

UNITED STATES BANKRUPTCY COURT  
Central District of California

1998

ANNUAL REPORT



Honorable Geraldine Mund  
Chief Judge

Jon D. Ceretto  
Executive Officer/Clerk of Court

# TABLE OF CONTENTS

List of Tables and Graphs .....	i
Executive Summary .....	1
Mission Statement .....	3
The Bankruptcy Judges of the Central District .....	5
<b>Section I: Accomplishments</b>	
A. Judges .....	7
B. Customer Service .....	13
C. Facilities .....	21
D. Human Resources .....	24
E. Quality Assurance/Training .....	27
F. Technology .....	30
G. Case Administration .....	34
H. Community Outreach .....	37
<b>Section II: Court Statistics</b> .....	39
<b>Section III: Court Profile</b>	
A. District Profile .....	45
B. Population Served .....	46
C. Personnel .....	47
D. Operating Budget .....	49
E. Receipts .....	50
F. Unclaimed Funds .....	51
G. Space and Facilities .....	52
H. Organizational Structure .....	53
Appendix A: Long Range Plan .....	57
Appendix B: Caseload Statistics .....	69
Appendix C: Clerk's Office Senior Staff .....	105

# LIST OF TABLES AND GRAPHS

Title	Page
Matters Assigned to Mediation Program by Chapter: August 1995 - December 1998 .....	12
Distribution of Mediation Matters in the Central District: August 1995 - December 1998 .....	12
Central District of California: Documents Imaged .....	14
PACER Usage in Minutes: 1995 - 1998 .....	15
Estimated VCIS Usage: 1997 - 1998 .....	17
Customer Survey: Length of Wait .....	18
Customer Survey: Services Used .....	19
Customer Survey: Who Responded .....	19
Estimated Number of Pleadings Left in Self-Service Drop Boxes: 1998 .....	20
District-Wide Training: 1998 .....	27
Docket Time - Items Completed in Two Days or Less: 1996 through 1998 .....	34
Records Sent to the National Archives and Records Administration (NARA) in 1998 .....	35
Analysis of Pending Case Aging: 1997 vs. 1998 .....	36
Combined Federal Campaign Contribution (CFC) Program: 1998 vs. 1997 .....	37
Cases Filed: 1992 - 1998 .....	39
Percentage of Cases Filed by Division: 1998 .....	40
Pending Caseload by Quarter: 1992 - 1998 .....	40
Annualized Weighted Caseload per Judgeship: 1990 - 1998 .....	41
Percent of Cases That Are Unlawful Detainer Petition Filings .....	42
Percentage of <i>Pro Se</i> Filings District-wide: 1994-1998 .....	43
A Brief History of the Bankruptcy Court in California .....	45
Estimated Change in Population and Bankruptcy Filings: 1988 vs. 1998 .....	46
Bankruptcy Personnel .....	47

<b>Title</b>	<b>Page</b>
Staffing Level in the Central District on December 31, 1998 .....	48
Dollars Collected in the Seven Largest Funds: FY96-FY98 .....	50
Unclaimed Funds Deposited - Central District of California: 1993-1998 .....	51
Square Footage by Division - Central District of California .....	52
Facilities Make-Up - Central District of California .....	52

# INTRODUCTION



## EXECUTIVE SUMMARY

Characterized by further implementation of operational and technological initiatives to improve customer service and to streamline processing of our record volume of case filings, 1998 marked yet another historic year for the United States Bankruptcy Court for the Central District of California. Some of the notable achievements in 1998 were:

- ! Through the implementation of our webPACER system in the Los Angeles, Northern, and San Fernando Valley Divisions, the Court began its online case file project. From their offices, the public can now view petitions, schedules, plans, and orders 24 hours per day, seven days per week. (See page 13.)**
- ! Video conferencing for judicial hearings was introduced in four of the Court's divisions. This technology allows the Court to allocate judicial resources on the basis of workload, as opposed to geography, and results in significant savings in travel time and other costs. The technology is also used for Court meetings and training. (See page 30.)**
- ! Through the successful conversion of the Riverside and Northern Divisions, the Court now supports a single case management system. The conversion was especially significant as it allows all divisions to take advantage of technological developments such as the online case file project, auto-docketing, and auto-closing. It also eliminates staff and equipment redundancies that were previously required to support the two separate systems. (See page 30.)**
- ! The Bankruptcy Mediation Program, which began in 1995, continues to grow. Of the 1,369 matters assigned through 1998, 1,200 were concluded, with a settlement rate of 64%. In addition, 92% of participants said they would use the program again. (See page 10.)**
- ! Fully 96% of all items were entered on the Court's docket within two days or less, an improvement of more than 10% over the already excellent performance recorded in 1997. In addition, more than 75% of all orders were entered on the same day they were signed. (See page 34.)**

- 
- ! The bankruptcy *pro bono* program, in addition to providing free legal representation to qualified defendants in § 523 non-dischargeability adversary proceedings, was expanded in the Los Angeles and San Fernando Valley Divisions to include counseling on reaffirmation agreements for *pro se* debtors prior to reaffirmation agreement hearings. Furthermore, the consolidation of reaffirmation hearings provided greater accessibility to the program for many debtors. (See page 9.)
  - ! The Court received over 120,000 filings in 1998, an all-time record. The pending caseload remained constant, however, as case closings exceeded the number of cases filed. (See page 39.)
  - ! The Court's web site, one of the most comprehensive bankruptcy web sites in the nation, increased its scope with the addition of information regarding the Mediation and *pro bono* programs, new forms and documents, webPACER Frequently Asked Questions, and more links to other web sites. (See page 15.)
  - ! A major revision of the Local Rules was completed in 1998, and training on the rules was conducted at all five division offices. The new rules were made available to the public on the Court's web site. (See page 9.)
  - ! The Honorable Ellen Carroll took the oath of office on February 17, 1998, becoming the Central District's newest bankruptcy judge. Appointed to the bench by the Ninth Circuit Court of Appeals, Judge Carroll sits in the Los Angeles Division and also hears cases in the San Fernando Valley Division. (See page 8.)
  - ! On October 19, 1998, the Court successfully implemented a bank card program in all divisions. The Court now accepts payment of fees by MasterCard and VISA from all patrons, except debtors. (See page 16.)
  - ! Marking recognition bestowed from outside of the judiciary, the Court received the American Society for Public Administration's "Winston Crouch Award." The award acknowledges meritorious public service achievement or contributions to the quality of life in Los Angeles. (See page 20.)

## MISSION STATEMENT

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

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

In fulfilling our mission, we recognize the importance of:

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



---

# The Bankruptcy Judges of the Central District

**Photo not available for  
public viewing.**

**Top row (from left):**

**John J. Wilson (Retired), John E. Ryan, Vincent P. Zurzolo, James N. Barr,  
Arthur M. Greenwald, David N. Naugle**

**Center row (from left):**

**Alan M. Ahart, Thomas B. Donovan, Lisa Hill Fenning, Robin Riblet,  
Erithe A. Smith, Robert W. Alberts, Mitchel R. Goldberg, Samuel L. Bufford**

**Front row (from left):**

**Geraldine Mund (Chief Judge), Ernest M. Robles, Lynne Riddle,  
Calvin K. Ashland (Deceased), Kathleen March, Barry Russell, Kathleen T. Lax**

# SECTION I

## ACCOMPLISHMENTS



## SECTION I A - JUDGES

The bankruptcy judges of the Central District of California are committed to continual improvement in judicial excellence, court administration, and community involvement. Meeting the Court's challenges has been and continues to be of utmost importance to this distinguished group of jurists.

### Judicial Committees

The judicial committees, consisting of judges and Clerk's Office management staff, address Court-related issues and provide feedback regarding operations, facilities, and administrative issues. During 1998, the standing judicial committees were:

- **Executive Committee**
- **Case Management Committee**
- **Chapter 13 Committee**
- **Consumer Matters Committee**
- **Education and Training Committee**
- ***Pro Bono* Committee**
- **Rules Committee**
- **Space and Security Committee**
- **U. S. Trustee Liaison Committee**

The task force/*ad hoc* committees were:

- **Alternative Dispute Resolution Committee**
- **Bankruptcy Foreclosure Scam Task Force**
- **Long Range Plan Committee**

---

## Court Welcomes New Judges

Closely following the arrival of the Honorable Meredith Jury in November 1997, the Court welcomed the Honorable Ellen Carroll as the Court's newest bankruptcy judge in February 1998. Judges Jury and Carroll have filled the two vacancies on the Court's bankruptcy bench of twenty-one judges that were occasioned by the passing of the Honorable Calvin K. Ashland in April 1997 and the retirement of the Honorable John J. Wilson in February 1998. Judge Jury sits in the Riverside Division, joining the Honorable David N. Naugle and the Honorable Mitchel R. Goldberg. Judge Carroll, who was formally inducted on May 29, 1998, sits in the Los Angeles Division, but also hears cases in the San Fernando Valley Division via video conferencing.



Photo not  
available for  
public viewing.

Honorable Ellen Carroll



Photo not  
available for  
public viewing.

Honorable Meredith Jury

## Bankruptcy Foreclosure Scam Task Force

In 1996, Chief Judge Geraldine Mund established an *ad hoc* Task Force to investigate abusive bankruptcy filing practices and to recommend possible solutions. Chaired by Judge Lisa Hill Fenning, the Task Force brought together governmental and law enforcement agencies, public interest organizations, the legal community, lending institutions, and the Bankruptcy Court in a concerted effort to examine the problems and to develop solutions to minimize the frequency and impact of fraudulent filings. The principal focus of the Task Force was the recent rash of abusive, serial filings by individuals and entities solely for the purpose of delaying foreclosures on single family homes; however, it also investigated a variety of systemic abuses.

The Task Force issued its Final Report in May 1998. It proposed solutions emphasizing administrative, practice, and rule changes that can be implemented by the Central District of California Bankruptcy Court within the current statutory and national rules framework. Some of the administrative remedies have already been adopted by the Court (for example, procedures for issuance of

---

prompt orders to show cause for fraudulent involuntary petitions and for judicial review and imposition of 180-day bar orders on serial Chapter 13 voluntary dismissals). The Task Force also suggested certain changes to state and federal laws that would help to eradicate abusive practices. Several of the Task Force's statutory proposals were incorporated into the Congressional Conference Committee's proposed bankruptcy reform bill during 1998, which is expected to be reintroduced in 1999.

## Major Revision of Local Rules Completed

A major revision of the Local Rules, along with a change in the numbering system to bring them into conformity with the national rules, was completed and became effective on July 1, 1998. To maximize input from the public, the proposed Local Rules were made available for public comment on the Court's web site and in the *Los Angeles Daily Journal*, as well as by download from computers in the Public Information areas in all divisions. After the conclusion of the comment period, a committee of judges and members of the bankruptcy bar reviewed the comments and finalized the Local Rules, which were then approved by the District Court. Once the Local Rules were approved, a seminar highlighting major changes was held for local attorneys. The new Local Rules were introduced to the Clerk's Office staff in all divisions, and much of the training was done by video conferencing.

## Pro Bono Program Expands Services

Since its inception in late 1997, the bankruptcy *pro bono* program has expanded to include a wider variety of services offered to indigent debtors in bankruptcy cases. The *pro bono* program, known as the Debtor Assistance Project, was developed by the Los Angeles County Bar Association Commercial Law and Bankruptcy Section and Public Counsel, a not-for-profit public interest legal organization, with the assistance and cooperation of the judges.



The first phase of the *pro bono* program was initiated in October 1997. Under the initial program, qualified defendants in 11 U.S.C. § 523 non-dischargeability adversary proceedings are matched with volunteer attorneys who provide free legal representation in such proceedings. To ensure that *pro se* debtors are made aware of this program, the Clerk's Office issued a public notice announcing the availability of the program, and the Court also provides plaintiffs in such proceedings with a notice of the availability of the program and requires

---

them to serve the notice on defendants along with the summons and notice of status conference. As of December 1998, the Debtor Assistance Project had undertaken the representation of over 75 qualified defendants in § 523 non-dischargeability adversary proceedings and received over 230 calls requesting its services.

In 1998, the Debtor Assistance Project expanded to include a counseling program on reaffirmation agreements in the Los Angeles and San Fernando Valley Divisions. Under this program, participating judges in these two Divisions bundle together their reaffirmation agreement hearings in order to afford an opportunity for volunteer attorneys to provide free counseling to *pro se* debtors prior to such hearings. (*Pro se* reaffirmation agreements require a court hearing.) This program has enhanced the protection of the legal rights of *pro se* debtors while also simplifying judicial calendars. In 1998, the Debtor Assistance Project also held seminars for volunteer attorneys and developed training materials, which were made available on the Court's web site.

## Riverside Division Remains Active Participant in Judicial Workload Equalization Program (JWEP)

The Court continued to participate in the JWEP during 1998. The program was designed to help equalize the workload in the Ninth Circuit through the intra-circuit assignment of cases. On October 1, 1998, a third group of 100 Riverside Division adversaries was assigned to the Honorable Frank Alley, Bankruptcy Judge from Eugene, Oregon. Based upon established guidelines, the selected adversaries were set for status conferences and heard via teleconferencing.

## Visiting Judges Assist the Northern Division

In addition to the JWEP, for the second year, recalled judges from the Courts of Oregon, Washington Eastern, and California Eastern have been providing assistance in the Northern Division. For periods ranging from one week to a month, the visiting judges hear a variety of matters, including adversary trials, relief from stay calendars, and law and motion calendars.

## Bankruptcy Mediation Program

In August 1995, the Court's Alternative Dispute Resolution (ADR) Program, known as the Bankruptcy Mediation Program, was implemented to assist parties in resolving their disputes more quickly, at less cost, and to their mutual satisfaction, often without the stress and pressure of litigation. The program has

---

expanded to become the largest in the federal judiciary in terms of the number of matters assigned.

Mediators consist of both attorneys and non-attorneys. The Court appoints mediators for a one-year term after they apply and receive approval. Mediators must have certain qualifications before they are appointed and must complete 30 hours of mediation training (unless excused by the Court due to a sufficient amount of previous training and experience in mediation). Mediators approved by the Court are available through public listings and the Court's web site. Except in certain limited circumstances, mediators serve without pay (*pro bono*). The Court has developed a Procedures Manual, which includes all the necessary forms, for parties, attorneys, and mediators describing the Mediation Program.

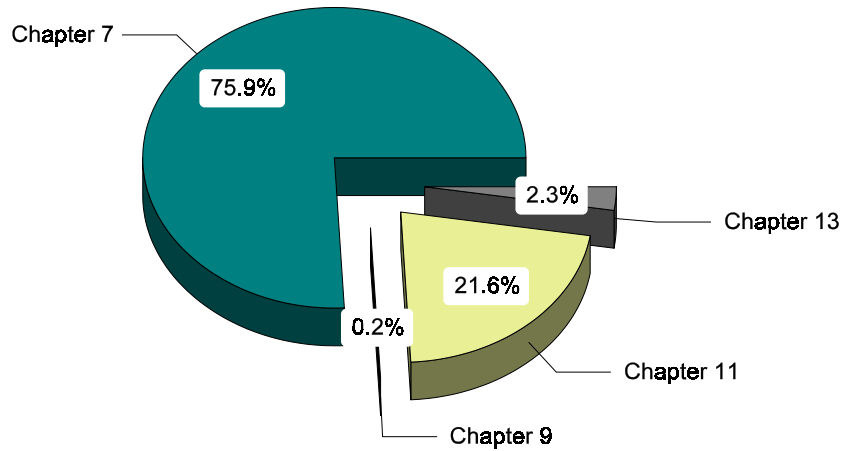
Through December 31, 1998, the judges assigned 1,369 matters to the Mediation Program in the Central District. Some of the issues mediators heard included the dischargeability of debts, preferences (the payment of creditors a certain number of days before the filing of a bankruptcy that may be recovered and redistributed by the trustee), fraudulent transfers, claims disputes, and Chapter 11 confirmation issues.

Of the 1,369 matters assigned to the Bankruptcy Mediation Program since the inception of the program, 1,200 were concluded and 169 were still pending. Of the 1,200 completed matters, 767 (64%) were settled and 433 (36%) were not settled. Matters not settled resume litigation and are decided by a bankruptcy judge. The pie charts on the next page show the matters assigned to the Bankruptcy Mediation Program by chapter, as well as the distribution of mediation matters within the various divisions of the Court.

Customized software has been developed in-house to: track all matters assigned to the Bankruptcy Mediation Program; monitor the mediators' assignments and availability; and generate numerous types of statistical reports by categories such as individual judge, division, case chapter, description of matter, and status of matter (pending versus completed and settled versus not settled).

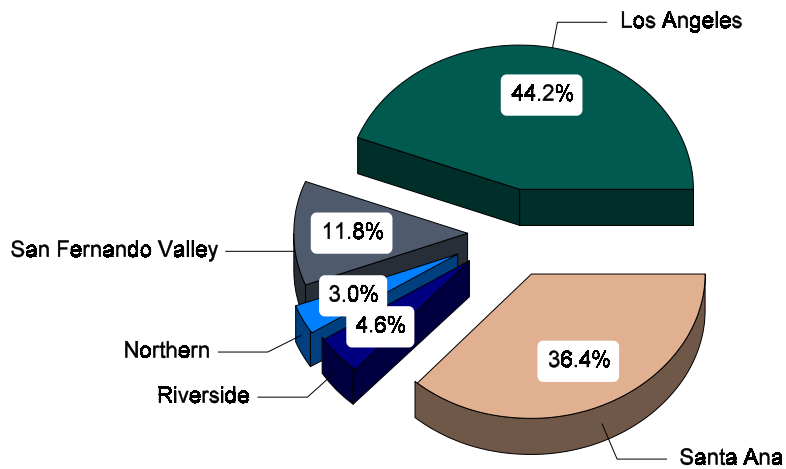
## Matters Assigned to Mediation Program by Chapter

August 1995 - December 1998



## Distribution of Mediation Matters in the Central District

August 1995 - December 1998





## SECTION I B - CUSTOMER SERVICE

By incorporating technology in the delivery of information to the public, the Central District continues to improve customer service. The Court currently uses integrated software and high-speed networks to provide 24-hour per day/seven days per week electronic case and general information to the public by modem, touch-tone telephone, and the Internet. This represents an extraordinary advance in customer service as compared to the limited access to case information just four years ago, when over 60% of the docket entries were recorded on paper case dockets. Customer service improvements during 1998 were:

---

**“Hurrah! Many kudos to the Clerk of the Central District USBC for being out front, trying to get attorneys, debtors, creditors, and the Court working together more efficiently. Many thanks for such a great vision and excellent execution.”**

**- Customer Service Response**

---

### **Images of Case Documents Made Available to Public via webPACER**

In 1998, the Los Angeles, Northern, and San Fernando Valley Divisions began making electronic images of case documents available to the public 24 hours a day, seven days a week, via the Court's new webPACER system, a major advance in customer service. Using a dial-up modem, attorneys and the public can view and print images of actual case documents from their offices or homes, eliminating the need to come to the courthouse or to employ an attorney service to obtain copies during Court business hours. This translates into considerable cost and time savings, as well as faster access to information and documents.

