



2024 ANNUAL REPORT

United States Bankruptcy Court - Central District of California
Honorable Theodor C. Albert, Chief Judge
Kathleen J. Campbell, Executive Officer/Clerk of Court



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Introduction

Executive Summary

In 2024, the U.S. Bankruptcy Court for the Central District of California made considerable advances by actively engaging students and stakeholders through community outreach initiatives, offering comprehensive training and development opportunities for its staff, and upgrading courtroom technologies to enhance efficiency and accessibility.

Highlights of the year include:

Bankruptcy Filings

As indicated by national filing data released by the Administrative Office of the U.S. Courts, the Central District of California led the nation in bankruptcy filings. A total of 25,911 petitions were filed in the Central District, representing a 23.1 percent increase from the 21,048 filings received in 2023.

2025 – 2029 Strategic Plan

Judge Julia W. Brand spearheaded the development of the Court's 2025-2029 Strategic Plan. The Strategic Planning Committee convened regularly throughout the year to deliberate on current and prospective initiatives, liaise with bar associations and focus groups, and evaluate received feedback. The final plan is scheduled to be implemented on January 1, 2025, and will delineate the Court's strategic direction, key long-term issues, and objectives for the ensuing five-year period.

Clerk's Office Prepares for a Government Shutdown

The Clerk's Office reviewed and updated the Court's Shutdown Plan prior to its approval by the Court's Executive Committee. Additionally, they convened a virtual Town Hall meeting to discuss shutdown phases and address staff inquiries regarding the impact, including furloughs.

Judge Deborah J. Saltzman Reappointed

On March 11, the U.S. Court of Appeals for the Ninth Circuit announced that Judge Deborah J. Saltzman was appointed to a second 14-year term on the bench. Judge Saltzman's reappointment was effective March 18.

Judge Smith's Oral History

The American College of Bankruptcy published the oral history of Judge Erithe A. Smith, interviewed by Judge Laurel M. Isicoff. Judge Smith, a retired bankruptcy judge and current DEI Co-Chair, discussed her background, early life, education, and career. Judge Smith's oral history is archived at the Biddle Library, University of Pennsylvania.

Cyclical Audit – No Findings

Kearney & Company, the contract firm for the U.S. Courts' Administrative Office, conducted its mandatory financial and compliance audit covering management controls, budget, procurement, financial management, property, and time and attendance. In accordance with Government Auditing Standards, Kearney & Company reported that all financial statements were in accordance with the *Guide to Judiciary Policy*, with no noncompliance events found.

Workshop for Junior Attorneys

The Court conducted multiple workshops for junior attorneys to enhance courtroom competencies. Participants presented simulated motions before judicial officers and received immediate constructive feedback. They alternated in presenting and responding to questions. Following the hearings, judges offered additional feedback and addressed questions. These initiatives proved to be successful, and the Court intends to sustain and expand upon them.

Syracuse University College of Law Delegation Visit

On March 14, the Court hosted a delegation of twenty law students, accompanied by one faculty member and one staff member from Syracuse University College of Law. The students, ranging in age from twenty-five to thirty-five, were in their second or third year of legal studies. Many of these individuals are established professionals, currently working in the legal field or various other industries, and they are pursuing their degrees through the law school's online platform, JDinteractive.

Loyola Law School Mock Trials

During the spring and fall semesters, students at Loyola Law School participated in a Consumer Bankruptcy Clinic mock trial presided over by Judges Sandra R. Klein and Julia W. Brand. Each student was allotted ten minutes to advocate on behalf of their client in a non-dischargeability case involving a debtor who had procured luxury goods prior to filing for bankruptcy, suffered from significant health issues, and was unable to meet minimum credit card payment obligations. Upon completion, students were awarded certificates, briefcases bearing the court logo, and various other items.

Judge Clifford Welcomes Black and Latinx Law Student Groups to Santa Ana Chambers

On October 25, Judge Ronald A. Clifford III addressed students from Chapman Law School's Black Student Law Association and Latinx Law Student Association at the University of California, Irvine, School of Law, within his Santa Ana courtroom. He elucidated the fundamentals of bankruptcy law, outlined various career trajectories, and advocated for externships and clerkships. Sharing his professional journey from law school to his current position as a bankruptcy judge, along with his experiences as a Hispanic and Black individual, he provided guidance during a question-and-answer session. Following a tour of his chambers, he offered mentorship and utilized his courtroom for moot court competitions.

Model Intern Program

The Court was selected for the 2023-2024 Model Intern Program (MIP) in conjunction with the District Court and Probation and Pretrial Services. Following comprehensive recruitment efforts at higher education institutions in Riverside and Los Angeles, more than 65 applications were received. Bankruptcy Judge Magdalena Reyes Bordeaux and District Judge Sunshine S. Sykes carefully narrowed the applicant pool. After conducting two rounds of interviews, University of California, Los Angeles student Rose Saubel was appointed as the intern. Under the mentorship of Judge Sykes, Judge Bordeaux, and Probation Chief Natasha Alexander-Mingo, she rotated through the District Court, Bankruptcy Court, and Probation, contributing to initiatives such as Native American Heritage Month, Law Day, and delivering presentations.

Floor Warden Refresher Training

The Emergency Preparedness Team conducted in-person refresher training sessions for floor wardens across all divisions. The training encompassed procedures for evacuations, shelter-in-place protocols, and incident reporting mechanisms.

Space Release Efforts

The Court allocated space in the San Fernando Valley, Santa Ana, and Los Angeles Divisions to mitigate budget shortfalls. Rent credits were secured as part of this allocation, which assisted in addressing the Court's budget deficit.

Emergency Preparedness Training

The U.S. Marshals Service conducted an in-person Active Shooter training session for all personnel, encompassing threat identification, situational awareness, and response procedures.

MISSION, VISION, AND VALUES OF THE COURT



OUR MISSION

To serve the country's most populous and diverse judicial district by providing bankruptcy relief, fair and impartial justice, and 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.

OUR VALUES

- Respect
- Integrity
- Diversity
- Exceptional Service
- Innovation
- Collaboration
- Education

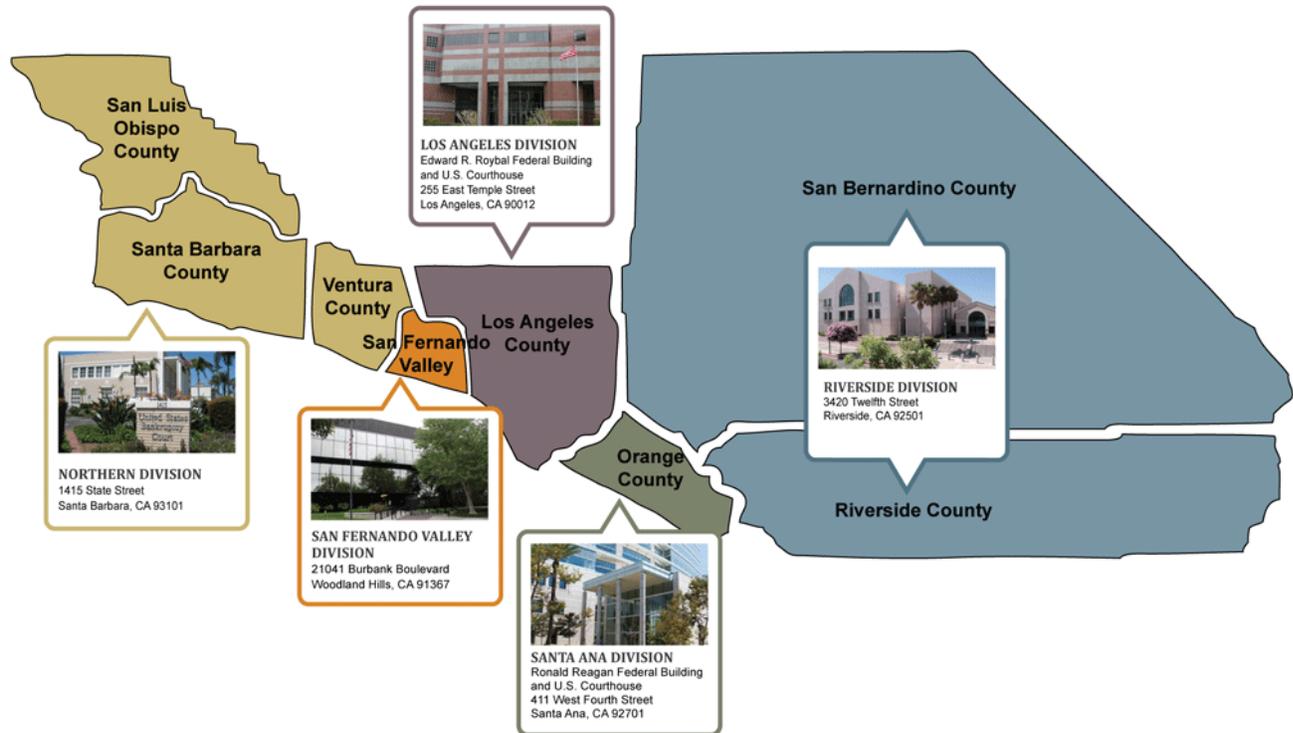
THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA



Top Row (left to right): Sandra R. Klein, Scott H. Yun, Wayne Johnson (Retired), Victoria S. Kaufman, Scott C. Clarkson, Ronald A. Clifford III, Deborah J. Saltzman, Neil W. Bason, Mark D. Houle, Martin R. Barash and Magdalena Reyes Bordeaux

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

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).

The U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. It covers approximately 40,000 square miles, encompasses seven counties, and is served by 21 authorized judgeships. The Central District serves the residents of Los Angeles, Orange, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, 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 million, 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).

Enabling Broad Access to the Court

COURT EVENTS AND COMMUNITY OUTREACH



Workshop for Junior Attorneys - Santa Ana Division



Syracuse University College of Law Delegation Visit

Workshop for Junior Attorneys

Throughout 2024, the Court held workshops for junior attorneys to provide them with valuable experience and enhance their courtroom presentation skills. All participants had the opportunity to argue a simulated motion before one or more judges and receive constructive feedback in real time. The attorneys took turns presenting their arguments and responding to questions from the presiding judges. After the mock hearings, the judges offered feedback to the junior attorneys and addressed any inquiries they had.

The workshops were well-received and a significant success. The Court plans to continue hosting analogous programs in the future.

Syracuse University College of Law Delegation Visit

On March 14, the Court hosted a delegation of twenty law students, accompanied by one faculty member and one staff member from Syracuse University College of Law. The students, ranging in age from twenty-five to thirty-five, were in their second or third year of legal studies. Many of these individuals are established professionals, currently working in the legal field or various other industries, and they are pursuing their degrees through the law school's online platform, JDinteractive.

During their visit, the group observed hearings presided over by Judge Julia W. Brand, which included contested chapter 7 and chapter 11 matters. Following the hearings, they engaged in discussions with Judges Julia W. Brand, Sandra R. Klein, and Neil W. Bason. These conversations encompassed a variety of topics, including the judges' preferred and least favored cases, their motivations for assuming their roles as judges, and valuable advice for emerging legal practitioners. The judges readily shared their experiences and insights, while the students actively engaged in the discussions.

The visit concluded with a presentation by Executive Officer/Clerk of Court Kathleen J. Campbell, who provided a comprehensive overview of the Court's operations. Subsequently, the students were afforded a brief tour of the Operations Department at the Los Angeles Division.

CARE Presentations Continue Throughout the Central District

Credit Abuse Resistance Education (CARE) is a national program established by Retired Bankruptcy Judge John C. Ninfo. Its primary purpose is to share comprehensive knowledge about responsible credit usage and avoiding excessive debt with high school and college students. CARE presentations were consistently conducted by judges, staff, and dedicated volunteers across the Central District throughout the year.

*Fed Day 2024*

FED Day 2024

On February 23rd, Judges Erithe A. Smith and Sandra R. Klein hosted the Federal Courthouse Exploration Day (FED Day) in Santa Ana. Students from the Elizabeth G. Macias Legal Studies Academy at both Santa Ana High School and Godinez High School visited the courthouse to learn about the federal court system. The event saw an overwhelming turnout: 80 attendees, 64 of whom were enthusiastic students, making it the largest FED Day in Santa Ana's history.

During the tour, students attended a courtroom lecture delivered by Bankruptcy Judges Scott C. Clarkson and Sandra R. Klein and District Judge Fred W. Slaughter. The lectures covered important topics such as the Bill of Rights, the U.S. Constitution, and the experiences of federal judges. Following the lectures, after making last-minute adjustments to accommodate everyone, the students enjoyed lunch with the judges and law clerks. Special guests included Judge Ronald A. Clifford III, Magistrate Judge Karen E. Scott, Superior Court Judge Elizabeth G. Macias, and District Court Judge James V. Selna. Students were paired with judges and law clerks to discuss various career paths, goals, and aspirations.

The day concluded with a presentation from Special Agent Khanh Vo, a returning guest speaker from the Drug Enforcement Administration (DEA). Agent Vo entertained the audience with captivating stories from his field experiences as a DEA agent. After the presentation, students received tokens of appreciation and enjoyed a behind-the-scenes tour of the U.S. Marshals Service.

*Law Day 2024*

Law Day 2024

On April 3, Bankruptcy Judge Magdalena Reyes Bordeaux participated in Law Day at the George E. Brown, Jr. Courthouse in Riverside, California, organized by District Judge Sunshine S. Sykes. The event welcomed over 60 high schools from the Inland Empire to explore careers in the judiciary.

The Law Day event began with breakfast, followed by a civics presentation on court etiquette. Judges Reyes Bordeaux and Sykes led a moot court activity where students took on roles as judges, lawyers, and jurors, receiving coaching from Assistant United States Attorneys and attorney volunteers. This support helped students gain confidence for their first oral arguments in federal court. After the presentations, jurors deliberated on their verdicts, and a discussion about the decision-making process followed.

The event concluded with a career panel featuring judges, FBI agents, and attorneys who discussed their careers and offered advice on law school, job qualifications, and responsible social media use.

The Verdict is in: Jack is Not Guilty!

On June 6, 2024, approximately 30 fourth-grade students from Mrs. Heidi Gott's class at Eagle Rock Elementary School participated in a mock trial held at the Roybal Federal Building and U.S. Courthouse. The trial involved the case of Jack, who was accused of second-degree intentional homicide of Mr. Ogre after cutting down a beanstalk while allegedly escaping with a golden harp.



Eagle Rock Elementary School

The proceedings commenced with students enthusiastically engaging in various roles, including judge, bailiff, and prosecutors, demonstrating impressive commitment to the educational experience despite the fictional context. After thorough deliberation, the jury reached a verdict of not guilty, concluding that Jack acted in self-defense.

In the aftermath of the trial, students had the opportunity to visit Judge Klein's chambers, where they enjoyed breathtaking views and had the chance to don judicial robes and bang the gavel.

Lunch included special appearances from Federal Protective Service Inspector Pillai and K-9 Tigi. The students gained insights into Tigi's role in explosives detection and explored the equipment used by Commander Dick, including the challenge of lifting his heavy bulletproof vest and the experience of interacting with K-9 Tigi.

The day concluded with memorable photo opportunities featuring the students, their teacher, chaperones, Inspector Pillai, Commander Dick, K-9 Tigi, Judge Klein, and court staff.

Judge Klein Hosts Local Girl Scout Troops

Throughout the year, Judge Sandra R. Klein hosted Girl Scout Troops in her courtroom and chambers as part of the Girl Scouts of Greater Los Angeles Justice Patch Program. The Justice Patch Program, created and implemented by Judge Klein, provides Girl Scouts with the opportunity to earn a badge or patch while learning about the law, the legal profession, and the roles of lawyers and judges within the community.



Local Girl Scout Troops

Among the troop's chaperones was Lovee Sarenas, a former Career Law Clerk to the late Judge Richard M. Neiter. Judge Klein facilitated engaging discussions regarding her background, education, work experience, and the journey that led her to the bankruptcy bench. The girls posed numerous insightful questions about her professional responsibilities and decision-making processes. They explored a range of topics, from favorite extracurricular activities to future career aspirations, along with a discussion about the judge's panic button located beneath her desk.

Loyola Law School Mock Trials

During the spring and fall semesters, Loyola Law School students participated in the Consumer Bankruptcy Clinic's mock trial before Judges Sandra R. Klein and Julia W. Brand.



Chapman Law School's Black Student Law Association and the Latinx Law Student Association at the University of California



Loyola Law Students

Judge Clifford III Welcomes Black and Latinx Law Student Groups to Santa Ana Chambers

On October 25, Judge Ronald A. Clifford III addressed students from Chapman Law School's Black Student Law Association and the Latinx Law Student Association at the University of California, Irvine Law School in his Santa Ana courtroom. Many students were excited to attend, noting it was their first experience in a courtroom.

Judge Clifford III introduced the basics of bankruptcy law, emphasizing career opportunities and encouraging students to explore judicial externships and clerkships. He shared his own path from law school to becoming a bankruptcy judge and discussed his experiences as a Hispanic and Black man in the legal field, offering valuable advice during a question-and-answer session.

Afterward, he led a tour of his courtroom and chambers, while Team Leader Heidi Corona showcased the Clerk's Office and its modern operations. Both emphasized the importance of volunteering at the pro bono clinic, where students could gain practical experience while assisting those in need.

At the end of the tour, Judge Clifford III offered the students mentorship and allowed his courtroom to be used for the school's moot court competitions. His law clerks, Melissa Prochilo and J.T. Joens, were also present to answer any questions.

Each student had ten minutes to advocate for their client in a non-dischargeability action against a debtor who bought luxury goods a few months before filing for bankruptcy, experienced severe health issues, and could not make the minimum credit card payment.

For many students, it was their first time entering a federal courtroom. Loyola Law School Professor Tamar Terzian expertly coached the students, who performed outstandingly. After the mock arguments, the judges gave each student encouraging and meaningful feedback. The students then enjoyed meeting the judges in a more relaxed setting.

At the conclusion of the event, the students received personalized certificates of participation, briefcases with the bankruptcy court logo, and other bankruptcy court paraphernalia. Each student expressed gratitude for their participation in the mock oral arguments and for the opportunity to appear in federal court.

A Chapter 13 Brown Bag in Santa Ana

On August 1, 2024, Judge Mark D. Houle convened a Brown Bag Lunch and Learn event at the Santa Ana Division, during which the Orange County Bankruptcy Forum presented the latest installment of the “Sieveke Series,” entitled “Getting Your Chapter 13 Plan Confirmed.”

More than a dozen bankruptcy practitioners occupied the Pro Bono Room for a comprehensive examination of Chapter 13 bankruptcy. The event featured presentations from Judge Mark D. Houle, Amrane Cohen, Chapter 13 Trustee, and Anerio V. Altman, Esq.

Subsequent to the presentations, the panel participated in a question-and-answer session with the attendees.



United States Attorney's Office - Bring Your Child to Work Day

USAO's Bring Your Child to Work Day

On August 6, the United States Attorney's Office (USAO) held its annual “Bring Your Child to Work Day,” inviting employees to bring their children to Judge Sandra R. Klein's courtroom. This engaging event targeted kids aged one to fourteen and served as an introduction to the judicial system, highlighting the importance of robes and the fundamentals of bankruptcy law.

One of the standout moments of the day came when a six-year-old correctly answered a question about appeals, earning praise and being dubbed a “future judge” by Judge Klein. In her talk with the young participants, she stressed the value of learning from disagreements with appellate courts and encouraged them to embrace unexpected opportunities, sharing her own path from aspiring music teacher to esteemed judge.

The children had an interactive experience, trying on mini judicial robes and banging a gavel, all while capturing memorable photos. Judge Klein kindly invited them into her chambers for more pictures and tokens of appreciation.



Equal Employment Opportunity Commission - Bring Your Child to Work Day

EEOC's Bring Your Child to Work Day

On April 25, U.S. Equal Employment Opportunity Commission (EEOC) employees participated in a “Bring Your Child to Work Day” event in Judge Sandra R. Klein's courtroom. Over 20 children, aged four to fifteen, enjoyed this experience.

Judge Klein explained her role as a judge, comparing it to parenting. She highlighted the similarities between resolving sibling disputes and the conflicts in her courtroom, emphasizing the importance of evaluating evidence to reach truthful conclusions.

She discussed topics like bankruptcy, the significance of judges' robes, and her journey to becoming a judge. Despite being advised against pursuing judgeship, she encouraged the children not to be discouraged by others' opinions and to pursue their aspirations.

In response to questions about being a judge, she acknowledged the job's challenges but stressed its fulfillment. Judge Klein's primary goal is to make just decisions based on the facts and the law. She particularly enjoys community outreach and inspiring others.

After the talk, the children had the opportunity to wear mini robes, sit on the bench, bang the gavel, and take photos—one of the day's highlights. Judge Klein then invited them into her chambers to admire the views of Los Angeles from the 15th floor and to present them with tokens of appreciation.

SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

Throughout 2024, the bankruptcy judges of the Central District actively organized and participated in various speaking engagements, events, and programs, such as keynote addresses, panel discussions, workshops, and bar association meetings. The Central District bankruptcy judges also conducted various educational programs tailored to legal professionals and the public, promoting legal literacy and enhancing understanding of the justice system.

Some highlights include:

January

- January 9: Judge Sheri Bluebond hosted Pre-Meeting MCLE, “What Every Lawyer Needs to Know About Bankruptcy,” sponsored by the American Inn of Court.
- January 17: Judges Martin R. Barash and Neil W. Bason presented “Judicial Talk: Reading the Freaking Code,” sponsored by the American Bankruptcy Institute.
- January 22: Judge Julia W. Brand hosted the Consumer Bankruptcy Bench/Bar’s Brown Bag Program.
- January 26: Judge Julia W. Brand co-paneled the 18th Annual Ninth Circuit Review of Bankruptcy Decisions, co-sponsored by multiple forums and professional associations.
- January 30: Judges Wayne Johnson, Mark D. Houle, Scott H. Yun, and Magdalena Reyes Bordeaux participated in the Inn of Court Meeting sponsored by the American Inn of Court Los Angeles Chapter.
- January 30: Judges Wayne Johnson, Mark D. Houle, Scott H. Yun, and Magdalena Reyes Bordeaux participated in the Annual Judges’ Night sponsored by Inland Empire Bankruptcy Forum.

