLISHMENTS:
5.1.1 Establish an Office of Public Communications and designate an Officer of Public Communications.	<p><u>Office of Public Communications and Officer of Public Communications</u> The Court developed a media strategy to publicize the Court's service offerings in furtherance of its goal to establish an Office of Public Communications.</p>
5.1.2 Through the court's Community Outreach Committee, identify opportunities and craft seminars, outreach programs, and publications to educate the public on the role of the courts and the importance of the rule of law.	<p><u>Community Outreach Committee</u> Active Community Outreach Committee led by Judge Sandra R. Klein, chair of the Court's Community Outreach Committee.</p> <p><u>Girl Scouts Visit the Court</u> Throughout the year, Girl Scouts and Boy Scouts visited various divisions.</p> <p><u>CARE Program</u> In conjunction with Law Day, the Court's Credit Abuse Resistance Education (CARE) Program provided financial literacy to assist students with managing finances, using credit wisely, saving money, and avoiding financial problems. Additionally, the CARE program materials were updated, posted, and made available to judges for future presentations.</p> <p><u>Court Events and Community Outreach</u> See the Court Events and Community Outreach section of this report.</p>
5.1.3 Collaborate with educational institutions, legal service providers, bar associations, and organizations that promote excellence in the judicial system to develop outreach programs and to promote community awareness of the court and its mission.	<p><u>Ninth Circuit Courts & Community Committee</u> Judge Klein continued to serve on the Ninth Circuit Courts & Community Committee, which focuses on circuit-wide initiatives.</p> <p><u>Public Counsel</u> The Court continued to partner with Public Counsel to co-sponsor events aimed at educating practitioners on the Court's policies and procedures.</p> <p><u>Judges Speaking Engagements and Programs</u> See Speaking Engagements and Programs section of this report.</p> <p><u>Court Hosts Law Day Celebration</u> See 1.1.2</p> <p><u>Bar Advisory Board</u> See 1.1.5</p> <p><u>Consumer Bankruptcy Litigation Practicum</u> See 2.1.5</p> <p><u>Civics Contest</u> See the 2019 Central District of California Civics Contest and Awards Ceremony article in this report.</p>

5.1.4 Increase the use of technology and online resources to communicate more effectively with the public.	<u>Online Chat Program</u> See 2.1.3
5.1.5 Design and implement an activity in conjunction with Law Day.	<u>Court Hosts Law Day Celebration</u> See 1.1.2 <u>Civics Contest</u> See the 2019 Central District of California Civics Contest and Awards Ceremony article in this report.
5.1.6 Create educational programs to increase financial literacy and understanding among all age groups.	<u>CARE Program</u> See 5.1.2
5.1.7 Provide training for other federal and state court judges to increase their understanding of bankruptcy-related issues that may arise in their cases.	<u>Speaking Engagements and Programs</u> See the Speaking Engagements and Programs section of this report.
5.2 Provide opportunities for the community to have ongoing input into the court's planning process.	
GOALS:	ACCOMPLISHMENTS:
5.2.1 Provide means for input and discussion with the court's stakeholders regarding the court's strategic planning process and progress towards its goals.	<u>Bar Advisory Board</u> See 1.1.5
5.2.2 Identify frequently asked questions ("FAQs") and post FAQs and answers on the court's website.	<u>FAQs</u> FAQs are updated as rules and policies change. <u>Online Chat Program FAQs</u> See 2.3.2
5.2.3 Provide means for the public to comment on the court's rules, procedures, processes, and operations, and consider the comments received.	<u>Public Notice</u> Prior to adopting revisions proposed in 2019 to its Local Bankruptcy Rules (LBRs), the Court posted a Public Notice to announce a 30-day public comment period on the proposed revisions <u>Bankruptcy Judges Reappointment</u> In 2019, the Court publicized procedures to comment on the reappointment of bankruptcy judges. <u>Bar Advisory Board</u> See 1.1.5