The Court also benefits from the new webPACER system. The Los Angeles, Northern, and San Fernando Valley Divisions currently image bankruptcy petitions, schedules, Chapter 13 plans, and orders, which comprise the majority of all case documents requested by the public for viewing. By making these documents available on webPACER, the number of requests for files received by Records staff has decreased by approximately 50%. As a result of less handling by the public, the security and integrity of official court records has been improved by reducing the opportunity for paper loss due to theft, damage, or misplacement. The availability of on-line imaged documents has also improved the speed and efficiency of the Court in processing its caseload, since the shift

---

from paper to electronic files allows simultaneous access to case documents by Court staff, judges, and the public and reduces the back-and-forth routing of files.

Electronic imaging entails scanning a document filed with the Court and then linking the electronic image to the docketed item on webPACER. A “separator page,” which is bar coded to link the image to the appropriate case and docket entry, is placed in front of each document, and documents are then batch-processed using a high-speed scanner. A quality control process ensures that the entire document was properly imaged and linked to the correct case. The following day, the public can access and print the electronic image of the document using webPACER by locating the document on the case docket and double-clicking on the corresponding docket entry. Divisional staff in the Los Angeles, Northern, and San Fernando Valley Divisions underwent extensive training in order to integrate the imaging process into Court operations.

The table below outlines the development of imaging in each participating division. Current plans target the implementation of imaging in the Santa Ana Division for April 1999, with the Riverside Division following suit a few months later.

Division	Date Imaging Commenced	First File Date of Imaged Documents	
		Petitions, Schedules, and Chapter 13 Plans	Orders
Los Angeles	June 1, 1998	June 1, 1998	August 1, 1998
Northern	June 15, 1998	April 17, 1998*	September 14, 1998
San Fernando Valley	October 5, 1998	October 1, 1998*	November 2, 1998

\* Retroactive imaging completed

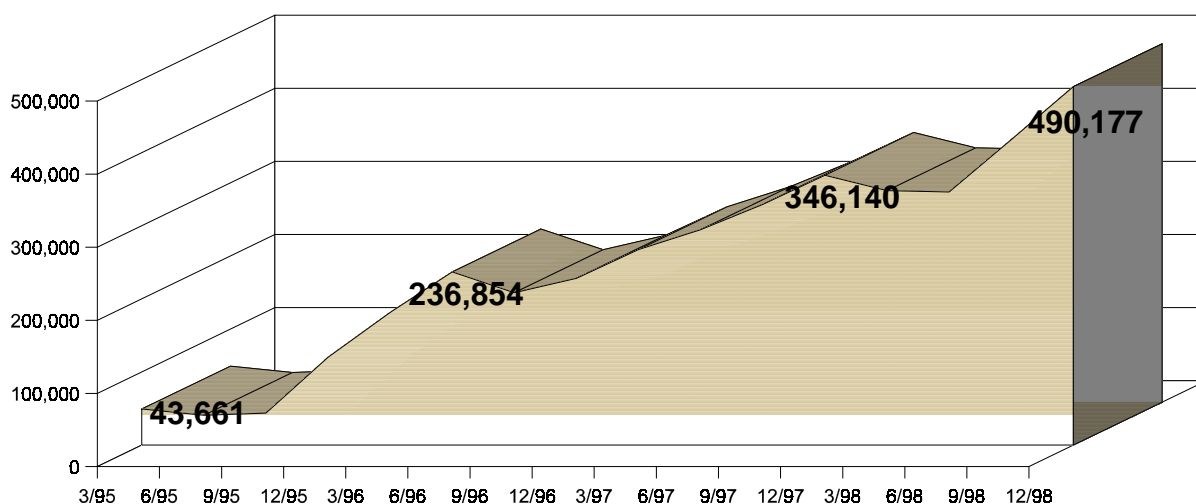
## PACER Upgrade Results in Skyrocketing Public Use

PACER was upgraded to webPACER in the Los Angeles, Northern, San Fernando Valley, and Riverside Divisions, providing the public with modem access to electronic data and on-line case files. With its user-friendly screens and browser menu, webPACER has become an important vehicle in the delivery of imaged documents, case information, court calendars, and tentative rulings to the public. With the addition of imaged documents in the Los Angeles, San Fernando Valley, and Northern Divisions in the last half of 1998, webPACER

usage by the public increased by an impressive 42% for the final quarter of 1998 over the second quarter of 1998. In 1998, PACER usage in the Central District exceeded 1.6 million minutes, generating close to \$1 million in revenue for the judiciary.

## PACER Usage in Minutes

Central District of California: 1995-1998



- (1) PACER in Los Angeles and San Fernando Valley Divisions implemented on 8/15/95
- (2) Number of telephone lines expanded from 20 to 36 on 04/04/96
- (3) webPACER images of petitions, schedules, and orders available in Los Angeles and Northern Divisions in Third Quarter of 1998
- (4) webPACER images of petitions, schedules, plans, and orders available in San Fernando Valley Division Fourth Quarter of 1998

## Web Site Continues to Expand

Throughout 1998, the Court substantially increased the type and amount of information made available to the bar and the public via its Internet site. The site now includes current post-judgment interest rates, the directory of panel trustees serving the Court, and information and documents relating to the Court's Mediation Program and the Debtor Assistance Project. Many new court forms and documents were also made available to the public for downloading, free of charge, 24 hours a day, seven days a week. These include the revised Local Rules, the new mandatory relief from stay forms, the proposed reaffirmation forms, and the updated Desk Reference Manual, as well as the set-up software for the Court's new webPACER system. Links were also added to the Thrift Savings Plan, the Bureau of the Public Debt, and the National Archives and Records Administration web sites. The public responded enthusiastically to the increased variety of information: over 75,000 people have visited the Court's Internet site since its debut in April 1997. The web site address is <http://www.cacb.uscourts.gov>

---

## Bank Card Program Implemented District-Wide

Following extensive piloting by the Riverside Division, a District-wide bank card program was implemented. Under the program, MasterCard and VISA are accepted at the Intake areas to pay court fees from all patrons, except debtors.

## Kiosks Display Judicial Calendars

Kiosks are touch screens that display court calendars in public areas of the courthouse. With the installation of a kiosk on February 19, 1998, the Santa Ana Division joined the Los Angeles and San Fernando Valley Divisions in offering this useful service to the public.

## Court Calendar Program (CCP) Implemented in Santa Ana and Northern Divisions

The Santa Ana and Northern Divisions upgraded their NIBS case management systems to include the Court Calendar Program (CCP) in January 1998 and July 1998, respectively. With its linkage to NIBS, CCP allows the Clerk's Office to automatically calendar a hearing at the same time that a hearing-related document is docketed, saving time previously required to maintain a separate calendar program in WordPerfect. The introduction of CCP in the Santa Ana and Northern Divisions also allowed the two Divisions to make calendar information electronically available to the public through PACER and, in the Santa Ana Division, through a kiosk located in the public area. The Riverside Division is currently in the process of implementing CCP, and once it is fully operational, all five divisions will have electronic access to court calendars.

## Voice Case Information System (VCIS) Provides Case Information

The Voice Case Information System (VCIS), an automated telephone response system for users with touch-tone telephones, is available for cases filed in every division in the Central District. At no charge to the customer, VCIS conveys case information using a computer-synthesized voice. Some of the information provided includes: case number, case filing date, case chapter, status of case, and asset information. In 1998, District-wide usage topped one-half million calls, a 19% increase over 1997.

Estimated VCIS Usage: 1997 - 1998				
Division	Total Calls 1997	Total Calls 1998	Number Change	Percent Change
Los Angeles	188,490	224,078	35,588	19%
Riverside	117,529	103,294	-14,235	-12%
Santa Ana	51,991	76,533	24,542	47%
Northern	42,693	52,176	9,483	22%
San Fernando Valley	49,515	81,744	32,229	65%
District	450,218	537,825	87,607	19%

## Customers Give Court Excellent Ratings

Every visitor to the Court has an opportunity to complete a Customer Service Questionnaire. The Customer Service Questionnaire captures traditional “satisfaction with service” information and provides space for customer comments and suggestions. Customer Service Questionnaires are available from any Clerk’s Office in the Central District, as well as on the Court’s web site.

An analysis of the responses received from January through December, 1998, reflect the following:

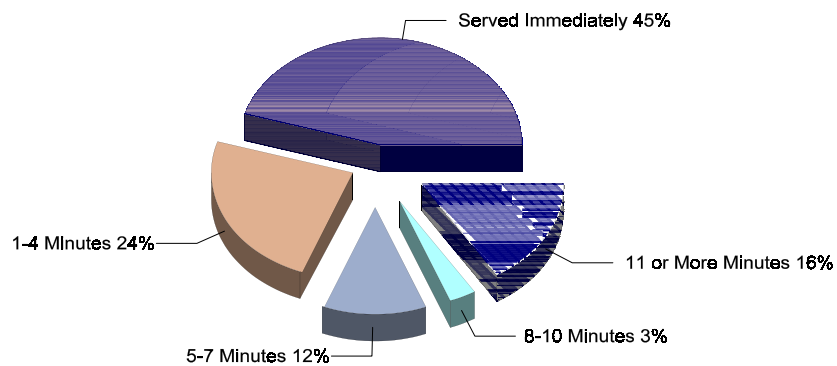
- **More than 88% of the respondents rated the overall service of the Court as excellent.**
- **More than 90% of the respondents rated the employee who served them as excellent in each of the following categories: Overall, Courtesy/Attitude, Competent/Helpful, and Speed/Efficiency.**
- **Service was provided to 80% of those responding within seven minutes of their arrival.**
- **The convenience of the facility was rated as excellent by 80% of those responding, while appearance of the facility was rated as excellent by more than 86% of the respondents.**

---

Providing customers with fast service is an important goal of the Bankruptcy Court. Respondents to the survey suggested that they did not have to wait long to receive service. The pie chart below provides details on the length of wait for service.

## Customer Survey: Length of Wait

(BASED ON RESPONSES JANUARY - DECEMBER 1998)

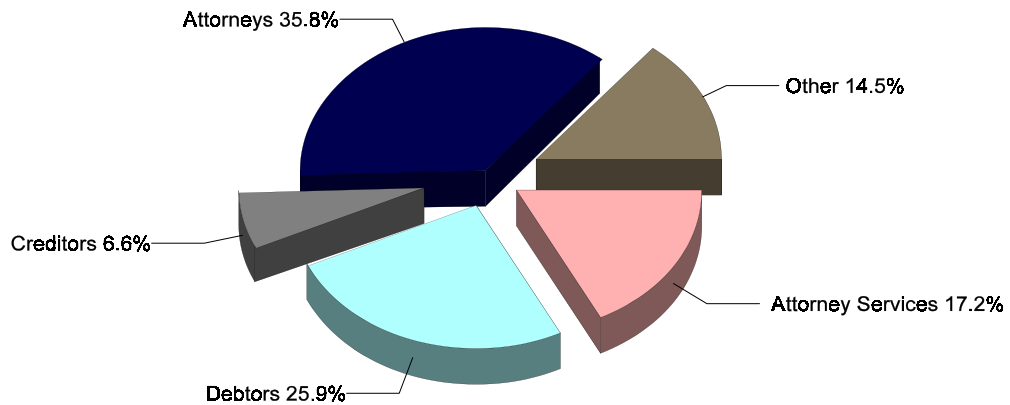


The following table and pie chart provide details as to services used by Customer Service Questionnaire respondents and the types of respondents.

<b>CUSTOMER SURVEY: SERVICES USED (Multiple responses possible)</b>	
<b>Intake/Filing Counter</b>	<b>92%</b>
<b>Records</b>	<b>20%</b>
<b>Information Office</b>	<b>12%</b>
<b>Case Administration</b>	<b>4%</b>

## Customer Survey: Who Responded

BASED ON RESPONSES JANUARY - DECEMBER 1998



## Customers Utilize Alternative Filing Method

As part of the Court's emphasis on customer service, in addition to the numerous filing windows in each division, the public also may leave pleadings in self-service drop boxes. The advantages of these boxes include not having to wait in line, access before and after hours, and the receipt of a file stamp on documents the same day they are left in the drop box. Almost 330,000 pleadings were left in the Court's drop boxes in 1998.

Estimated Number of Pleadings Left in Self-Service Drop Boxes: 1998*					
<div>Division Document</div>	LA	RS	SA	SFV	District
Documents With Fees	17,160	5,191	5,791	7,488	35,630
Documents Without Fees	132,000	55,339	52,000	55,000	294,339
TOTAL	149,160	60,530	57,791	62,488	329,969

\*The Northern Division does not have a drop box.

## Court Receives Prestigious Award

The Los Angeles Metropolitan Chapter of the American Society of Public Administration (ASPA) presented the "Winston Crouch Award" to the Court. The "Winston Crouch Award" is an annual award given to an agency or an individual for meritorious public service achievements or contributions to the quality of life in the metropolitan Los Angeles area. Past winners of this prestigious award include the American Red Cross and the Los Angeles Olympic Organizing Committee. Jon D. Ceretto, Executive Officer, is shown receiving the award on behalf of the Court.





## SECTION I C - FACILITIES

### Long Range Objective Completed

The move of the Santa Ana Division into the new Ronald Reagan Federal Building and United States Courthouse in January 1999 completed the Court's long range objective of relocating all divisions into new or upgraded offices.

### Building Improvements Made District-Wide

#### Los Angeles Division

Two significant changes were made in the Edward R. Roybal Federal Building and the 300 North Los Angeles Street Federal Building:

- The reconfiguration of the Case Initiation Division at 300 North Los Angeles Street was completed and resulted in an 18% increase in the number of workstations in the area (now 66). The reconfiguration supports the new cross-functional organization structure (see page 34) and improves the efficiency of operations in Intake and Records.
- The Space & Facilities Department was relocated within the Roybal Federal Building to accommodate expansion of the District Court.



**Edward R. Roybal  
Federal Building  
and Courthouse**



**300 North Los Angeles Street  
Federal Building**

### **Riverside Division**

Developed as part of a “Law and Justice Center” complex built to meet community needs, the Riverside Division celebrated its one-year anniversary in the new location.



### **Santa Ana Division**

During 1998, the build-out and furnishing of the new 620,000 square foot facility was completed. The Santa Ana Division made the long-anticipated move into its new location in January 1999. The Bankruptcy Court occupies 96,000 square feet in the new building, which includes six courtrooms and chambers areas, a District and Bankruptcy law library, and the Clerk's Office.



### **Northern Division**

In conjunction with its move to a new, larger location in November 1997, the Northern Division held its dedication ceremony on March 13, 1998.



### **San Fernando Valley Division**

The Intake area was reconfigured to allow space for the archiving of case files and to improve operational efficiency. By the end of 1998, the Division had begun designing the build-out of a public information area that will be staffed by Court personnel.

---

## Occupant Emergency Preparedness/Building Security Activities

On Friday, December 18, 1998, the San Fernando Valley Division received a threat by an anonymous caller claiming that the anthrax virus had been released into the building's air conditioning system. The building was evacuated, and approximately 91 people were held in quarantine until approximately 10:00 p.m. while the Los Angeles Fire Department's Hazardous Materials Unit collected samples from the air conditioning system.

While the building remained closed over the weekend, the Clerk's Office management team refined and prepared to implement its contingency plans for maintaining Court operations in the event that the building was not declared safe for occupancy by Monday morning. The Clerk's Office formulated plans for accepting new filings at the Los Angeles divisional office, including assigning new case numbers and judge assignments, as well as for accepting other filings outside of the San Fernando Valley facility. The telephone scripts for the public information and employee information lines were updated, and public notices were prepared in case the emergency continued into the next business day. Plans were also made to conduct emergency hearings in the Los Angeles Division in the event that the San Fernando Valley Division was required to remain closed. Due to this planning, the Division was prepared to provide all essential services to the public in the event that the building could not be reopened on the next business day.

Throughout the weekend, the Clerk of Court was in direct communication with health authorities to ensure that tests were conducted thoroughly and completed quickly. After analysis of the cultures and a determination that the call was a hoax, the building was reopened for business on Monday morning.

As a result of the anthrax threat: the Court responded with improvements to District-wide emergency procedures; the U.S. Marshals Service began revising the Occupant Emergency Plan to include an emergency evacuation response for biological/chemical threats; the U.S. Marshals Service committed to working with the Los Angeles Fire Department to provide biological/chemical preparedness training for the staff and tenants in the building; and the Building Security Committee for the San Fernando Valley Division began developing improvements for the safety and security of all persons in the building.

## SECTION I D - HUMAN RESOURCES

### Abra's District-Wide Implementation

Implementation of a new human resources and attendance-tracking computer program called "Abra" was completed in the Court Resources Division in the early spring of 1998. Data from the Court's previous attendance-tracking and personnel program was converted, updated, and expanded by the addition of more employee information categories. The software provides a broader scope of automated information and reporting capabilities than the Court's previous software.

As of June 1998, Court Resources staff in all five divisions were able to directly access the Abra software and database centrally located in Los Angeles. This access was made possible by the full activation of the Court's Wide Area Network (WAN). Abra's powerful reporting features are also available to the divisions, enabling Division managers to rapidly obtain summary information as desired.

### Tuition Reimbursement Program Continues to Grow

The tuition reimbursement program initiated in 1997 continued to grow throughout 1998. This program allows for a maximum reimbursement per employee of \$1,500 per year for approved classes. During calendar year 1998, 18 employees were reimbursed a total of \$10,193 for education to improve their job skills.

### Innovative Recruitment Efforts Move Forward

In an effort to reach the most qualified candidates available, the Court pursued numerous avenues of recruitment. The Court expanded the use of an Internet web site feature initiated in 1997 that advertises open positions and transmits resumes of potential candidates directly to the Court. The Court also continued to advertise in various newspapers and attended job fairs.

### Employee Recognition

- **Yearly Awards Ceremony**

The Bankruptcy Court participated in the judiciary's Special Service Awards Program in 1998. A total of 130 awards were given to individuals for the following types of contributions:



- implementing new technology to improve and expand the Court's services and capabilities to the public, judges, and members of the bar;
- sustaining superior performance in support of the daily operations of the Court; and
- increasing case processing effectiveness while reducing the Court's pending caseload.