February

- February 22: Judge Sheri Bluebond participated in the Bankruptcy Ethics Symposium sponsored by the Federal Bar Association, Los Angeles Chapter.
- February 22: Judge Sheri Bluebond co-paneled “Bigfoot of the Bankruptcy World” and “The Mythical Bankruptcy Jury Trial,” co-sponsored by Ninth Circuit Historical Society, James T. King Bankruptcy Inn of Court, and Financial Lawyers Conference.
- February 23: Judge Erithe A. Smith participated in the Calvin Ashland Awards Dinner sponsored by the Central District Consumer Bankruptcy Attorneys Association (*cdcbaa*).
- February 24: Judges Vincent P. Zurzolo and Magdalena Reyes Bordeaux presented “Op-Ed: A Decade of Financial Restructuring in Maritime,” sponsored by Marine Log.
- February 29: Judge Sheri Bluebond discussed “Clerkships and Internships: Set Sail in an Awesome Direction,” co-sponsored by the American Bankruptcy Institute and American College of Bankruptcy.
- February 29: Judge Robert N. Kwan participated in the District Court’s Central District LEWnar New Year Luncheon, a tribute to Judge Ron S.W. Lew for his 30+ years with the Chinese American federal employees and military community.

March

- March 4: Judges Scott C. Clarkson and Martin R. Barash participated in the Annual Survey of Consumer Bankruptcy Law sponsored by Inland Empire Bankruptcy Forum.
- March 7: Judges Barry Russell and Scott H. Yun discussed “Racial Disparities in Bankruptcy,” sponsored by Inn of Court Los Angeles Chapter Program.
- March 12: Judge Sheri Bluebond participated in the Annual Judges’ Night sponsored by Orange County Bankruptcy Forum.
- March 12: Judge Sheri Bluebond moderated the Inn of Court’s bimonthly meeting and “Hit the Ground Running to Combat the Contested Chapter 11 Plan Confirmation” discussion.
- March 14: Judges Sandra R. Klein, Julia W. Brand, and Neil W. Bason Annual Judges’ Night with the State of the Court sponsored by Federal Bar Association Orange County Chapter.

April

- April 5: Judge Ronald A. Clifford III presented at Chapman Fowler School of Law's Second Annual Diversity Banquet.
- April 8: Judge Magdalena Reyes Bordeaux co-presented "Student Loans in Bankruptcy: Examining the new DOJ Guidance in Student Loan Dischargeability Proceedings under 11 U.S.C. 523(a)8" webinar sponsored by Inland Empire Bankruptcy Forum.
- April 10: Chief Judge Theodor C. Albert presented the State of the Court luncheon, which included a special tribute to the late Hon. Ronald S.W. Lew.
- April 16: Judge Scott C. Clarkson presented "Rembrandt van Rijn - The Bankruptcy Printmaker: Art, Love and Insolvency in the 17th Century," sponsored by W. Homer Bankruptcy Inn of Court.
- April 17: Judge Barry Russell co-paneled "Lessons in Bankruptcy: We've Been Here Before," sponsored by the Beverly Hills Bar Association.
- April 20: Judge Martin R. Barash co-presented "A Brave New World: Use of Technology and Ethical Considerations in Post-Pandemic Practice" and "Mental Health Issues: What to Look For, and How to Help and Get Help" during the American Bankruptcy Institute's Annual Spring Meeting: The Premier Insolvency Summit.
- April 29: Judge Mark D. Houle co-paneled "Show Me the Money: Do's and Don'ts to Obtain Use of Cash Collateral and DIP Financing," sponsored by Orange County Bankruptcy Forum.

May

- May 1: Judge Deborah J. Saltzman co-paneled "Hot Topics in Real Estate Cases," sponsored by American Business Institute.
- May 1: Judge Martin R. Barash co-paneled "Property Valuation and Due Diligence," sponsored by American Business Institute.
- May 9: Judge Sandra R. Klein co-paneled the Los Angeles Bankruptcy Forum's Young Insolvency Professionals' Attorney Wellness Program: "Strategies and Perspectives for Adapting to the Post-COVID World" virtual program.
- May 14: Judge Sheri Bluebond moderated the American Inns of Court's "Thorny Issues Involving Unique Types of Claims."
- May 17: Chief Judge Theodor C. Albert and Judges Sheri Bluebond, Wayne Johnson, Sandra R. Klein, Neil W. Bason, Julia W. Brand, Victoria S. Kaufman, Martin R. Barash, Erithe A. Smith, Maureen A. Tighe, Alan M. Ahart, and Magdalena Reyes Bordeaux co-paneled "Navigating the Wave," sponsored by the California Bankruptcy Forum during the 36th Annual Insolvency Conference.

June

- June 3: Judges Scott C. Clarkson, Sheri Bluebond, Barry Russell, Deborah J. Saltzman, Julia W. Brand, and Martin R. Barash co-paneled the Annual Night with the Judges sponsored by the Los Angeles Bankruptcy Forum.
- June 4: Judge Scott C. Clarkson discussed California foreclosure law during the "Bankruptcy 101: The Crash Course" education series.
- June 5: Judge Scott C. Clarkson discussed the "Importance and Usefulness of Performing Bankruptcy Law Related Pro Bono Work" with young attorneys sponsored by the Orange County Federal Bar Association Annual Pro Bono Program.

- June 6: Judge Neil W. Bason discussed Relief from Automatic Stay during the “Bankruptcy 101: The Crash Course” education series.
- June 11: Judge Sheri Bluebond moderated the “Ethical Implications of Using AI in Your Bankruptcy Practice,” sponsored by the American Inns of Court Los Angeles Chapter.
- June 24: Judge Magdalena Reyes Bordeaux presented “Procedural Fairness: Applying the Research to Bankruptcy Court,” during the FJC’s National Workshop for Bankruptcy Judges in Overland Park, Kansas.
- June 25: Judge Martin R. Barash co-paneled the Technology Showcase during the FJC’s National Workshop for Bankruptcy Judges in Overland Park, Kansas.

July

- July 23: Judge Sandra R. Klein discussed “Purdue Pharma Review—Big News or No News?” and “Vexatious Litigants and Fraudulent Filings—What Can the Bankruptcy Courts Do?” during the Ninth Circuit Judicial Conference’s “Navigating Legal Frontiers: Inspiring Ideas and Innovation.”
- July 24: Judge Scott C. Clarkson co-presented “Best Judging Practices: A Roundtable Discussion for Judges + Lawyers” during the Ninth Circuit Judicial Conference’s “Navigating Legal Frontiers: Inspiring Ideas and Innovation.”

August

- August 1: Judge Mark D. Houle participated in the Orange County Bankruptcy Forum’s “Sieveke Series: Getting Your Chapter 13 Plan Confirmed” program.
- August 9: Judge Erithe A. Smith hosted attorneys during the Federal Bar Association, Orange County Chapter’s quarterly judicial lunch and conversation.
- August 20: Judge Sandra R. Klein co-presented “Behind the Bench: Yes, I Can Hold You in Contempt for That!” during the National Conference of Bankruptcy Judges and the American Bankruptcy Institute’s joint program.

September

- September 14: Judges Victoria S. Kaufman and Martin R. Barash co-presented during the James T. King Bankruptcy Symposium’s “Bankruptcy and Family Law: Listening to the Judges” discussion.
- September 18: Judge Julia W. Brand co-paneled the Appellate Skills Program during the National Conference of Bankruptcy Judges’ program.
- September 26: Judge Neil W. Bason hosted a brown bag luncheon conversation on Chapter 13.
- September 30: Judge Mark D. Houle co-paneled “Time to Expand Your Practice: The Power and Advantages of Sub V,” sponsored by Inland Empire Bankruptcy Forum.

October

- October 8: Judges Julia W. Brand and Sandra R. Klein participated in the Los Angeles Bankruptcy Forum’s “Grounds for Appeal: Tips and Strategies to Appeal to an Appellate Judge; State of the Court” discussion.
- October 24: Judges Scott C. Clarkson and Mark D. Houle were featured during the Orange County Bankruptcy Forum’s Annual Judges’ Night.
- October 29: Judge Sheri Bluebond moderated “Racial Disparities in Bankruptcy,” presented by the Wharton School of Business.

November

- November 2: Judges Mark D. Houle, Scott H. Yun, and Wayne Johnson co-paneled the Annual Survey of Consumer Bankruptcy Law.
- November 6: Judge Erithe A. Smith co-paneled “Discovering Restructuring Expertise and Mentorship,” sponsored by the American Bankruptcy Institute and the American College of Bankruptcy’s annual symposium.
- November 14: Judge Sheri Bluebond hosted the Calvin Ashland Awards Dinner hosted by the Central District Consumer Bankruptcy Attorneys Association (*cdcbaa*).
- November 15: Judges Sheri Bluebond, Sandra R. Klein, Erithe A. Smith, and Meredith A. Jury (Ret.) presented during the 21st Annual Bankruptcy Ethics Symposium sponsored by the Federal Bar Association.
- November 19: Judge Sheri Bluebond spoke during the American Inn of Court, Los Angeles Chapter’s meeting.
- November 21: Judge Scott C. Clarkson discussed “The Ripple Effect of U.S. Insolvency Law on South and Central America” during the Uruguayan Center for Commercial Law Studies program.

December

- December 13: Judge Martin R. Barash served as a co-panelist during the “Do You Want to Make a Change? The Process to Amend the Bankruptcy Rules” discussion during the American Bankruptcy Institute’s 36th Annual Winter Leadership Conference.
- December 14: Judge Martin R. Barash served as a co-panelist during the “Judicial Talk: Reading the Freaking Code” discussion during the American Bankruptcy Institute’s 36th Annual Winter Leadership Conference.

Fair and Effective Court Operations

JUDICIAL CASELOAD

Bankruptcy Filings

In the Central District of California, 25,911 bankruptcy cases were filed in the 12 months ending December 31, 2024, a 23.1 percent increase from 21,048 filings received in 2023.

According to the national filing data released by the Administrative Office of the U.S. Courts, for the twelve months ending December 31, 2024, the Central District of California received 20.1 percent more bankruptcy filings than the second-largest filing district, the Northern District of Illinois. Additionally, the Central District of California led the nation in business, 3.0 percent more than the second-ranked Delaware. The Central District of California also led the nation in non-business filings, 16.6 percent ahead of the second-ranked Northern District of Illinois. Bankruptcy filings in the Central District of California account for 5.0 percent of the nation’s filings.

Chapter 7 Filings

In 2024, chapter 7 filings increased 26.2 percent to 21,526, representing 83.1 percent of all petitions filed. Chapter 7 filings also accounted for 76.4 percent of all business filings and 83.5 percent of all nonbusiness filings in 2024.

Chapter 11 Filings

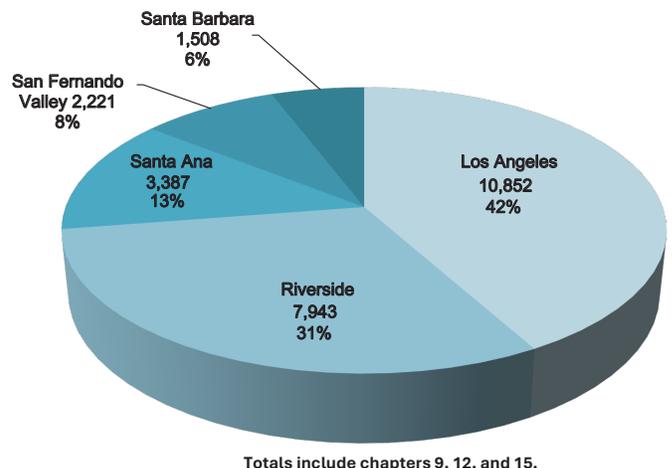
Chapter 11 filings increased 12.6 percent to 385. Chapter 11 cases, which typically require more judicial resources than other chapters, accounted for approximately 1.5 percent of all petitions filed in 2024, slightly lower than in 2023. 83.1 percent of all chapter 11 petitions were business cases.

**CENTRAL DISTRICT OF CALIFORNIA
BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE
CALENDAR YEARS 2008 - 2024**

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
2020	27,852	23,910	329	3	3,609	1
2021	23,104	20,329	322	3	2,447	3
2022	17,282	14,120	231	0	2,929	2
2023	21,048	17,062	342	1	3,640	3
2024	25,911	21,526	385	3	3,989	8
Percent Change 2023 - 2024	23.1%	26.2%	12.6%	200.0%	9.6%	166.7%

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

**CENTRAL DISTRICT OF CALIFORNIA
Total Bankruptcy Filings By Division
2024**



Totals include chapters 9, 12, and 15.

Subchapter V Filings

In February 2020, the Small Business Reorganization Act of 2019 went into effect, adding a new subchapter V of chapter 11 (Sub V) of the Bankruptcy Code. This new legislation was designed to simplify and reduce small business filing costs under chapter 11. Since the Court began receiving Sub V filings, there have been 562 cases filed, amended, or converted, and 355 cases that either had the Sub V designation withdrawn, were closed, or converted to another chapter. At year-end, there were a total of 207 Sub V cases pending.

Chapter 13 Filings

Chapter 13 filings increased 9.6 percent to 3,989 filings in 2024. Chapter 13 petitions accounted for 15.4 percent of all filings in 2024, down from 17.3 percent in 2023. Chapter 13 petitions also accounted for 16.2 percent of all nonbusiness filings and 3.3 percent of all business filings in 2024.

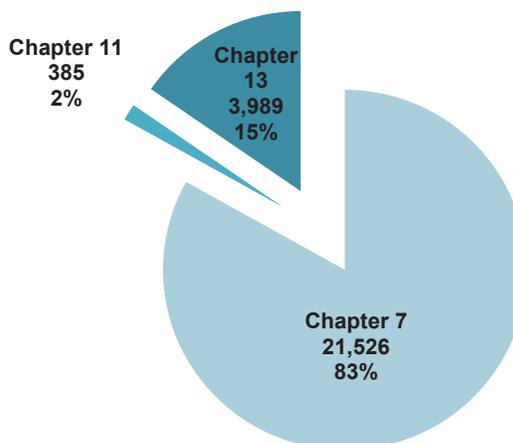
Cases Terminated

The number of bankruptcy petitions terminated by the Central District in 2024 increased 23.5 percent to 25,184. Terminations were slightly less than filings in 2024 and there were 15,911 cases pending in December 2024, which was 4.8 percent greater than the number of cases pending in December 2023.

Adversary Proceedings

The number of adversary proceedings filed decreased by 23.6 percent from 925 in 2023 to 707 in the twelve months ending December 31, 2024. Meanwhile, the number of adversary proceedings terminated in 2024 increased by 24.1 percent to 849 from 684 in 2023. Additionally, pending adversary proceedings decreased by 11.1 percent, from 1,266 in 2023 to 1,126 in 2024.

CENTRAL DISTRICT OF CALIFORNIA
Total Bankruptcy Filings By Chapter
2024



CENTRAL DISTRICT OF CALIFORNIA
BANKRUPTCY CASES FILED, CLOSED, AND PENDING
CALENDAR YEARS 2008 - 2024

Year	Filed			Closed	Pending
	Total	Nonbusiness	Business		
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
2020	27,852	26,515	1,337	32,921	20,681
2021	23,104	21,960	1,144	26,759	17,028
2022	17,282	16,291	991	19,816	14,501
2023	21,048	19,676	1,372	20,392	15,176
2024	25,911	24,278	1,633	25,184	15,911
Percent Change	23.1%	23.4%	19.0%	23.5%	4.8%

CENTRAL DISTRICT OF CALIFORNIA
ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING
CALENDAR YEARS 2008 - 2024

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
2020	1,279	1,135	1,657
2021	649	1,036	1,270
2022	660	908	1,024
2023	925	684	1,266
2024	707	849	1,126
Percent Change			
2023 - 2024	-23.6%	24.1%	-11.1%

Self-Represented Litigants Filings

During the twelve months ending December 31, 2024, the Central District of California had the second-highest number of SRL (Self-Represented Litigant) filings in the nation. The filing rate was 12.0 percent, nearly two times the national average of 7.5 percent. Additionally, the Central District handled 8.0 percent of all SRL bankruptcy filings nationwide.

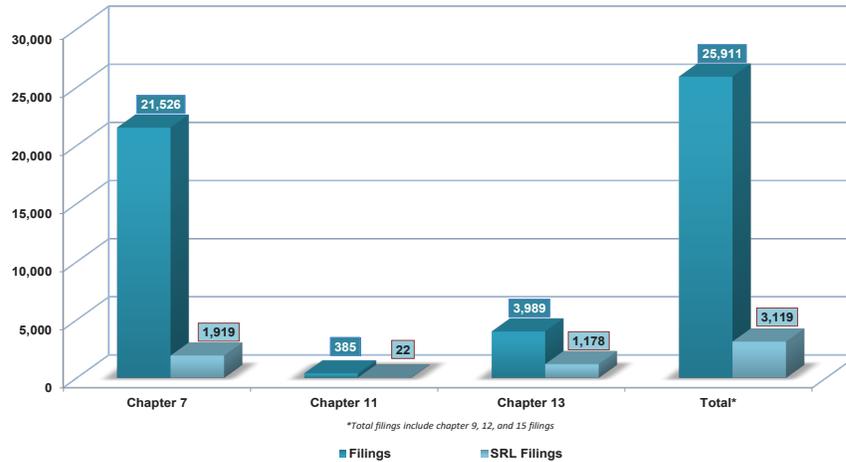
Of the 25,911 bankruptcy cases filed in the Central District, 3,119 were filed by SRL filers. Chapter 13 petitions had the highest SRL percentage at 29.5 percent, followed by chapter 7 petitions with 8.9 percent filed by SRL filers. Chapter 11 had the smallest percentage of SRL filings at 5.7 percent.

CENTRAL DISTRICT OF CALIFORNIA SRL CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2024

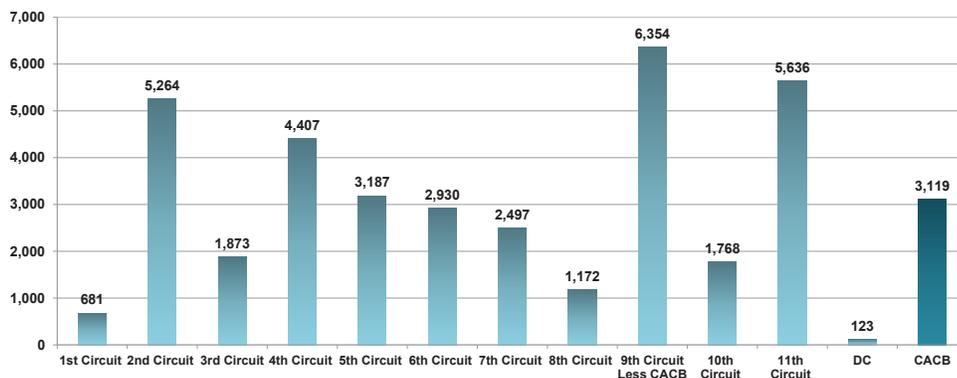
Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	15,095	8,198	74	2	6,821	0
2009	25,904	15,526	112	0	10,266	0
2010	36,731	22,093	98	1	14,538	1
2011	38,098	21,594	78	0	16,426	0
2012	28,731	18,230	60	1	10,440	0
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
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
2020	2,729	2,084	15	0	630	0
2021	1,891	1,406	23	0	462	0
2022	2,035	1,226	11	0	798	0
2023	2,538	1,469	14	1	1,054	0
2024	3,119	1,919	22	0	1,178	0
Percent Change						
2023 - 2024	22.9%	30.6%	57.1%	0.0%	11.8%	0.0%

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

U.S. Bankruptcy Court - Central District of California 2024 SRL Filings



Bankruptcy Cases Filed by SRL During the 12-Month Period Ending December 31, 2024



KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS



District Profile Published

The Court updated and published its District Profile brochure. This brochure contains useful information, including statistics on filings, details about the U.S. Trustee's Language Assistance Program, and data from the Help Desks. The District Profile offers a brief overview of the Central District, providing information on population, median income, and unemployment rates for each of the seven counties in the Court's area. It also includes data on the Central District's race and ethnicity demographics, median household income, unemployment and poverty rates, and information on the Court's outreach services. Additionally, the brochure covers self-represented litigants' requests for language assistance, their use of electronic Self-Representation (eSR) software, and their reliance on bankruptcy petition preparers.

2025 – 2029 Strategic Plan

Judge Julia W. Brand assembled the Strategic Planning Committee to draft the Court's 2025 – 2029 Strategic Plan. The current Strategic Plan is set to expire on December 31, 2024. Under the leadership of Judge Brand, the Strategic Planning Committee is comprised of Judges Mark D. Houle, Martin R. Barash, and Ronald A. Clifford III; Executive Officer/



Clerk of Court Kathleen J. Campbell; Chief Deputy of Operations Benjamin Varela; Chief Deputy of Administration John H. Hermann; Director of Human Resources and Court Services Beryl Dixon; Manager, Planning and Research Blake Francois; and Senior Court Analyst Dr. Estella Chavarin.

Throughout the year, the Strategic Planning Committee met to discuss the current and future strategic planning efforts and draft a new plan. The Committee also held engaging discussions with various bar associations and focus groups. Comments from these discussions were gathered, reviewed, and incorporated into a final draft. The Court's Strategic Plan draft has been revised and formatted for final review during the December Board of Judges' meeting.

The Court's 2025 – 2029 Strategic Plan will take effect on January 1, 2025. This new plan will define the Court's direction for the next five years and identify long-term issues, formulating goals and strategies to address each.

Cyclical Audit – No Findings

The Administrative Office of the U.S. Courts' contract firm, Kearney & Company, P.C., routinely conducts its mandatory cyclical financial and compliance audit, covering management controls, budget, procurement, financial management, property management, and time and attendance. The main objective of audits is to ensure the Judiciary's financial statements are free of any material misstatements and, ultimately, to provide an independent opinion to stakeholders.

The Clerk's Office continuously prepares for external audits by setting the "tone at the top" and emphasizing the importance of strong internal controls. Additionally, internal processes and control activities across all areas are continually assessed and evaluated to ensure the Court has a strong internal control framework and that internal controls work as intended. In preparation for the audit and to facilitate the process, the Clerk's Office gathered and organized the requested documentation, performed a self-review, made staff available during the fieldwork, and maintained communication with the audit team throughout the fieldwork.

The engagement team performed the audit onsite from March 11 through March 29. The scope of the audit included an evaluation of the Clerk's Office management controls, collections and deposits, fund control, procurement, property, voucher processing activities pertaining to appropriated funds, Government travel cards, Public Access to Court Electronic Records System (PACER), and time and attendance administration. Audit procedures included testing the accuracy of a sample of financial transactions processed between May 1, 2020, and December 31, 2023, and an assessment of the internal accounting controls that were in place during the audit period. The auditors conducted the audit in accordance with the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States and reported for the 44-month period that all financial statements were presented in accordance with the *Guide to Judiciary Policy* and the audit did not disclose any events of noncompliance with Judiciary guidance.