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019*

CENTRAL DISTRICT OF CALIFORNIA

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	17,935	N/A	317	N/A	1,963	N/A	20,215	N/A
1981	19,145	6.7%	787	148.3%	5,723	191.5%	25,655	26.9%
1982	21,027	9.8%	2,022	156.9%	10,528	84.0%	33,577	30.9%
1983	21,831	3.8%	2,128	5.2%	11,074	5.2%	35,033	4.3%
1984	22,669	3.8%	2,003	-5.9%	10,001	-9.7%	34,673	-1.0%
1985	25,983	14.6%	1,937	-3.3%	9,018	-9.8%	36,938	6.5%
1986	34,286	32.0%	2,079	7.3%	10,452	15.9%	46,817	26.7%
1987	38,097	11.1%	1,675	-19.4%	9,903	-5.3%	49,675	6.1%
1988	39,962	4.9%	1,360	-18.8%	9,548	-3.6%	50,870	2.4%
1989	41,869	4.8%	1,394	2.5%	10,838	13.5%	54,101	6.4%
1990	47,663	13.8%	1,482	6.3%	10,345	-4.5%	59,490	10.0%
1991	64,338	35.0%	2,272	53.3%	12,355	19.4%	78,965	32.7%
1992	76,842	19.4%	2,542	11.9%	14,483	17.2%	93,867	18.9%
1993	74,864	-2.6%	2,423	-4.7%	15,353	6.0%	92,640	-1.3%
1994	65,933	-11.9%	2,057	-15.1%	16,696	8.7%	84,686	-8.6%
1995	66,276	0.5%	1,449	-29.6%	15,104	-9.5%	82,829	-2.2%
1996	83,366	25.8%	1,065	-26.5%	18,253	20.8%	102,684	24.0%
1997	96,277	15.5%	911	-14.5%	20,999	15.0%	118,187	15.1%
1998	99,461	3.3%	622	-31.7%	20,904	-0.5%	120,987	2.4%
1999	82,623	-16.9%	472	-24.1%	19,340	-7.5%	102,435	-15.3%
2000	64,183	-22.3%	573	21.4%	16,028	-17.1%	80,784	-21.1%
2001	73,179	14.0%	573	0.0%	14,482	-9.6%	88,234	9.2%
2002	69,940	-4.4%	484	-15.5%	13,686	-5.5%	84,110	-4.7%
2003	65,227	-6.7%	371	-23.3%	10,088	-26.3%	75,686	-10.0%
2004	54,892	-15.8%	302	-18.6%	5,445	-46.0%	60,639	-19.9%
2005	79,948	45.6%	268	-11.3%	4,028	-26.0%	84,244	38.9%
2006	14,278	-82.1%	241	-10.1%	3,326	-17.4%	17,845	-78.8%
2007	25,688	79.9%	344	42.7%	8,014	141.0%	34,046	90.8%
2008	49,451	92.5%	789	129.4%	15,611	94.8%	65,851	93.4%
2009	83,674	69.2%	1,129	43.1%	23,848	52.8%	108,651	65.0%
2010	109,488	30.9%	1,125	-0.4%	32,176	34.9%	142,789	31.4%
2011	99,370	-9.2%	1,171	4.1%	34,161	6.2%	134,702	-5.7%
2012	81,200	-18.3%	908	-22.5%	23,472	-31.3%	105,580	-21.6%
2013	61,135	-24.7%	725	-20.2%	13,725	-41.5%	75,585	-28.4%
2014	45,655	-25.3%	505	-30.3%	11,200	-18.4%	57,360	-24.1%
2015	35,255	-22.8%	459	-9.1%	10,800	-3.6%	46,514	-18.9%
2016	30,384	-13.8%	433	-5.7%	10,569	-2.1%	41,386	-11.0%
2017	28,641	-5.7%	407	-6.0%	9,652	-8.7%	38,700	-6.5%
2018	28,481	-0.6%	464	14.0%	8,247	-14.6%	37,192	-3.9%
2019	29,807	4.7%	421	-9.3%	7,922	-3.9%	38,150	2.6%