**San Fernando Valley Division**



**Northern Division**



**Los Angeles Division**



**Santa Ana Division**



**Riverside Division**

- **Employee of the Month**

During 1998, twelve employees received the “Employee of the Month” Award for their contributions to the Court. As in past years, the awards were given to employees who went above and beyond the scope of their responsibilities to assist the public, help a fellow employee, or improve their working environment. At a special monthly ceremony, each winner was awarded a cash award, an “Employee of the Month” certificate, a photograph of the award presentation, and an honorable mention in the Court’s monthly newsletter, the *Full Court Press*.



**Top row (from left):**

**Robin Beacham, Relief Courtroom Deputy - San Fernando Valley (February),  
Jose Arias, Intake Analyst - Los Angeles (May), Lorraine Bolden, Intake Clerk - Los Angeles (July),  
John Craig, Relief Courtroom Deputy - Riverside (October)**

**Center row (from left):**

**Christina Yip, Systems Analyst - Los Angeles (March), Denis Finnegan, Intake Clerk - San Fernando  
Valley (August), Laurie Gaffney, Intake Analyst - Santa Ana (November),  
Jon D. Ceretto, Executive Officer/Clerk**

**Front row (from left):**

**Steve Wilson, Automation Support Specialist - Los Angeles (December), Mary Dyer, Systems Analyst -  
Northern Division (April), Jeffrey Kai, Case Administrator - Los Angeles (September), Danielle Soto,  
Intake Clerk - Riverside (June)**

**[Not pictured: Kari Garland, Systems Administrator - Riverside (January)]**

## SECTION I E - QUALITY ASSURANCE/TRAINING

The Clerk's Office established the Quality Assurance/Training Department in late 1998. By combining training with the quality assurance process, this department was designed to optimize the synergistic relationship between the two related areas. The new department analyzes data and makes recommendations for improving quality control, conducts training in selected areas, and coordinates district-wide training.

In 1998, the Court continued to develop staff through a balanced program of training in both automation and operational functions. In addition, the skills of staff were enhanced through sessions on developing leadership skills, managing disagreements, improving communications, working effectively as part of a team, and improving writing skills. The Court also had two staff members graduate from, and two others selected to participate in, the prestigious *Federal Court Leadership Management Program*.

Please see the following table for further details on the training completed during the year.

### DISTRICT-WIDE TRAINING: 1998

Name of Class	Number of Classes	Participant Hours					
		Total Participant Hours	LA Staff	Riverside Staff	Santa Ana Staff	Northern Division Staff	SFV Staff
Docketing and Operations							
NIBS Conversion	46	1,277	0	1,277	0	0	0
NIBS - General	61	742	259	0	10	473	0
Docketing Procedures	136	2,569	1,328	0	784	134	323
Calendar Program	16	103	0	57	22	24	0

Name of Class	Number of Classes	Participant Hours					
		Total Participant Hours	LA Staff	Riverside Staff	Santa Ana Staff	Northern Division Staff	SFV Staff
Locally Developed Automation Training							
Intranet/ webPACER	12	91	75	0	0	14	2
WordPerfect	85	823	413	182	33	40	155
Imaging Review	1	32	0	0	32	0	0
Windows 95	6	45	27	0	0	18	0
cc:Mail	7	114	13	12	69	20	0
Bank Card Training	12	169	77	0	25	20	47
Integrated Cashiering System (ICS)	20	81	0	0	0	0	81
FJC Sponsored							
On-Line Conference (Teams)	2	6	3	0	1	1	1
Working Classes	10	310	0	0	0	0	310
Managing Disagreements	3	96	0	0	0	96	0
Sexual Harassment Awareness	4	92	47	0	45	0	0
Deputy Clerks Making a Difference	4	644	0	371	273	0	0



Name of Class	Number of Classes	Participant Hours					
		Total Participant Hours	LA Staff	Riverside Staff	Santa Ana Staff	Northern Division Staff	SFV Staff
Locally Developed Training							
Applied Supervision	2	349	192	35	52	35	35
Extern/Law Clerk Training	5	960	813	18	48	0	81
Employee Dispute Resolution	5	87	42	16	14	5	10
Employee Assistance Program Training	4	35	0	20	15	0	0
Deputy Clerk Leadership Training Seminar	1	432	208	64	64	32	64
Stress Management	2	16	0	0	0	16	0
Performance Management Seminar	1	544	352	48	96	16	32
Presentation Skills	2	27	3	0	12	0	12
Other Training							
Grammar Classes (contracted training)	2	84	42	0	28	0	14
IntelliTrack	1	48	24	6	6	6	6
Westlaw Training	1	18	18	0	0	0	0
Writing Classes (contracted training)	11	350	158	26	40	72	54
Special Procedures	2	6	0	0	0	0	6
TOTAL TRAINING	464	10,151	4,094	2,132	1,669	1,022	1,233

## SECTION I F - TECHNOLOGY

### District-Wide Conversion to Integrated Operating System Completed

With the conversions of the Northern and Riverside Divisions from the BANCAP case management system to NIBS, the Court concluded a four-year program designed to upgrade all divisions to one common case management system. The Northern Division completed its conversion on April 17, 1998, while the Riverside Division converted on December 7, 1998.

Although this project was labor intensive, from a technological perspective it was critical for the Court to complete the conversion as soon as possible. Maintaining two separate systems required staffing and equipment redundancies that were inefficient uses of these resources and doubled the effort required to bring the Court's systems into Y2K compliance. With the entire District on NIBS, all divisions can now benefit from the automation enhancements that have been developed for the Court, as well as new developments on the horizon.

With the conversion to NIBS completed, all divisions have now met the prerequisite for running webPACER and imaging documents. The recently converted divisions are now also able to reduce much duplication of data entry by downloading data from their Integrated Cashiering System (ICS) to NIBS. Some other major enhancements that are now in effect across the Court include: automatic docketing of the 341(a) hearing; automatic case closing; and automatic dismissals for failure to file schedules. Each of these enhancements saves labor and decreases the likelihood of human error, thereby improving quality. Finally, having the Court on one case management system has certain operational advantages, such as improving consistency in docketing and training staff.

### Video Conferencing of Judicial Proceedings Commences Throughout the Court

In 1998, video conferencing was introduced in all five divisions of the Court. Most significantly, the Court began utilizing this technology in four of the divisions to conduct hearings between divisional offices, enabling judges to preside over cases from their own courtrooms while the litigants appeared in another divisional office. In April 1998, the Honorable John E. Ryan began conducting video conferenced hearings from his Santa Ana courtroom, while the litigants appeared in a Riverside courtroom. In June 1998, the Honorable Ellen

Carroll began presiding over San Fernando Valley hearings from her Los Angeles courtroom. Using video conferencing, hearings are conducted in the same manner as if all parties were in the same courtroom.



Courtroom video conferencing enables a judge to carry a caseload in two or more divisions by eliminating the time, cost, and inconvenience

associated with travel between divisional offices. Use of video conferencing in this manner enables the Court to allocate judicial resources on the basis of workload rather than geography. Accordingly, video conferencing has enabled Judge Ryan to provide assistance to the Riverside Division by receiving 50% of a Riverside judge's case assignment from that Division, while Judge Carroll receives 40% of a San Fernando Valley Division judge. In addition to the benefits to the Court and its judges, video conferenced hearings also afford cost and convenience benefits to attorneys, litigants, and other parties as well. To date, courtroom video conferencing has also enabled emergency matters to be heard by a judge at a remote division; local judges to participate in hearings conducted elsewhere in the country; and appearances by Los Angeles area litigants in hearings held in another state.

To ensure the successful implementation of this new way of conducting hearings and of sharing divisional caseloads, the Clerk's Office developed comprehensive procedures and modified existing operations to ensure that the hearings and the flow of documents between divisions ran smoothly. Prior to the implementation of courtroom video conferencing, procedural manuals, specifically tailored to each division, were developed not only for the staff, but for attorneys and the public as well. Staff in each of the affected divisions also underwent extensive training in the new procedures, which were designed to accommodate the particular judge's courtroom practices and the operational practices specific to each division. This training included conducting mock trials to test the equipment and to rehearse procedures, which allowed the staff to experience video conferenced hearings before actual video conferenced hearings were held.

---

## Video Conferencing Utilized in All Divisions

In addition to court hearings, the Court also began utilizing video conferencing to facilitate meetings, training, and personnel recruitment. In all divisions, video conferencing is used extensively for judicial and other meetings, resulting in significant savings in travel time and costs that would otherwise be associated with in-person attendance. Video conferencing is also used as a means of efficiently conducting District-wide training. Following the introduction of the revised Local Rules, for example, a District-wide training session was conducted via video conferencing for Clerk's Office and chambers staff in all divisions. The Court utilizes video conferencing in other areas as well, such as to conduct employment interviews where members of the recruitment panel or the interviewees are in different locations.

## Court Testing For Year 2000 Compliance

The world has been challenged by the year 2000 (Y2K) issue for the past several years. Computer software applications with a two-digit year code will not be able to recognize "00" as the year 2000. To address this issue, the Clerk's Office established a lab in Los Angeles to centrally test all applications used in the Court. By the end of 1998, the Clerk's Office was on schedule to complete all software revisions and testing required to meet the Y2K challenge.

## Case Management Software Enhancements Developed

**Automated Docketing and Noticing of 341(a) Meetings** - Docketing of the 341(a) meeting and the related electronic request for a 341(a) notice from the contracted noticing agent has been automated. In addition to eliminating duplicate entry of data, the automation also improves data quality and case processing speed.

**NIBS Automated Incomplete Petition Report** - A NIBS enhancement that automates the identification and tracking of incomplete petitions was implemented District-wide in November. Replacing a manual process of logging all subsequently filed schedules and tracking deadlines, the new program generates a report listing cases that are candidates for dismissal for failure to comply with *Federal Rules of Bankruptcy Procedure* 1007 and 3015(b).

**Incomplete Petition Notices Automated for Deficient Petitions** - The Clerk's Office began testing an Intake Cashiering System (ICS) enhancement in the Riverside Division. This enhancement, when appropriate, prints a completed *Order to Comply*, *Case Commencement Deficiency Notice*, and *Case Initiation Action Notice*. When produced, the notices are automatically printed with the

---

case number, debtor's name and address, attorney information, and reason(s) for the notice. This new ICS enhancement improves the legibility of the completed forms, allows for increased flexibility in revising the notices, and eliminates the time previously required to write information on the old three-part forms.

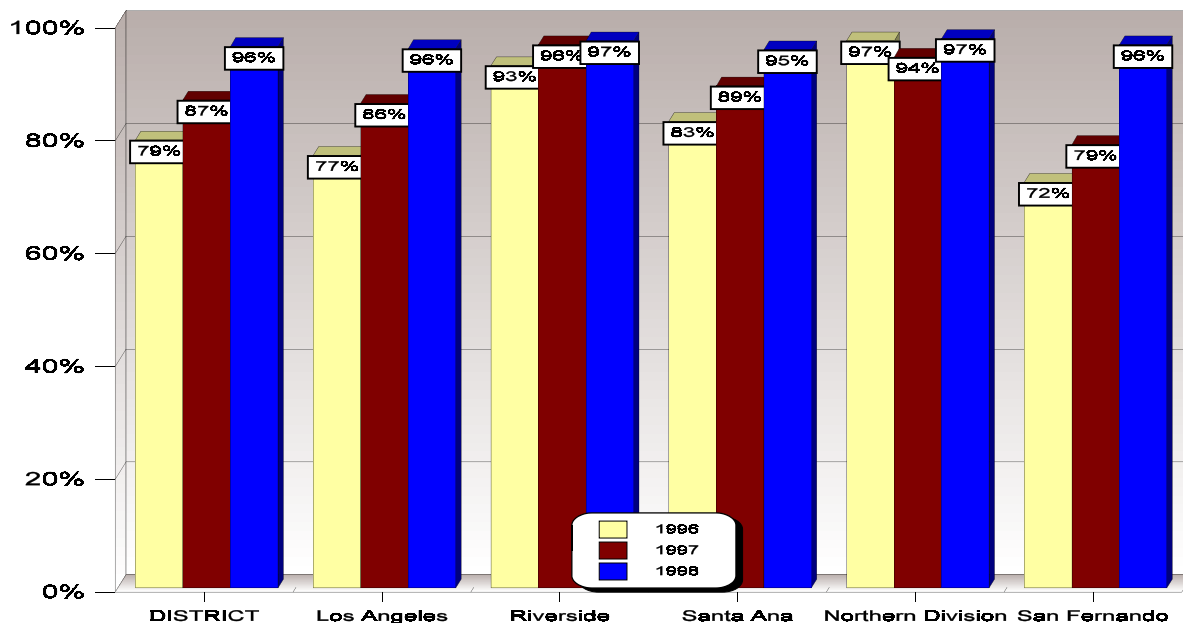
**NIBS Automatic Closing Module Introduced** - Following the successful piloting in the Los Angeles Division, all divisions were provided with a NIBS automated closing module that automatically reviews the entire NIBS database for each division and lists Chapter 7 dismissed cases that fit parameters for closure. After quality control measures are applied by operations staff, the program will automatically enter the closing entries on the docket and generate an order closing the case, saving many hours of time at each division. By the end of 1998, the Los Angeles Division began testing the next phase of NIBS automatic closing that includes discharged cases, which will result in greater time savings. In addition to saving time, the module is another important tool in helping the divisions manage their caseload, as it greatly increases control over pending cases by ensuring that they are closed in a timely manner.

## SECTION I - G - CASE ADMINISTRATION

### Docketing Performance Reaches New Levels of Excellence

The Court closed out the year with an exceptional improvement over the already excellent docketing performance achieved in 1997. During 1998, 96% of all items were docketed within 2 days (excluding automated docket entries), improving the docketing performance recorded for 1997 by 10%. In addition, more than 75% of all orders were entered on the same day they were signed.

**Central District of California**  
**Docket Time: Items Completed in 2 Days or Less**  
**1996 through 1998**



### Divisions Integrate Imaging into Operations

The Los Angeles, Northern, and San Fernando Valley Divisions were required to make fundamental changes in order to integrate the imaging of documents into their existing operations. In the Los Angeles Division, the Case Initiation Department completely reorganized into teams to image the approximately 250 new cases filed per day, while virtually eliminating Intake waiting lines. In the San Fernando Valley Division, staff underwent considerable cross-training to maximize staffing flexibility.

## Records Archived

In 1998, the Central District sent files for 100,182 bankruptcy cases and files for 9,663 adversaries to the National Archives and Records Administration (NARA) for archiving, an increase of 15% in overall cases shipped over last year. The following table shows the archiving activity that occurred in each division during 1998.

Records Sent to the National Archives and Records Administration (NARA) in 1998						
Cases	LA	RS*	SA	Northern	SFV	Total
Bankruptcy	43,455	0	21,688	5,788	29,251	100,182
Adversary	5,755	0	1,236	402	2,270	9,663
* The Riverside Division archived a large shipment in 1997 prior to its move to a new facility.						

## Innovative Automation Used to Manage Mega Case

The *Kent & Spiegel Direct, Inc.* (LA98-30328-KM) case became the first mega case in the Court to have all docketed documents imaged. Electronic images are available to the public through webPACER, eliminating the need for a contract printer that is typically associated with a mega case, while improving access to case information. A special arrangement between the debtor and the Bankruptcy Noticing Center (BNC) was established by the Court to use existing automation to notice the over 60,000 creditors, while the estate paid noticing expenses directly to the BNC.

Overall, noticing and claims processing expenses have been reduced, access to timely information is vastly improved, costs for administering the estate are decreased, and the Court maintains better control over the administration of the case.

## Caseload Aging Significantly Reduced

One of the important indicators of how a district manages its caseload can be found in the average age of its cases. In addition to closing a record number of cases in 1998, the Court managed to also reduce the overall age of its caseload. In eight out of twelve aging categories, the percentage of cases reaching a variety of aging categories was reduced, one category had no change, and three categories showed an increase in their percentage of cases. (See table on the following page.) The results are a significant indicator that the Court has been successful in targeting its older, more complex cases and adversaries for closure.

<b>Central District of California: Analysis of Pending Case Aging: 1997 vs. 1998</b>				
	<b>Pending Case Aging Category</b>	<b>12/31/97</b>	<b>12/31/98</b>	<b>Percent Reduction</b>
<b>Chapter 7</b>	Percent 2-4 Years	5.9%	4.2%	28.8%
	Percent 4-6 Years	3.0%	2.2%	26.7%
	Percent over 6 Years	2.0%	1.9%	5.0%
<b>Chapter 11</b>	Percent 2-4 Years	22.3%	24.8%	-11.2%
	Percent 4-6 Years	14.7%	10.7%	27.2%
	Percent over 6 Years	13.3%	14.1%	-6.0%
<b>Chapter 13</b>	Percent 3-5 Years	8.6%	8.5%	1.2%
	Percent 5-6 Years	0.5%	0.5%	0.0%
	Percent over 6 Years	0.1%	0.0%	100.0%
<b>Adversaries</b>	Percent 1-2 Years	14.0%	15.6%	11.4%
	Percent 2-3 years	15.5%	6.6%	57.4%
	Percent over 3 Years	8.0%	8.7%	-8.8%
<b>Number of Pending Case Aging Categories Recording Improvement Out of 12 Categories</b>				<b>8/12</b>



## SECTION I H - COMMUNITY OUTREACH

### Executive Officer/Bankruptcy Employees Contribute to Their Community

The employees of the Court demonstrated their commitment to the community through the four authorized Combined Federal Campaigns (CFC) in our District. Established in 1961, the CFC is the only authorized charitable campaign in the government workplace. Through the CFC, employees can contribute money to hundreds of different non-profit organizations for people in need. In 1998, 306 employees pledged \$38,182 for the 1998-99 campaign, representing a substantial 29% increase over 1997. In addition to monetary contributions, staff members volunteered in numerous capacities, including Jon D. Ceretto, Executive Officer/Clerk of Court, who served as Chair of the 1998-99 Greater Los Angeles campaign. The Greater Los Angeles CFC raised over \$3.8 million from 62,000 federal employees in Los Angeles County.

Combined Federal Campaign (CFC) Program						
Divisional Office	1997 Dollars	1998 Dollars	% Change	1997 Donors	1998 Donors	% Change
Los Angeles and San Fernando Valley	\$25,235	\$29,444	17%	153	196	28%
Riverside	6,887	4,738	(31)%	63	77	23%
Santa Ana	1,315	3,412	160%	7	21	200%
Santa Barbara	224	588	163%	15	12	(20)%
TOTAL	\$33,661	\$38,182	13%	238	306	29%

### Court Reaches Communities Through Job Fairs

Representatives from the Court Resources Division participated in two job fairs as part of an effort to reach out to the communities served within the Court: one at the San Bernardino Valley Community College, and another that was hosted by the California Employment Development Department (EDD). The EDD job fair was held in the San Fernando Valley for veterans of the armed services. In addition to increasing awareness of the Court, information related to career opportunities, including intern positions, was made available. As a result, a greater number of applications was submitted to the Court.