It is important to note that this audit covered the COVID-19 period and the transition to remote and hybrid work, times when some might have been tempted to relax adherence to strict procedures and internal controls. Additionally, the most recent audit period involved significant financial transactions related to major purchases of hardware, supplies, and equipment for staff and judges, as well as complex acquisitions for infrastructure, furniture, and equipment intended for courtroom technology initiatives.

Language Line Renewal

The Attorney Admission Fund (AAF) once again provided \$5,000 for using the Language Line for the next fiscal year. Case Management Administrator Sandra Mohammad coordinated the contract renewal between the AAF and Language Line Services, Inc.

Professional Liability Insurance Reimbursement Program Policy Implemented

The Clerk's Office implemented a professional liability insurance reimbursement plan per the *Guide to Judiciary Policy*. According to the *Guide*, Volume 12, § 755, judges and eligible employees may seek 50 percent reimbursement of the professional liability insurance premium cost. Prior to July 1, managers and supervisors in the Clerk's Office were ineligible for professional

liability insurance reimbursement. However, all senior staff are now eligible as "management officials" to avail themselves of this benefit. The requisite claim form, along with a copy of the premium invoice or statement, the period covered, and proof of payment, should be submitted to Financial Services for the 50 percent reimbursement. The Court's intranet has been updated with a webpage containing details about the new policy.

DREXEL

In July, the new Document Review by Executive Leadership (DREXEL) application was launched. The program offers an efficient and streamlined workflow for document management, enabling both executives and managers to review and approve. This innovative platform includes a quality control review segment for certain documents, ensuring high standards are maintained. Currently, DREXEL is actively utilized by the Financial Services Department for its submissions, with expansion plans underway to incorporate other departments. This new application eliminates the need for large email attachments, leading to reduced email server load, faster delivery, and easier file sharing and collaboration.

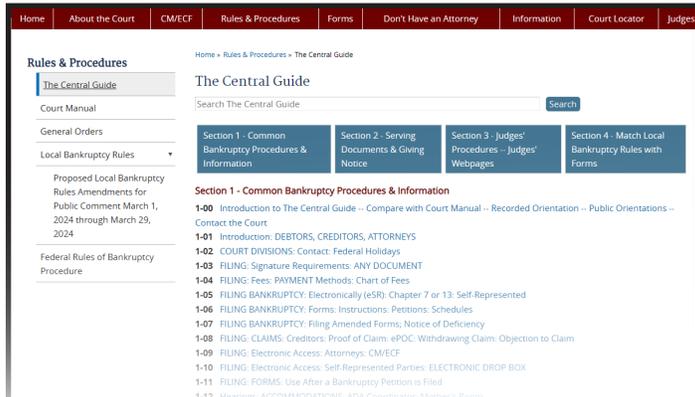
New Automated Telework Form

On July 1, the Clerk's Office implemented a new Automated Telework Form. This form represents an improvement over the previous PDF-based Daily Telework Log/Plan used for reporting duties performed during telework days. The new Automated Telework Form offers enhanced features and functionality to streamline the telework reporting process and provide more comprehensive documentation of tasks completed during telework days. This upgrade is part of the ongoing upgrade efforts to modernize telework processes and enhance efficiency within the Clerk's Office. The Court's Telework SharePoint Page has been updated with links to the Automated Telework Form, instructions for the new Telework Form, a supplemental guide on the categories included in the Telework Form, and a short demonstration video.

Internal Controls and Audit Complete

The Clerk's Office finished its internal audit schedule for fiscal year 2024. The internal review program strives to assess and evaluate the Court's operations and internal controls independently and objectively.

This helps the Court achieve one of its goals: maintaining public accountability. Internal audits are mandatory according to the framework outlined by the Administrative Office of the U.S. Courts. They complement national cyclical audits, ensuring continual monitoring of financial controls.



The Central Guide Information Sessions

The Court released *The Central Guide*, a new digital tool that replaces the *Court Manual*. *The Central Guide* is a one-stop digital database with four sections containing links to content published on the Court's website or in other locations. Throughout the year, Law Clerk Jeffrey Cozad and Management Analysts Mark Francisco and Jan Zari hosted virtual information sessions for the Office of the U.S. Trustee, Clerk's Office, law clerks, trustees, attorneys, and legal support staff. A recorded informational session of *The Central Guide* is also available on the Court's website.

The Central Guide information sessions will continue to be offered regularly, focusing on new developments in bankruptcy in the Central District.

Clerk's Office Prepares for a Government Shutdown

In anticipation of a potential government shutdown, the Clerk's Office reviewed and updated the Court's Shutdown Plan, which was later approved by the Court's Executive Committee in September. Additionally, the Clerk's Office conducted a virtual Town Hall meeting to provide information about the shutdown's phases and address staff questions regarding its impact, including possible furlough days.



Clerk's Office Continues to Offer Shared Administrative Services

The Court's shared administrative services agreements were continued in 2024, along with several additional projects for the year. 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 trading services. Throughout 2024, the Court completed the following shared services:

- [Web Services for CANB](#)
On November 1, 2024, the Court entered into an agreement with the U.S. Bankruptcy Court, Northern District of California, for Web Developer Kimberly Rubal to provide up to 8 hours of support each week.
- [Demography Dashboards](#)
In August 2024, Clerk's Office staff assembled a proposal to help the Administrative Office of the U.S. Courts' (AO) Office of Fair Employment Practices by creating demography dashboards for chambers and Clerk's Office staff. The demography dashboards will provide a visual representation of the court unit's demographic-related information. The project may be adapted to other courts to access and analyze their own data. An MOU was signed in October 2024 and continued through FY 2025.
- [Ad Hoc Sharing](#)
Since the retirement of the Court's Managing Systems Administrator in December 2023, Andy Bach, the Programmer for the U.S. Bankruptcy

Court, Western District of Wisconsin, has been providing support to the Court.

- Procurement for SCOTUS

In April 2024, Procurement Specialist Sonia Cheek was selected by the U.S. Supreme Court to support procurement tasks on a part-time basis through FY 2025. Ms. Cheek dedicates over 90 percent of her work hours to the U.S. Supreme Court.

- Excel Training for NCWD

On January 4, the U.S. District Court, Western District of North Carolina, signed an MOU with the Court for Information Technology & Training Manager Padraic Keohane to deliver Excel training remotely through Microsoft Teams.

- Procurement for WAWB

On January 10, 2024, the Court extended its MOU agreement with the U.S. Bankruptcy Court, Western District of Washington, for procurement support provided by Kelly Reaves through September 16, 2024. The initial MOU began in March 2023.

- Human Resources Support for AZB

The Court extended its MOU agreement with the U.S. Bankruptcy Court, District of Arizona, for human resources support through FY 2024. The initial agreement began in September 2023.

- Technology and Facilities Support Services for CACD

The Court continued its sharing agreements with the U.S. District Court, Central District of California, for shared expenses of courier services in the Santa Ana Division and for technology and facilities support services for magistrate judges in the Northern Division.

- Office Services Support for CACD

The Court and the U.S. District Court, Central District of California, will continue to share Facilities Specialist Frederick Agustin equally. Mr. Agustin will continue to provide office services support, including handling mail and fulfilling office supply orders for both courts through FY 2025.

- Court Provides District Court IT Support for Power Act Event

On September 5, court staff supported the U.S. District Court, Central District of California, with a hybrid event as part of a shared services agreement. The Court's Audio-Visual team collaborated closely with the District Court and law schools in Santa Barbara and Ventura to coordinate microphones,

cameras, Zoom, and other technical systems. This shared services agreement was part of the District Court's Power Act event and reception, which aims to promote pro bono legal services.

- Support for Automatic Judge/Trustee Assignment

On October 1, 2024, the Court entered into an agreement with the Administrative Office of the U.S. Courts for an Operations staff member to serve on a temporary duty assignment (TDY) to assist the Product Owner on the Bankruptcy CM/ECF Automatic Judge/Trustee Assignment (AJTA) Team within the Case Management Branch.

- Support for AO Human Resources Office

On November 9, 2023, the Court entered into an extended MOU agreement for Management Analyst Jan Zari to continue his part-time Temporary Duty Assignment (TDY) with the Administrative Office of the U.S. Courts. Mr. Zari serves as a Human Resources Advisor as part of the Human Resources Office, Court Human Resources Division, Advisory Services Branch. The TDY was subsequently extended through the end of FY 2025.

- Support for AO NextGen CM/ECF

On September 8, 2023, the Court entered into an Extended Collaborative Assignment for Applications Developer Keith Klein to work for the Administrative Office of the U.S. Courts half-time through FY 2024, serving as software developer on the Next Generation of the Case Management/Electronic Case Files (NextGen CM/ECF) project. The agreement was subsequently extended through the end of FY 2025.

- Support for AO Case Management Branch

On September 20, 2023, the Court entered into an MOU regarding a Temporary Duty Assignment for Robin Beacham to work for the AO full-time through FY 2024, as a work leader with the Case Management Branch, to coordinate the activities of our NextGen product owners and contribute to future modernization functions. On July 28, 2025, Ms. Beacham separated from the Court to join the AO.

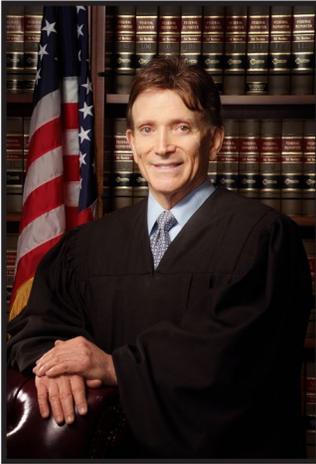
- Support for AO Court Website Toolbox Project

As part of an Extended Collaborative Assignment with the Administrative Office of the U.S. Courts, Web Developer Kimberly Rubal continued to provide Drupal assistance through 2024.

Judiciary Workforce of the Future

JUDICIAL TRANSITIONS AND MILESTONES

Years on the Bench



Judge Barry Russell Celebrates 50 Years on the Bench



Judge Scott H. Yun Celebrates 10 Years on the Bench



Judge Deborah J. Saltzman

Judge Deborah J. Saltzman Reappointed

On March 11, the United States Court of Appeals for the Ninth Circuit announced that Judge Deborah J. Saltzman was appointed to a second 14-year term on the bench. Judge Saltzman's reappointment was effective March 18.

Judge Scott C. Clarkson's New ABI eBook

Judge Scott C. Clarkson's new American Bankruptcy Institute (ABI) eBook, *27 Articles for Bankruptcy Judges: A Bankruptcy Judge's Insights on Trying to Get It Right*, offers an insider's perspective on judicial conduct, highlighting the appropriate (and inappropriate) ways to handle cases. This eBook serves as a valuable resource for both new and experienced judges, practitioners contemplating a judgeship, judicial staff, and anyone who operates in and around the courts.

Judge Clarkson's writings are organized into 27 essays, echoing author T.E. Lawrence's classic guidelines on military leadership during World War I. "This is really a book about the reemergence of civility both in and out of court, and how both judges and the legal profession may strive to promote civility, honesty, and integrity throughout the legal system," Judge Clarkson said.

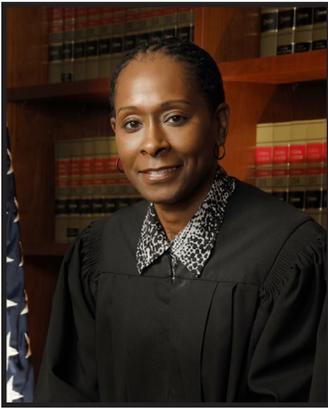
ABI Editor-at-Large Bill Rochelle, author of ABI's Rochelle's Daily Wire, remarked that Judge Clarkson's eBook is a delight and "It's chock full of hints for newly minted judges." *27 Articles for Bankruptcy Judges: A Bankruptcy Judge's Insights on Trying to Get It Right* is now available via the American Bankruptcy Institute Store.



Judge Scott C. Clarkson

Profiles and Committees

PROFILES



Judge Smith's Oral History

The American College of Bankruptcy has published the oral history of Judge Erithe A. Smith. Interviewed by Judge Laurel M. Isicoff, Judge Smith—a retired bankruptcy judge and the current Co-Chair of the Diversity, Equity, and Inclusion (DEI) initiatives—discussed her background, covering her early life, education, and professional career.

This three-part interview begins with Part One, which details Judge Smith's early family life, relationships, and formative educational experiences that led her to pursue a career in law. Part Two further explores her experiences in law school, her initial clerkships, and her role as one of the few Black women practicing bankruptcy law in Orange County during the 1980s and 1990s. Part Three commences with her appointment to the Ninth Circuit, followed by descriptions of memorable cases, her contributions to judicial education, her personal pursuits, and her experience as the only Black woman serving as a bankruptcy judge in the Ninth Circuit.

Throughout her distinguished career, Judge Smith has been an active member of the Black Women Lawyers Association of Los Angeles. She is the second African American—and the only African American woman—to serve on the bench of the Ninth Circuit. Furthermore, in 2018, Judge Smith was inducted as a fellow of the American College of Bankruptcy.

Judge Smith's oral history is archived at the Biddle Library at the University of Pennsylvania.



Judge Sandra R. Klein Profiled in *Daily Journal*

On September 19, the *Daily Journal* featured a profile of Judge Sandra R. Klein, highlighting her fair-minded approach to legal issues and passion for community service. Raised in a hardworking family, Judge Klein credits her mother's pursuit of education for instilling a strong work ethic in her. She emphasizes fairness in her courtroom, ensuring all parties feel heard, which has earned her respect from attorneys like Akihito Koyama, who praised her compassionate temperament.

Judge Klein's legal journey includes a bachelor's degree in music education and a Juris Doctor from Loyola Law School, followed by diverse roles in the judiciary and the U.S. Department of Justice. She has created innovative resources, such as a public service video on identity theft, and appreciates the dynamic nature of bankruptcy law.

Outside of the courtroom, Judge Klein is dedicated to community engagement, initiating programs like the Girl Scouts' Justice Patch and mock trials to educate youth about the legal system. She also mentors law students and externs, fostering trust in the community and exemplifying her commitment to fairness, education, and service.



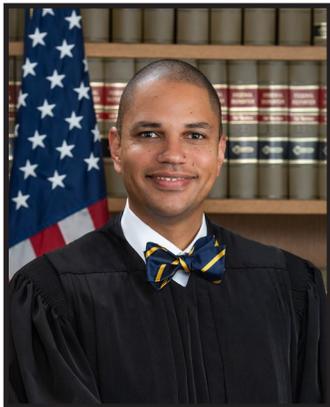
LABF Highlights Judge Magdalena Reyes Bordeaux

In honor of Hispanic Heritage Month, the Los Angeles Bankruptcy Forum highlights Honorable Magdalena Reyes Bordeaux, U.S. Bankruptcy Judge for the Central District of California.

Judge Reyes Bordeaux hails from Durango, Mexico, was born in Compton, California, and is a first-generation U.S. citizen. Appointed on January 18, 2022, she is the first Latina U.S. Bankruptcy Judge in the Central District of California, with chambers in Riverside.

Inspired by her mother’s experience with a public interest attorney who helped her escape an abusive marriage, Judge Reyes Bordeaux pursued a career in law despite having no legal background in her family. After graduating from UC Irvine and UCLA School of Law, she originally aimed for criminal law but found her passion in bankruptcy law at a small firm, where she realized she could significantly assist clients in difficult times.

UCLA School of Law, she originally aimed for criminal law but found her passion in bankruptcy law at a small firm, where she realized she could significantly assist clients in difficult times.



NCBJ Features Judges Clifford III and Reyes Bordeaux during Hispanic Heritage Month

The National Conference of Bankruptcy Judges (NCBJ) celebrated Hispanic Heritage Month by honoring Latinx bankruptcy judges across the United States. Among those recognized were Judges Ronald A. Clifford III and Magdalena Reyes Bordeaux from the Central District of California. This recognition by the NCBJ highlights the significant contributions of these judges and underscores the important roles they play in the legal system.



Judge Ronald A. Clifford III

Judge Magdalena Reyes Bordeaux

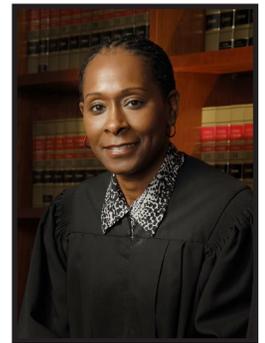
COMMITTEE APPOINTMENTS

Chief Judge Albert Serves on the Ninth Circuit Conference of Chief Bankruptcy Judges

Chief Judge Theodor C. Albert continues 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 safeguarding 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 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 Albert's term will end on December 31, 2025.



professionalism, scholarship, and service in bankruptcy and insolvency law and practice. ACB members are judges, lawyers, international fellow accountants, corporate turnaround specialists, government officials, and other professionals who are experts in bankruptcy and insolvency. ACB members are selected on an invitation-only basis by a Board of Regents. The ACB's DEI Committee was established to continue to execute the challenges of the Mission Statement, develop a comprehensive plan, and continue the necessary work to achieve systemic change in the College and the insolvency community.



Judge Erithe A. Smith



Judge Geraldine Mund

Additionally, Judge Geraldine Mund was appointed to serve on the ACB's Bankruptcy History Committee in 2023.

Judge Brand Serves on the Ninth Bankruptcy Appellate Panel

Judge Julia W. Brand continues to serve 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, 2026.



Judge Sandra R. Klein

Judge Sheri Bluebond

Kathleen J. Campbell

Judges Smith and Mund Serve the American College of Bankruptcy

Judge Erithe A. Smith serves as the American College of Bankruptcy (ACB) as the Diversity, Equity, and Inclusion (DEI) Committee co-chair and on the DEI Wellness subcommittee. The ACB enhances

Judge Klein, Judge Bluebond, and Executive Officer/Clerk of Court Kathleen J. Campbell Serve the NCBJ

Judge Sandra R. Klein served the National Conference of Bankruptcy Judges (NCBJ) as the co-chair of the Diversity, Equity, and Inclusion Committee and as a member of the Next Generation Committee, and

Judge Sheri Bluebond served as the Ninth Circuit Representative. Executive Officer/Clerk of Court Kathleen J. Campbell was appointed to serve on the NCBJ's *Ad Hoc* Consolidation Committee on September 1, 2023. The NCBJ's mission is to promote the interests of bankruptcy judges generally; to utilize their expertise on issues of bankruptcy law and procedure to improve the administration of the bankruptcy system; to foster scholarship, collegiality, and diversity among members of the bankruptcy bench and bar; and to provide opportunities for education and networking for bankruptcy judges and the bankruptcy community at large.

Judge Klein Served on the Ninth Circuit Public Information & Community Outreach Committee

Judge Sandra R. Klein served on the Ninth Circuit Public Information & Community Outreach 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 ended on September 30, 2024.



Judge Reyes Bordeaux Serves on the Advisory Council for the Ninth Judicial Circuit Historical Society

Judge Magdalena Reyes Bordeaux serves on the Advisory Council for the Ninth Judicial Circuit Historical Society (NJCHS) Committee. The NJCHS was founded in 1985 to collect, preserve, and present to the public the history of law in the western United States and the Pacific Islands. The organization also educates children and the public about the judicial system, the rule of law, and other civic values. As a member of the Advisory Council for the NJCHS, Judge Reyes Bordeaux has been instrumental in overseeing the national implementation of oral histories for bankruptcy judges and attorneys, constructing NJCHS's Strategic Plan, and much more.



Judge Julia W. Brand



Judge Wayne Johnson



Judge Scott H. Yun

Judges Brand, Johnson, and Yun Serve on the Ninth Circuit Bankruptcy Judges Education Committee

Judges Julia W. Brand, Wayne Johnson, and Scott H. Yun continued to serve on the Ninth Circuit Bankruptcy Judges Education Committee. The committee was formed over 20 years ago to provide an educational program 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. Committee members also participate in an annual review of Ninth Circuit bankruptcy decisions and the annual New Judges Orientation. Judge Brand's term will end on September 30, 2025. Judges Johnson and Yun's terms will end on September 30, 2026.

Judge Houle Serves on the Ninth Circuit Wellness Committee

Judge Mark D. Houle continued to serve on the Ninth Circuit Wellness Committee. The Wellness Committee addresses disability, promotes wellness, and assists Ninth Circuit Judicial Officers by developing and maintaining programs and procedures to address these issues. Judge Houle's term will end on September 30, 2026.



Judges Bluebond and Reyes Bordeaux Serve on the Ninth Circuit IT Committee

Judges Sheri Bluebond, Magdalena Reyes Bordeaux, and Scott H. Yun continued to serve on the Ninth Circuit Information Technology (IT) Committee. The committee discusses IT trends and directions, establishes guidelines, and recommends implementing new initiatives within the Ninth Circuit. It also demonstrates new technologies that can benefit Ninth Circuit courts and discusses training court staff on new software, hardware, processes, and mandated procedures. Judges Bluebond and Reyes Bordeaux's term will end on September 30, 2026.



Judge Sheri Bluebond



Judge Magdalena Reyes Bordeaux

Judge Johnson Served on the AO's Court Administration and Operations Advisory Council

Judge Wayne Johnson served on the Administrative Office of the U.S. Courts: Court Administration and Operations Advisory Council. The Council provides advice on crosscutting court administration and operations issues affecting circuit, district, and bankruptcy courts. Issues include case management, courtroom support, records management, fees, mass torts, attorney admissions, alternative dispute resolution, mediation, amendments to the federal rules, pro se access clinics, e-filing, e-services programs, pro bono matters, use of technology related to court and case management, and legislation affecting these areas. Judge Johnson's term ended on December 31, 2024.



Judge Yun Serves on the *Ad Hoc* Committee on Electronic Trial Exhibits

Judge Scott H. Yun serves on the *Ad Hoc* Committee on Electronic Trial Exhibits. This committee was created to investigate ways to transform physical trial exhibits into electronic format, to store the converted electronic exhibits in district court dockets, and ultimately to include such electronic exhibits as part of the record on appeal. The *Ad Hoc* Committee will be dissolved after presenting its findings and recommendations to the Ninth Circuit Trial Improvement Committee, the Ninth Circuit Information Technology Committee, the Administrative Office of the U.S. Courts, and the Judicial Council of the Ninth Circuit, or as directed by the Chief Circuit Judge.