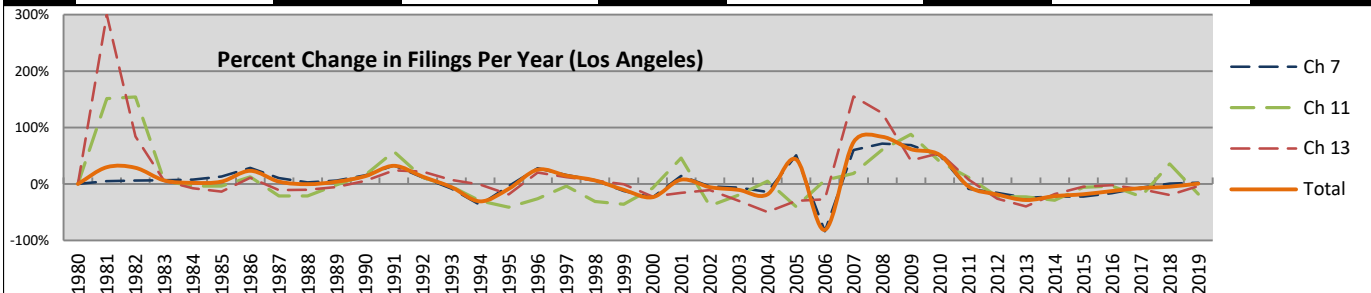


*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019*

LOS ANGELES DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	12,430	N/A	202	N/A	1,041	N/A	13,673	N/A
1981	13,055	5.0%	508	151.5%	4,162	299.8%	17,725	29.6%
1982	13,868	6.2%	1,291	154.1%	7,655	83.9%	22,814	28.7%
1983	14,825	6.9%	1,361	5.4%	8,074	5.5%	24,260	6.3%
1984	15,950	7.6%	1,309	-3.8%	7,484	-7.3%	24,743	2.0%
1985	18,051	13.2%	1,263	-3.5%	6,473	-13.5%	25,787	4.2%
1986	23,206	28.6%	1,423	12.7%	7,169	10.8%	31,798	23.3%
1987	25,599	10.3%	1,125	-20.9%	6,392	-10.8%	33,116	4.1%
1988	26,365	3.0%	886	-21.2%	5,746	-10.1%	32,997	-0.4%
1989	28,017	6.3%	870	-1.8%	5,423	-5.6%	34,310	4.0%
1990	32,306	15.3%	1,008	15.9%	5,718	5.4%	39,032	13.8%
1991	42,894	32.8%	1,586	57.3%	7,107	24.3%	51,587	32.2%
1992	47,853	11.6%	1,768	11.5%	8,678	22.1%	58,299	13.0%
1993	44,065	-7.9%	1,694	-4.2%	9,286	7.0%	55,045	-5.6%
1994	27,701	-37.1%	1,190	-29.8%	9,189	-1.0%	38,080	-30.8%
1995	26,661	-3.8%	700	-41.2%	7,485	-18.5%	34,846	-8.5%
1996	34,165	28.1%	518	-26.0%	8,989	20.1%	43,672	25.3%
1997	39,533	15.7%	498	-3.9%	10,086	12.2%	50,117	14.8%
1998	42,181	6.7%	343	-31.1%	10,721	6.3%	53,245	6.2%
1999	36,837	-12.7%	220	-35.9%	10,668	-0.5%	47,725	-10.4%
2000	28,008	-24.0%	203	-7.7%	8,306	-22.1%	36,517	-23.5%
2001	32,010	14.3%	296	45.8%	7,009	-15.6%	39,315	7.7%
2002	30,626	-4.3%	181	-38.9%	6,252	-10.8%	37,059	-5.7%
2003	28,661	-6.4%	146	-19.3%	4,380	-29.9%	33,187	-10.4%
2004	24,664	-13.9%	153	4.8%	2,204	-49.7%	27,021	-18.6%
2005	37,166	50.7%	91	-40.5%	1,542	-30.0%	38,799	43.6%
2006	6,043	-83.7%	97	6.6%	1,119	-27.4%	7,259	-81.3%
2007	9,664	59.9%	115	18.6%	2,857	155.3%	12,636	74.1%
2008	16,574	71.5%	185	60.9%	6,438	125.3%	23,197	83.6%
2009	28,028	69.1%	348	88.1%	9,100	41.3%	37,476	61.6%
2010	42,186	50.5%	485	39.4%	14,064	54.5%	56,735	51.4%
2011	38,586	-8.5%	541	11.5%	15,166	7.8%	54,293	-4.3%
2012	32,571	-15.6%	421	-22.2%	11,181	-26.3%	44,173	-18.6%
2013	24,573	-24.6%	325	-22.8%	6,717	-39.9%	31,615	-28.4%
2014	19,042	-22.5%	232	-28.6%	5,528	-17.7%	24,802	-21.5%
2015	14,826	-22.1%	218	-6.0%	5,252	-5.0%	20,296	-18.2%
2016	12,414	-16.3%	210	-3.7%	5,136	-2.2%	17,760	-12.5%
2017	11,629	-6.3%	163	-22.4%	4,675	-9.0%	16,467	-7.3%
2018	11,682	0.5%	221	35.6%	3,767	-19.4%	15,670	-4.8%
2019	11,967	2.4%	181	-18.1%	3,628	-3.7%	15,776	0.7%