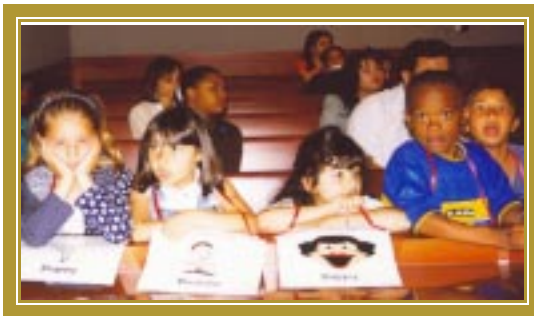
---

## Court Continues Participation in Summer Youth Program

For the fifth year, the Court participated in the Summer Youth Employment Training Program (SYETP) that is coordinated by the City of Los Angeles and the California Employment Development Department. Under the program, participating students are selected by the City of Los Angeles based on family income and other criteria. After pre-employment orientation by SYETP, the student workers are assigned to introductory-level positions in the Los Angeles Division. In addition to providing assistance to the Court, the student workers are trained in computer software applications and various office procedures by Court staff. The program, which is funded by a federal grant, provides most of the participating students with their first entry into the workplace.

## Court Participates in National “Bring Your Child to Work” Day

On April 23, 1998, all divisions of the Bankruptcy Court participated in the national “Bring Your Child to Work” Day. District-wide, more than 175 children between the ages of 5 and 15 attended this special day. Each division scheduled a similar program for the children, which included a demonstration of video conferencing, the administering of a special “Oath of Office,” tours, a mock trial, and other festivities.



## SECTION II

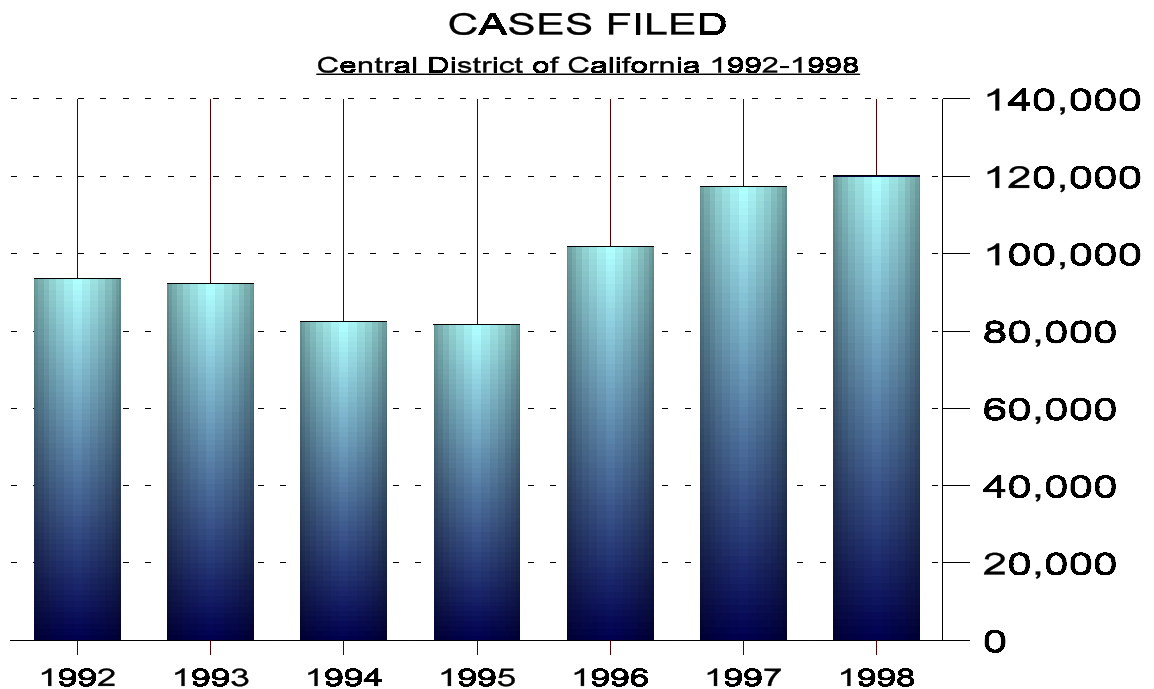
# COURT STATISTICS



## SECTION II - COURT STATISTICS

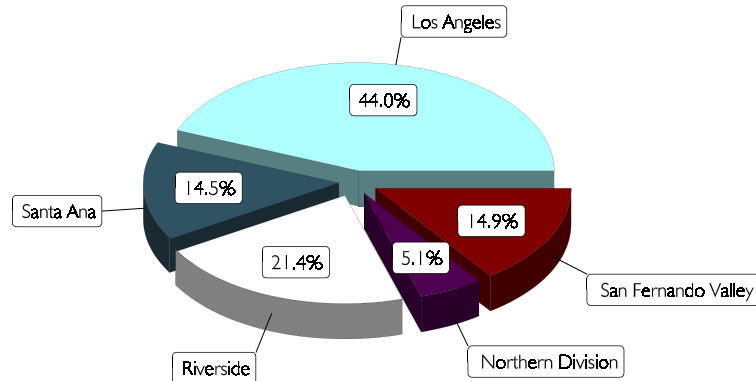
### Bankruptcy and Adversary Filings

A record 120,063 cases were filed in the Central District in 1998. Filings for 1998 increased by 2.3% over the 117,318 cases filed in 1997. Chapter 7 case filings increased 3.2% over the previous year, while Chapter 11 and 13 filings decreased 31.7% and 0.4%, respectively. A total of 5,920 adversaries were filed in the Court, a decrease of 16% from the 7,022 adversaries filed in 1997. The graph below shows case filings from 1992 through 1998.



The breakdown of 1998 filings for each division may be seen in the following pie chart:

PERCENTAGE OF CASES FILED BY DIVISION: 1998

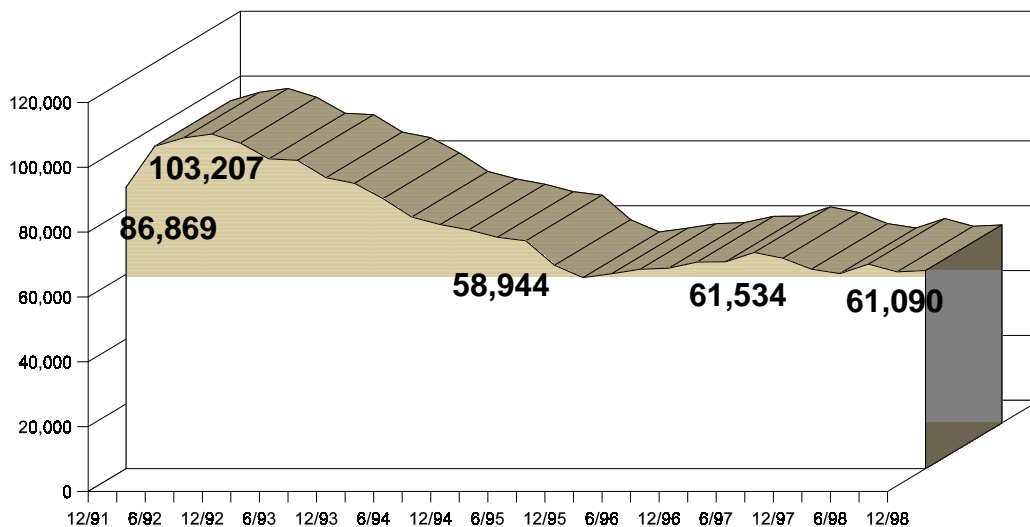


## Pending Caseload Remains Stable

The pending caseload for the Central District has been decreasing in recent years and continued to do so in 1998, despite the increase in filings. At the end of the year, the Court's pending caseload had decreased to 61,090, approximately 1% less than the 1997 pending caseload. The Court's historical peak in pending cases was in August 1992, when more than 103,000 cases were pending.

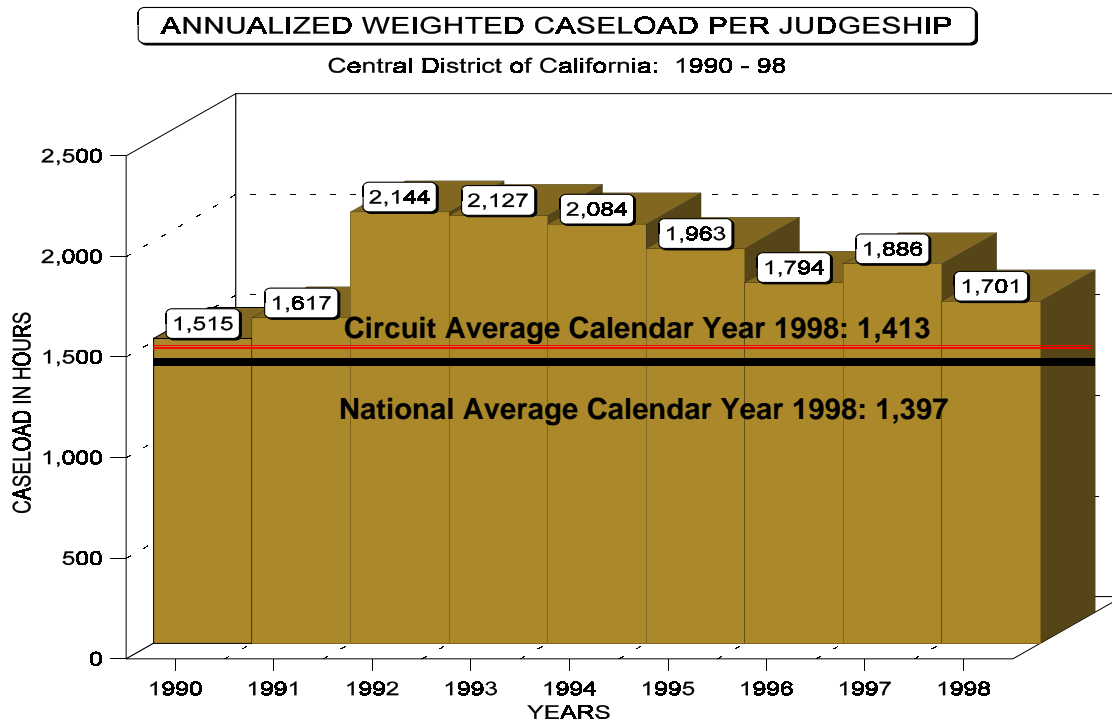
### Pending Caseload by Quarter

Central District of California 1992 - 1998



## Judge Weighted Caseload

In March 1991, the Judicial Conference approved the bankruptcy case weights developed in the Bankruptcy Judge Time Study by the Federal Judicial Center. The weights were established primarily for evaluating requests for additional judgeships, but they also provided useful information about the workloads of the judges in the Court and facilitated comparing judicial workloads with other bankruptcy courts in the nation and the Ninth Circuit. In calendar year 1998, the estimated per-judge weighted caseload in the Court was 1,701 hours per judge or 201 hours (13%) greater than the 1,500-hour standard established for additional judgeships. The weighted caseload for 1998 was 22% higher than the 1998 national average of 1,397 case-related hours per judge.



## 1998 Unlawful Detainer and Mill Case Incidence Study

Sample data collected from the case files for petitions filed in April of 1998 indicated a slight decline in petitions filed to stop eviction. Further analysis demonstrates that, over time, there has been a decrease in the use of Chapter 7 for unlawful detainer petitions and an increase in the use of Chapter 13. The 1998 data shows a dramatic move toward Chapter 13. In 1998, an unlawful detainer was involved in 15.6% of the Chapter 13 cases in the sample but in only 5.3% of the Chapter 7 cases. The use of such petitions declined among renters and were used most often by persons wishing to avoid eviction after foreclosure. The Los Angeles and San Fernando Valley Divisions continue to have the greatest incidence of such petitions.

Although the number of unlawful detainer petitions appears to be decreasing, their preparation by so-called bankruptcy mills appears significantly greater than in 1996 and 1997. In 1998, more than 20% of the sampled unlawful detainer petitions displayed evidence of preparation by the bankruptcy mills. To some extent, this apparent increase may be due to an improved approach used for identifying mill cases. The mills continue to prepare petitions for persons whose motive for filing is not to simply stop eviction, but the incidence of such activity appears to be very low.

PERCENTAGE OF CASES THAT ARE UNLAWFUL DETAINER PETITION FILINGS							
	Los Angeles (includes ND/SFV)	Los Angeles	San Fernando Valley	Northern	Santa Ana	Riverside	District Total
1991	22.4%				10.9%	2.6%	16.9%
1992	12.9%				9.4%	6.4%	11.0%
1993	11.9%	12.8%		1.3%	3.2%	1.2%	8.3%
1994	13.3%	14.5%	12.4%	7.0%	4.0%	2.3%	9.5%
1995	3.2%	3.5%	4.2%	0.2%	1.4%	3.6%	3.0%
1996	10.9%	11.2%	12.7%	1.3%	2.2%	7.3%	8.8%
1997	10.4%	10.2%	12.8%	5.4%	6.9%	1.2%	8.0%
1998	9.0%	10.2%	7.4%	3.3%	3.8%	3.7%	7.1%
PROJECTED ANNUAL UNLAWFUL DETAINER PETITION FILINGS							
1991	11,152				1,298	382	12,832
1992	7,602				1,307	1,170	10,079
1993	6,860	6,804 inc SFV		56	436	225	7,521
1994	6,604	4,931	1,292	381	512	390	7,506
1995	1,607	1,167	429	11	182	656	2,446
1996	6,907	4,792	1,926	189	337	1,621	8,865
1997	7,639	5,022	2,265	352	1,408	271	9,318
1998	6,877	5,355	1,321	201	659	949	8,485

---

## *Pro Se Filings*

From 1994 through 1998, the number of Chapter 7 and 13 cases filed *pro se* (filed by an individual not represented by an attorney) averaged about 37%, one of the highest rates in the country. The following table shows the estimated number of *pro se* filings from 1994 through 1998. The number of *pro se* filings is significant because it adversely impacts both the judicial and Clerk's Office workloads in the Court.

Percentage of <i>Pro Se</i> Filings District-Wide: 1994-1998			
	Chapter 7	Chapter 13	Total
1994	40%	44%	42%
1995	36%	35%	36%
1996	35%	38%	36%
1997	37%	37%	37%
1998	32%	32%	32%
Average	<b>36%</b>	<b>37%</b>	<b>37%</b>



# SECTION III

## COURT PROFILE



## SECTION III A - DISTRICT PROFILE

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

The Central District of California covers approximately 40,000 square miles and stretches from the Central Coast area of the state eastward to the Nevada and Arizona borders. The Court has jurisdiction in a seven-county region, composed of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, Ventura, and San Luis Obispo Counties.

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

### A Brief History of the Bankruptcy Court in California

The first system of federal courts west of the Rocky Mountains was created with the establishment of the Ninth Circuit in 1850. Some milestones are listed below.

- 1850** The State of California was admitted to the Union.
- 1850** The Southern and Northern Districts of California were created.
- 1898** The 1898 Bankruptcy Act created the “courts of bankruptcy.”
- 1900** The Southern District introduced a divisional office structure. The Los Angeles district office was designated the Southern Division.
- 1929** A divisional bankruptcy office was opened in San Diego.
- 1957** A divisional bankruptcy office was opened in San Bernardino.
- 1959** A divisional bankruptcy office was opened in Santa Ana.
- 1966** California was re-divided into four judicial districts—Northern, Eastern, Central, and Southern. The Los Angeles District Office becomes the Central District with jurisdiction from San Luis Obispo County to San Bernardino County.
- 1979** The Bankruptcy Reform Act of 1978 enacted.
- 1984** The Bankruptcy Amendments and Federal Judgeship Act of 1984 enacted.
- 1992** A divisional bankruptcy office was opened in Santa Barbara.
- 1994** Bankruptcy Reform Act of 1994 enacted.
- 1996** A divisional bankruptcy office was opened in the San Fernando Valley.
- 1997** The San Bernardino Division becomes the Riverside Division by relocating to a new courthouse in Riverside.

## SECTION III B - POPULATION SERVED

The population in the Central District is estimated to be more than 16.5 million people and represents approximately one-half of California's population of more than 33 million. Two of the five most populous counties in the United States (Los Angeles and Orange), based on the 1990 Census, lie within the Central District.

The following chart details the change in population in the Central District from January 1988 through January 1998 compared to the change in case filings for the similar period of December 1988 through December 1998.

### Estimated Change in Population and Bankruptcy Filings: 1988 vs. 1998

CENTRAL DISTRICT of CALIFORNIA COUNTIES	Population Estimates*			Bankruptcy Filings		
	1988	1998	% Chg	1988	1998	% Chg
<b>Los Angeles</b>	8,585,300	9,603,300	11.9%	26,157	76,879	194.0%
<b>Ventura</b>	635,900	730,800	14.9%			
<b>Santa Barbara</b>	353,000	405,500	14.9%			
<b>San Luis Obispo</b>	198,900	239,000	20.2%			
<b>Orange</b>	2,292,300	2,722,300	18.8%	6,138	16,479	168.5%
<b>Riverside</b>	983,800	1,441,200	46.5%	7,370	26,705	262.4%
<b>San Bernardino</b>	1,229,300	1,621,900	31.9%			
<b>District Total</b>	<b>14,278,500</b>	<b>16,764,000</b>	<b>17.4%</b>	<b>39,665</b>	<b>120,063</b>	<b>203.0%</b>

\*Population estimates compiled by the State of California, Department of Finance, Demographic Research Unit.

## SECTION III C - PERSONNEL

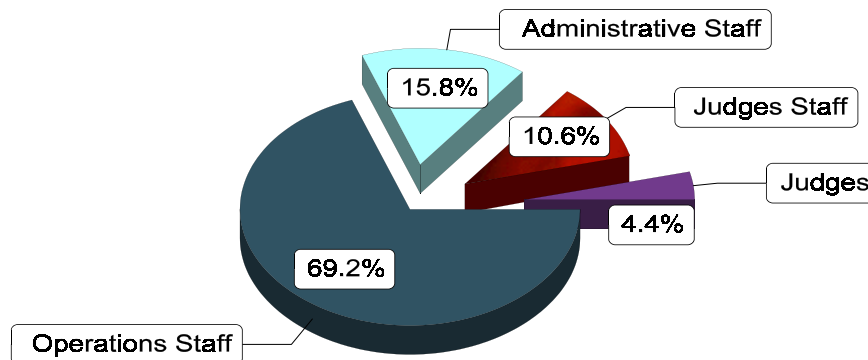
On December 31, 1998, the total number of Full-Time Equivalent employees on the payroll, including judges, judges' staff, and the Clerk's Office, was 480.5. This represents a 3.2% increase over 1997.