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 Board of Judges regarding court operations and administrative matters. 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 2024:

Executive Committee

Theodor C. Albert, Chair
Sheri Bluebond
Scott C. Clarkson
Ronald A. Clifford III
Mark D. Houle
Deborah J. Saltzman
Victoria S. Kaufman
Vincent P. Zurzolo

Case Management Committee

Vincent P. Zurzolo, Chair
Sheri Bluebond
Scott C. Clarkson
Victoria S. Kaufman
Deborah J. Saltzman

Chapter 13 Committee

Wayne Johnson, Chair
Neil W. Bason
Julia W. Brand
Mar D. Houle
Victoria S. Kaufman
Magdalena Reyes bordeaux
Scott H. Yun
Vincent P. Zurzolo

Community Outreach

Sandra R. Klein, Chair
Sheri Bluebond
Ronald A. Clifford III
Mark D. Houle
Law Clerk: Stephanie Rettier

Education & Training/Retreat

Martin R. Barash, Chair
Neil W. Bason
Wayne Johnson
Sandra R. Klein
Magdalena Reyes Bordeaux

IT Committee

Sheri Bluebond, Chair
Martin R. Barash
Scott C. Clarkson
Mark D. Houle

Rules Committee

Neil W. Bason, Chair
Scott C. Clarkson
Barry Russell
Deborah J. Saltzman

Space & Security Committee

Mark D. Houle, Chair
Neil W. Bason
Scott C. Clarkson
Ronald A. Clifford III
Barry Rusell
Scott H. Yun

Strategic Plan Committee

Julia W. Brand, Chair
Mark D. Houle
Martin R. Barash
Ronald A. Clifford III

Clerk's Office Staff Members Serve on NCBC Committees

The National Conference of Bankruptcy Clerks (NCBC) is a private association 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 primary 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 Continues to Serve on the NCBC Board of Governors

In 2023, Management Analyst Jan Zari was elected to the NCBC Board of Governors for two years. After serving the NCBC for nine years as the Impact Newsletter Editor, Mr. Zari transitioned into his new role as an NCBC Board Member. He serves as the Chair of the NCBC Mentorship Committee, which oversees the NCBC's Mentorship Program and LEAD Academy Program.



Jan Zari



Wendy Jackson

The NCBC also recognized Operations Supervisor Wendy Jackson and Management Analyst Jan Zari with Special Service Awards for their work on the 2024 NCBC LEAD Academy. Wendy served as a program mentor, and Jan served as the Chair of the NCBC Mentorship Committee, which was charged with planning and executing the program.

National Conference of Bankruptcy Clerks Recognizes California Central's Accomplishments and Contributions

Since its inception, the National Conference of Bankruptcy Clerks (NCBC) has been honoring individuals in the bankruptcy community for service and leadership recognition. Each year, nominations are solicited via the NCBC Awards and Scholarships Committee, and recipients are recognized at the Annual Conference.

This year, the NCBC recognized the Central District of California with a Bronze Membership Award for achieving court membership between 25 percent and 49 percent in the NCBC.

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

Learning & Development Courses Train and Educate Court Personnel

In 2024, the Clerk's Office staff participated in 2101.32 hours of learning opportunities, of which almost all were virtual-based and equivalent to filling 865 student seats. The training topics ranged from personal and professional development to technical skill development related to specific job functions. Training delivery included live webinars, pre-recorded sessions, and videos on demand from internal and external sources.

Winter Education Seminar: Face the Future Together

The 2024 Winter Education Seminar was held on Friday, December 6, 2024, at the Los Angeles Division. This year's theme is "Face the Future Together!"



The morning session will commence with an interactive icebreaker designed to engage staff. Subsequently, Barry Lander, former Clerk of Court for the U.S. Bankruptcy Court, Southern District of California, will present "Imagineering: A New Approach to Creativity in the Workplace to Assist Us in Facing the Future Together." Following a brief morning intermission, Tasha German, a Human Resources Specialist from the U.S. District Court, Eastern District of Michigan, will address "From Fixed to Flourishing: Cultivating a Growth Mindset."

After lunch, Manager, Planning & Research Blake Francois and Senior Court Analyst Dr. Estella Chavarin will introduce the Court's new 2025 – 2029 Strategic Plan, emphasizing the seven core values through discussions and interactive activities.



Court Staff Attends the National Conference of Bankruptcy Clerks Conference

From July 29 to August 1, 28 staff members, including Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputy of Operations Benjamin Varela, Chief Deputy of Administration John Hermann, and Director of Human Resources and Court Services Beryl Dixon, joined over 500 attendees in Boston, Massachusetts for the 2024 National Conference of Bankruptcy Clerks (NCBC). The attendees, consisting of bankruptcy court staff, representatives from the Administrative Office of the U.S. Courts, the Federal Judicial Center, and distinguished guests, enjoyed an exciting and eventful week that included various educational offerings and networking events.

The conference included various breakout sessions, with topics as diverse as customer service, leadership, Microsoft Office tools, the Thrift Savings Plan (TSP), and retirement planning. Administrative and Electronic Public Access (EPA) track breakout sessions were also available. Administrative track sessions featured topics such as JIFMS, finance, unclaimed funds, and emergency preparedness, while EPA track sessions focused on CM/ECF and case management modernization. FedAdvantage offered specialized learning tracks for new to mid-career employees and employees nearing retirement.

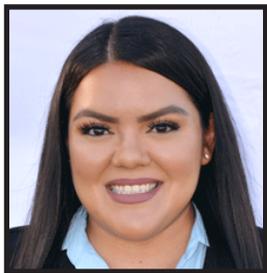
During the conference, Case Management Administrator Shemainee Carranza participated in the 2024 NCBC LEAD Academy Workshop. Ms. Carranza will complete the four-month leadership development program at the end of August.

Model Intern Program

The Court was selected to participate in the 2023-2024 Model Intern Program (MIP) along with the District Court and Probation and Pretrial Services. The MIP, previously known as the Model Intern Diversity Pilot Program (MIDPP), is a national initiative organized and funded by the Administrative Office of the U.S. Courts (AO). It offers college students a one-year paid internship, allowing them to explore employment opportunities in the federal judiciary.

Following the selection, the Bankruptcy Court's Clerk's Office extensively recruited from a diverse pool of candidates at higher learning institutions near the Riverside Division and in the greater Los Angeles metropolitan area. The Court received over 65 applications, which were narrowed down to a final pool of applicants by Bankruptcy Judge Magdalena Reyes Bordeaux and District Judge Sunshine S. Sykes. After two rounds of interviews, an interview panel representing each court unit selected University of California, Los Angeles (UCLA) student Rose Saubel as the MIP intern.

Ms. Saubel was mentored by District Judge Sunshine Sykes, Bankruptcy Judge Magdalena Reyes Bordeaux, and Probation Chief Natasha Alexander-Mingo while rotating through the District Court, Bankruptcy Court, and Probation & Pretrial. As part of her MIP capstone projects, Ms. Saubel assisted with a districtwide Native American Heritage Month celebration and made a presentation, as well as helped the District Court with Law Day in Riverside.



This program assisted the Court in meeting its strategies to foster diversity and provide outreach as outlined in the Strategic Plan, specifically Issue 3: Judiciary Workforce of the Future, Goal 3.5: Diversity, Strategy 3.5.1 and 3.5.2.



The Learning and Development Team Attends ATCoP 2024

Court personnel participated in the Automation Trainer's Community of Practice (ATCoP) National Conference for 2024, held in San Antonio, Texas, from May 13 to 17. The Court was represented by Information Technology and Training Manager Padraic Keohane, Senior Court Analyst Dr. Estella Chavarin, and Management Analyst Jan Zari. The conference attracted over 250 Court employees from various sectors of the federal judiciary.

The ATCoP conference aims to facilitate the exchange of knowledge and strategies for integrating modern technology into the daily operations of the Court. The 2024 conference presented sessions focused on enhancing training delivery in our home courts and strengthening IT security measures. Topics covered included leveraging Microsoft Power Automate to streamline tasks, creating more engaging technology-enhanced educational experiences, and improving skills in presentations and public speaking. Furthermore, breakout sessions encompassed areas such as Customer Service in the IT Environment, HR Recruitment, Creating Videos on Mobile Devices, and Discovering Microsoft Teams' Hidden Features. These discussions offered valuable insights into how to effectively utilize available technology and skills to enhance workplace efficiencies.

Senior and Supervisory Staff Participate in Crucial Conversations Training

All supervisors, managers, senior staff, and the Executive team read "Crucial Conversations: Tools for Talking When Stakes Are High" by Joseph Grenny, Kerry Patterson, et al. The book defines crucial conversations as discussions with opposing opinions, high emotions, and high stakes. It offers tools divided into three sections on what to do before, during, and

after these conversations, along with examples of common topics and strategies for achieving win-win outcomes.

Over the eight-week reading period, participants received weekly reminders and resources to enhance their learning. They completed the Style Under Stress assessment to identify their responses to crucial conversations, helping them focus on improvement areas. These methods are helpful for both professional and personal interactions.

On April 29, participants attended a training session led by Senior Court Analyst Dr. Estella Chavarin. This interactive session involved scenario-based exercises to apply the book's concepts, fostering deeper understanding. Attendees also engaged in reflections on the material and discussed its relevance to their work and personal lives.

Law Clerk/Extern Training Program

In 2024, the Court held three New Law Clerk/Extern training sessions. 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 new law clerks and externs.

New Extern Educational Training Program

For decades, law student externs have been welcomed by the bankruptcy judges of the Central District of California. They are allowed to assist in chambers, observe court proceedings, and gain valuable insight into the administration of the bankruptcy system. This externship program is an essential tool for introducing aspiring lawyers to bankruptcy law as a potential career path. It also helps to educate and develop the next generation of bankruptcy attorneys and promote diversity within the bankruptcy bar and bench. However, before starting their externship, many externs have limited knowledge of bankruptcy law, whether through law school or other means. To address this, the Court created a curriculum to familiarize externs with bankruptcy law terminology, ideas, and core principles.

Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with various educational opportunities. They introduced externs to teachers and practitioners who are leaders in the field. During these programs, students were instructed by

bankruptcy judges, attorneys, and academics. The program covered the basics of consumer bankruptcy law, business restructuring, adversary proceedings, motion practice, educational debt discharge, and California non-judicial real property foreclosure. Additionally, the program provided instruction on legal research and writing in bankruptcy, ethics for externs, the resources available at the Ninth Circuit Library, and guidance from career law clerks on how to excel and make the most of their externship experience.

Blake Francois Completes National Workplace Conduct Investigations Training

Manager, Planning & Research
Blake Francois completed the National Workplace Conduct Investigations Training organized by the Office of Judicial Integrity. The training covered the basics of conducting workplace conduct investigations, whether part of an EDR investigation (informally in an Assisted Resolution or as part of a Formal Complaint proceeding) or outside the EDR process at the request of a Chief Judge or Unit Executive. The training was conducted in two phases: Phase I consisted of four days of virtual instruction, and Phase II consisted of two full days of live instruction at the Administrative Office of the U.S. Courts' Training Center in San Antonio, Texas. Mr. Francois is now qualified to conduct workplace conduct investigations across the nation.



Blake Francois Completed the FJC's Advanced Supervisors Institute

Manager, Planning & Research
Blake Francois completed the Federal Judicial Center's (FJC) new Advanced Supervisors Institute (ASI). The ASI is a one-year program that offers leadership and management training to experienced managers and supervisors in the federal courts. The program includes monthly webinars and a mandatory 3.5-day in-person workshop. The program is designed to elevate participants' leadership capabilities by providing them with comprehensive knowledge and advanced skills in leadership, enabling them to significantly enhance their contributions to organizations and emerge as exemplary leaders. Additionally, the program allows participants to develop and fortify their management abilities.

Jan Zari Attends AO Human Resources Orientation and Human Resources Academy

From September 9 to 13, human resources staff from across the judiciary gathered in Arlington, Virginia, for the 2024 Human Resources Orientation and Human Resources Academy. Throughout the week, nearly 450 attendees from bankruptcy, district, and circuit courts, as well as from probation and pretrial services offices and the Administrative Office of the U.S. Courts (AO), participated in this hybrid event.



The topics covered included human resources policies and procedures, recruitment and staffing, compensation, HRMIS, strategies for developing and retaining a highly skilled workforce, addressing short-term staffing needs, maximizing human resource flexibilities, recruitment and workforce planning, training, and development resources, among others. Management Analyst Jan Zari led presentations on human resources policy, building an effective human resources program, and performance management alongside staff from the AO.



RESET Development Program

In recognizing the interplay between retirements, recruiting, and the retention of career employees, and to prevent the loss of critical competencies, the Workforce Planning Team formulated a new employee development program, RESET.

The RESET program, a comprehensive initiative designed to redistribute the knowledge and skills necessary to perform Operations' duties, directly responds to the constantly changing skills required for these essential court functions and employee attrition. The program bridges the gap between learning the information and performing the work, ensuring that these skills are not lost over time. Phase I provides refresher training to employees with previous operations experience, reconnecting them

with the knowledge and tools needed to enhance their capabilities. Phase II offers comprehensive training to all staff who formally express interest in learning, assisting with individual self-development, and ongoing professional development. Each phase involves observation and hands-on experience, with the goal of stabilizing workflow and productivity, maintaining quality performance levels, and protecting against unexpected workforce shortages.

Chapter Chats

On June 10, the Learning & Development Unit launched "Chapter Chats," a new learning opportunity for the Clerk's Office staff. "Chapter Chats" is a book club where participants read specific chapters of a book each week and then gather to discuss the assigned reading. In addition to interactive discussions, facilitators integrate group activities to emphasize the lessons learned. This provides an opportunity for individuals to apply the principles from the book in their daily interactions at work and home.



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 fiscal year 2024. This request was necessitated by the severe funding challenges facing the judiciary in the coming years. Ten employees accepted a buyout or early retirement payment and separated from the Court by December 21, 2024.

Outstanding Clerk's Office Staff Recognized

In August and September, Chief Judge Theodor C. Albert, Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputy of Administration John Hermann, Chief Deputy of Operations Benjamin Varela, and Director of Human Resources and Court Services Beryl visited each division to express appreciation to the staff for their diligent efforts and innovative contributions. Several staff members were presented with Special Service Awards to acknowledge their unwavering commitment and exceptional service to the public. Additionally, other staff members were also recognized with Length of Service Awards for their longstanding dedication to the Court.

A Flexible and Responsive Infrastructure

FINANCIAL

FY 2024 Judiciary Appropriations

After receiving a partial-year/interim allotment on October 1, 2023, the Court began FY 2024 under a Continuing Resolution (CR). Based on the full-formula court requirements and the expected funding for FY 2024, a uniform 11.4 percent across-the-board reduction was applied to all discretionary formulas and programs. CRs are intended to fund government operations in the absence of a full-year appropriations bill, allowing agencies to operate at a set rate for a specific period. During CRs, court units must exercise discretion in spending until a full-year appropriations bill is enacted and final allotments are issued. In this case, final allotments were distributed on April 23, 2024, resulting in a reduced across-the-board cut of 7.4 percent, down from 11.4 percent. After years of declining case filings, the Court finally experienced an increase that positively impacted its funding, but budget cuts based on the percentage reduction resulted in a salary shortfall in FY 2024. To address this shortfall, the Court, in collaboration with the Administrative Office of the U.S. Courts, the U.S. Supreme Court, and other court units, secured additional funding through buyouts, early retirements, space release credits, shared administrative services, and various other national initiatives and projects.



TECHNOLOGY AND INNOVATION

Courtroom of the Future

The Court is committed to providing up-to-date technology for exhibit presentation in courtrooms. The Court strives to implement and utilize state-of-the-art, easy-to-use, and intuitive technologies for all participants (i.e., parties, attorneys, and witnesses).

Riverside Division

The Court continued its commitment to modernizing courtroom technology with the installation of new audio-visual (AV) equipment and millwork enhancements in the Riverside Division courtrooms. This upgrade initiative, directly supporting strategic goals 4.1 (enhancing IT infrastructure) and 4.2 (upgrading courtroom technology capabilities), encompasses a comprehensive suite of advanced technologies designed to improve the efficiency and accessibility of court proceedings. The upgrades include the installation of advanced audio hardware, featuring high-quality microphones, speakers, amplifiers, and assistive listening devices, ensuring clear and reliable audio for all participants. In addition, high-definition video equipment has been integrated, enabling remote participation, enhancing the presentation of exhibits, and facilitating the use of Zoom video conferencing. The new audio and video systems are managed through intuitive touch-sensitive screens located on the bench and court support work area, providing straightforward adjustments to system parameters.

To seamlessly integrate this new technology while maintaining the aesthetic integrity of the courtrooms, modifications were made to the existing millwork to conceal cabling and accommodate the new equipment. Furthermore, the upgrades included the addition of height-adjustable lecterns, a new standard within the Riverside Division. The introduction of height-adjustable lecterns represents a meaningful improvement in courtroom accessibility and usability. Designed to accommodate the diverse needs of courtroom participants, these lecterns offer several important benefits, which include an adaptable platform that accommodates adjustment to personal comfort levels for

individuals of varying statures and physical abilities, and clearer audio through improved microphone alignment.

The Courtroom of the Future upgrades in the Riverside Division have been successfully completed in the courtrooms of Judges Magdalena Reyes Bordeaux and Wayne Johnson. These courtroom technology upgrades represent a significant step forward in providing a modern, efficient, and accessible environment for all participants in the judicial process. The Court remains committed to investing in technology that supports the fair and effective administration of justice.

Northern Division and San Fernando Valley Divisions

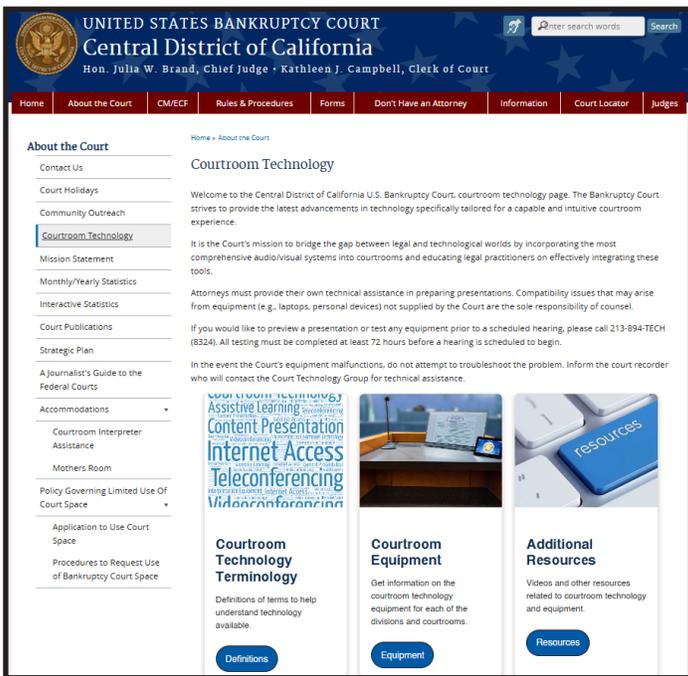
The Court's Audio-Visual team has made substantial advancements in enhancing courtroom technology, with particular emphasis on audio and AV control functionalities in the San Fernando Valley and Northern Divisions. This comprehensive upgrade encompassed a wide array of cutting-edge audio equipment, including sophisticated hardware equipped with digital audio processors and control systems to ensure optimal sound clarity and precise sound management. High-quality microphones were strategically positioned to capture clear audio from all individuals within the courtroom. Newly installed speaker systems provide balanced, articulate sound distribution throughout the space, ensuring all attendees can clearly hear proceedings. Powerful amplifiers were incorporated to deliver sufficient headroom and dynamic audio performance. Additionally, updated assistive listening devices were deployed to ensure accessibility for individuals with hearing impairments, complying with ADA standards. The project also involved the deployment of advanced audio-visual control systems that facilitate seamless management of audio and visual sources within the courtroom. This technology permits centralized control of displays, cameras, and audio feeds, thereby enhancing evidence presentation and supporting remote participation. These enhancements aim to establish an optimal audio-visual environment, resulting in improved sound quality, enhanced

understanding, increased accessibility, heightened reliability, and future scalability. Superior audio and visual quality ensure that all participants can hear and comprehend courtroom proceedings, thereby reducing confusion and fostering a fair and efficient judicial process. The upgraded assistive hearing devices guarantee equitable access for individuals with hearing impairments, reflecting the Court's commitment to inclusivity. The new digital audio-visual infrastructure offers enhanced reliability, minimizing downtime and ensuring consistent performance. This scalable and flexible digital infrastructure supports future technological advancements, enabling the Court to remain at the forefront of courtroom innovation. The Court continues to dedicate itself to providing a state-of-the-art, accessible environment for all participants in the judicial process. These audio-visual enhancements represent a significant step toward achieving that objective.

electronic exhibit presentation, assistive listening devices, audio and video conferencing capabilities, interpretation equipment, and attorney Wi-Fi access. The information is intended to help attorneys, litigants, and the public understand the technological amenities so they can prepare accordingly. This new section underscores the Court's steadfast dedication to harnessing technology to enhance the efficiency and accessibility of judicial proceedings.

Riverside Division Server Room Improvements

The Audio Visual (AV) Department, in collaboration with the Space Planning and Network Management teams, completed comprehensive server room improvements in the Riverside Division. These enhancements represent a crucial investment in the Court's infrastructure, designed to optimize current AV systems and provide a robust foundation for future technological advancements. The cabling infrastructure was upgraded to Category 6A, ensuring high-speed data transmission and supporting bandwidth-intensive applications. This upgrade also included the installation of new network and AV equipment racks, ladder racks, and a cable-tray basket to accommodate future AV cabling requirements. Dedicated power for AV racks was also added, ensuring reliable and efficient operation of AV equipment. The upgraded infrastructure will enhance the performance and reliability of AV systems, minimizing downtime and ensuring seamless operation. This project demonstrates the Court's commitment to providing the necessary capacity and flexibility to support state-of-the-art technology solutions that will significantly benefit the Riverside Division for years to come.



Courtroom Technology Webpage

In June, the Court launched a new section on its official website entitled “Courtroom Technology.” This section is meticulously crafted to provide comprehensive details on the technological resources available in courtrooms. The webpage provides exhaustive descriptions of equipment available in each courtroom, contingent upon the judge's approval, including

CACB Bankruptcy Court Assistance

Two Audio-Visual (AV) team members visited the U.S. Bankruptcy Court, District of Arizona (AZB), in Phoenix to assess the current AV systems and building infrastructure. The Court extended its AV services to provide AZB with system design recommendations and potential strategic approaches to funding and purchasing equipment. AV staff made suggestions to improve operational efficiencies in AZB courtrooms by suggesting hardware that complements the existing equipment through common manufacturer architecture and enables expedited response time through remote management capabilities.

National Active Directory Migrations

The IT Help Desk migrated several systems. These included relocating devices, servers, and print servers to the Administrative Office of the U.S. Court's (AO) national active directory network (NAD/ADU). As a result, the Court's in-house network was shut down, enabling better access to the security tools provided by the AO.

To accelerate the process of migrating devices and minimize disruption to staff, new Dell laptops were migrated first and then assigned to all staff and some judges. This reduced the downtime for users from three hours to just 20 minutes. As new devices are configured, they will be added directly to ADU and assigned to users. The transition took several weeks.