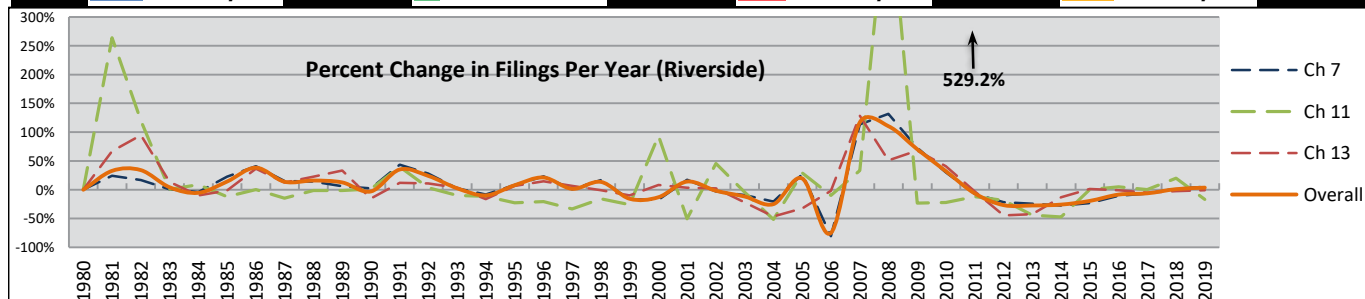


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019*

RIVERSIDE DIVISION

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	2,324	N/A	25	N/A	417	N/A	2,766	N/A
1981	2,886	24.2%	91	264.0%	696	66.9%	3,673	32.8%
1982	3,370	16.8%	200	119.8%	1,354	94.5%	4,924	34.1%
1983	3,394	0.7%	202	1.0%	1,540	13.7%	5,136	4.3%
1984	3,255	-4.1%	220	8.9%	1,384	-10.1%	4,859	-5.4%
1985	3,994	22.7%	194	-11.8%	1,363	-1.5%	5,551	14.2%
1986	5,622	40.8%	194	0.0%	1,861	36.5%	7,677	38.3%
1987	6,483	15.3%	166	-14.4%	2,091	12.4%	8,740	13.8%
1988	7,403	14.2%	164	-1.2%	2,570	22.9%	10,137	16.0%
1989	7,838	5.9%	162	-1.2%	3,428	33.4%	11,428	12.7%
1990	8,017	2.3%	164	1.2%	2,908	-15.2%	11,089	-3.0%
1991	11,494	43.4%	229	39.6%	3,255	11.9%	14,978	35.1%
1992	14,715	28.0%	237	3.5%	3,613	11.0%	18,565	23.9%
1993	15,080	2.5%	213	-10.1%	3,737	3.4%	19,030	2.5%
1994	13,846	-8.2%	189	-11.3%	3,128	-16.3%	17,163	-9.8%
1995	15,015	8.4%	146	-22.8%	3,343	6.9%	18,504	7.8%
1996	18,484	23.1%	116	-20.5%	3,841	14.9%	22,441	21.3%
1997*	18,616	0.7%	77	-33.6%	4,093	6.6%	22,786	1.5%
1998	21,761	16.9%	65	-15.6%	4,062	-0.8%	25,888	13.6%
1999	18,110	-16.8%	48	-26.2%	3,658	-9.9%	21,816	-15.7%
2000	14,933	-17.5%	93	93.8%	3,951	8.0%	18,977	-13.0%
2001	17,540	17.5%	46	-50.5%	4,080	3.3%	21,666	14.2%
2002	17,026	-2.9%	67	45.7%	4,185	2.6%	21,278	-1.8%
2003	15,445	-9.3%	64	-4.5%	3,266	-22.0%	18,775	-11.8%
2004	12,306	-20.3%	31	-51.6%	1,751	-46.4%	14,088	-25.0%
2005	15,623	27.0%	40	29.0%	1,185	-32.3%	16,848	19.6%
2006	3,020	-80.7%	36	-10.0%	1,164	-1.8%	4,220	-75.0%
2007	6,440	113.2%	48	33.3%	2,660	128.5%	9,148	116.8%
2008	14,928	131.8%	302	529.2%	4,009	50.7%	19,239	110.3%
2009	25,800	72.8%	232	-23.2%	6,733	67.9%	32,765	70.3%
2010	33,618	30.3%	180	-22.4%	9,478	40.8%	43,276	32.1%
2011	31,147	-7.4%	158	-12.2%	9,199	-2.9%	40,504	-6.4%
2012	24,451	-21.5%	129	-18.4%	5,103	-44.5%	29,683	-26.7%
2013	18,557	-24.1%	72	-44.2%	2,946	-42.3%	21,575	-27.3%
2014	13,416	-27.7%	38	-47.2%	2,553	-13.3%	16,007	-25.8%
2015	10,281	-23.4%	38	0.0%	2,580	1.1%	12,899	-19.4%
2016	9,215	-10.4%	40	5.3%	2,556	-0.9%	11,811	-8.4%
2017	8,606	-6.6%	40	0.0%	2,431	-4.9%	11,077	-6.2%
2018	8,770	1.9%	48	20.0%	2,373	-2.4%	11,191	1.0%
2019	9,204	4.9%	40	-16.7%	2,358	-0.6%	11,602	3.7%