The functional allocation of personnel in the Central District may be seen in the pie chart below. The majority of staff (69%) work in the operational areas of the Clerk's Office. These areas include Intake, Records, Case Initiation, and Case Administration. Nearly 16% of the staff perform administrative functions. Staff performing these functions include the Executive Office, Court Resources, Communications, Analysis & Information, Quality Assurance/Training, Financial Services, Information Technology, Office Services, and Space and Facilities. The judges' staff, which comprises 10.6% of the total, includes law clerks and judicial assistants.

The majority of employees work in Los Angeles (52%), followed by Riverside (16%), Santa Ana (15%), the San Fernando Valley (12%), and the Northern Division (5%). The table on the next page details the staffing level in the Central District.

### Bankruptcy Personnel

As of December 31, 1998



Staffing Level in the Central District on December 31, 1998					
Location	Judges	Judge's Staff	Clerk's Office	Total	%
Los Angeles - Admin Staff			76.0	76.0	16%
Los Angeles - Operations	10	24.8	139.5	174.3	36%
Riverside	3	8.8	67.0	78.8	16%
Santa Ana	4	8.8	57.0	69.8	15%
Northern	1	2.0	21.0	24.0	5%
San Fernando Valley	3	6.6	48.0	57.6	12%
District Total	21	51.0	408.5	480.5	100%

## SECTION III D - OPERATING BUDGET

As part of the budget process, an analysis of the historical expenditure rate over the past three years is conducted to determine a budget level necessary to maintain court operations. Any special one-time projects that require additional funds are also identified and transmitted to the Administrative Office for its planning needs and to determine the budget allotment for the Court.

At the beginning of every fiscal year, the court develops a spending plan to implement those items outlined in the budget call. The plan is an extensive breakdown of the Court's operations by project and cost account, including the status of expenditures to date and potential additional funding. The plan is an internal budget tool that allows the Court to prioritize projects and monitor expenditures. This is particularly important in fiscal years when the budget allotment does not fully meet our requirements.

Internal and external events influence the Court's spending plans. For example, the scope of projects may change over the course of their implementation; natural events, such as earthquakes and floods, may raise new priorities; or a changing political environment may result in additional regulations and legal obligations. Therefore, the plan must be adaptable and flexible enough to meet these challenges.

In fiscal year (FY) 1998, the Bankruptcy Court for the Central District of California received \$22,935,830 as its share of the funds appropriated by the United States Congress for the Judiciary for operations. This represents an increase of 13.6% from the FY1997 amount of \$20,183,157. Of this amount, \$18,957,774 (82.7%) was allotted for personnel salaries; \$2,394,841 (10.4%) for non-automation accounts, including maintenance, supplies, printing, utilities, and travel; and \$1,583,215 (6.9%) for automation supplies and equipment.

## SECTION III E - RECEIPTS

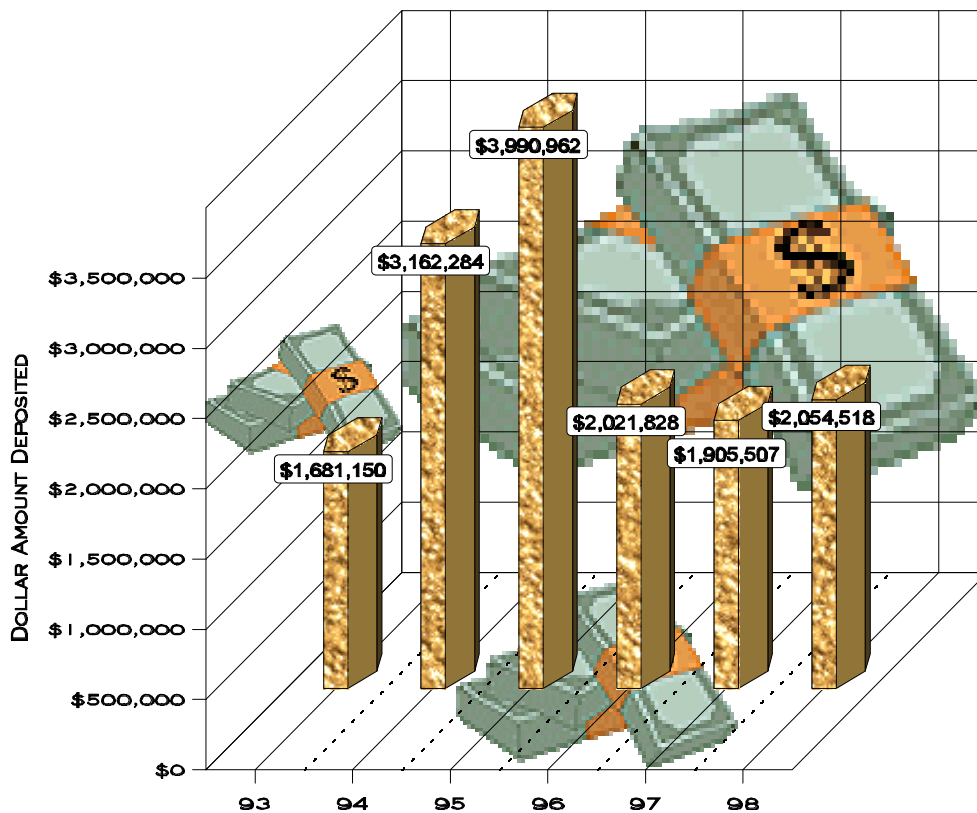
In fiscal year (FY) 1998, the Court collected \$27,343,161 in fees, compared with \$26,769,631 in FY97 and \$22,598,915 in FY96. The Court collects fees in thirteen fund areas including filing fees, fees for bankruptcy notices, unclaimed funds fees, copy fees, and fees for other services rendered. The overall amount of money collected in FY98 increased 2.1%. The increase in fees collected during FY98 was less than the 18.5% increase from FY96 to FY97, which was the result of an increase in filing fees. The table below compares the dollars collected in the seven largest funds between FY96 and FY98.

<b>Dollars Collected in the Seven Largest Funds: FY96 - FY98</b>				
<b>FUND NAME</b>	<b>FY96</b>	<b>FY97</b>	<b>FY98</b>	<b>% Change FY97 vs. FY98</b>
Funds Associated with Filing Fees				
Filing Fees (086900)	\$3,375,536	\$3,697,647	\$3,771,453	2.0%
Fees for Bankruptcy Notices (092037)	\$3,148,044	\$3,415,239	\$3,579,561	4.8%
Fees for Bankruptcy Oversight (507310 and 5073XX)	\$3,258,836	\$3,811,558	\$3,858,295	1.2%
Bankruptcy Escrow Account (6855TT)	\$4,812,744	\$5,823,137	\$6,071,312	4.3%
Fees for Judicial Services (510000)	\$5,916,290	\$6,905,432	\$7,382,941	6.9%
Payment of Unclaimed Monies (6047BK)	\$1,617,416	\$2,466,075	\$2,054,518	-16.7%
Remaining Funds	\$470,049	\$650,543	\$625,081	-3.9%
<b>TOTAL</b>	<b>\$22,598,915</b>	<b>\$26,769,631</b>	<b>\$27,343,161</b>	<b>2.1%</b>

## SECTION III F - UNCLAIMED FUNDS

An unclaimed fund results when an asset case is closed and the trustee is unable to locate a claimant at the time of asset distribution. By reducing the average life of our cases in recent years, the Court has been able to reduce the amount of unclaimed funds that are deposited with the Court, as claimants are easier to locate within a shorter time frame.

**Unclaimed Funds Deposited  
Central District of California: 1993-1998**



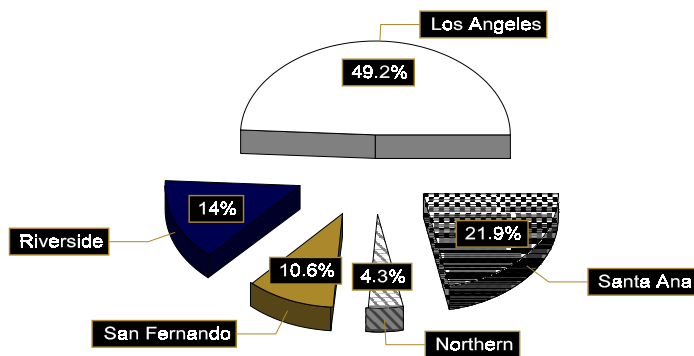


## SECTION III G - SPACE AND FACILITIES

The Bankruptcy Court rents approximately 459,064 square feet of space from the General Services Administration (GSA). (GSA is the landlord for all government owned and leased space.) GSA's responsibilities include rent negotiations, lease awards, tenant improvements and alterations, and daily maintenance. The graphs to the right show the square footage of space rented for each division and how that space is allocated for courtrooms, judges' chambers, office space, conference and training rooms, and miscellaneous space (which includes restrooms, hallways, and storage space). Rents are paid by the Administrative Office of the United States Courts and are not included in the Court's operating budget.

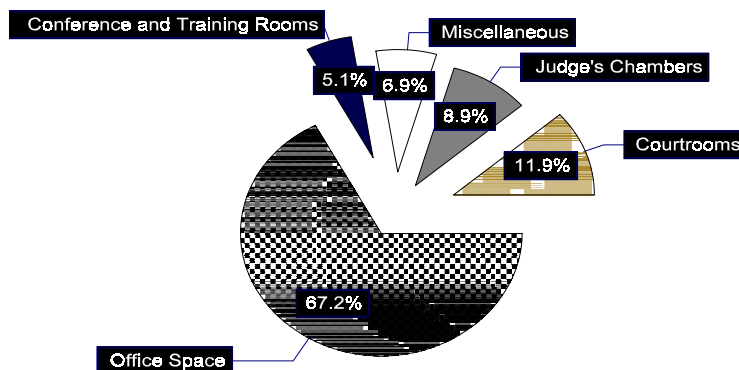
### Square Footage By Division

Central District of California



### Facilities Make-Up\*

Central District of California



\*Santa Ana Division space figures are based on the new Ronald Reagan Federal Building and United States Courthouse.

## SECTION III H - ORGANIZATIONAL STRUCTURE

### Board of Judges

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

### Chief Judge

Currently, the term of the Chief Judge is three years with two consecutive terms allowed. The Chief Judge has many diverse duties that include:

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

### Office of the Executive Officer/Clerk

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

- ! Directing all aspects of the Clerk's Office, including the development of policies and procedures
- ! Formulating and executing the Court's budget
- ! Providing case administration support
- ! Managing space, facilities, automation, and other resources of the Court
- ! Recruiting, hiring, and discharging personnel in the Clerk's Office

- 
- ! Advising the Board of Judges and the Chief Judge on administrative and policy matters
  - ! Acting as the Clerk's Office liaison with civic, community, and professional organizations

The Clerk's Office is organized into three divisions: Operations, Court Resources, and Administration.

## **Operations**

In each of the five divisions, Operations is responsible for the day-to-day management activities of the Clerk's Office and support for judge's hearings. Operations handles: the acceptance of case filings and subsequent documents; docketing of cases; tracking of cases; sending notices; responding to inquiries from the public; retrieving and archiving case files, as well as interfiling documents into them; calendaring hearings; electronic recording of hearings; support of courtroom activities, including video conferenced hearings; support for the general management of the Court's caseload; and closure of cases. Under Operations, but performing administrative functions in support of all the divisions, are the Analysis & Information Department and the Quality Assurance/Training Department.

### **! Analysis & Information**

Analysis & Information performs a wide range of administrative tasks. Some of these tasks include: developing and assessing procedures, operating methods, and work flow; making recommendations for improvements to existing procedures; establishing performance standards and monitoring performance; compiling statistical information regarding filings, closings and case management; and providing information to the public. Analysis & Information also prepares a wide variety of reports, as well as a wide range of public and internal documents.

### **! Quality Assurance/Training**

The Quality Assurance/Training Department analyzes data and makes recommendations for improving quality control, conducts training in selected areas, and coordinates District-wide training.

---

## Court Resources

Court Resources is responsible for: developing and monitoring the Court budget; processing personnel actions, including new hires, promotions and separations; maintaining all personnel records; processing the Court's payroll; monitoring employee evaluations; completing the Court's annual Equal Employment Opportunity (EEO) plan; and maintaining the Court's *Personnel Handbook*.

## Administration

The administrative functions of the Clerk's Office are handled by the following areas: Information Technology, Systems Integration, Financial Services, Office Services, and Space and Facilities. The services provided by each administrative area are outlined below.

### ! Information Technology

The Information Technology Division provides automation support for the Court and the Clerk's Office, such as maintaining and developing the Court's automated systems, including: case management system (NIBS), the cashiering and case opening system (ICS), the case file inventory system (RMS), public access to automated case information and other data; webPACER, and, kiosks and computers in public areas.

### ! Systems Integration

The Systems Integration Division was created to integrate new technology into existing functions. The Division now handles the network, imaging software and hardware, telephone systems, video conferencing system, fixed-asset tracking software (Intellitrack), and personnel tracking software (Abra).

### ! Financial Services

The Financial Services Department is responsible for the fiscal and audit functions of the Court and the Clerk's Office. This includes such activities as maintaining all financial records of funds received into the Court.

---

## **! Office Services**

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

## **! Space and Facilities**

Space and Facilities is responsible for all of the leased office and judicial space in the Central District. This includes ensuring that the current space is adequate to meet the needs of the staff and monitoring all phases of new Court projects from conceptual design and development to the completion and review of construction documents.

# SECTION IV

## APPENDICES



## APPENDIX A - LONG RANGE PLAN

In April 1994, the United States Bankruptcy Court for the Central District of California issued its first Long Range Plan. It took more than a year for the Court to develop, discuss, and finalize the Plan. The result of this effort was a large, comprehensive, and detailed document that contained hundreds of goals, objectives, and issues.

In the almost four years since implementation, the Court has accomplished many of the goals and objectives set out in the Plan. An accounting of the Court's efforts to implement the plan is found in the Annual Reports of the Court for the years 1994 through 1997. Despite this progress, the Court believes that the planning process is one that never ends. Hence, the Court completed a significant revision and update of the Plan that became effective in April of 1998. While the basic structure of the Plan remains, the 1998 iteration differs significantly in the following ways: (1) the Court will focus its energies primarily in the case management area; and (2) issues have been either deleted as superfluous or modified to reflect more accurately their nature as aspirational rather than operational issues.

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

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

## LEADERSHIP

GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
<b>GOAL LD: LEADERSHIP</b>		
LD1	Enhance leadership skills throughout the Court.	Ongoing
LD2	Increase effectiveness of the Court's communication and working relationships with other federal courts, agencies, and Congress.	Ongoing
LD3	Improve communication and relations with state courts and legislative branches.	Ongoing
LD4	Initiate and formalize cooperative efforts with professional organizations and groups.	Ongoing



---

## ETHICS AND STANDARDS OF CONDUCT

GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
GOAL ES: ETHICS AND STANDARDS OF CONDUCT		
ES1	Provide an impartial Court environment to all users.	Ongoing
ES2	Foster a workplace free of bias.	Ongoing
ES3	Foster a courtroom environment free of bias.	Ongoing
ES4	Foster civility within the courtroom environment.	Ongoing

# CASE MANAGEMENT

GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
<b>GOAL CM1: CASE MANAGEMENT</b> Maximize the Courts efficiency in case processing, while maintaining or improving quality and accuracy.		
<b>Short Term Objectives</b>		
CM1A	Institute ongoing communication among judges, judicial staff, and Clerk's Office regarding expectations, progress, and case processing performance.	Ongoing
<b>Long Term Objectives</b>		
CM1B	Develop and implement District-wide quality control program to monitor and evaluate case management functions.	Ongoing
CM1C	Develop and implement a fully automated and integrated bankruptcy fiscal system.	Ongoing
<b>GOAL CM2: CASE MANAGEMENT</b> Reduce delay in all phases of case processing.		
<b>Long Term Objectives</b>		
CM2A	Expand and enhance automated docketing.	Ongoing
CM2B	Determine the feasibility of, and develop an approach for, creating a "paperless" Court through the use of an electronic case filing system.	
CM2C	Develop and implement "file anywhere, anytime" policy.	
CM2D	Develop and implement "Windows-based" case management system.	
<b>Ongoing Objectives</b>		
CM2E	Convert to one uniform automated case management system for the entire District.	Completed
CM2F	Review and evaluate performance of all case processing functions: opening, docketing, noticing, filing, calendaring, handling correspondence, conforming copies, recording proceedings, retrieval of and routing files to judges, and closing.	Initiated
CM2G	Eliminate or reduce redundancies and delay points in the processing of cases.	Ongoing

<b>GOAL CM3: CASE MANAGEMENT</b> Improve efficiency in calendar management for the Bench and Bar.		
<b>Short Term Objectives</b>		
CM3A	Implement court-wide, uniform self-scheduling system.	Ongoing
<b>Long Term Objectives</b>		
CM3B	Develop uniform system for early publication of tentative rulings.	Initiated
<b>GOAL CM4: CASE MANAGEMENT</b> Provide automated access to Court services and information.		
<b>Ongoing Objectives</b>		
CM4A	Implement video conferencing pilot project in at least four divisional offices within the District.	Completed
CM4B	Implement an electronic files system within the Court to make documents available on-line to all interested parties.	Ongoing
CM4C	Review and determine the feasibility and desirability of accepting filings by fax.	
CM4D	Develop and implement an automated system to provide case information.	Completed
CM4E	Develop and implement an automated system to provide calendar information and self-scheduling capability.	Ongoing
CM4F	Develop an on-line universal forms catalog.	Completed
CM4G	Develop a cross-referenced topical index system for Court committee and Board of Judges discussions and actions to track issues, decisions, and implementation.	
<b>GOAL CM5: CASE MANAGEMENT</b> Make the Court rules more user friendly.		
<b>Ongoing Objectives</b>		
CM5A	Revise, simplify, and renumber the Local Rules. Coordinate with the District, Circuit, and National Advisory Committee on Bankruptcy Rules projects regarding local rule organizational structure.	Completed

## COMMUNITY RELATIONS

GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
<b>GOAL CR1: COMMUNITY RELATIONS</b> Recognize and serve the needs of our demographically diverse community.		
<b>Short Term Objectives</b>		
CR1A	Establish relationship with minority and culturally diverse bar organizations.	Ongoing
CR1B	Make frequently-used informational documents available in multiple languages.	Ongoing
<b>Long Term Objectives</b>		
CR1C	Determine information needs of community via surveys, focus groups, and interviews.	Ongoing
<b>Ongoing Objectives</b>		
CR1D	Make translation services available, as feasible.	
<b>GOAL CR2: COMMUNITY RELATIONS</b> Improve communications with the public.		
<b>Ongoing Objectives</b>		
CR2A	Initiate periodic, outside input on Court operations.	