Laptops, printers, and print servers were also reconfigured to enable court staff to access and utilize network-based printers.

Enhanced Security Through Multi-Factor Authentication

The Court successfully implemented the Administrative Office of the U.S. Courts' (AO) mandatory Multi-Factor Authentication (MFA) in February 2024. MFA increases security and requires a second means of identity verification and a password when logging into a court device. MFA has two options. The most well-known option is to utilize DUO Mobile, which is similar to what staff use when remoteing in. The second option is to use their employee PIV-I cards with card readers. Both options are acceptable, but the PIV-I card method is the preferred approach recommended by the AO.

CourtSpeak Implementation

CourtSpeak has been successfully implemented in several courtrooms across the Central District. This system allows digital audio files of court hearings and trials to be made available to the public over the Internet through the Public Access to Court Electronic Records (PACER) system. Depending on the presiding judge and the system's availability, most audio files of court proceedings are uploaded to the Case Management/Electronic Case Filing (CM/ECF) system.

The digital audio recordings appear on the docket as a PDF document containing an MP3 file. These files are typically made available within 24 to 48 hours after

the conclusion of a hearing or trial. It's important to note that the CourtSpeak (MP3) audio recording is a copy of the court proceeding provided to the public for convenience; it is not the official record. The official record of a hearing or trial is the written transcript.

The Court's Audio-Visual staff were trained to effectively handle local support calls related to CourtSpeak.

ZoomGov

Zoom for Government (ZoomGov) continued to be used for both remote and hybrid hearings. The total ZoomGov use year-to-date resulted in 2,919 meetings, 2,837,702 meeting minutes, and 48,001 participants. Additionally, the Zoom Webinar license, which supports up to 1,000 participants at a time, was successfully used for three court training webinars.

Cisco WebEx

The National Internet Protocol Telephony (NIPT) phone system has transitioned from Cisco Jabber to Cisco WebEx, as Jabber has officially reached its end of life. This upgrade provides staff with a more robust and versatile communication platform.

With Cisco WebEx, employees can make and receive calls seamlessly from any location, replicating the experience of being at their desks. This flexibility is particularly advantageous for remote work and collaboration. Additionally, Cisco WebEx includes instant messaging features, enabling quick and efficient communication among colleagues.

Moreover, the platform supports video calls and meetings, enhancing the ability to connect visually and interactively with team members, clients, and stakeholders. Overall, this upgrade ensures that staff have access to a modern and comprehensive communication tool that meets the demands of today's work environment.

CM/ECF Upgrade to NextGen 1.7.2

From Friday, October 11, 2024, through Monday, October 14, 2024, the Court upgraded its CM/ECF system to NextGen version 1.7.2, as required by the Administrative Office of the U.S. Courts (AO). The IT project team worked tirelessly over the holiday

weekend with migration efforts, and the testing team ensured the upgraded system was working properly before going live on Tuesday, October 15. This upgrade provided necessary performance enhancements and essential security updates to CM/ECF.

EIS DCN Circuit Replacement

As part of the Administrative Office of the U.S. Courts' Enterprise Infrastructure Solutions (EIS) Program, courts were migrated to new long-distance carrier circuits. From September to December, the Court migrated Dynamic Circuit Network (DCN) circuits for the Los Angeles, Riverside, San Fernando Valley, Santa Ana, and Northern Divisions.

Judicial Firewall Equipment Replacement

From late September to the end of November, the Network Management Department upgraded the Court's Dynamic Circuit Network (DCN) firewalls.

The firewall equipment was replaced because it had reached its end-of-service life. The Judicial Firewall Service (JFS) team shipped pairs of new DCN firewalls to all divisions. In collaboration with the JFS team, the Court helped pre-stage, test, and replace the pairs of firewalls at each division. The cut-overs were done late evenings or weekends to minimize disruptions to court users.

IT Security Refresher

All court employees completed a mandatory annual IT security refresher training as part of the IT Security Self-Assessment Program Scorecard requirements. The training covered identifying confidential information and threats, avoiding dangers, backing up data, implementing password protections, and tips on practicing general Internet safety. Additionally, IT department staff completed additional IT security training as required per the scorecard.



FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS

Floor Warden Refresher Training

The Emergency Preparedness Team traveled to all divisions to provide in-person floor warden refresher training to all chambers and Clerk's Office staff. Because most of the court's staff, including designated floor wardens, continue to telework, it is crucial to ensure everyone is prepared to respond to potential incidents. The refresher included information on evacuations, shelter-in-place, and incident reporting/situational awareness.

Space Release Efforts

The Court released space in the San Fernando Valley, Santa Ana, and Los Angeles Divisions to address budget shortfalls. Rent credits were obtained as part of this release, which will aid in managing the Court's budget shortfall.

Emergency Preparedness Training

The U.S. Marshals Service organized a comprehensive Active Shooter training program for all staff members. The in-person training allowed employees to learn important skills and techniques to respond effectively to an active shooter situation. The training covered various topics, including identifying potential threats, developing situational awareness, and implementing active shooter response protocols.

Emergency Preparedness SharePoint Site

The Emergency Preparedness Team developed a SharePoint site that enables them to share vital information with all staff, including details about evacuations, shelter-in-place procedures, active shooter protocols, earthquake preparedness, and fire safety.



Appendices

Appendix I: 2020 – 2024 Court Strategic Plan Accomplishments

Appendix II: Bankruptcy Filings and Percentage Change: 1980 – 2024

Appendix III: Pro Bono Honor Roll

Appendix IV: About the Court

APPENDICES

Appendix I: 2020 – 2024 Court Strategic Plan Accomplishments

Issue 1: Enabling Broad Access to the Court

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers</p>	<p><u>Clerk’s Office Promotes Self-Represented Litigants’ Resources</u> Clerk’s Office staff continued publicizing the Court’s self-represented litigants’ resources throughout the Central District.</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 and case data information. DAP organizations provide free or low-cost legal services to qualified, self-represented parties.</p> <p><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u> The Clerk’s Office provided an email box so self-represented litigants (SRLs) could contact the Court and connect remotely with a Help Desk.</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>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>Online Chat Program</u> The Clerk’s Office has continuously offered its online chat program 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 English and Spanish.</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>Self-Help Desk Honor Roll</u> To encourage attorney participation 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>

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.1 Expand outreach and education about attorney referrals, self-help desks, website resources, and financial literacy, as well as unethical bankruptcy petition preparers (cont.)</p>	<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>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u> Led by Judge Houle, the Court initiated a telephone interpreter pilot program for limited-English-proficient filers. The telephone interpreter pilot program was designed to provide on-demand language interpretation services to the Central District's very diverse population.</p> <p><u>Third-Party Filer Tracker</u> The Court uses the Third-Party Tracker to track unscrupulous bankruptcy petition preparers. The information is exported to Excel and submitted to the Office of the U.S. Trustee every other month. The U.S. Trustee uses it to track serial runners and for their investigations and prosecutions as they deem necessary.</p>
<p>1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court</p>	<p><u>Appointment Cards for Self-Represented Litigants</u> Initiated by Judge Tighe, the Court distributed appointment cards to better assist self-represented litigants (SRLs) with tracking the next activity in a case.</p> <p><u>District Profile</u> Each year, the Court publishes a District Profile. The profile provides a snapshot of the Central District's filings, demographics, poverty and income, and labor statistics.</p> <p><u>Online Intake Appointment System</u> Implemented the Online Intake Appointment System to address limited traffic in the Clerk's Office.</p> <p><u>Long-Range Space Utilization Plan</u> The Court maintained and updated its Long-Range Space Utilization Plan.</p> <p><u>Self-Represented Litigants Report</u> The Court collects and compiles data in its Self-Represented Litigants Report. The report profiles litigants in bankruptcy, examines the district's self-represented filers, provides a statistical review of outcomes, and provides an overview of programs and available services.</p> <p><u>Small Business Reorganization Task Force</u> Established and chaired by Judge Tighe as a twelve-month task force, the Small Business Reorganization Task Force (SBRTF) explored obstacles that small businesses face in seeking bankruptcy relief. The SBRTF Final Report was published in December 2020.</p> <p><u>Statistical Analysis and Reporting</u> Provided regular statistical information (weekly, monthly, quarterly, yearly) and filing and economic trend analyses upon request.</p> <p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p>

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
1.1.2 Identify issues, conditions, and trends likely to have a significant impact on the Court (cont.)	<p><u>DAP</u> See 1.1.1</p> <p><u>Third-Party Filer Tracker</u> See 1.1.1</p>
1.1.3 Enhance and improve the Court's website for maximum effectiveness	<p><u>Access to eSR and Online Chat Program</u> The Electronic Self-Representation (eSR) software and Online Chat Program continue 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>Community Outreach Portal</u> The Court continued to use its new public-facing community outreach section on the Court website. The section serves as a resource for the Court's community outreach activities and is updated regularly with community outreach events.</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>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.</p> <p><u>Interactive Statistics Webpage</u> The Court continued to update its statistics dashboard with yearly and monthly filings and closings. Data is available by district, division, and county.</p> <p><u>Online Chat Program FAQs</u> FAQs were maintained and updated for the Online Chat program in English and Spanish.</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>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>eSR for Chapter 13</u> The Court's locally developed electronic Self-Representation (eSR) module, a tool to help individuals complete a bankruptcy petition when they have decided to file bankruptcy without an attorney, was modified and made available online to chapter 13 debtors to file a petition with the initial forms. eSR has been available to chapter 7 debtors since 2014.</p>

1.1 Outreach for Individuals	
STRATEGIES:	ACCOMPLISHMENTS:
<p>1.1.3 Enhance and improve the Court’s website for maximum effectiveness (cont.)</p>	<p><u>eSR Log-in Instructions at Public Terminals</u> The Court developed comprehensive and easy-to-follow login instructions for electronic Self-Representation (eSR) software. These instructions were designed to be displayed on every public terminal and were circulated among all departments. The instructions were also posted at all eSR terminals to ensure maximum visibility.</p>
<p>1.1.4 Increase outreach to underserved communities and partner with organizations such as educational institutions, charities, houses of worship, uniformed services, groups with potential vulnerable populations, and other governmental organizations</p>	<p><u>CARE Program</u> 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>Community Outreach Committee</u> Judge Sandra R. Klein continued to serve on the Ninth Circuit Public Information & Community Outreach 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.</p> <p><u>Girl Scouts Visit the Central District</u> Throughout the year, Girl Scout troops visited the Central District.</p> <p><u>Ninth Circuit Public Information and Community Outreach Committee</u> Judge Klein continued to serve on the Ninth Circuit Public Information and Community Outreach Committee, which focuses on circuit-wide initiatives.</p> <p><u>Court Events and Community Outreach</u> See the Court Events and Community Outreach section of this report.</p> <p><u>FED Day 2023</u> See the FED Day 2023 article in this report.</p> <p><u>Diverse Community Outreach Efforts</u> See 1.1.1</p>
<p>1.1.5 Support and facilitate self-help centers and pro bono programs throughout the District</p>	<p><u>Clerk’s Office Promotes Self-Represented Litigants’ Resources</u> See 1.1.1</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Dedicated Email Box Directs SRLs to Help During Pandemic</u> See 1.1.1</p> <p><u>Self-Help Desk Honor Roll</u> See 1.1.1</p> <p><u>Self-Help Desks</u> See 1.1.1</p>

1.2 Outreach for Businesses	
STRATEGIES:	ACCOMPLISHMENTS:
1.2.1 Have sufficient outreach and public education to ensure that businesses in financial distress are aware of bankruptcy laws, referral resources, and bankruptcy-related fraudulent schemes	<u>Small Business Reorganization Task Force</u> See 1.1.2
1.2.2 Investigate and identify barriers that prevent small businesses from accessing court resources	<u>Small Business Reorganization Task Force</u> See 1.1.2
1.2.3 Maintain and develop relationships with a diverse range of organizations, community groups, and bar associations	<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 2023, 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>Bar Association Meetings</u> Judges and the Executive Officer/Clerk of Court or designee update members of the Bar on court business during bar association meetings.</p> <p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Clerk's Office Promotes Self-Represented Litigants' Resources</u> See 1.1.1</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Diverse Community Outreach Efforts</u> See 1.1.1</p>
1.2.4 Study the existing business bankruptcy procedures to see whether there are barriers to business access Small Business	<u>Reorganization Task Force</u> See 1.1.2

Issue 2: Fair and Effective Court Operations

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
<p>2.1.1 Provide sufficient explanations for litigants to understand rulings</p>	<p><u>Don't Have an Attorney Page</u> The Don't Have an Attorney (DHAA) page on the Court's website features "Bankruptcy Basics" videos that explain the significance of court hearings and rulings, such as for reaffirmation hearings. Additionally, the Court's DHAA page links to resources and materials provided by pro bono organizations to illustrate common actions in bankruptcy cases.</p> <p><u>Explanation of Reaffirmation Hearings</u> During reaffirmation hearings, judges and volunteer attorneys provide explanations to litigants. Many judges explain the reaffirmation process in Spanish through volunteer interpreters</p>
<p>2.1.2 Ensure that the Court's website has multi-functional navigational tools for all individuals</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>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>Educational Videos in Spanish</u> See 1.1.3</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Website Translation</u> See 1.1.3</p>
<p>2.1.3 Promote the education of judges and court personnel on issues of diversity, implicit bias, and cultural literacy</p>	<p><u>Diversity, Equity, and Inclusion (DEI) Statement</u> The Court maintained its Diversity, Equity, and Inclusion (DEI) statement. This DEI statement demonstrates the Court's commitment to building an inclusive, varied workplace that welcomes people of all backgrounds. The Court's approved DEI statement is included in the Court's Personnel Handbook and posted on its website.</p>

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
2.1.3 Promote the education of judges and court personnel on issues of diversity, implicit bias, and cultural literacy (cont.)	<p><u>DEI Officer Hosts Training on Microaggressions in the Workplace</u> The Ninth Circuit Court of Appeals' Diversity, Equity, and Inclusion Officer Amrita Mallik hosted Microaggression/Implicit Bias Training for the Court on March 8 and 16. The sessions were well-attended by judges, chambers, managers, supervisors, and staff. Ms. Mallik discussed what biases are and how our biases can affect our relationships with others both inside and outside the workplace.</p> <p><u>AO's Model Intern Program</u> See the Model Intern Program article in this report.</p>
2.1.4 Consider adverse impact on parties or professionals with limited financial resources when developing procedures	<p><u>Judges' Committees Consider Procedural Changes</u> Throughout the year, judges' committees consider procedural changes that affect the population in the Central District.</p> <p><u>Online Payment by SRLs Using Pay.gov</u> The Court continued to offer Pay.gov to self-represented litigants as a secure way to make payments online. Pay.gov enables self-represented litigants to pay fees online for the certification of documents, copies, and fee installments for chapters 7 and 13.</p> <p><u>Online Payments Now Available for Pro Hac Vice</u> The Court continued accepting electronic payment for <i>pro hac vice</i> fees from non-resident lawyers involved in bankruptcy cases or adversary proceedings. This new payment method makes it easier, more convenient, and more efficient for non-resident lawyers to pay the <i>pro hac vice</i> fees.</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
2.1.5 Facilitate access to court proceedings for all individuals	<p><u>Mothers' Room</u> The Los Angeles, Santa Ana, Riverside, and Northern Divisions have Mothers' Rooms, or Lactation Rooms, available for the public and staff. The rooms feature comfortable seating, electrical outlets, a refrigeration unit, a self-locking door, and washroom.</p> <p><u>Ongoing Monitoring</u> The Office Services Manager monitors physical access to court buildings and court improvements as needed. The Space and Facilities Department works with GSA to ensure physical accessibility to court buildings, implement clear and easy-to-understand wayfinding signage to improve navigation to courtrooms and intake, and work with the Audio-Visual Department to place assistive listening devices in courtrooms.</p>

2.1 Non-Discrimination	
STRATEGIES:	ACCOMPLISHMENTS:
2.1.5 Facilitate access to court proceedings for all individuals (cont.)	<p><u>Videoconferences and Telephonic Hearings Across Divisions</u> Throughout the year, the Court continued telephonic appearances and the ability to appear by video using Zoom. This massive effort required deployment of new equipment, new procedures for litigant check-in, development of training materials for judges, court staff, attorneys and the general public. A specialized Zoom Guide and training videos were also developed and posted on the Court’s website.</p> <p><u>Hybrid Courtrooms</u> New technology was installed in every courtroom that allows video appearances. A document camera was also added to display paper-based documents or exhibits. User manuals were updated, and staff were trained to use the new technology, allowing for increased flexibility in conducting hearings.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Access to eSR and Online Chat Program</u> See 1.1.3</p> <p><u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3</p> <p><u>Accommodations for Deaf and Hearing Impaired</u> See 2.1.2</p> <p><u>ADA Accommodations</u> See 2.1.2</p>

2.2 Clear and Understandable Information and Procedures	
STRATEGIES:	ACCOMPLISHMENTS:
2.2.1 Simplify forms, rules, and other resources (“plain English”)	<p><u>The Central Guide Replaces the Court Manual</u> The Court released <i>The Central Guide</i>, a new digital tool that replaces the <i>Court Manual</i> and can be accessed through the Court’s website under “Rules and Procedures.” <i>The Central Guide</i> is a one-stop digital database with four sections that contain hundreds of links to content that no longer needs to be in the <i>Court Manual</i> because it is already published on the Court’s website in other locations.</p>

2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.2.1 Simplify forms, rules, and other resources (“plain English”) (cont.)</p>	<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> Throughout the year, the Court updated the Petition Packages and Official Forms and Instructions as needed.</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 Court Manual, Court website, Public Notices, etc., are also published in plain English.</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>2.2.2 Draft critical forms and information in common languages spoken in the District</p>	<p><u>Spanish-speaking Customer Service Representative</u> In 2024, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the Call Center.</p> <p><u>Language Line Renewal</u> See the Language Line Renewal article in this report.</p> <p><u>Educational Videos in Spanish</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p> <p><u>Website Translation</u> See 1.1.3</p>
<p>2.2.3 Strive to limit variances and effectively communicate unique procedural requirements</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Bar Advisory Board</u> See 1.2.3</p> <p><u>Specific Procedures Provided on Each Judge’s Webpage</u> See 2.2.1</p>

2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.2.4 Develop mechanisms to improve proceedings involving non-English-speaking individuals and others with communication barriers, including the expanded use and funding of interpreter and translator tools and services</p>	<p><u>Spanish Interpreter Volunteer</u> Throughout the year, the Court was aided by a Spanish interpreter volunteer who translated court forms and flyers into Spanish.</p> <p><u>Spanish-speaking Customer Service Representative</u> See 2.2.2</p>
<p>2.2.5 Continue to develop and create a central repository of informational materials and media for court users</p>	<p><u>SharePoint</u> The Court continues to expand its use of SharePoint.</p> <p><u>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>Emergency Preparedness SharePoint Site</u> See the Emergency Preparedness SharePoint Site article in this report.</p>
<p>2.2.6 Provide the public with instructions that are easily understandable and readily available</p>	<p><u>Printed Materials and Videos</u> The Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341(a) 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>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 to prepare bankruptcy petitions electronically. Additional computers were also available in each division for the public to use as a resource for researching bankruptcy information or finding credit and financial management courses.</p> <p><u>eSR FAQs</u> See 1.1.3</p> <p><u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3</p> <p><u>Bar Advisory Board</u> See 1.2.3</p> <p><u>Local Bankruptcy Rules</u> See 2.2.1</p>

2.2 Clear and Understandable Information and Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.2.7 Expand the availability of automated court information and data to the public and staff</p>	<p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Online Chat Program</u> See 1.1.1</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
<p>2.2.8 Evaluate and utilize social media as appropriate</p>	<p><u>Twitter</u> The Court continues to use Twitter as a social media platform for communication.</p> <p><u>LinkedIn</u> The Court uses LinkedIn to post external positions and connect with applicants.</p>

2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff</p>	<p><u>Central District Judicial Education Committee Annual Conference</u> In 2024, 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 several 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.</p> <p><u>Federal Court Leadership Development Program</u> Selected court staff participated in the Federal Judicial Center's (FJC) Federal Court Leadership Development Program (FCLDP).</p> <p><u>Law Clerk/Extern Training Sessions</u> In 2024, the Court held three full-day Law Clerk/Extern training sessions. More than 150 participants attended, including participants from the U.S. District Court.</p> <p>Throughout the year, bankruptcy judges of the Central District provided law clerks and externs with various educational opportunities. They introduced externs to teachers and practitioners who are leaders in the field. During these programs, students were instructed by judges, attorneys, and academics.</p>

2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.3.1 Promote educational opportunities and access to the latest developments in the law and training for judges and staff (cont.)</p>	<p><u>Online Learning Paths for Court Staff</u> The Learning and Development Unit continued to produce online learning paths for court staff. These self-paced learning paths are based on the general competencies for court staff and leadership competencies for supervisors and managers.</p> <p><u>SHOT! Professional Development Program</u> The 12-month Success Happens Over Time (SHOT!) program, facilitated by Senior Court Analyst Dr. Estella Chavarin, included courses such as: Overview of 7 Habits of Highly Effective People, Business Writing & Email Etiquette, and Overview of Crucial Conversations.</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>Local Bankruptcy Rules</u> See 2.2.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p>
<p>2.3.2 Provide accurate and timely procedures and rules to judges and staff</p>	<p><u>General Orders</u> Throughout the year, the Court entered and posted General Orders to inform the public.</p> <p><u>Local Bankruptcy Rules</u> See 2.2.1</p> <p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p>
<p>2.3.3 Ensure court procedures remain in compliance with relevant statutes, rules, and policies</p>	<p><u>Petitions, Forms, and Instructions Updated</u> See 2.2.1</p> <p><u>Procedures for a Government Shutdown</u> See the Clerk’s Office Prepares for a Government Shutdown article in this report.</p>

2.3 Informed Judging

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.3.4 Make certain that court proceedings are recorded accurately and completely, and that high-quality transcripts and audio recordings are readily accessible</p>	<p><u>Court Recorders</u> The Court's court recorders ensure that all hearings are adequately recorded in digital files by listening to the actual court hearing and monitoring the digital recording application while the hearing is underway. 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. Clerk's Office staff who perform court recording functions have been trained to record hearings from anywhere (e.g., a court recorder stationed in the Los Angeles Division can record a proceeding in the Riverside Division).</p> <p><u>FTR Gold Improvements</u> The Court regularly upgrades its recording software, FTR Gold. The For-The-Record (FTR) recording software received patches and operating system updates to enhance security and maintain performance and stability. New external encoders were deployed to enable audio adjustments for improved recording.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p>
<p>2.3.5 Provide resources and training on strategies for effectively dealing with litigants who may have a mental health condition</p>	<p><u>Clerk's Office Gathers Local and National Resources to Address Mental Health</u> Clerk's Office staff compiled mental health resources to share with judges on an <i>ad hoc</i> basis. Resources include local, state, national, and judiciary-sourced information.</p>

2.4 Cost-Effectiveness

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.4.1 Support and encourage the use of alternative dispute resolution procedures</p>	<p><u>Bankruptcy Mediation Program</u> The Mediation Program entered into its 29th year in 2024 and remains the most extensive and 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>
<p>2.4.2 Develop clear procedures for remote telephonic and video appearances that are dependable and effective</p>	<p><u>National Video Teleconferencing Service</u> The National Video Teleconferencing Service (NVTCS) was established to enable courts to conduct 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 the Los Angeles and Santa Ana Divisions. The Court plans to expand the usage of NVTCS as funding permits.</p> <p><u>ZoomGov User Guides</u> Created user guides and facilitated training to use ZoomGov videoconferencing for court hearings and general meetings.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p>

2.4 Cost-Effectiveness	
STRATEGIES:	ACCOMPLISHMENTS:
2.4.2 Develop clear procedures for remote telephonic and video appearances that are dependable and effective (cont.)	<u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5
2.4.3 Evaluate and implement systems to broaden self-help resources available via video	<u>eSR Promotion</u> See 1.1.1 <u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3
2.4.4 Consider commuting challenges and their impact on litigants when implementing court procedures	<u>Remote Access to Court Hearings</u> Following the pandemic, the Court held hearings remotely by telephone or by video. Efficiencies gained by holding some court hearings remotely have benefited self-represented litigants and attorneys, saving all parties time and expense by avoiding travel to court. The Court considered the positive feedback on holding remote hearings for some matters and continued holding them even after the pandemic ended. In reaction to the closure of Court buildings, the Court shared information with SRLs and attorneys regarding suspended or discounted rates offered by the telephonic hearing provider, Court Call. <u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report. <u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
2.5.1 Maximize system performance to allow timely access to process and review court documents	<u>Case Management Assist (CMA)</u> The Court continued to maximize efficiency through the 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. <u>CIAO! "Click-Once" Upgrade</u> The CIAO! application was upgraded with "click-once" technology to improve application performance when working remotely.