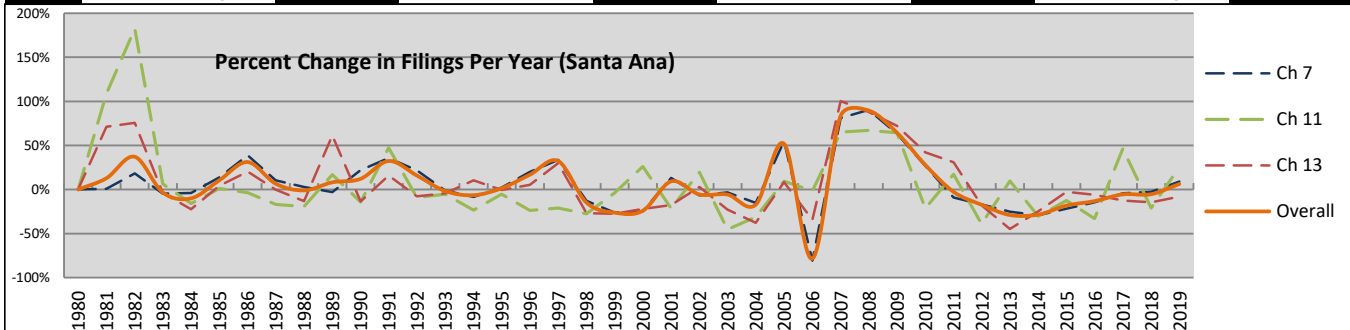


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019*

SANTA ANA DIVISION

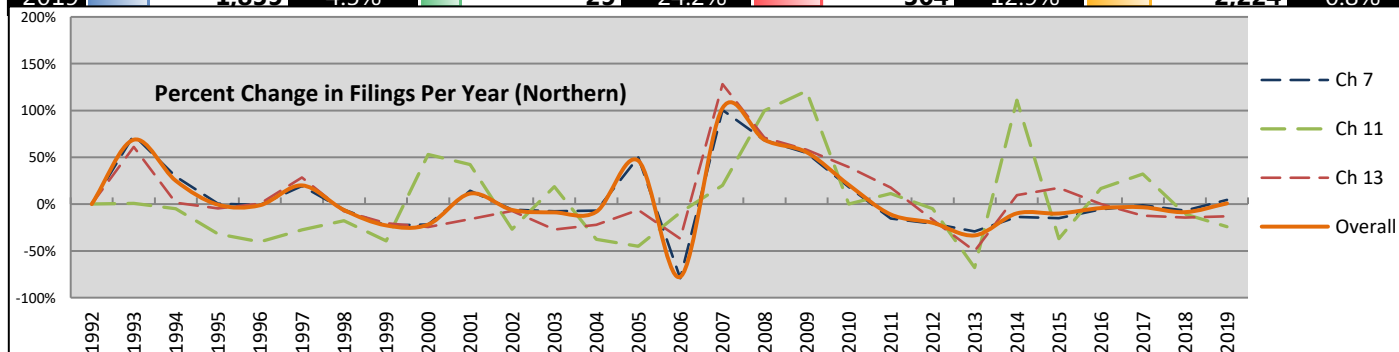
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,204	0.7%	188	108.9%	865	71.3%	4,257	12.7%
1982	3,789	18.3%	531	182.4%	1,519	75.6%	5,839	37.2%
1983	3,612	-4.7%	565	6.4%	1,460	-3.9%	5,637	-3.5%
1984	3,464	-4.1%	474	-16.1%	1,133	-22.4%	5,071	-10.0%
1985	3,938	13.7%	480	1.3%	1,182	4.3%	5,600	10.4%
1986	5,458	38.6%	462	-3.8%	1,422	20.3%	7,342	31.1%
1987	6,015	10.2%	384	-16.9%	1,420	-0.1%	7,819	6.5%
1988	6,194	3.0%	310	-19.3%	1,232	-13.2%	7,736	-1.1%
1989	6,014	-2.9%	362	16.8%	1,987	61.3%	8,363	8.1%
1990	7,340	22.0%	310	-14.4%	1,719	-13.5%	9,369	12.0%
1991	9,950	35.6%	457	47.4%	1,993	15.9%	12,400	32.4%
1992	12,095	21.6%	416	-9.0%	1,841	-7.6%	14,352	15.7%
1993	11,933	-1.3%	394	-5.3%	1,764	-4.2%	14,091	-1.8%
1994	10,929	-8.4%	301	-23.6%	1,945	10.3%	13,175	-6.5%
1995	11,149	2.0%	285	-5.3%	1,933	-0.6%	13,367	1.5%
1996	13,361	19.8%	217	-23.9%	2,036	5.3%	15,614	16.8%
1997*	17,839	33.5%	171	-21.2%	2,647	30.0%	20,657	32.3%
1998	15,548	-12.8%	124	-27.5%	1,936	-26.9%	17,608	-14.8%