<b>GOAL CR3: COMMUNITY RELATIONS</b> Develop public education program.		
<b>Short Term Objectives</b>		
CR3A	Conduct evaluation of public education needs concerning bankruptcy related issues and recommend solutions.	
<b>Long Term Objectives</b>		
CR3B	Establish regular communication with and provide appropriate bankruptcy-related educational materials and programs to community groups and educational institutions.	Ongoing
<b>Ongoing Objectives</b>		
CR3C	Explore opportunities and make available Court representatives to participate in the education of the public concerning issues related to bankruptcy.	Ongoing
CR3D	Initiate and maintain a regular liaison with local members of Congress.	Ongoing
<b>GOAL CR4: COMMUNITY RELATIONS</b> Make all Court procedures/processes accessible to all users of the Court.		
<b>Long Term Objectives</b>		
CR4A	Create and staff an ombudsperson position in each division to assist the public with legal or procedural questions that the Clerk and his staff are prohibited from answering.	
CR4B	Establish a <i>pro bono</i> program at each divisional office location.	Ongoing

# HUMAN RESOURCES

GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
<b>GOAL HR1: HUMAN RESOURCES</b> Attract and retain a fully competent, well-trained, and highly motivated employee force.		
<b>Long Term Objectives</b>		
HR1A	Establish accurate, specific, uniform, and comprehensive job descriptions and recruitment bulletins.	Initiated
HR1B	Develop training programs to instill problem-solving orientation.	Ongoing
HR1C	Develop and implement an on-line training system covering all automated system applications used by the Court.	
HR1D	Create a training program for all employees regarding the <u>Code of Conduct for United States Court Clerks</u> .	
<b>Ongoing Objectives</b>		
HR1E	Develop in-house training programs to prepare employees for broader technical, analytical, and managerial responsibilities.	Ongoing
HR1F	Continue the development of training programs to further develop employee job skills.	Ongoing
HR1G	Increase training and development of leadership skills at <u>all</u> levels.	Ongoing
HR1H	Increase training to develop written communication skills at all levels.	Ongoing
HR1I	Train employees to recognize and effectively deal with cultural diversity.	Ongoing
HR1J	Train employees on providing helpful and courteous service.	Ongoing
HR1K	Provide increased staff education about importance and role of bankruptcy system in general economy and legal system, tying that education to importance of job performance for real-life concerns of users.	Ongoing

<b>GOAL HR2: HUMAN RESOURCES</b> Improve performance and productivity efforts.		
<b>Long Term Objectives</b>		
HR2A	Improve the performance evaluation process.	Ongoing
HR2B	Establish performance standards.	Initiated
HR2C	Develop procedure manual for each position as training tool to encourage uniformity and facilitate establishing performance standards.	Ongoing
HR2D	Establish consistent performance expectations and measurements for all positions.	Ongoing
HR2E	Establish job performance self-evaluation as part of performance review process.	Ongoing
<b>Ongoing Objectives</b>		
HR2F	Monitor and support the transition to automation.	Ongoing
HR2G	Develop and implement a program to enhance employee job satisfaction.	Ongoing
<b>GOAL HR3: HUMAN RESOURCES</b> Improve employee communications and relations.		
<b>Short Term Objectives</b>		
HR3A	Create employee feedback mechanisms.	Ongoing
<b>Long Term Objectives</b>		
HR3B	Clarify role definition for chambers and courtroom staff, including Courtroom Deputies, Judicial Assistants, Law Clerks, Electronic Court Recording Operators, and Relief Courtroom Deputies.	
HR3C	Develop and implement employee orientation program for Clerk's Office and Chambers staff.	Ongoing
<b>Ongoing Objectives</b>		
HR3D	Improve upward and downward communications among divisions and between divisional offices.	Ongoing

<b>GOAL HR4: HUMAN RESOURCES</b> Provide equal employment opportunity, and maintain an employee force that reflects the diverse population we serve.		
<b>Short Term Objectives</b>		
HR4A	Provide multilingual service capability (e.g., bilingual staff).	Ongoing
<b>Ongoing Objectives</b>		
HR4B	Improve human resource programs that ensure parity between the employee force and the labor force.	Ongoing
<b>GOAL HR5: HUMAN RESOURCES</b> Update human resource practices.		
<b>Short Term Objectives</b>		
HR5A	Compare current personnel practices to personnel practices of other organizations and identify possible improvements in each practice.	Ongoing



## SPACE AND FACILITIES

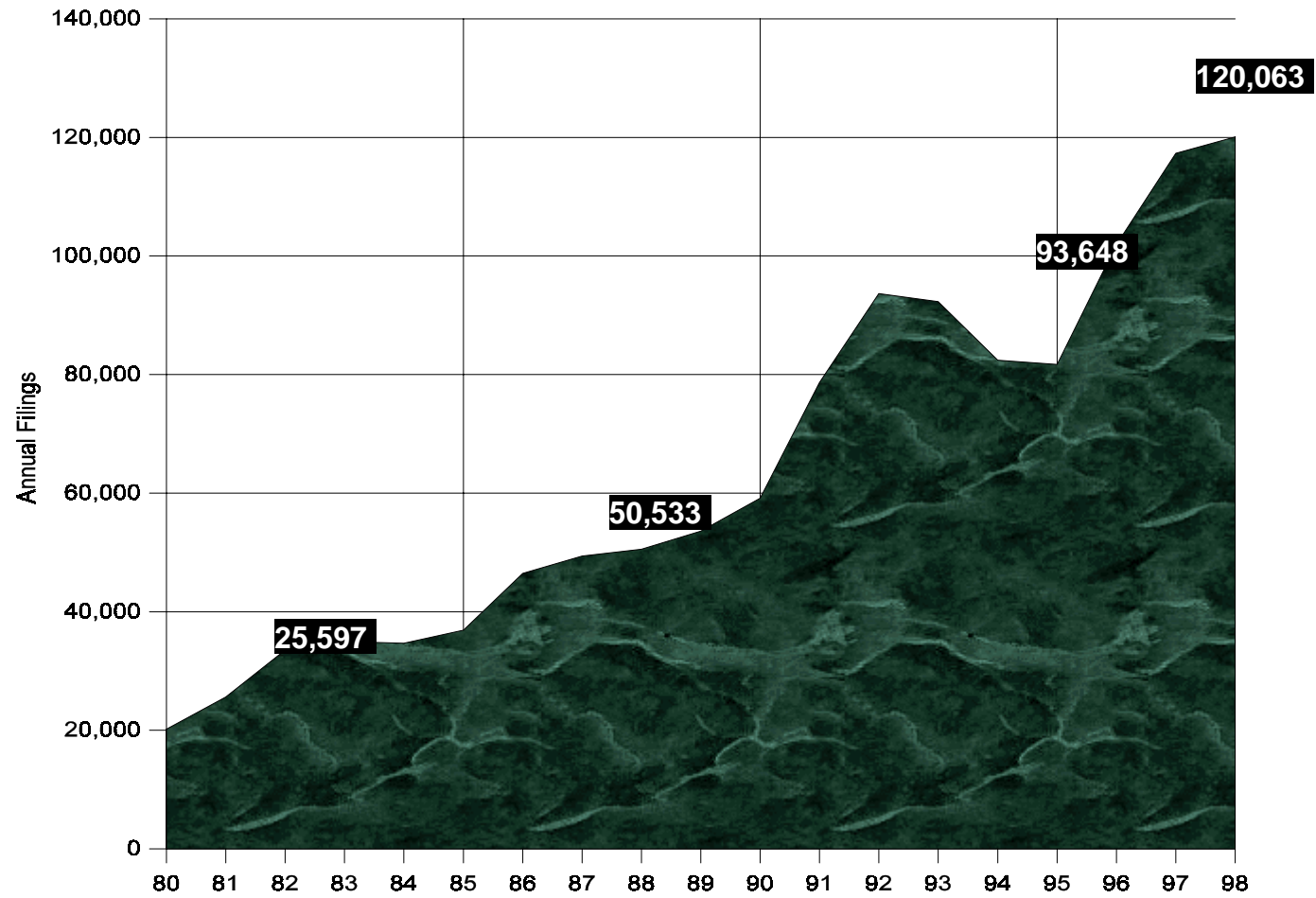
GOAL/OBJECTIVE - LONG RANGE PLAN		ACCOMPLISHED DURING 1998
<b>GOAL SF1: SPACE AND FACILITIES</b> Make facilities more accessible to users.		
SF1A	Establish automated information systems in Court lobbies for tentative rulings and Court calendar information.	Ongoing
SF1B	Establish <i>pro bono</i> lawyer consultation rooms in Court intake offices.	
SF1C	Factor technology needs of public users into the development of facilities (for example, space for portable terminals, copiers).	Ongoing
<b>GOAL SF2: SPACE AND FACILITIES</b> Increase effectiveness of long-range planning efforts for space and facilities.		
SF2A	Advocate revision of <b><u>A.O. Design Guides</u></b> , and <b><u>GSA Standards &amp; Guidelines</u></b> regarding employee break rooms and restrooms, size of courtrooms, public space areas for high volume Courts, <i>pro bono</i> lawyer consultation facilities, and handicapped access (including hearing and visually impaired).	Ongoing
SF2B	Develop procedures to create a security system that protects Court documents and property.	Ongoing

# LIST OF TABLES AND GRAPHS

Title	Page
Matters Assigned to Mediation Program by Chapter: August 1995 - December 1998 .....	12
Distribution of Mediation Matters in the Central District: August 1995 - December 1998 .....	12
Central District of California: Documents Imaged .....	14
PACER Usage in Minutes: 1995 - 1998 .....	15
Estimated VCIS Usage: 1997 - 1998 .....	17
Customer Survey: Length of Wait .....	18
Customer Survey: Services Used .....	19
Customer Survey: Who Responded .....	19
Estimated Number of Pleadings Left in Self-Service Drop Boxes : 1998 .....	20
District-Wide Training: 1998 .....	27
Docket Time - Items Completed in Two Days or Less: 1996 through 1998 .....	34
Records Sent to the National Archives and Records Administration (NARA) in 1998 .....	35
Analysis of Pending Case Aging: 1997 vs. 1998 .....	36
Combined Federal Campaign Contribution (CFC) Program: 1998 vs. 1997 .....	37
Cases Filed: 1992 - 1998 .....	39
Percentage of Cases Filed by Division: 1998 .....	40
Pending Caseload by Quarter: 1992 - 1998 .....	40
Annualized Weighted Caseload per Judgeship: 1990 - 1998 .....	41
Percent of Cases That Are Unlawful Detainer Petition Filings .....	42
Percentage of <i>Pro Se</i> Filings District-wide: 1994-1998 .....	43
A Brief History of the Bankruptcy Court in California .....	45
Estimated Change in Population and Bankruptcy Filings: 1988 vs. 1998 .....	46
Bankruptcy Personnel .....	47