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.5.1 Maximize system performance to allow timely access to process and review court documents (cont.)</p>	<p><u>SSL Certificates</u> The Network Management department renewed and replaced Secure Sockets Layer (SSL) certificates on all CM/ECF - Live, Test, and Train environments. SSL certificates on Central District’s public-facing CM/ECF servers were renewed. All SSL certificates on private-facing CM/ECF servers were replaced with new certificates.</p>
<p>2.5.2 Streamline and simplify case management policies, procedures, and practices</p>	<p><u>CMA Reports</u> Managers and supervisors analyzed multiple Case Management Assist (CMA) reports to assess the staff’s workload and productivity. Based on these CMA reports, managers and supervisors reassigned workloads across divisions and teams to meet court requirements.</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>Notices Updated</u> The Clerk’s Office’s “Rejection Notice” and “Deficiency Notice” were updated to align with the manual and electronic petition procedures.</p> <p><u>Clerk’s Office Identifies Intake Appointment Scheduling System</u> The Court continued using the online Intake Appointment Scheduling System. The system allows members of the public to schedule appointments with Intake staff through an online portal. A link to the appointment scheduling software is accessible on the Court’s website. The Intake Appointment Scheduling System allows customers to schedule a date and time to engage in transactions with Intake staff.</p> <p><u>Electronic Drop Box</u> The Court continued to use the Electronic Drop Box (eDB) in response to building closures due to the COVID-19 pandemic. Originally developed by the New Mexico Bankruptcy Court, eDB enables self-represented litigants to electronically submit documents that do not require a fee.</p> <p><u>Auto Docketing Interface</u> The Court implemented auto-closing for chapter 13 dismissals, chapter 7 cases without discharge and no financial management filed, dismissed chapter 7 cases, chapter 13 cases without a plan, and chapter 11 and 13 plan confirmation notifications. ADI helps to reduce labor and aids in managing our caseload more efficiently.</p> <p><u>eSR for Chapter 13</u> See 1.1.3</p>

2.5 Assess and Enhance Case Management Procedures

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.5.2 Streamline and simplify case management policies, procedures, and practices (cont.)</p>	<p><u>Online Payment by SRLs Using Pay.gov</u> See 2.1.4</p> <p><u>Online Payments Now Available for Pro Hac Vice</u> See 2.1.4</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p>
<p>2.5.3 Identify enhancements to calendaring and order upload programs to provide more efficient processes and additional management tools</p>	<p><u>Calendaring and Order Alternatives Examined</u> Examined calendaring and order alternatives for streamlining purposes.</p> <p><u>CIAO! Databases Merge</u> In preparation for NextGen, the CIAO! databases were centralized from five servers onto one CIAO! server. The project began in the fall of 2019 with preliminary test merges and data verification by the CIAO! support team and designated Operations staff. Since merging nearly 20 years of data takes up to 30+ hours and requires verification, each merge was scheduled over a weekend. All five CIAO! databases are centralized onto one server.</p> <p><u>Appearance Report in CIAO!</u> Implemented new Appearance Report in CIAO! to assist with the logging of parties appearing for remote hearings.</p> <p><u>CIAO! “Click-Once” Upgrade</u> See 2.5.1</p>
<p>2.5.4 Review and enhance the use of and content provided through digital systems</p>	<p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Online Chat Program</u> See 1.1.1</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Website</u> See 1.1.3</p> <p><u>Public Use Computers</u> See 2.2.6</p> <p><u>Twitter</u> See 2.2.8</p>

2.6 Self-Represented Access to Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p>2.6.1 Improve website resources and access for self-represented parties</p>	<p><u>eSR</u> The Court continued to use and promote the use of Electronic Self-Representation (eSR) software. eSR is now available for chapters 7 and 13.</p> <p><u>Intake Physical Drop Boxes</u> The Clerk’s Office continued to provide physical drop boxes for documents that were not emergency filings. The public drop box station provided sealable bags so documents could be filed, and the related payment could be submitted together.</p> <p><u>Survey Regarding Self-Help Resources</u> Since 2014, the Court’s Don’t Have an Attorney (DHAA) web page has linked to a Survey Regarding Self-Help Resources so that the Court may collect feedback on the self-represented litigant (SRL) experience when visiting Help Desks and identify the resources most frequently used by SRLs. Since 2017, the Court also offered the Survey Regarding Self-Help Resources in Spanish.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>eSR Promotion</u> See 1.1.1</p> <p><u>eSR FAQs</u> See 1.1.3</p> <p><u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3</p> <p><u>Online Chat Program FAQs</u> See 1.1.3</p> <p><u>Printed Materials and Videos</u> See 2.2.6</p> <p><u>Electronic Drop Box</u> See 2.5.2</p>
<p>2.6.2 Enhance the functionality of electronic filing</p>	<p><u>eSR for Chapter 13</u> See 1.1.3</p> <p><u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3</p> <p><u>eSR</u> See 2.6.1</p>

2.6 Self-Represented Access to Technology

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.6.3 Encourage electronic filing where consistent with court rules</p>	<p><u>eSR Promotion</u> See 1.1.1</p> <p><u>eSR FAQs</u> See 1.1.3</p> <p><u>eSR Log-in Instructions at Public Terminals</u> See 1.1.3</p>

2.7 Non-Attorney Services

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.7.1 Continue to monitor and work to eliminate abusive and fraudulent conduct by bankruptcy petition preparers</p>	<p><u>Third-Party Filer Tracker</u> See 1.1.1</p>
<p>2.7.2 Study new and emerging projects and research on effective and legal use of non-attorney assistance</p>	

2.8 Systemic Improvement

STRATEGIES:	ACCOMPLISHMENTS:
<p>2.8.1 Continue to provide accurate and helpful case data and information</p>	<p><u>DAP</u> See 1.1.1</p> <p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Bar Association Meetings</u> See 1.2.3</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p> <p><u>CMA Reports</u> See 2.5.2</p>

2.8 Systemic Improvement	
STRATEGIES:	ACCOMPLISHMENTS:
2.8.2 Foster dialogue between bench, bar, and staff on best practices	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>DAP</u> See 1.1.1</p> <p><u>Public Counsel</u> See 1.1.1</p> <p><u>Bar Advisory Board</u> See 1.2.3</p>
2.8.3 Identify and communicate issues on which data and information would be most helpful to judges, federal and state lawmakers, and organizations	<p><u>Interactive Statistics Webpage</u> See 1.1.3</p> <p><u>Printed Materials and Videos</u> See 2.2.6</p>
2.8.4 Continue to evaluate and expand alternative dispute resolution programs	<p><u>Bankruptcy Mediation Program</u> See 2.4.1</p>
2.8.5 Evaluate and respond, when appropriate, to obstacles litigants may encounter when there are multiple venue choices	
2.9 Resource Management	
STRATEGIES:	ACCOMPLISHMENTS:
2.9.1 Manage the Court's budget effectively and request supplemental funding when necessary	<p><u>Monthly Spending Plans</u> The Clerk of Court submits a monthly spending plan to the Executive Committee for 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><u>Supplemental Funding Requests</u> Supplemental funding opportunities are monitored, and funding is requested from the Administrative Office of the U.S. Courts and Ninth Circuit when appropriate. A designated Clerk's Office team actively pursues opportunities for shared services funding.</p> <p><u>Spending Considerations List</u> The Administrative Services Manager maintains an ongoing Spending Considerations list, with spending needs identified and prioritized for consideration by the Court's Executive Committee. Purchase orders and spending are closely monitored throughout the year, and reports are provided to executive management to ensure proper oversight of government funds.</p>

2.9 Resource Management	
STRATEGIES:	ACCOMPLISHMENTS:
2.9.1 Manage the Court's budget effectively and request supplemental funding when necessary (cont.)	<p><u>Procedures for a Government Shutdown</u> See the Clerk's Office Prepares for a Government Shutdown article in this report.</p>
2.9.2 Offer intern and extern opportunities and pursue grant funding to provide the Court with resources for special projects	<p><u>Internships and Externships</u> Throughout the years, the Court continued to offer intern and extern opportunities.</p> <p><u>Clarkson Lecture Series</u> As part of the Clarkson Lecture Series co-sponsored by the Court and the National Conference of Bankruptcy Judges, throughout the year, judges hosted discussions regarding bankruptcy and the legal profession for national externs and law clerks.</p> <p><u>AO's Model Intern Program</u> See the Model Intern Program article in this report.</p>
2.9.3 Maintain a culture of responsible stewardship of all court resources	<p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> 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><u>Electronic and Electrical Waste</u> Court staff continued to gather electronic and electrical waste (e-waste) to be disposed of by the Office Services Department. The e-waste included keyboards, cabling, calculators, computer interface cards, and broken monitors.</p> <p><u>Cyclical Audit – No Findings</u> See the Cyclical Audit – No Findings article in this report.</p> <p><u>Internal Controls and Audit Complete</u> See the Internal Controls and Audit Complete article in this report.</p> <p><u>Facilities and Security</u> See the Facilities, Security, and Emergency Preparedness section of this report.</p>
2.9.4 Develop procedures and systems for contingencies, including government shutdown, mega case filings, or sudden budgetary constraints	<p><u>Case Surge Survey</u> Distributed the Case Surge Survey and compiled survey results to assess areas ripe for improvement or vet through ideas on handling a case surge.</p> <p><u>Procedures for a Government Shutdown</u> See the Clerk's Office Prepares for a Government Shutdown article in this report.</p>

Issue 3: Judiciary Workforce of the Future

3.1 Standards of Conduct	
STRATEGIES:	ACCOMPLISHMENTS:
<p>3.1.1 Maintain a workplace that fosters dignity, courtesy, patience, and respect</p>	<p><u>Ethics Training</u> 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 to the Court.</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 exceptional customer service were recognized throughout the year.</p> <p><u>“Great Place to Work” Campaign</u> The “Great Place to Work” campaign continued throughout 2024. 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>Wellness Campaign Events</u> 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>AO’s Model Intern Program</u> See the Model Intern Program article in this report.</p> <p><u>Diversity, Equity, and Inclusion (DEI) Statement</u> See 2.1.3</p> <p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> See 2.9.3</p>
<p>3.1.2 Promote performance based on integrity, efficiency, helpfulness, and empathy</p>	<p><u>Performance Management Program</u> The Human Resources Department reviewed the competencies identified in the Court’s Performance Management Program to determine the budget and resources required to create new opportunities and develop training programs.</p>
<p>3.1.3 Encourage the reporting of workplace misconduct and reduce barriers to reporting workplace misconduct by implementing an interactive Employment Dispute Resolution process</p>	<p><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u> The Court adopted the Ninth Circuit’s Model EDR Plan and held mandatory manager/supervisor and staff training.</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.1 Educate judges and court personnel on existing and emerging technologies</p>	<p><u>Automation T-15 Training Courses</u> Throughout the year, the Court offered automation T-15 training courses to judges and staff.</p> <p><u>Remote Access Training</u> The Information Security Officers also held multiple Information Security Remote Access Training classes for staff preparing to telework during the pandemic-related divisional closures. Also, the Clerk’s Office staff provided training on virtual private network (VPN) usage and security. Additionally, judges and staff were trained on remote recording procedures.</p> <p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p> <p><u>ZoomGov User Guides</u> See 2.4.2</p>
<p>3.2.2 Foster a culture of learning where judges, chambers, and the Clerk’s Office staff work to keep needed skills current</p>	<p><u>Executive Team Performance Appraisal</u> The Court continued the performance appraisal system for the Executive team, initiated in 2014.</p> <p><u>Interactive Mondays</u> Throughout the year, 20-25 staff members joined Management Analyst Jan Zari weekly to discuss discovering and building individual strengths, including personal and professional attributes and qualities. The sessions allowed staff to connect, interact, and learn in a virtual environment during a period of change and uncertainty.</p> <p><u>Keep in Touch Everyone (KITE)</u> Implemented by the Human Resources Department, Learning & Development Unit, and Communications Department, the Keep in Touch Everyone (KITE) initiative provided resources, activities, and a sense of belonging during the unexpected work-from-home period due to the COVID-19 pandemic.</p> <p><u>LEAD Academy</u> Clerk’s Office staff participated and completed the NCBC’s four-month Leadership, Excellence, Achievement, and Development (LEAD) Academy program hosted by the National Conference of Bankruptcy Clerks (NCBC).</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.2 Foster a culture of learning where judges, chambers, and the Clerk's Office staff work to keep needed skills current (cont.)</p>	<p><u>Professional Development Opportunities</u> The Court created professional development opportunities in the Communications, Planning & Research, and Audio-Visual Departments.</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>Federal Court Leadership Development Program</u> See 2.3.1</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>Online Learning Paths for Court Staff</u> See 2.3.1</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p>
<p>3.2.3 Increase retention of high-performing employees by offering continual, meaningful work tailored toward both the individual's existing and potential skillsets</p>	<p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>"Great Place to Work" Campaign</u> See 3.1.1</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.4 Establish programs to become an employer of choice</p>	<p><u>Court Vacancies</u> The Court advertises vacancies on its website, Twitter, and in 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 ongoing speaking engagements. See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Training Courses and Programs</u> See the Learning & Development Courses Train and Educate Court Personnel article in this report.</p> <p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Wellness Campaign Events</u> See 3.1.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>
<p>3.2.5 Recruit people who possess the education, skills, experience, commitment, and desire to serve the public</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Workshop for Junior Attorneys</u> See the Workshop for Junior Attorneys article in this report.</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>Court Vacancies</u> See 3.2.4</p> <p><u>Judges Reach Potential Applicants</u> See 3.2.4</p>

3.2 Recruitment and Development

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.2.6 Examine workforce demographics, assess future human capital needs, and maintain a current workforce succession plan</p>	<p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p> <p><u>Court Vacancies</u> See 3.2.4</p>
<p>3.2.7 Encourage judges to obtain feedback from the bankruptcy bar on judicial performance</p>	<p><u>Mid-Term Evaluations</u> Bankruptcy judges for the Central District of California voluntarily request midterm evaluations offered by the Ninth Circuit.</p>

3.3 Employee Engagement

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement</p>	<p><u>Employee Recognition Programs</u> The Court continues to promote the Employee Recognition programs as methods to enhance employee satisfaction by acknowledging outstanding service and commitment to the workplace.</p> <p><u>Years of Service Awards</u> The Court presented years-of-service awards, honoring Clerk’s Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p> <p><u>Safe Actions for Employee Return (SAFER)</u> The Court continued to use SAFER (Safe Actions for Employee Return), a program that provides employees with resources and tools to safely return to work in a post-quarantine environment. In response to the pandemic, the Court created the SAFER webpage, located on the Court’s Intranet. The new website includes a welcome-back video, the Court’s Reconstitution Plan, a daily health self-checker, employee training and resources, guidance on travel, health and wellness resources, a comprehensive listing of COVID-19 testing resources by county, and a link to the Employee Assistance Program (EAP).</p> <p><u>AO’s Model Intern Program</u> See the Model Intern Program article in this report.</p> <p><u>Diversity, Equity, and Inclusion (DEI) Statement</u> See 2.1.3</p>

3.3 Employee Engagement	
STRATEGIES:	ACCOMPLISHMENTS:
3.3.1 Maintain a positive work environment that recognizes high achievement, satisfaction, and employee engagement (cont.)	<p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>
3.3.2 Boost work performance and embrace change through continuous reinforcement of mutual trust, active participation, and connection to a shared purpose	<p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>
3.3.3 Expand ongoing opportunities for employees to provide regular feedback	<p><u>Centers of Excellence (CoE)</u> The Court established six Centers of Excellence (CoE), comprised of interested staff and managers, to help advance the achievement of the strategic goals.</p> <p><u>Strategic Planning Involves Responsive and Innovative Teamwork! (SPIRIT!)</u> The Court established the “Strategic Planning Involves Responsive and Innovative Teamwork!” (SPIRIT!) focus groups to gather feedback on how to achieve the strategic goals outlined in the Court’s Strategic Plan 2020 – 2024.</p> <p><u>Strategic Planning Council</u> The Clerk’s Office established the Strategic Planning Council (SPC) and six working groups known as the Centers of Excellence (CoE) to monitor and track the goals outlined in the Court’s 2020 – 2024 Strategic Plan. The SPC comprises the Chief Judge, Executive Officer/Clerk of Court, chief deputies, managers, supervisors, law clerks, and other staff members across the Central District. The CoEs comprise interested managers and staff who assist the Court in achieving its mission, vision, and strategic goals. Each CoE is responsible for creating proposals to plan and execute desired initiatives and process improvements. These proposals are presented to the Strategic Planning Council for approval and adoption.</p> <p><u>Case Surge Survey</u> See 2.9.4</p>
3.3.4 Incorporate employee engagement strategies that recognize and promote the importance of public service and each employee’s role in the Judiciary	<p><u>Employee Recognition Programs</u> See 3.3.1</p> <p><u>Centers of Excellence (CoE)</u> See 3.3.3</p> <p><u>Strategic Planning Council</u> See 3.3.3</p>

3.3 Employee Engagement	
STRATEGIES:	ACCOMPLISHMENTS:
3.3.5 Offer a variety of activities to work together as one team representing the organization	<p><u>Court Hosted 2023 NCBC Conference in Anaheim</u> From May 30 to June 2, 2023, the Central District of California hosted the National Conference of Bankruptcy Clerks Conference in Anaheim. The event drew over 450 bankruptcy court judges and clerks, district court judges and clerks, probation and pretrial services staff, and representatives from the Administrative Office of the U.S. Courts and the Federal Judicial Center.</p> <p><u>2024 NCBC Conference</u> See the Court Staff Attends National Conference of Bankruptcy Clerks Conference article in this report.</p> <p><u>“Great Place to Work” Campaign</u> See 3.1.1</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p> <p><u>Safe Actions for Employee Return (SAFER)</u> See 3.3.1</p>
3.3.6 Strengthen current employee and judicial involvement with the new-hire onboarding process	<p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p>

3.4 Lines of Communication	
STRATEGIES:	ACCOMPLISHMENTS:
3.4.1 Promote programs and activities that enhance communication among judges, chambers, and staff	<p><u>Diversity Celebrations</u> Throughout the year, the Court recognized and celebrated a variety of heritage months, each dedicated to honoring the diverse cultures and contributions of different communities. These celebrations included educational programs, events, and activities designed to promote awareness and appreciation for the rich histories and traditions represented within the Court and the broader society.</p> <p><u>AO’s Model Intern Program</u> See the Model Intern Program article in this report.</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>

3.4 Lines of Communication

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.4.2 Implement initiatives to ensure that all divisions communicate and collaborate effectively</p>	<p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>
<p>3.4.3 Build on an organizational culture that encourages open communication, transparency, civility, and consideration of all perspectives</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Winter Education Seminar</u> See the Winter Education Seminar: Face the Future Together article in this report.</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p> <p><u>“Great Place to Work” Campaign</u> See 3.1.1</p> <p><u>Interactive Mondays</u> See 3.2.2</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>

3.5 Diversity

STRATEGIES:	ACCOMPLISHMENTS:
<p>3.5.1 Foster diversity in the Court’s workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences</p>	<p><u>Diversity Hiring Committee Participation</u> In an effort to attract diverse candidates, the Court participated in the Diversity and Hiring Committees of the U.S. Attorney’s Office for the Central District of California interactive discussion.</p> <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>

3.5 Diversity	
STRATEGIES:	ACCOMPLISHMENTS:
<p>3.5.1 Foster diversity in the Court’s workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences (cont.)</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Judge Clifford III Welcomes Black and Latinx Law Students</u> See the Judge Clifford III Welcomes Black and Latinx Law Student Groups to Santa Ana Chambers article in this report.</p> <p><u>AO’s Model Intern Program</u> See the Model Intern Program article in this report.</p> <p><u>Diversity, Equity, and Inclusion (DEI) Statement</u> See 2.1.3</p> <p><u>Employee Dispute Resolution and Commitment to a Fair and Respectful Workplace Plan</u> See 3.1.3</p> <p><u>Diversity Celebrations</u> See 3.4.1</p>
<p>3.5.2 Provide outreach and information to potential judicial applicants to encourage highly- qualified individuals to apply for judicial openings</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Workshop for Junior Attorneys</u> See the Workshop for Junior Attorneys article in this report.</p> <p><u>Judges Reach Potential Applicants</u> See 3.2.4</p> <p><u>Diversity Hiring Committee Participation</u> See 3.5.1</p>
<p>3.5.3 Encourage law students and attorneys to enter the bankruptcy field to provide a diverse and qualified pool of applicants for future judgeship openings</p>	<p><u>Judges Speaking Engagements, Events, and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p> <p><u>Workshop for Junior Attorneys</u> See the Workshop for Junior Attorneys article in this report.</p> <p><u>Law Clerk/Extern Training Sessions</u> See 2.3.1</p> <p><u>Judges Reach Potential Applicants</u> See 3.2.4</p>