1999	11,449	-26.4%	119	-4.0%	1,405	-27.4%	12,973	-26.3%
2000	8,599	-24.9%	150	26.1%	1,094	-22.1%	9,843	-24.1%
2001	9,736	13.2%	118	-21.3%	899	-17.8%	10,753	9.2%
2002	9,092	-6.6%	141	19.5%	924	2.8%	10,157	-5.5%
2003	8,780	-3.4%	77	-45.4%	714	-22.7%	9,571	-5.8%
2004	7,434	-15.3%	53	-31.2%	443	-38.0%	7,930	-17.1%
2005	11,505	54.8%	58	9.4%	480	8.4%	12,043	51.9%
2006	2,212	-80.8%	57	-1.7%	314	-34.6%	2,583	-78.6%
2007	4,007	81.1%	94	64.9%	629	100.3%	4,730	83.1%
2008	7,626	90.3%	157	67.0%	1,183	88.1%	8,966	89.6%
2009	12,444	63.2%	258	64.3%	2,037	72.2%	14,739	64.4%
2010	15,764	26.7%	203	-21.3%	2,894	42.1%	18,861	28.0%
2011	14,351	-9.0%	238	17.2%	3,783	30.7%	18,372	-2.6%
2012	11,920	-16.9%	145	-39.1%	3,108	-17.8%	15,173	-17.4%
2013	8,902	-25.3%	159	9.7%	1,714	-44.9%	10,775	-29.0%
2014	6,303	-29.2%	111	-30.2%	1,288	-24.9%	7,702	-28.5%
2015	4,939	-21.6%	97	-12.6%	1,255	-2.6%	6,291	-18.3%
2016	4,216	-14.6%	65	-33.0%	1,180	-6.0%	5,461	-13.2%
2017	4,033	-4.3%	95	46.2%	1,031	-12.6%	5,159	-5.5%
2018	3,924	-2.7%	75	-21.1%	882	-14.5%	4,881	-5.4%
2019	4,277	9.0%	94	25.3%	812	-7.9%	5,183	6.2%