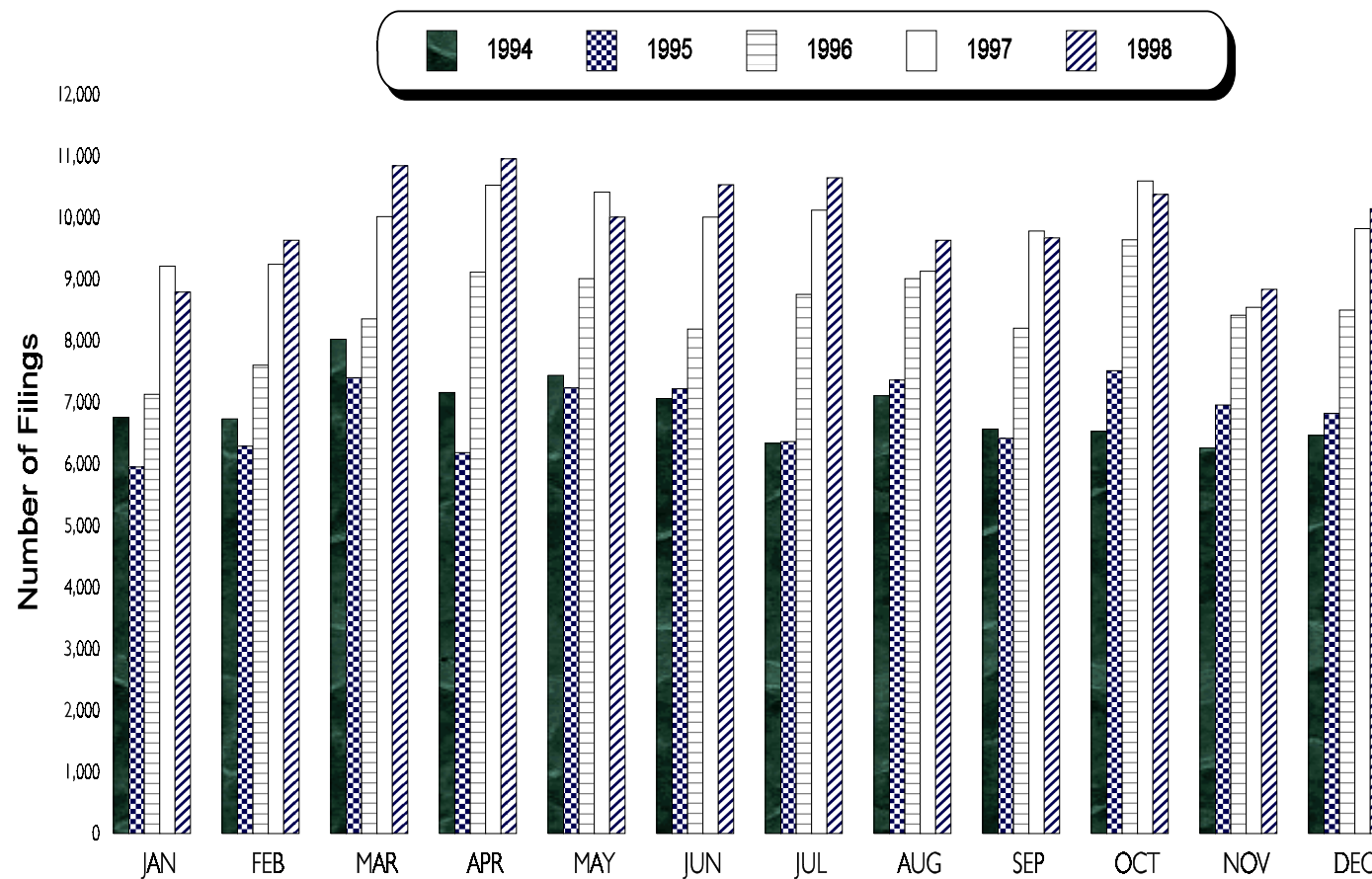
## Exhibit 1

### Bankruptcy Filings Central District of California: 1980 - 1998



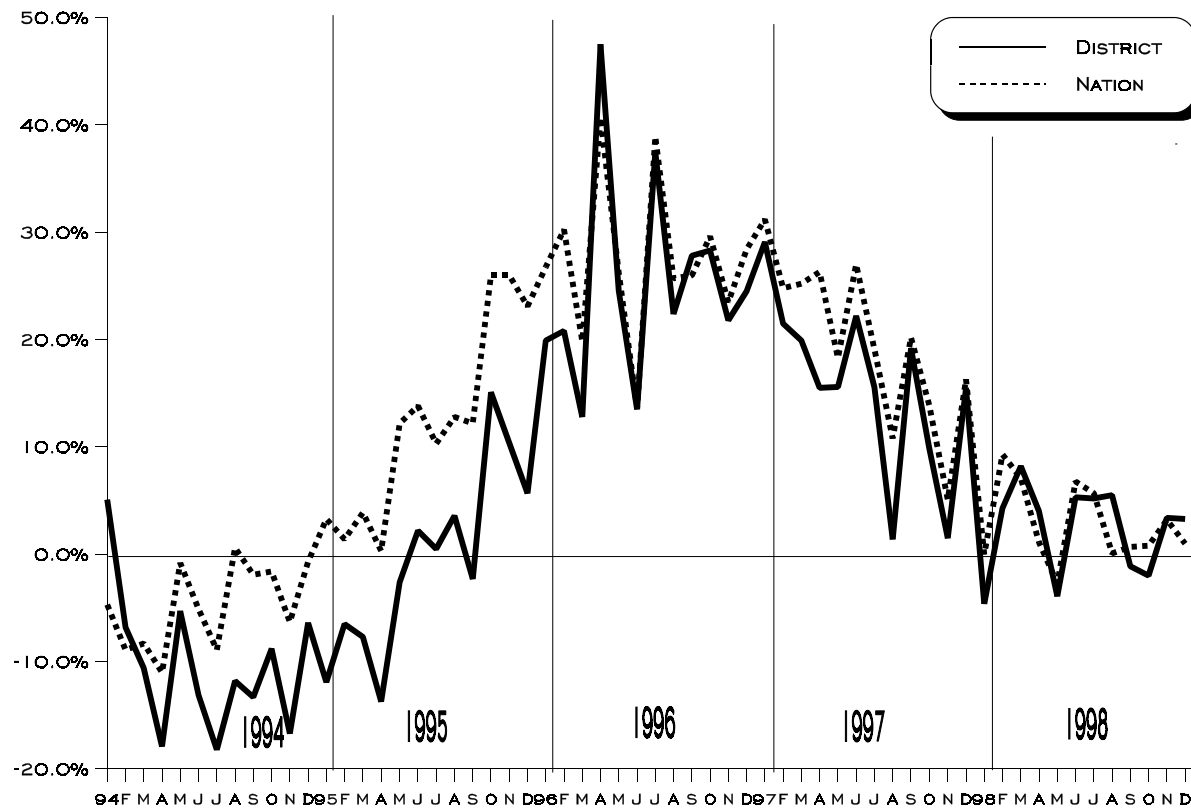
## Exhibit 2

### Bankruptcy Filings By Month: 1994 - 1998 Central District of California



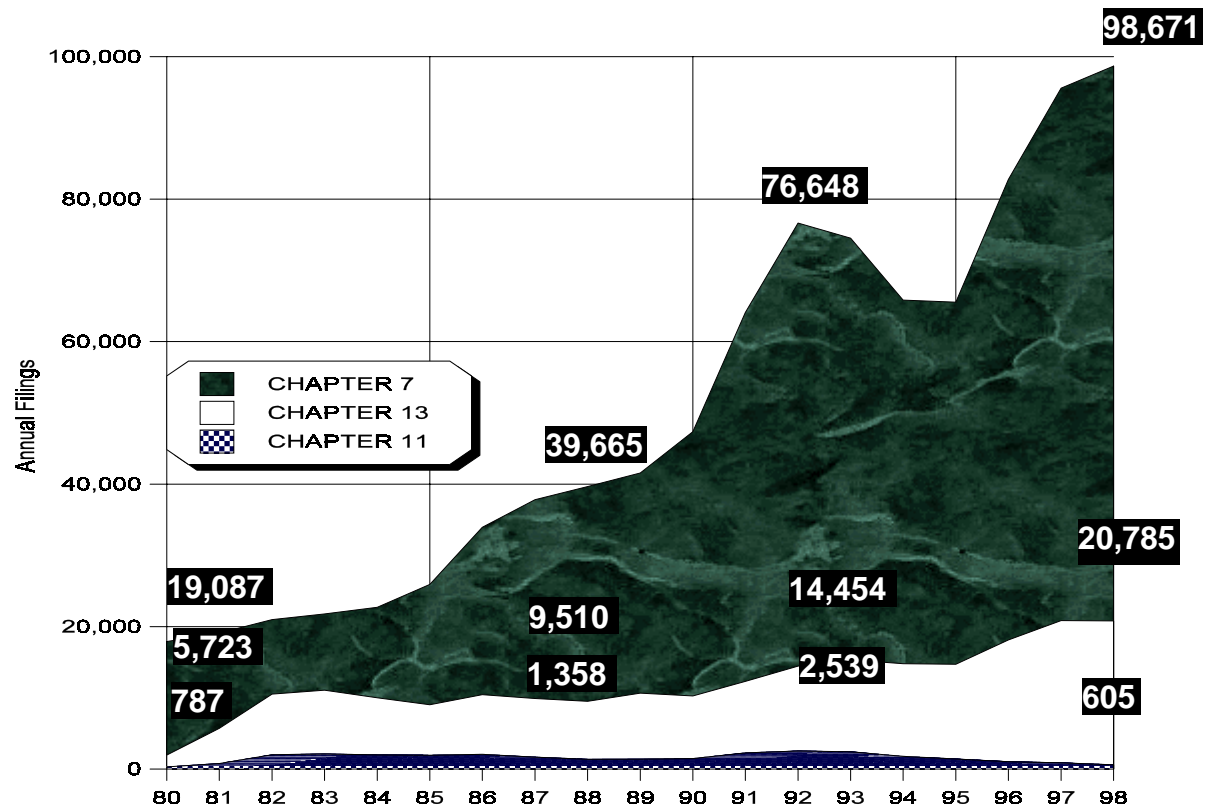
## Exhibit 3

### Bankruptcy Filings Change from the Same Month, Previous Year: 1994-1998 Central District of California



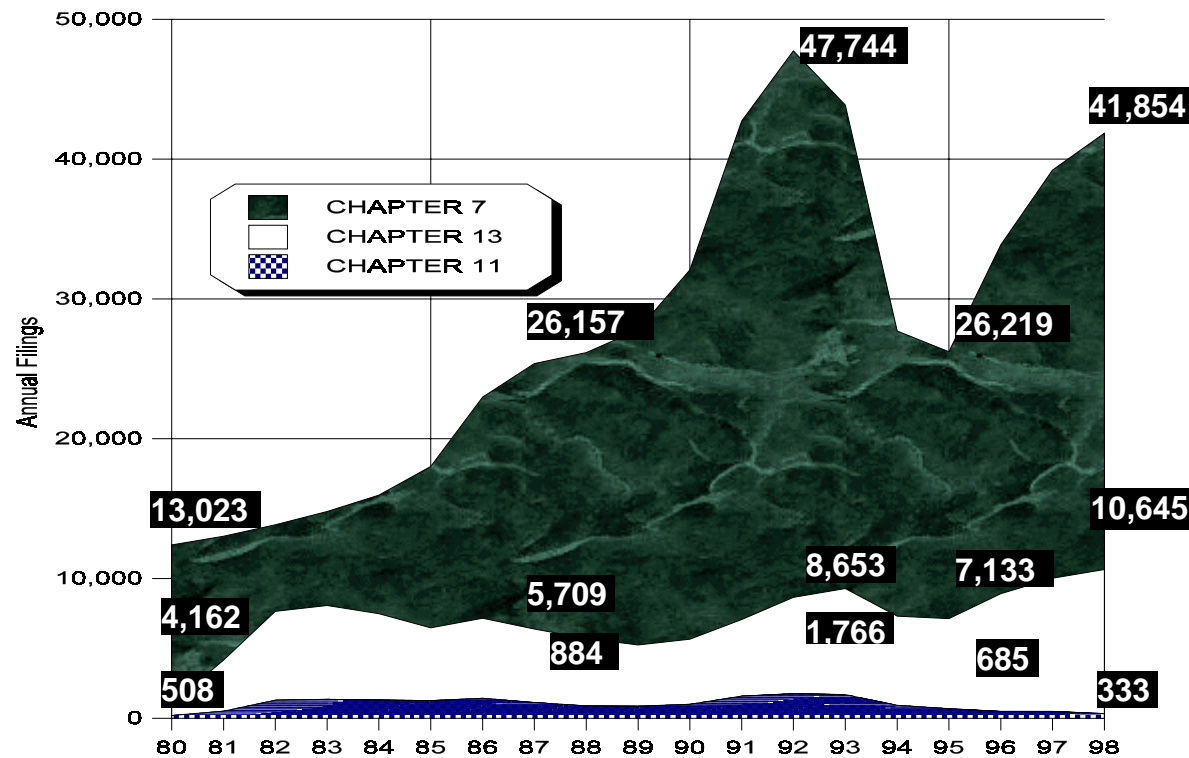
## Exhibit 4

### Filings By Chapter Central District of California: 1980 - 1998



## Exhibit 5

### Filings By Chapter Los Angeles Division: 1980 - 1998

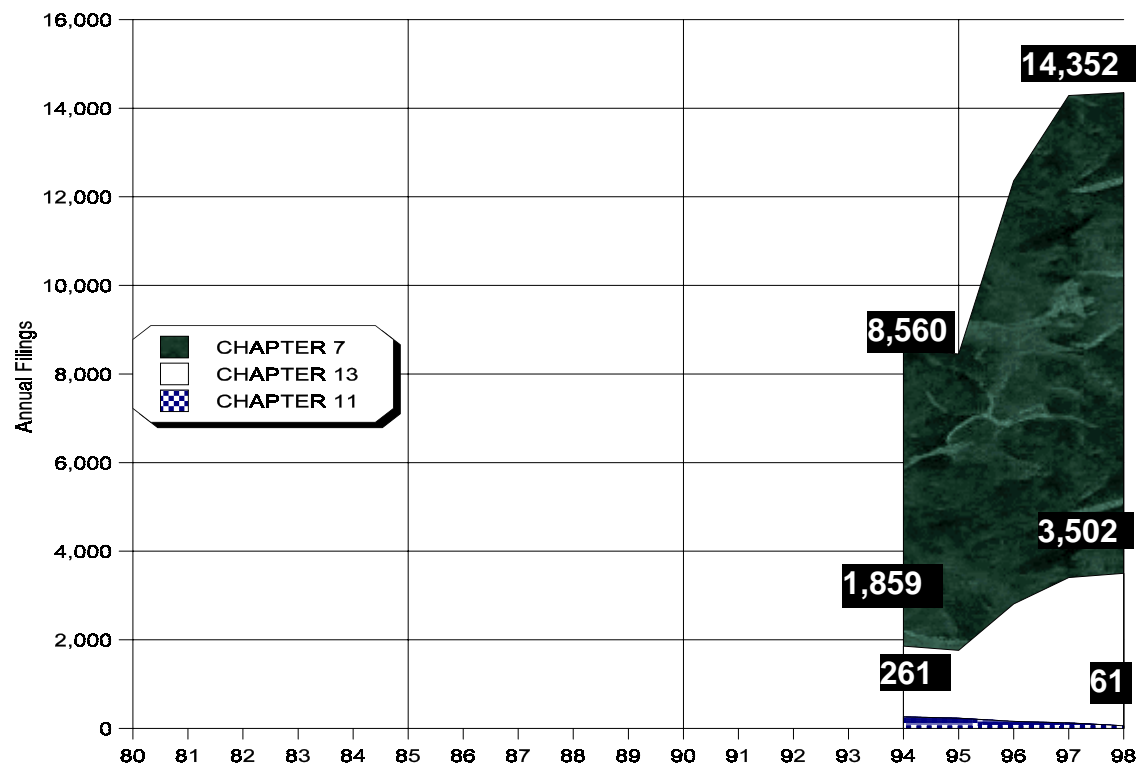


\* The drop in filings from 1992 to 1993 reflects the extraction of the Northern Division, from the Los Angeles Division.

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

## Exhibit 6

### Filings By Chapter San Fernando Valley Division: 1980 - 1998



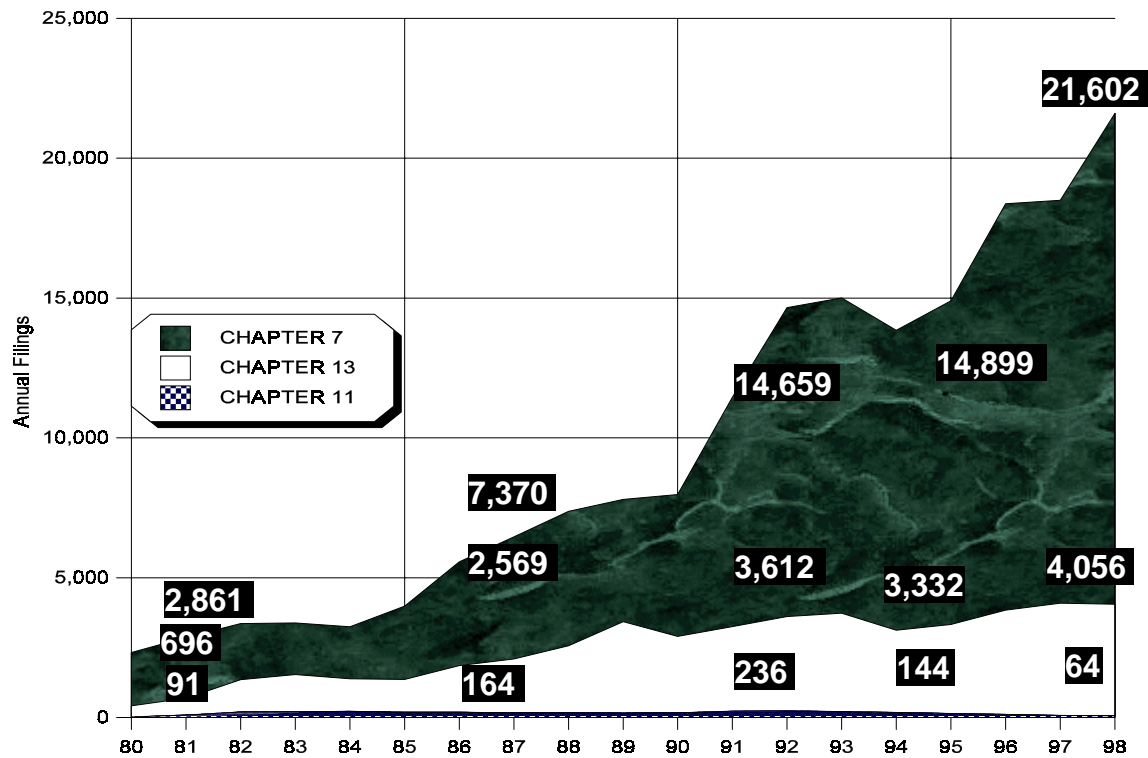
\* Prior to 1994, please see Exhibit 5.



## Exhibit 7

### Filings By Chapter

\*Riverside Division: 1980 - 1998

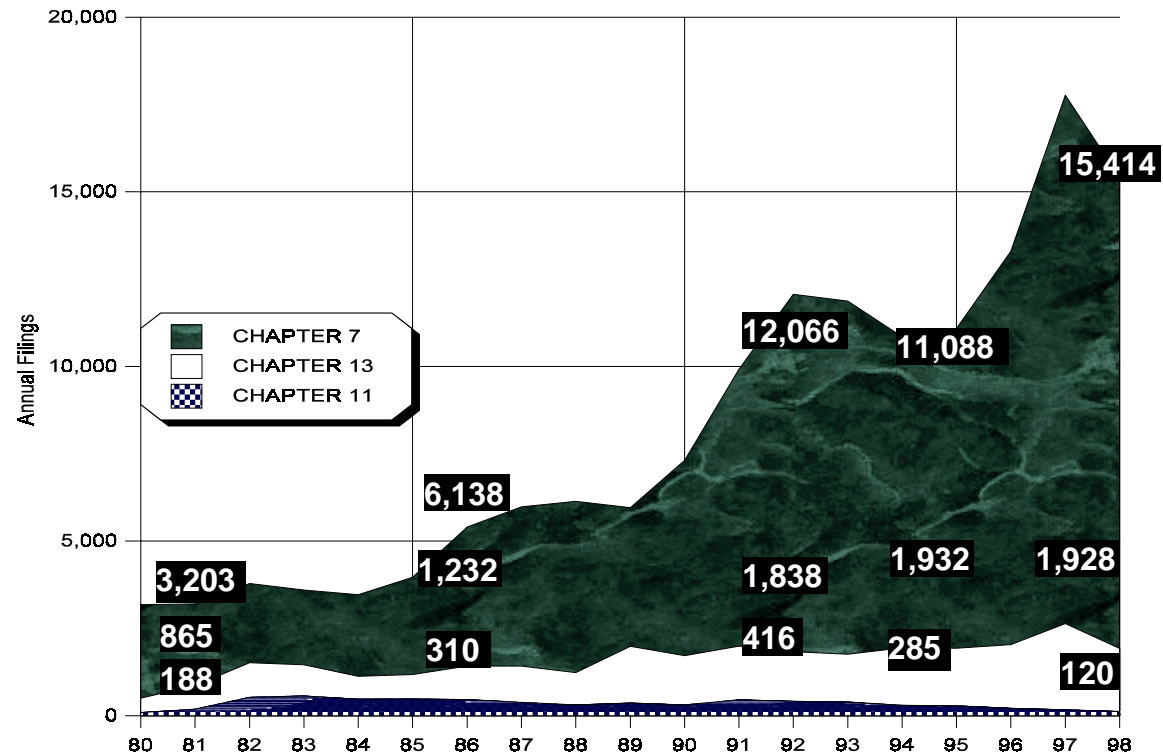


\* In March 1997, 12 zip codes were reassigned from the Riverside Division to the Santa Ana Division. In April 1998, the 12 zip codes were returned to the Riverside Division.

## Exhibit 8

### Filings By Chapter

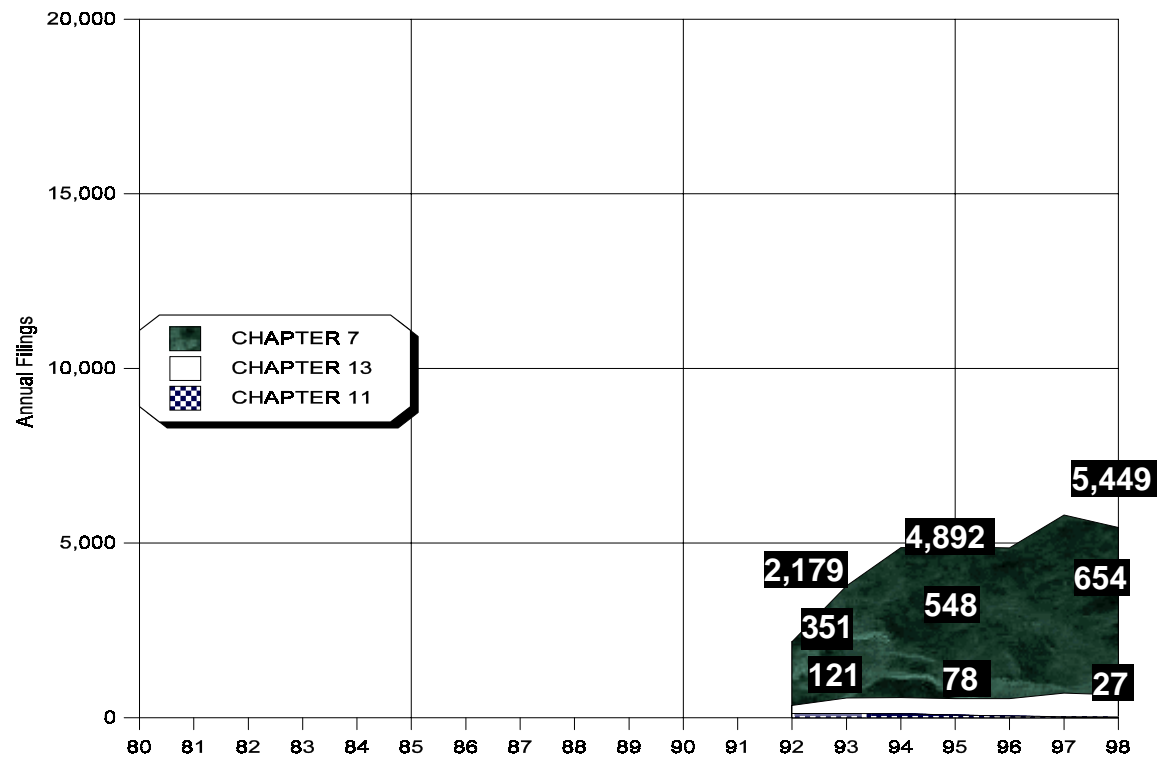
\*Santa Ana Division: 1980 - 1998



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

## Exhibit 9

### Filings By Chapter Northern Division: 1980 - 1998



\* Division opened in June 1992, prior filings were in the Los Angeles Division.