3.6 Collaboration	
STRATEGIES:	ACCOMPLISHMENTS:
<p>3.6.1 Pursue opportunities to share services within the Judiciary, including no-cost and cost- reimbursable services</p>	<p><u>Collaboration with the District Court</u> The Court’s COOP Coordinator collaborated with the U.S. District Court’s Emergency Preparedness and Security Officer.</p> <p><u>Shared Services Plan</u> The Shared Services Plan was implemented, and a court catalog of shared services was developed. Individual service offerings were updated on JShare, the Judiciary’s SAS webpage, and the catalog. The Court also used services from other courts by transferring funds or trading services.</p> <p><u>Shared Administrative Services</u> See the Clerk’s Office Continues to Offer Shared Administrative Services article in this report.</p>
<p>3.6.2 Consider sharing positions within the Judiciary when a full-time position is not warranted, or funds are limited</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 the District Court at the Santa Ana Division.</p>
<p>3.6.3 Encourage collaborative work efforts through the adoption of project management principles, software, team building exercises, action learning teams, and other efforts</p>	<p><u>Foreign Delegates Visit the Central District</u> In 2023, Judge Julia W. Brand hosted Judge Jiin Ku of the Supreme Court of Korea and her husband, Gyeongsu Kim, a corporate lawyer. Judge Jiin Ku studies bankruptcy procedures at UC Irvine through the National Center for State Courts’ International Programs Division.</p> <p>During their visit to the Los Angeles Division, they observed a chapter 13 confirmation hearing, toured the Clerk’s Office, and attended a presentation about the bankruptcy court. They discussed the chapter 13 process, courtroom technology, and assistance for unrepresented parties in bankruptcy cases.</p> <p><u>Syracuse University College of Law Delegation Visit</u> See the Syracuse University College of Law Delegation Visit article in this report.</p> <p><u>Centers of Excellence (CoE)</u> See 3.3.3</p>
<p>3.6.4 Volunteer to serve on national, circuit, and other committees and working groups to ensure the Court has a voice on critical initiatives and programs</p>	<p><u>Clerk’s Office Staff Serve on NCBC Committee</u> Clerk’s Office staff continued to serve on various NCBC Committees.</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>

3.6 Collaboration	
STRATEGIES:	ACCOMPLISHMENTS:
3.6.4 Volunteer to serve on national, circuit, and other committees and working groups to ensure the Court has a voice on critical initiatives and programs (cont.)	<p><u>Judicial Committee Participation</u> Chambers and Clerk’s Office staff continued to enhance communication through participation in the judicial committees.</p> <p><u>Judges and Clerk’s Office Staff Participate in National Committees and Programs</u> See the Committee Appointments section of this report.</p>
3.6.5 Share the innovative uses of technologies which highlight the individual strengths and talents of the Court	<p><u>Art of Possible</u> The Court continues to provide on-demand videos on creative uses of technology by the Clerk’s Office and chambers.</p> <p><u>Centers of Excellence (CoE) and SharePoint</u> The Clerk’s Office established dedicated SharePoint pages for each Center of Excellence to share project information, and the pages are accessible to the Court to view the CoE’s progress.</p> <p><u>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>Syracuse University College of Law Delegation Visit</u> See the Syracuse University College of Law Delegation Visit article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p> <p><u>SharePoint</u> See 2.2.5</p> <p><u>Foreign Delegates Visit the Central District</u> See 3.6.3</p>

3.7 Flexibility	
STRATEGIES:	ACCOMPLISHMENTS:
3.7.1 Prepare employees to perform one another’s jobs where feasible and appropriate to ensure uninterrupted coverage	<p><u>RESET</u> See the RESET Development Program article in this report.</p> <p><u>SHOT! Professional Development Program</u> See 2.3.1</p> <p><u>Professional Development Opportunities</u> See 3.2.2</p>

3.7 Flexibility	
STRATEGIES:	ACCOMPLISHMENTS:
<p>3.7.2 Increase flexibility to share work among staff in different divisions (cont.)</p>	<p><u>Court Recorders</u> See 2.3.4</p> <p><u>Case Management Assist (CMA)</u> See 2.5.1</p>
<p>3.7.3 Enhance video hearing capability so that judges can easily hear cases in any division</p>	<p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p> <p><u>National Video Teleconference Service</u> See 2.4.2</p>
<p>3.7.4 Conduct ongoing reviews of the Clerk’s Office organizational structure to ensure effective management practices</p>	<p><u>Organizational Review</u> Throughout the year, the Court reviews the Clerk’s Office’s organizational structure.</p>

Issue 4: A Flexible and Responsive Infrastructure

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.1.1 Maintain an IT project review process to determine project feasibility and prioritization	<p><u>IT Strategic Plan</u> The IT Committee reviews and approves technology improvements and monitors initiatives to ensure alignment with the IT Strategic Plan.</p>
4.1.2 Review the IT Strategic Plan to ensure alignment with the vision, goals, and initiatives of the Court and compliance with the <i>Guide to Judiciary Policy</i>	<p><u>IT Strategic Plan</u> See 4.1.1</p>
4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible, and secure technology experience	<p><u>Annual IT Security Scan of Servers</u> The Court participated in the annual security scan of servers at Internet Data Centers, resolving all issues found on local, court-owned servers. The Court also completed a quarterly backup restoration test.</p> <p><u>Inventory and Patch Management</u> The Network Management Department installed new unified endpoint management (UEM) software. The UEM software allows efficient management of server inventory and patches. The new software can generate quarterly reports that meet IT Security Scorecard requirements.</p> <p><u>IT Awareness Tips</u> The IT security officers emailed awareness tips throughout the year to all employees.</p> <p><u>IT Security Scorecard Requirements Review</u> Several policies were reviewed and updated in accordance with the IT Scorecard requirements. Print management, GUPs, and HP management software were migrated to a new server to decommission five older servers that were no longer supported by Microsoft, in compliance with the IT Scorecard.</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) 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 Staff Training</u> To learn and implement security best practices with new and existing technologies, IT staff members participated in security-related training classes.</p>

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.1.3 Enhance and support the IT infrastructure to provide a consistent, reliable, accessible, and secure technology experience (cont.)</p>	<p><u>Proxy Server and Patch Management Applications Upgraded</u> The Court's proxy server and patch management applications were upgraded. Agents were distributed to off-site devices so vulnerability scans could continue on off-site devices. Replication failover testing was performed successfully.</p> <p><u>Quarterly IT Security Assessment</u> The Network Management Department (NMD) completed quarterly vulnerability scans on LAN and server equipment on the network. Based on the vulnerability reports, the NMD patched and remedied the reported vulnerabilities for more than 80 physical, virtual, and Administrative Office of the U.S. Courts (AO)-hosted servers. In addition, the NMD updated firmware on over 100 network infrastructure devices, including network switches, UPS's, and data closet environmental monitors.</p> <p><u>IT Security Refresher</u> See the IT Security Refresher article in this report.</p> <p><u>FTR Gold Improvements</u> See 2.3.5</p>
<p>4.1.4 Assess needs and implement improvements in case management systems</p>	<p><u>Programs and Initiatives Reduce In-Person Appearances</u> The Court implemented programs and initiatives that reduce in-person appearances.</p> <p>The Clerk's Office developed a new option in CM/ECF that allows Attorneys to electronically file an involuntary bankruptcy petition, open the case, and pay the filing fee online. Previously, filing parties or their attorneys were required to file involuntary bankruptcy petitions manually during the intake window.</p> <p>Additionally, the Clerk's Office successfully developed and deployed a new docket event that allows ECF account holders to docket a request, upload a request form, and pay for a CD of a recorded hearing online. Clerks can also docket and upload the CD request forms that are received in person and through the mail. Previously, the form could not be filed online by ECF account holders or docketed by the Clerk's Office staff. It was mailed or hand-delivered with the fee to an intake clerk to be received, stamped, and cashiered. In both the old and new methods, the requesting party is contacted when the CD is ready to be mailed or picked up.</p> <p><u>Online Intake Appointment System</u> See 1.1.2</p> <p><u>Auto Docketing Interface</u> See 2.5.2</p> <p><u>Electronic Drop Box</u> See 2.5.2</p> <p><u>Intake Physical Drop Boxes</u> See 2.6.1</p>

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.1.5 Participate in national committees and programs to further the development and advancement of court technology and implementation of best practices</p>	<p><u>Judges and Clerk’s Office Staff Participate in National Committees and Programs</u> See the Committee Appointments section of this report.</p> <p><u>Judicial Committee Participation</u> See 3.6.4</p>
<p>4.1.6 Evaluate new and existing national applications on a frequent basis</p>	<p><u>National Applications Evaluated and Implemented</u> Court staff evaluated the Administrative Office of the U.S. Courts (AO) offerings for videoconferencing (Skype, WebEx, Cisco Meeting) for remote hearings and general meeting use. Additionally, the Court migrated SharePoint sites from locally hosted systems to the AO’s SharePoint Online offering, upgraded NextGen, and moved to the AO provided teleconferencing services.</p> <p><u>Migrated to the National Wireless Network Services</u> Successfully completed the implementation of the Administrative Office of the U.S. Courts’ (AO) enterprise-level wireless access network across all divisions. Migration to the system helped to reduce costs to the Court while providing a national, standardized, and secure wireless networks across the Judiciary. The centrally managed system is configured, monitored and secured by AO specialists and local WiFi access points are installed and maintained by court staff.</p> <p><u>National Password Vault Implemented</u> Successfully implemented the Administrative Office of the U.S. Courts’ National Password Vault for privileged accounts. The service improves the Court’s security posture by monitoring and logging privileged password access and use.</p> <p><u>National Video Teleconferencing System</u> All court video conferencing devices were added to the National Video Teleconferencing System (NVTCS). The national service improves the Court’s ability to support uninterrupted remote hearings through the judiciary’s redundant data centers.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Cisco WebEx</u> See the Cisco WebEx article in this report.</p> <p><u>Judicial Firewall Equipment Replacement</u> See the Judicial Firewall Equipment Replacement article in this report.</p> <p><u>Multi-Factor Authentication</u> See the Enhanced Security Through Multi-Factor Authentication article in this report.</p>

4.1 Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.1.7 Institute IT project management and software development methodologies	<p><u>Project Management Software Developments</u> The Court leveraged training in Agile, Scrum, and Kanban to conceptualize a Project Management System. A working version of the system was modeled and developed in Microsoft Access to facilitate the tracking of the Court’s portfolio of projects, programs, and tasks. The model is the basis for future developments in SharePoint.</p> <p><u>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>DREXEL</u> See the DREXEL article in this report.</p>

4.2 Courtroom Technology	
STRATEGIES:	ACCOMPLISHMENTS:
4.2.1 Examine courtroom technology guidelines and requirements	<p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p>
4.2.2 Upgrade courtrooms to maximize the use of modern courtroom technology and video appearance capability	<p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p>
4.2.3 Implement procedures for the electronic submission of exhibits for evidentiary hearings	<p><u>Electronic Exhibit Submission</u> Clerk’s Office staff worked with chambers to review electronic exhibit submission options and provide feedback on verbiage for hearing notices, instructions, and procedures.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p>
4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations	<p><u>IT Solutions and Developments</u> The Court’s IT Security Officers and IT Managers participated in both the monthly Judiciary Information Security Officer and Assistant Circuit Executives conference calls to discuss IT developments and solutions for security, network, telecommunications and emerging technologies. Additionally, various IT staff members participated in the annual technology conference hosted by the Ninth Circuit, and attended IT security, audio visual, networking, and video editing training classes.</p>

4.2 Courtroom Technology	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.2.4 Keep current on emerging technologies used by courts and public and private sector organizations (cont.)</p>	<p><u>IT Solutions and Developments (cont.)</u> Collaborative Teams channels were set up nationally to allow court staff and other members of the Judiciary to meet, share files, and discuss issues, ideas, and innovations. Frequently used Teams channels included topics such as general IT best practices, courtroom technology, digital recording, audio streaming, and IT security.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p> <p><u>Electronic Drop Box</u> See 2.5.2</p>
<p>4.2.5 Analyze the technologies necessary to implement courtroom sharing and the associated costs</p>	<p><u>Court Sharing</u> As part of the Court’s shared services for space and facilities, the Santa Ana Division hosted a trial for Judge Patrick B. Augustine from the Occupational Safety and Health Review Commission in 2022.</p>
<p>4.2.6 Ensure court recording systems are current and optimized for audio quality</p>	<p><u>Administrative Office of the U.S. Courts’ Cloud Services</u> The Court signed up for Cloud Hosting Services provided by the Administrative Office of the U.S. Courts (AO). Utilization of the AO’s hosting services enabled the Court to reduce costs associated with the cyclical replacement of equipment, and annual maintenance of servers while also potentially eliminating cooling expenses as the server room space is reduced.</p> <p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Court Recorders</u> See 2.3.4</p> <p><u>FTR Gold Improvements</u> See 2.3.5</p>

4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.3.1 Implement Judiciary IT Security Scorecard requirements</p>	<p><u>Five-Year IT Security Assessment</u> The Court assisted the Administrative Office of the U.S. Courts' (AO) Information Technology Security Office (ITSO) to complete a five-year Information Technology Security Assessment, which is a thorough assessment of all security controls, providing insight into how to improve the Court's security.</p> <p><u>IT Security Monthly Meetings</u> In an effort to safeguard judiciary information and systems, the Clerk of Court, Chief Deputy of Administration, IT Security Officers, Network Manager, IT Help Desk Manager, Special Projects Manager, and a team member from the Ninth Circuit's IT Security team met monthly. The meeting focused on a review of the Court's compliance with AO and local IT security policies and needs. Each month, the team provided updates on a variety of security metrics and the efforts with each to ensure an optimal security posture for the Court.</p> <p><u>IT Security Scorecard Requirements Review</u> See 4.1.3</p> <p><u>Quarterly IT Security Assessment</u> See 4.1.3</p>
<p>4.3.2 Participate in IT Security Assessments and programs offered by the Ninth Circuit and the Administrative Office of the United States Courts to promote security</p>	<p><u>Participated in National IT Initiatives and Programming Offers</u> The Court participated in national IT initiatives and programming, including NextGen CM/ECF programming opportunities. The Court also volunteered to participate in the Administrative Office of the U.S. Courts' programming offers related to NextGen CM/ECF.</p> <p><u>IT Awareness Tips</u> See 4.1.3</p>
<p>4.3.3 Leverage available security tools, resource packets, templates, and awareness materials</p>	<p><u>IT Platforms Leveraged</u> Information Security Officers (ISOs) used Skype and Teams to perform Remote Access IT Security training as part of implementing telework for all staff. Agents were distributed to off-site devices so vulnerability scans could continue on off-site devices. The IT security COVID-19 page was updated with relevant articles related to remote access and COVID-19-related scams. Event logs were monitored, with a focus on remote access issues. A web application firewall was activated on an outward-facing server. IT staff prepared and participated in an AO Security Posture Scan as well as an AO five-year security assessment, which is a thorough assessment of all security controls, providing insight into how to improve the Court's security posture. An annual review of IT security policies and plans was completed, using the Guide to Judiciary Policy and various resource packets as references.</p> <p><u>Judicial Firewall Equipment Replacement</u> See the Judicial Firewall Equipment Replacement article in this report.</p>

4.3 Information Technology Security

STRATEGIES:	ACCOMPLISHMENTS:
4.3.3 Leverage available security tools, resource packets, templates, and awareness materials (cont.)	<p><u>Multi-Factor Authentication</u> See the Enhanced Security Through Multi-Factor Authentication article in this report.</p> <p><u>IT Security Training</u> See 4.1.3</p>
4.3.4 Establish and maintain redundancies to all critical systems	<p><u>Administrative Office of the U.S. Courts' Cloud Services</u> See 4.2.6</p>
4.3.5 Expand security awareness through training and frequent communication	<p><u>IT Security Refresher</u> See the IT Security Refresher article in this report.</p> <p><u>IT Awareness Tips</u> See 4.1.3</p> <p><u>IT Security Training</u> See 4.1.3</p>

4.4 Mobility

STRATEGIES:	ACCOMPLISHMENTS:
4.4.1 Provide staff with the required training and equipment to successfully work remotely when necessary	<p><u>Remote Software Updates</u> The Clerk's Office increasingly "pushed out" software updates to all of the Court's computers and devices remotely, saving time and labor. Enterprise computer systems management software was also used to upgrade end-user devices to the latest Windows operating system.</p> <p><u>Telework Training Provided to All Staff</u> Provided telework training to all staff when required to work from home.</p> <p><u>Telework Equipment</u> The Court continued to identify telework equipment needs, determine vendor availability, and request supplemental funding, if needed.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p> <p><u>Remote Access Training</u> See 3.2.1</p>

4.4 Mobility	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.4.2 Utilize platform-agnostic applications and consider the potential for mobile solutions when initiating new IT projects</p>	<p><u>Remote Access to Resources</u> The Court adopted a new method for remotely connecting to court resources. The newly installed software expedited the network connection process while eliminating the need to remote into a desktop computer at work.</p>
<p>4.4.3 Promote opportunities for digital collaboration and continuous improvement in audio and video technology</p>	<p><u>Collaborative Platforms Used</u> Collaborative platforms such as Teams and Zoom were prominently used in 2024. Teams and Zoom were leveraged to facilitate meetings with staff and externs, alert court support staff that the judge was about to take the virtual bench, and for other necessary communications that would otherwise have been in-person. Zoom was vital to conducting remote hearings and training sessions.</p> <p><u>Courtroom Videoconference Installations</u> New videoconferencing equipment and controls were tested and deployed in courtrooms throughout the District.</p> <p><u>Courtroom of the Future</u> See the Courtroom of the Future article in this report.</p> <p><u>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>DREXEL</u> See the DREXEL article in this report.</p> <p><u>Emergency Preparedness SharePoint Site</u> See the Emergency Preparedness SharePoint Site article in this report.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p> <p><u>SharePoint</u> See 2.2.5</p>

4.4 Mobility	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.4.4 Share and promote the use of collaboration tools and unified messaging applications</p>	<p><u>Assuring Court Excellence (ACE)</u> The Court continued to use its SharePoint site titled Assuring Court Excellence (ACE). The site was developed as a centralized repository for capturing key documents required by various national, regional, and local policies and other preferred items requiring documentation and tracking.</p> <p><u>Community Outreach Events</u> The Court continued to use its Community Outreach SharePoint site. Enhancements to the site were made prior to the launch based on feedback during user acceptance testing. A guide to the site was developed and distributed to coincide with the launch. The site is a valuable resource, allowing for a collaborative space for planning and participation in upcoming community outreach.</p> <p><u>Judicial Committees Hub</u> The Court continued to use its Judicial Committees Hub. Training was provided to the judicial committee coordinators on the multiple features and functionality of the site. Meeting minutes, agendas, and other materials from the legacy file management solution to the corresponding sites on the judicial committee's hub were successfully migrated. The Judicial Committees Hub is a valuable resource in allowing for a collaborative space for participant engagement.</p> <p><u>Judicial Research Library Site</u> The Court continued to use its Judicial Research Library (JRL) SharePoint site. The JRL allows chambers to research bankruptcy-related topics that impact the Court. A guide to the site's enhanced search features and process for uploading materials was developed and distributed to users. The design, development, and implementation of the JRL site was a collaborative effort between chambers and the Clerk's Office staff.</p> <p><u>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>DREXEL</u> See the DREXEL article in this report.</p> <p><u>ZoomGov Videoconferencing</u> See the ZoomGov article in this report.</p> <p><u>Videoconferences and Telephonic Hearings Across Divisions</u> See 2.1.5</p> <p><u>SharePoint</u> See 2.2.5</p> <p><u>Collaborative Platforms Used</u> See 4.4.3</p>

4.5 Paper Reduction	
STRATEGIES:	ACCOMPLISHMENTS:
<p>4.5.1 Conduct a feasibility study on existing paper-based procedures to determine what processes may be automated or digitized</p>	<p><u>Clerk’s Office SOR SharePoint Site</u> The Court continued to use its new Special Order Request (SOR) SharePoint site. The program transforms the existing paper-based form and related processes into a new online platform. The SOR form, an integral part of the Court’s procurement process, allows for acquiring goods and services essential to operations.</p> <p>The new SOR SharePoint site saves time, ensures compliance, eliminates delays, and automates the flow of an SOR from request to fulfillment. The newly standardized approval process maintains visibility at each step of the SOR process by sending automated email notifications to stakeholders.</p> <p><u>DREXEL</u> See the DREXEL article in this report.</p>
<p>4.5.2 Examine the Administrative Office of the United States Courts’ guidelines detailing the use of digital signatures</p>	<p><u>Clerk’s Office Conducts Research</u> The Clerk’s Office gathered research on the Administrative Office of the U.S. Courts’ policies on the use of digital signatures.</p>
<p>4.5.3 Encourage the use of existing electronic systems in lieu of paper to save time and space while improving access to information</p>	<p><u>Archiving Project</u> The Court continued to archive case records to free up valuable space.</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>Records Shredded and Disposed</u> Significantly reducing the total volume of storage space required, the Central District shredded boxes of petitions, subsequent documents, claims, financial records, old transcripts already disposed of by the 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>Courtroom Technology Webpage</u> See the Courtroom Technology Webpage article in this report.</p> <p><u>DREXEL</u> See the DREXEL article in this report.</p> <p><u>SharePoint</u> See 2.2.5</p> <p><u>Electronic Drop Box</u> See 2.5.2</p>

4.5 Paper Reduction	
STRATEGIES:	ACCOMPLISHMENTS:
4.5.3 Encourage the use of existing electronic systems in lieu of paper to save time and space while improving access to information (cont.)	<p><u>Electronic and Electrical Waste</u> See 2.9.3</p> <p><u>Programs and Initiatives to Limit In-Person Appearances</u> See 4.1.4</p> <p><u>Assuring Court Excellence (ACE)</u> See 4.4.4</p> <p><u>Community Outreach Events</u> See 4.4.4</p> <p><u>Judicial Committees Hub</u> See 4.4.4</p> <p><u>Judicial Research Library Site</u> See 4.4.4</p>
4.6 Stakeholder Feedback	
STRATEGIES:	ACCOMPLISHMENTS:
4.6.1 Involve public stakeholders in the development and upgrades of technological systems and solutions	<p><u>Public Stakeholders Involved</u> Throughout the year, the Court continued to involve members of the Bar and public stakeholders in the development of new systems and solutions.</p> <p><u>Hybrid Courtrooms</u> See 2.1.5</p>
4.6.2 Implement new systems and solutions through pilot project initiatives	<p><u>CourtSpeak Implementation</u> See the CourtSpeak Implementation article in this report.</p> <p><u>Telephone Interpreter Pilot for Limited-English-Proficient Filers</u> See 1.1.1</p> <p><u>Online Payment by SRLs Using Pay.gov</u> See 2.1.4</p> <p><u>Online Payments Now Available for Pro Hac Vice</u> See 2.1.4</p>
4.6.3 Deliver pre-development stakeholder training	<p><u>Public Stakeholders Involved</u> See 4.6.1</p>