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019***NORTHERN DIVISION****(Filings prior to 1992 were included in Los Angeles Division)**

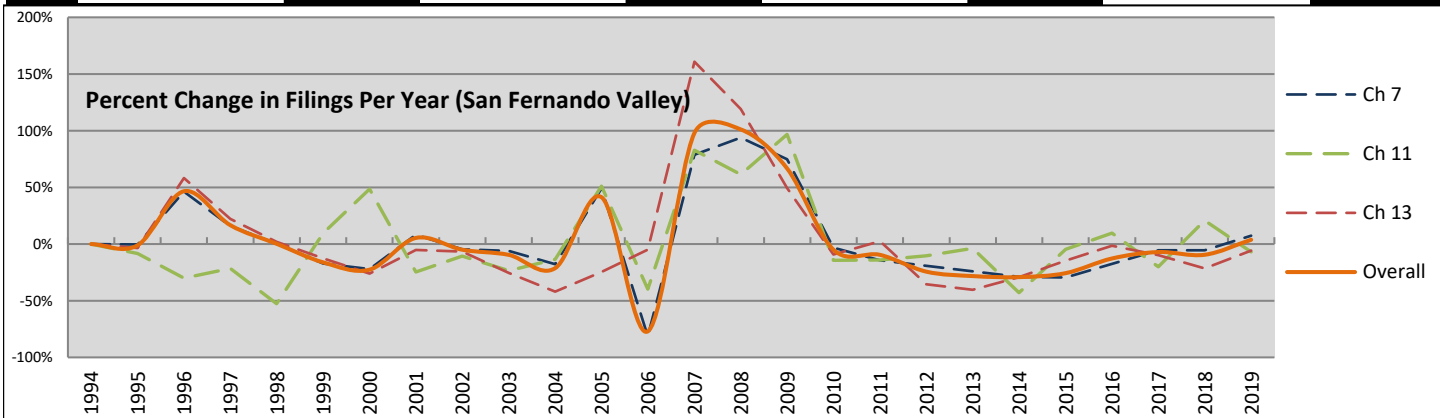
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,786	73.7%	122	0.8%	566	61.3%	4,474	68.8%
1994	4,897	29.3%	116	-4.9%	575	1.6%	5,588	24.9%
1995	4,927	0.6%	79	-31.9%	549	-4.5%	5,555	-0.6%
1996	4,886	-0.8%	47	-40.5%	551	0.4%	5,484	-1.3%
1997	5,838	19.5%	34	-27.7%	707	28.3%	6,579	20.0%
1998	5,481	-6.1%	28	-17.6%	654	-7.5%	6,163	-6.3%
1999	4,222	-23.0%	17	-39.3%	521	-20.3%	4,760	-22.8%
2000	3,299	-21.9%	26	52.9%	393	-24.6%	3,718	-21.9%
2001	3,770	14.3%	37	42.3%	330	-16.0%	4,137	11.3%
2002	3,544	-6.0%	27	-27.0%	306	-7.3%	3,877	-6.3%
2003	3,278	-7.5%	32	18.5%	223	-27.1%	3,533	-8.9%
2004	3,048	-7.0%	20	-37.5%	174	-22.0%	3,242	-8.2%
2005	4,571	50.0%	11	-45.0%	163	-6.3%	4,745	46.4%
2006	949	-79.2%	10	-9.1%	103	-36.8%	1,062	-77.6%
2007	1,903	100.5%	12	20.0%	235	128.2%	2,150	102.4%
2008	3,200	68.2%	24	100.0%	402	71.1%	3,626	68.7%
2009	4,948	54.6%	53	120.8%	636	58.2%	5,637	55.5%
2010	5,861	18.5%	53	0.0%	888	39.6%	6,802	20.7%
2011	4,949	-15.6%	59	11.3%	1,044	17.6%	6,052	-11.0%
2012	3,918	-20.8%	56	-5.1%	869	-16.8%	4,843	-20.0%
2013	2,772	-29.2%	18	-67.9%	433	-50.2%	3,223	-33.5%
2014	2,390	-13.8%	38	111.1%	475	9.7%	2,903	-9.9%
2015	2,030	-15.1%	24	-36.8%	557	17.3%	2,611	-10.1%
2016	1,915	-5.7%	28	16.7%	557	0.0%	2,500	-4.3%
2017	1,890	-1.3%	37	32.1%	488	-12.4%	2,415	-3.4%
2018	1,756	-7.1%	33	-10.8%	418	-14.3%	2,207	-8.6%
2019	1,835	4.5%	25	-24.2%	364	-12.9%	2,224	0.8%



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2019***SAN FERNANDO VALLEY DIVISION****(Filings prior to 1994 were included in Los Angeles Division)**

Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,524	-0.4%	239	-8.4%	1,794	-3.5%	10,557	-1.2%
1996	12,470	46.3%	167	-30.1%	2,836	58.1%	15,473	46.6%
1997	14,451	15.9%	131	-21.6%	3,466	22.2%	18,048	16.6%
1998	14,490	0.3%	62	-52.7%	3,531	1.9%	18,083	0.2%
1999	12,005	-17.1%	68	9.7%	3,088	-12.5%	15,161	-16.2%
2000	9,344	-22.2%	101	48.5%	2,284	-26.0%	11,729	-22.6%
2001	10,123	8.3%	76	-24.8%	2,164	-5.3%	12,363	5.4%
2002	9,652	-4.7%	68	-10.5%	2,019	-6.7%	11,739	-5.0%
2003	9,063	-6.1%	52	-23.5%	1,505	-25.5%	10,620	-9.5%
2004	7,440	-17.9%	45	-13.5%	873	-42.0%	8,358	-21.3%
2005	11,083	49.0%	68	51.1%	658	-24.6%	11,809	41.3%
2006	2,054	-81.5%	41	-39.7%	626	-4.9%	2,721	-77.0%
2007	3,674	78.9%	75	82.9%	1,633	160.9%	5,382	97.8%
2008	7,123	93.9%	121	61.3%	3,579	119.2%	10,823	101.1%
2009	12,454	74.8%	238	96.7%	5,342	49.3%	18,034	66.6%
2010	12,059	-3.2%	204	-14.3%	4,852	-9.2%	17,115	-5.1%
2011	10,337	-14.3%	175	-14.2%	4,969	2.4%	15,481	-9.5%
2012	8,340	-19.3%	157	-10.3%	3,211	-35.4%	11,708	-24.4%
2013	6,331	-24.1%	151	-3.8%	1,915	-40.4%	8,397	-28.3%
2014	4,504	-28.9%	86	-43.0%	1,356	-29.2%	5,946	-29.2%
2015	3,179	-29.4%	82	-4.7%	1,156	-14.7%	4,417	-25.7%
2016	2,624	-17.5%	90	9.8%	1,140	-1.4%	3,854	-12.7%
2017	2,483	-5.4%	72	-20.0%	1,027	-9.9%	3,582	-7.1%
2018	2,349	-5.4%	87	20.8%	807	-21.4%	3,243	-9.5%
2019	2,524	7.4%	81	-6.9%	760	-5.8%	3,365	3.8%



*Based on CA Central District internal filings data



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