4.6 Stakeholder Feedback	
STRATEGIES:	ACCOMPLISHMENTS:
4.6.4 Promote communication and facilitate the exchange of ideas through outreach and user satisfaction surveys	<p><u>eSR Surveys</u> User satisfaction survey disseminated with eSR confirmation email.</p> <p><u>Survey Regarding Self-Help Resources</u> See 2.6.1</p> <p><u>Public Stakeholders Involved</u> See 4.6.1</p>
4.6.5 Expand attorney representation and participation on IT issues	<p><u>Public Stakeholders Involved</u> See 4.6.1</p>

4.7 Facilities and Security	
STRATEGIES:	ACCOMPLISHMENTS:
4.7.1 Identify, monitor, and address building and safety improvements	<p><u>Court Security Practices</u> 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>Ongoing Safety Improvements</u> The Office Services Manager conducts surveys and requests funds as needed for safety improvements.</p> <p><u>Pandemic Supplies Distributed</u> The Court continued to monitor, maintain inventory, order, and deploy various pandemic supplies districtwide.</p> <p><u>Space Release</u> See the Space Release Efforts article in this report.</p> <p><u>Floor Warden Refresher Training</u> See the Floor Warden Refresher Training article in this report.</p> <p><u>Ongoing Monitoring</u> See 2.1.5</p> <p><u>Reconstitution Plan</u> See 2.9.4</p> <p><u>Keep in Touch Everyone (KITE)</u> See 3.2.2</p>

4.7 Facilities and Security	
STRATEGIES:	ACCOMPLISHMENTS:
4.7.2 Maintain an updated district-wide long-range space plan	<u>Long-Range Space Utilization Plan</u> See 1.1.2
4.7.3 Pursue funding to ensure all courtrooms are ADA-compliant	<u>Accommodations for Deaf and Hearing Impaired</u> See 2.1.2 <u>ADA Accommodations</u> See 2.1.2
4.7.4 Participate in security committees to enhance security and safety	<u>Facility Security Committee and Court Security Committee</u> Throughout the year, judges and court staff participated in the Facility Security Committee in each divisional location and in the Court Security Committee with the U.S. Marshals Service and the General Services Administration. <u>Court Security Practices</u> See 4.7.1
4.7.5 Design cost-effective office spaces as funding permits to incorporate healthy, well- building inspired principles	<u>Ergonomic Improvements for Law Clerks and Judicial Assistants</u> To enhance the functionality of law clerks' and judicial assistants' workstations, the Space and Facilities staff replaced the existing systems furniture to include ergonomic or technological features. The new workstations offer enhanced privacy and storage, along with height-adjustable work surfaces and sorting areas.
4.7.6 Continue to strengthen the Court's relationship with both the United States Marshals Service and the Federal Protective Service	<u>Facility Security Committee and Court Security Committee</u> See 4.7.4
4.7.7 Cultivate close working relationships with all federal court representatives to ensure the space needs of the Court are addressed	<u>Facility Security Committee and Court Security Committee</u> See 4.7.4

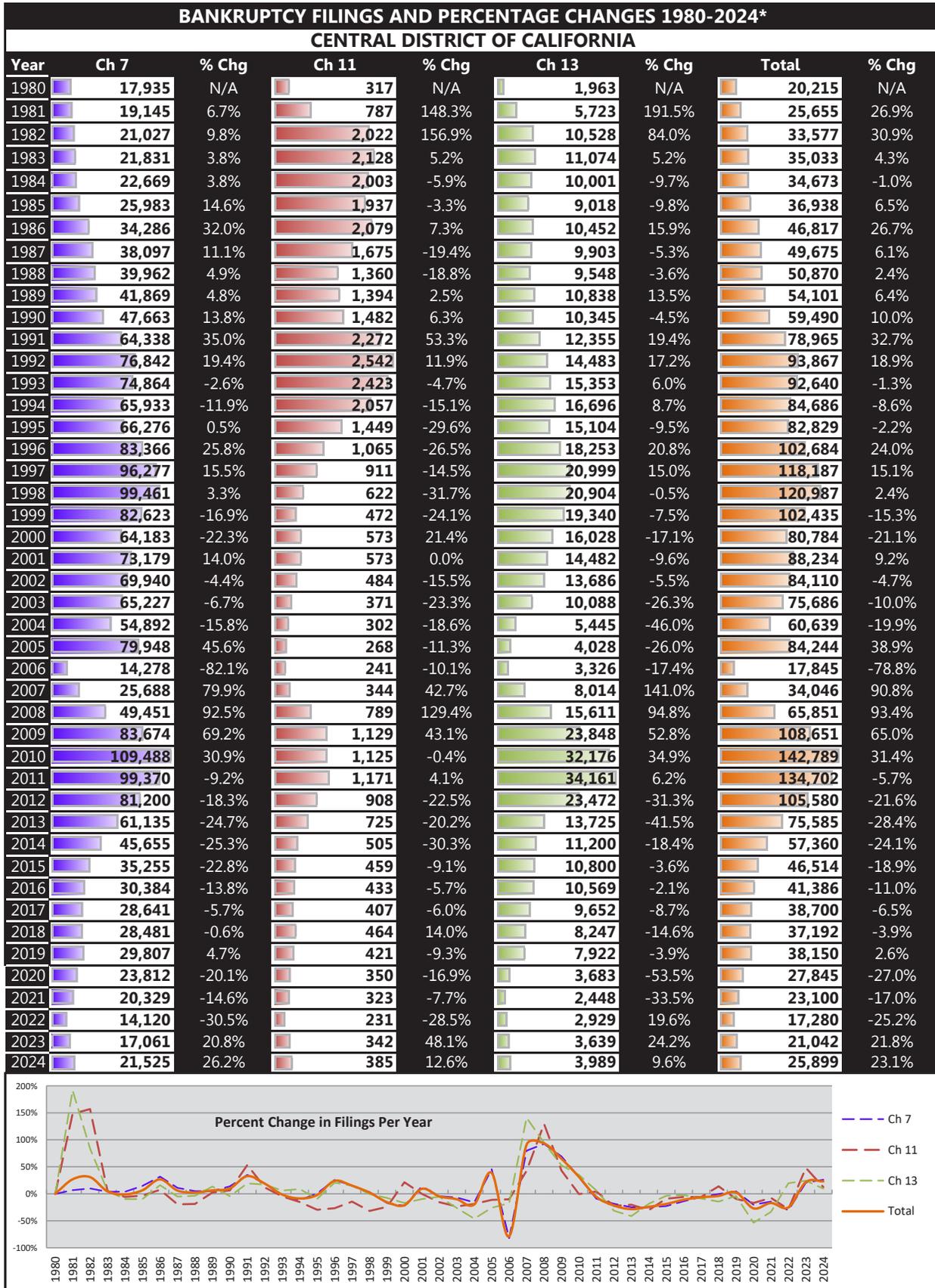
4.8 Emergency Preparedness and Continuity of Operations

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.8.1 Review and periodically re-evaluate the Court’s security and emergency procedures</p>	<p><u>Annual Review of the Court’s Security and Emergency Procedures</u> The Court’s Information Security Officers (ISO) led the annual review and updating of the twenty-four policies and plans, which detail and support adherence to the Guide to Judiciary Policy and strengthen the security posture of court resources. Additionally, a team comprised of ISOs, operations managers, administrative specialists, and IT managers led backup and restoration efforts to verify and ensure access to court systems in the event of an emergency.</p> <p><u>Emergency Preparedness SharePoint Site</u> See the Emergency Preparedness SharePoint Site article in this report.</p> <p><u>Floor Warden Refresher Training</u> See the Floor Warden Refresher Training article in this report.</p> <p><u>Procedures for a Government Shutdown</u> See the Clerk’s Office Prepares for a Government Shutdown article in this report.</p> <p><u>Reconstitution Plan</u> See 2.9.4</p>
<p>4.8.2 Conduct systematic testing and training on security and emergency procedures</p>	<p><u>Court Tests the Emergency Notification System</u> Throughout 2024, the Crisis Communication Team conducted monthly tests of the Court’s Emergency Notification System to familiarize staff with emergency notifications and the steps to confirm receipt of notifications.</p> <p><u>National Preparedness Month</u> The Office Services department helped staff prepare for emergencies during National Preparedness Month.</p> <p><u>The Great ShakeOut</u> In observance of the yearly ShakeOut event, the COOP Coordinator activated the Court’s emergency notification systems, which generated a brief test emergency response message to judges, chambers, and Clerk’s Office staff.</p> <p><u>Floor Warden Refresher Training</u> See the Floor Warden Refresher Training article in this report.</p>
<p>4.8.3 Maintain an up-to-date Continuity of Operations Plan for the Court and Occupant Emergency Plan for all court facilities</p>	<p><u>COOP Plan Revised</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 experienced severe, long-term COOP plan activations, such as New York and Louisiana.</p> <p><u>Emergency Preparedness SharePoint Site</u> See the Emergency Preparedness SharePoint Site article in this report.</p>

4.8 Emergency Preparedness and Continuity of Operations

STRATEGIES:	ACCOMPLISHMENTS:
<p>4.8.4 Communicate and coordinate the Court's Continuity of Operations Plan and strategies with other court units and appropriate public safety agencies</p>	<p><u>COOP Webpage</u> The Court continued to maintain its COOP webpage.</p> <p><u>Emergency Preparedness SharePoint Site</u> See the Emergency Preparedness SharePoint Site article in this report.</p> <p><u>Collaboration with the District Court</u> See 3.6.1</p> <p><u>District Court Partnership</u> See 3.6.2</p> <p><u>Federal Executive Board</u> See 3.6.4</p>

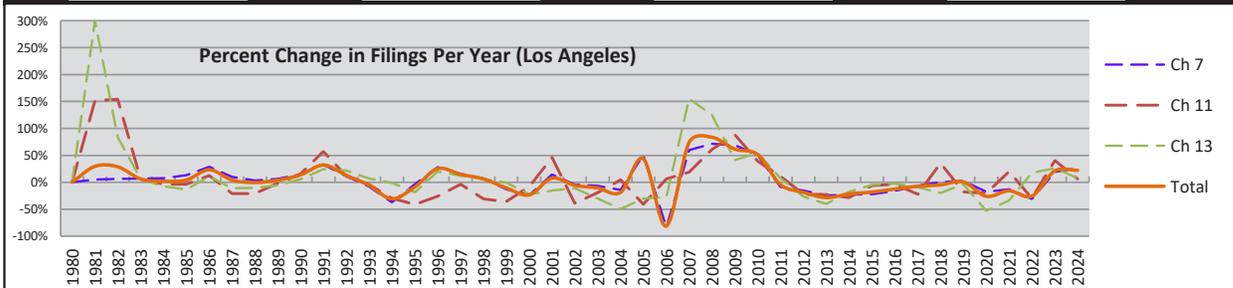
Appendix II: Bankruptcy Filings and Percentage Change: 1980 – 2024



BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2024*

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%
2020	9,816	-18.0%	144	-20.4%	1,707	-52.9%	11,667	-26.0%
2021	8,541	-13.0%	173	20.1%	1,122	-34.3%	9,836	-15.7%
2022	5,883	-31.1%	122	-29.5%	1,316	17.3%	7,321	-25.6%
2023	7,033	19.5%	171	40.2%	1,661	26.2%	8,865	21.1%
2024	8,881	26.3%	182	6.4%	1,782	7.3%	10,845	22.3%

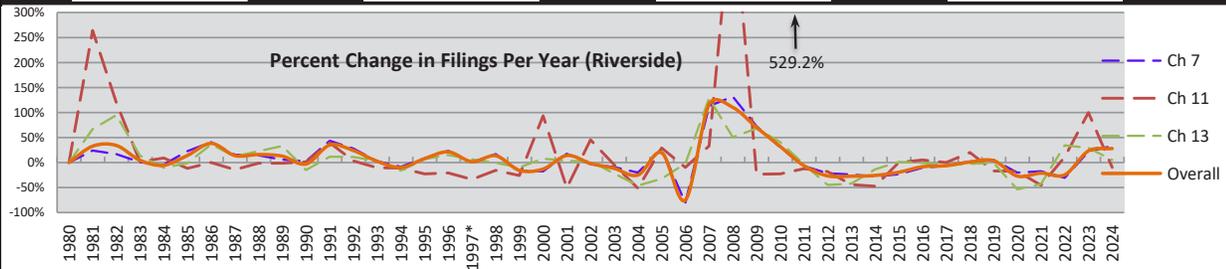


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2024*

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%
2020	7,330	-20.4%	33	-17.5%	1,094	-53.6%	8,457	-27.1%
2021	6,028	-17.8%	18	-45.5%	625	-42.9%	6,671	-21.1%
2022	4,173	-30.8%	20	11.1%	838	34.1%	5,031	-24.6%
2023	5,082	21.8%	40	100.0%	1,083	29.2%	6,205	23.3%
2024	6,771	33.2%	36	-10.0%	1,136	4.9%	7,943	28.0%

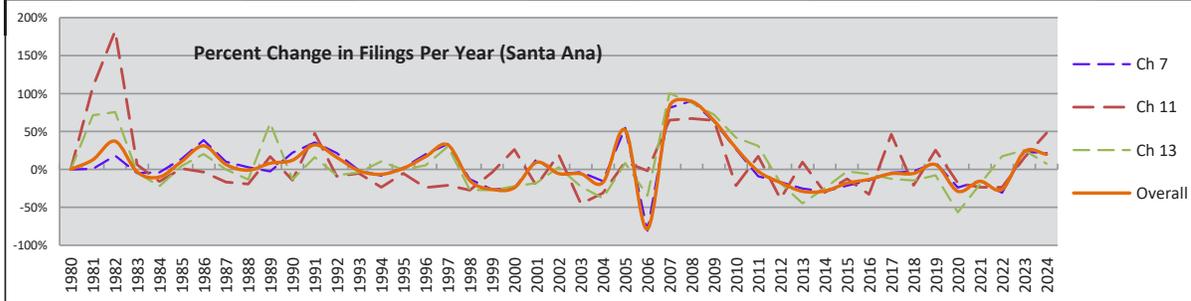


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2024*

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%
2020	3,256	-23.9%	77	-18.1%	352	-56.7%	3,685	-28.9%
2021	2,765	-15.1%	59	-23.4%	284	-19.3%	3,108	-15.7%
2022	1,912	-30.8%	45	-23.7%	333	17.3%	2,290	-26.3%
2023	2,355	23.2%	52	15.6%	418	25.5%	2,825	23.4%
2024	2,859	21.4%	77	48.1%	450	7.7%	3,386	19.9%



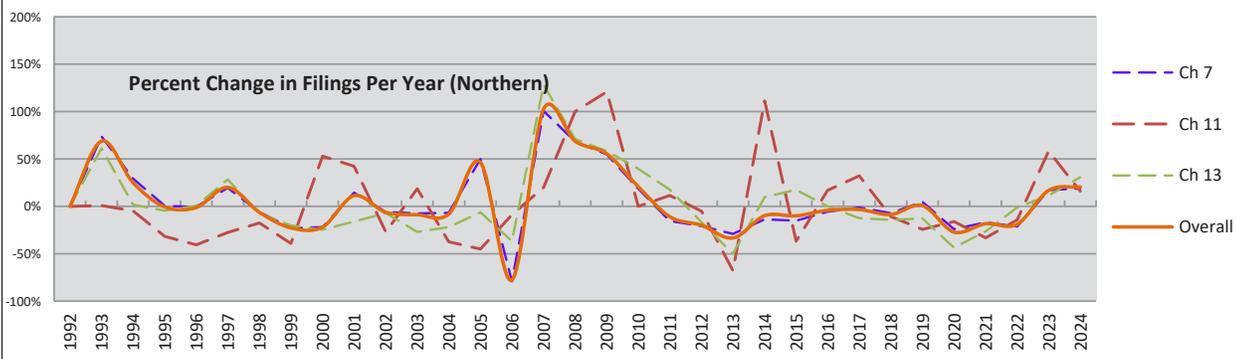
*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2024*

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%
2020	1,393	-24.1%	21	-16.0%	205	-43.7%	1,619	-27.2%
2021	1,156	-17.0%	14	-33.3%	151	-26.3%	1,321	-18.4%
2022	909	-21.4%	12	-14.3%	149	-1.3%	1,070	-19.0%
2023	1,065	17.2%	19	58.3%	166	11.4%	1,250	16.8%
2024	1,266	18.9%	22	15.8%	217	30.7%	1,505	20.4%

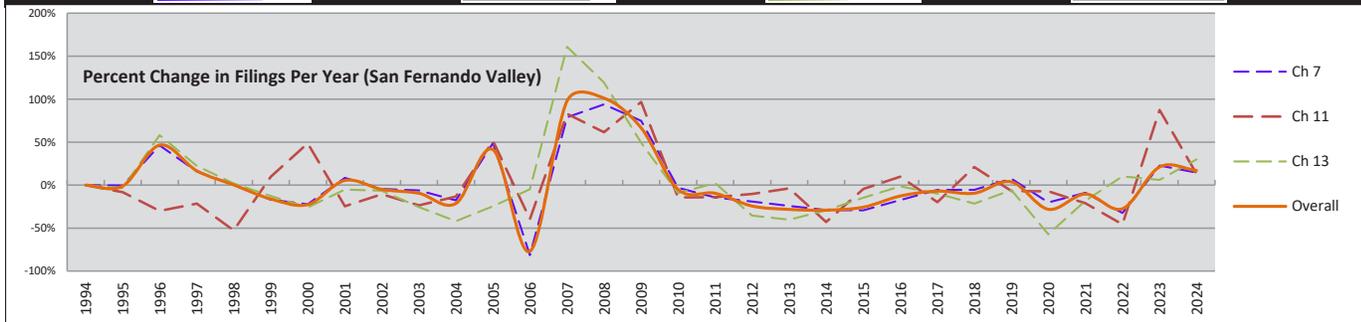


BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2024*

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%
2020	2,017	-20.1%	75	-7.4%	325	-57.2%	2,417	-28.2%
2021	1,839	-8.8%	59	-21.3%	266	-18.2%	2,164	-10.5%
2022	1,243	-32.4%	32	-45.8%	293	10.2%	1,568	-27.5%
2023	1,526	22.8%	60	87.5%	311	6.1%	1,897	21.0%
2024	1,748	14.5%	68	13.3%	404	29.9%	2,220	17.0%



*Based on CA Central District internal filings data

Appendix III: Pro Bono Honor Roll

United States Bankruptcy Court
Central District of California



Public Counsel's Debtors Assistance Project Chapter 7, Adversary Proceeding & Reaffirmation Hearing Volunteers

<u>Attorneys</u>	<u>Attorneys</u>	<u>Attorneys</u>
Edwin Burgos	David Hernandez	Lauren Ross
Christopher D. Cantore	Jonathan Howell	Allan Sarver
Atryia S. Clark	Ilyse Klavir	David Shevitz
Christie Cronenweth	Hugh Linstrom	Alison Stevens
Douglas M. Flahaut	Peter Lively	Tamar Terzian
Ruben Fuentes	Manolo Maddela	Thomas Ure
David Golubchik	Roksana Moradi-Brovia	Ilya B. Volk
William Ha	Adam Morris	Sophia R. Wang
David Hagen	Sandra Nutt	Gerrick Warrington
Jeffrey Hagen	Philomena Nzegge	Jeff Wishman
Stella Havkin	Leonard Peña	Anne Wright
Carmel Hehr		

Los Angeles Bankruptcy Self Help Desk & Bankruptcy Workshop Volunteers

<u>Attorneys</u>		<u>Law Students</u>
Miriam Akhavan-Tafti	Maxwell Martin	Destiny Breda
Eric Cho	Jeffrey Mispagel	Michael DeKock
Djenab Conde	Reilly Nelson	Emily Gallo
Morgan Fiander	Cole F. Nicholas	Binwant Kahlon
Amber Franklin	Kim Posin	Enrique Rosales
Jeffrey J. Hagen	Lauren Richardson	Yixin Wang
Steve Herlin	Aiyanna Sanders	
Viva Jeronimo	Kevin Shang	
Kimberly Johnson	Eric Song	
Samuel Kidder	Nicota Stevenson	
William Kessler	Todd Turoci	
Davis Klabo	Katherine Webb	
Nathan Kohensedgh	Stephen Yeh	
Annalee Lee	Brian Yeretian	
Shirley Liang		

**United States Bankruptcy Court
Central District of California**

Public Service Law Corporation's (Riverside Legal Aid) Riverside & Coachella Valley Volunteers

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Ruben Escalante
Shalah Fisher

Attorneys

Terrence Fontaro
Muhammad Khan
Denise Torres

Paralegal

Gabriella Figueroa

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James G. Beirne
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Nan Blitman
Ted Boxer
Mark Brenner

Attorneys

Michael Davis
Jon Hayes
David S. Hagen
Jeff Hagen
Jeffrey S. Kwong

Attorneys

Roksana D. Moradi-Brovia
Alan Nahmias
Patricia Said
Charles Shamash
Sloan Youkstetter

Legal Aid Foundation of Santa Barbara County Consumer Debt Clinic Volunteers

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William Beall
Patricia Ann Fox
Martha Warriner Jarrett

Attorneys

Chris Gautschi
Reed Olmstead
Lauren Rode
John Rounds

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Randall Sutter
Felicitia Torres

Orange County Bar and Public Law Center Volunteers

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Marshall Hogan
Michael Jones
Archana Joshi
Mark Karpe
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Bridget Kelly
Traci Kim
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Phil Metzinger
Dhruvil Patel
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Olivia Scott
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Karina Tsou
Law Students
Aris Avedisian
Marina Guccione
Nadia Blant
Kevin Shone
Emily Osgood
Danielle Vega
Nancy Vernon

ABOUT THE COURT

For additional information regarding this report or the United States Bankruptcy Court for the Central District of California, you may contact the Clerk's Office at the locations below.

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Executive Officer/Clerk of Court

Benjamin Varela
Chief Deputy of Operations

John C. Hermann
Chief Deputy of Administration

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