# Exhibit 10

## Bankruptcy Filings and Percentage Change: 1980-1998

Year	Ch 7	%Chg	Ch11	%Chg	Ch13	%Chg	Total	%Chg
CENTRAL DISTRICT OF CALIFORNIA								
1980	17,905	N/A	317	N/A	1,962	N/A	20,184	N/A
1981	19,087	6.6%	787	148.3%	5,723	191.7%	25,597	26.8%
1982	20,985	9.9%	2,022	156.9%	10,528	84.0%	33,535	31.0%
1983	21,777	3.8%	2,128	5.2%	11,074	5.2%	34,979	4.3%
1984	22,669	4.1%	2,003	-5.9%	10,001	-9.7%	34,673	-0.9%
1985	25,927	14.4%	1,937	-3.3%	9,018	-9.8%	36,882	6.4%
1986	33,943	30.9%	2,082	7.5%	10,445	15.8%	46,470	26.0%
1987	37,817	11.4%	1,675	-19.5%	9,903	-5.2%	49,395	6.3%
1988	39,665	4.9%	1,358	-18.9%	9,510	-4.0%	50,533	2.3%
1989	41,556	4.8%	1,391	2.4%	10,662	12.1%	53,609	6.1%
1990	47,370	14.0%	1,478	6.3%	10,281	-3.6%	59,129	10.3%
1991	64,090	35.3%	2,268	53.5%	12,305	19.7%	78,663	33.0%
1992	76,648	19.6%	2,539	11.9%	14,454	17.5%	93,641	19.0%
1993	74,528	-2.8%	2,421	-4.6%	15,343	6.2%	92,292	-1.4%
1994	65,828	-11.7%	1,792	-26.0%	14,808	-3.5%	82,428	-10.7%
1995	65,547	-0.4%	1,423	-20.6%	14,707	-0.7%	81,677	-0.9%
1996	82,760	26.3%	1,026	-27.9%	18,144	23.4%	101,930	24.8%
1997	95,572	15.5%	886	-13.6%	20,860	15.0%	117,318	15.1%
1998	98,671	3.2%	605	-31.7%	20,785	-0.4%	120,061	2.3%
LOS ANGELES DIVISION								
1980	12,402	N/A	202	N/A	1,040	N/A	13,644	N/A
1981	13,023	5.0%	508	151.5%	4,162	300.2%	17,693	29.7%
1982	13,838	6.3%	1,291	154.1%	7,655	83.9%	22,784	28.8%
1983	14,795	6.9%	1,361	5.4%	8,074	5.5%	24,230	6.3%
1984	15,957	7.9%	1,309	-3.8%	7,484	-7.3%	24,750	2.1%
1985	18,018	12.9%	1,263	-3.5%	6,473	-13.5%	25,754	4.1%
1986	22,974	27.5%	1,426	12.9%	7,164	10.7%	31,564	22.6%
1987	25,374	10.4%	1,125	-21.1%	6,392	-10.8%	32,891	4.2%
1988	26,157	3.1%	884	-21.4%	5,709	-10.7%	32,750	-0.4%
1989	27,797	6.3%	867	-1.9%	5,247	-8.1%	33,911	3.5%
1990	32,078	15.4%	1,005	15.9%	5,659	7.9%	38,742	14.2%
1991	42,723	33.2%	1,583	57.5%	7,063	24.8%	51,369	32.6%
1992	47,744	11.8%	1,766	11.6%	8,653	22.5%	58,163	13.2%
1993	43,875	-8.1%	1,693	-4.1%	9,281	7.3%	54,849	-5.7%
1994	27,701	-36.9%	930	-45.1%	7,308	-21.3%	35,939	-34.5%
1995	26,219	-5.4%	685	-26.3%	7,133	-2.4%	34,037	-5.3%
1996	33,873	29.2%	493	-28.0%	8,917	25.0%	43,283	27.2%
1997	39,217	15.8%	486	-1.4%	10,018	12.3%	49,721	14.9%
1998	41,854	6.7%	333	-31.5%	10,645	6.3%	52,832	6.3%
SAN FERNANDO VALLEY DIVISION								
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,449	-1.3%	231	-11.5%	1,762	-5.2%	10,442	-2.2%
1996	12,360	46.3%	159	-31.2%	2,808	59.4%	15,327	46.8%
1997	14,287	15.6%	123	-22.6%	3,407	21.3%	17,817	16.2%
1998	14,352	0.5%	61	-50.4%	3,502	2.8%	17,915	0.6%

# Bankruptcy Filings and Percentage Change: 1980-1998

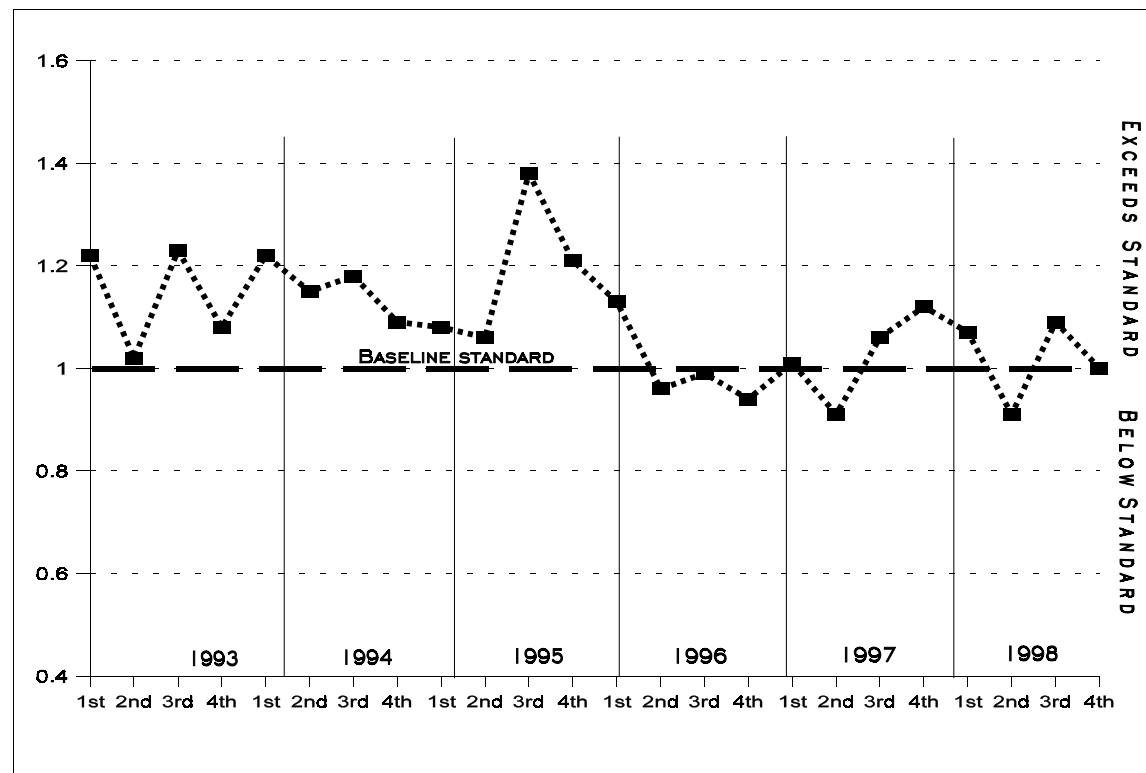
## (Continued)

Year	Ch 7	%Chg	Ch11	%Chg	Ch13	%Chg	Total	%Chg
<b>RIVERSIDE DIVISION</b>								
1980	2,322	N/A	25	N/A	417	N/A	2,764	N/A
1981	2,861	23.2%	91	264.0%	696	66.9%	3,648	32.0%
1982	3,361	17.5%	200	119.8%	1,354	94.5%	4,915	34.7%
1983	3,382	0.6%	202	1.0%	1,540	13.7%	5,124	4.3%
1984	3,248	-4.0%	220	8.9%	1,384	-10.1%	4,852	-5.3%
1985	3,983	22.6%	194	-11.8%	1,363	-1.5%	5,540	14.2%
1986	5,566	39.7%	194	0.0%	1,860	36.5%	7,620	37.5%
1987	6,463	16.1%	166	-14.4%	2,091	12.4%	8,720	14.4%
1988	7,370	14.0%	164	-1.2%	2,569	22.9%	10,103	15.9%
1989	7,802	5.9%	162	-1.2%	3,428	33.4%	11,392	12.8%
1990	7,978	2.3%	164	1.2%	2,903	-15.3%	11,045	-3.0%
1991	11,449	43.5%	228	39.0%	3,249	11.9%	14,926	35.1%
1992	14,659	28.0%	236	3.5%	3,612	11.2%	18,507	24.0%
1993	15,003	2.3%	213	-9.7%	3,734	3.4%	18,950	2.4%
1994	13,846	-7.7%	185	-13.1%	3,123	-16.4%	17,154	-9.5%
1995	14,899	7.6%	144	-22.2%	3,332	6.7%	18,375	7.1%
1996	18,374	23.3%	114	-20.8%	3,836	15.1%	22,324	21.5%
1997*	18,492	0.66%	76	-33.3%	4,089	6.66%	22,657	1.5%
1998	21,602	16.8%	64	-15.8%	4,056	-0.8%	25,722	13.5%
<b>SANTA ANA DIVISION</b>								
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,203	0.7%	188	108.9%	865	71.3%	4,256	12.7%
1982	3,786	18.2%	531	182.4%	1,519	75.6%	5,836	37.1%
1983	3,600	-4.9%	565	6.4%	1,460	-3.9%	5,625	-3.6%
1984	3,464	-3.8%	474	-16.1%	1,133	-22.4%	5,071	-9.8%
1985	3,926	13.3%	480	1.3%	1,182	4.3%	5,588	10.2%
1986	5,403	37.6%	462	-3.8%	1,421	20.2%	7,286	30.4%
1987	5,980	10.7%	384	-16.9%	1,420	-0.1%	7,784	6.8%
1988	6,138	2.6%	310	-19.3%	1,232	-13.2%	7,680	-1.3%
1989	5,957	-2.9%	362	16.8%	1,987	61.3%	8,306	8.2%
1990	7,314	22.8%	309	-14.6%	1,719	-13.5%	9,342	12.5%
1991	9,918	35.6%	457	47.9%	1,993	15.9%	12,368	32.4%
1992	12,066	21.7%	416	-9.0%	1,838	-7.8%	14,320	15.8%
1993	11,874	-1.6%	393	-5.5%	1,762	-4.1%	14,029	-1.4%
1994	10,851	-8.6%	300	-23.7%	1,943	10.3%	13,094	-6.7%
1995	11,088	2.2%	285	-5.0%	1,932	-0.6%	13,305	1.6%
1996	13,292	19.9%	213	-25.3%	2,034	5.3%	15,539	16.8%
1997*	17,769	33.7%	168	-21.1%	2,641	29.8%	20,578	32.4%
1998	15,414	-13.3%	120	-28.6%	1,928	-27.0%	17,462	-15.1%
<b>NORTHERN DIVISION</b>								
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,776	73.3%	122	0.8%	566	61.3%	4,464	68.4%
1994	4,870	29.0%	116	-4.9%	575	1.6%	5,561	24.6%
1995	4,892	0.5%	78	-32.8%	548	-4.7%	5,518	-0.8%
1996	4,861	-0.6%	47	-39.7%	549	0.2%	5,457	-1.1%
1997	5,807	19.5%	33	-29.8%	705	28.4%	6,545	19.9%
1998	5,449	-6.2%	27	-18.2%	654	-7.2%	6,130	-6.3%

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

## Exhibit 11

### Quarterly Closing Performance Chapter 7 Cases: 1993 - 1998



\*Graph represents the ratio of case closed to case opened, adjusted for a 2 quarter closing lag.

## Exhibit 12

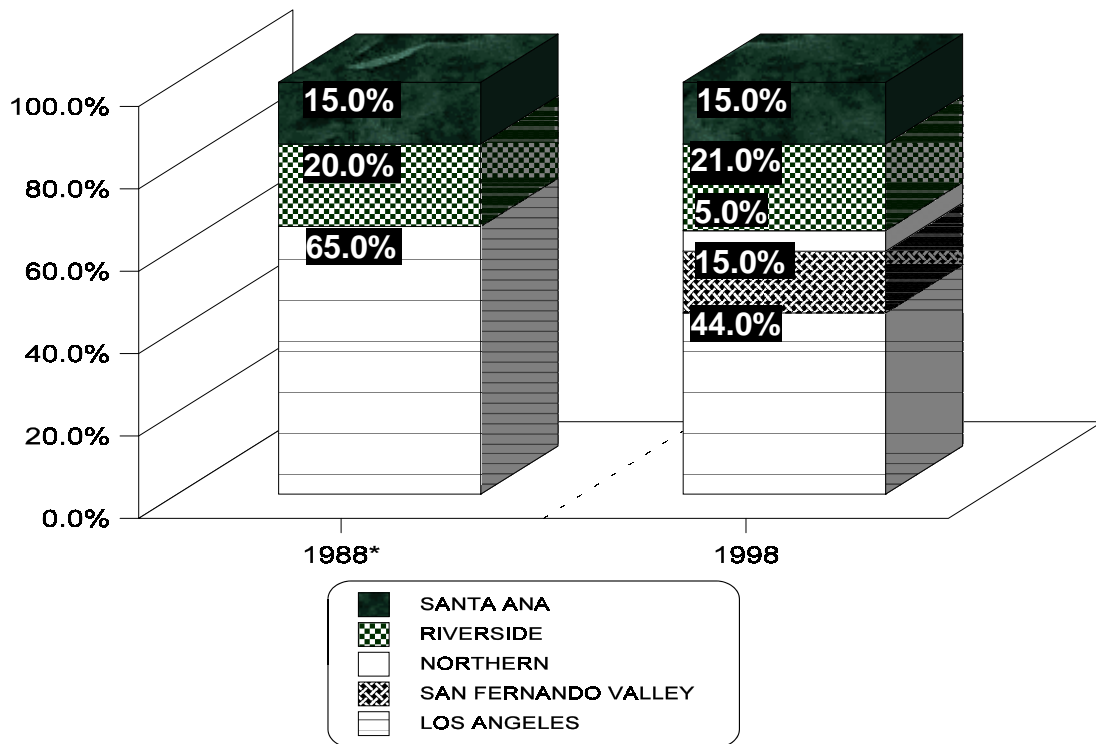
### Comparison of Cases Filed and Cases Closed: 1998 Central District of California

Chapter	Total Filed	Total Closed	Difference	Ratio
DISTRICT				
07	98,671	104,066	5,395	1.05
11	605	945	340	1.56
12	2	3	1	1.50
13	20,785	16,855	-3,930	0.81
Total	120,063	121,871*	1,808	1.02
LOS ANGELES DIVISION				
07	41,854	43,594	1,740	1.04
11	333	415	82	1.25
12	1	1	0	1.00
13	10,645	7,525	-3,120	0.71
Total	52,833	51,535	-1,298	0.98
RIVERSIDE DIVISION				
07	21,602	20,323	-1,279	0.94
11	64	66	2	1.03
12	0	2	2	n/a
13	4,056	3,976	-80	0.98
Total	25,722	24,367	-1,355	0.95
SANTA ANA DIVISION				
07	15,414	18,607	3,193	1.21
11	120	233	113	1.94
12	0	0	0	n/a
13	1,928	2,049	121	1.06
Total	17,462	20,890	3,428	1.20
NORTHERN DIVISION				
07	5,449	6,294	845	1.16
11	27	44	17	1.63
12	1	0	1	n/a
13	654	652	-2	1.00
Total	6,131	6,991*	860	1.14
SAN FERNANDO VALLEY DIVISION				
07	14,352	15,248	896	1.06
11	61	187	126	3.07
12	0	0	0	n/a
13	3,502	2,653	-849	0.76
Total	17,915	18,088	173	1.01

\* Includes closed Chapter 9 cases (1 by Santa Ana Division/1 by Northern Division)\* Note: the San Fernando Valley and Northern Divisions did not exist in 1988 and their volume was included in the Los Angeles Division

## Exhibit 13

### Percent of District's Filings By Division 1988 vs. 1998



\* Note: the San Fernando Valley and Northern Divisions did not exist in 1988 and their volume was included in the Los Angeles Division.



## Exhibit 14

### CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Filings 1997 vs. 1998

Chapter	1997	1998	%
<b>DISTRICT</b>			
07	95,572	98,671	<b>3.2%</b>
11	886	605	<b>-31.7</b>
13	20,860	20,785	<b>-0.4%</b>
Total	117,318	120,061	<b>2.3%</b>

<b>LOS ANGELES DIVISION</b>			
07	39,217	41,854	<b>6.7%</b>
11	486	333	<b>-31.5</b>
13	10,018	10,645	<b>6.3%</b>
Total	49,721	52,832	<b>6.3%</b>

<b>RIVERSIDE DIVISION*</b>			
07	18,492	21,602	<b>16.8%</b>
11	76	64	<b>-15.8</b>
13	4,089	4,056	<b>-0.8%</b>
Total	22,657	25,722	<b>13.5%</b>

<b>SANTA ANA DIVISION*</b>			
07	17,769	15,414	<b>-13.3</b>
11	168	120	<b>-28.6</b>
13	2,641	1,928	<b>-27.0</b>
Total	20,578	17,462	<b>-15.1</b>

<b>NORTHERN DIVISION</b>			
07	5,807	5,449	<b>-6.2%</b>
11	33	27	<b>-18.2</b>
13	705	654	<b>-7.2%</b>
Total	6,545	6,130	<b>-6.3%</b>

<b>SAN FERNANDO VALLEY DIVISION</b>			
07	14,287	14,352	<b>0.5%</b>
11	123	61	<b>-50.4</b>
13	3,407	3,502	<b>2.8%</b>
Total	17,817	17,915	<b>0.6%</b>

## Exhibit 15

### CENTRAL DISTRICT OF CALIFORNIA Comparison of Bankruptcy Closings 1997 vs. 1998

Chapter	1997	1998	%
<b>DISTRICT</b>			
07	101,385	104,066	<b>2.6%</b>
11	1,077	945	<b>-12.3</b>
13	18,143	16,855	<b>-7.1%</b>
Total	120,605	121,866	<b>1.0%</b>

<b>LOS ANGELES DIVISION</b>			
07	42,251	43,594	<b>3.2%</b>
11	554	415	<b>-25.1</b>
13	9,503	7,525	<b>-20.8</b>
Total	52,308	51,534	<b>-1.5%</b>

<b>RIVERSIDE DIVISION</b>			
07	20,347	20,323	<b>-0.1%</b>
11	99	66	<b>-33.3</b>
13	3,401	3,976	<b>16.9%</b>
Total	23,847	24,365	<b>2.2%</b>

<b>SANTA ANA DIVISION</b>			
07	17,786	18,607	<b>4.6%</b>
11	221	233	<b>5.4%</b>
13	1,943	2,049	<b>5.5%</b>
Total	19,950	20,889	<b>4.7%</b>

<b>NORTHERN DIVISION</b>			
07	5,298	6,294	<b>18.8%</b>
11	42	44	<b>4.8%</b>
13	477	652	<b>36.7%</b>
Total	5,817	6,990	<b>20.2%</b>

<b>SAN FERNANDO VALLEY DIVISION</b>			
07	15,703	15,248	<b>-2.9%</b>
11	161	187	<b>16.1%</b>
13	2,819	2,653	<b>-5.9%</b>
Total	18,683	18,088	<b>-3.2%</b>

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

## Exhibit 16

### Comparison of Adversaries Filed and Adversaries Closed: 1994-1998 Central District of California

Year	Filed	% chg	Closed	% chg	Ratio (Closings/Filings)
<b>DISTRICT</b>					
1994	11,321	16.6%	9,666	21.3%	1.28
1995	8,249	9.2%	13,277	37.4%	1.61
1996	6,595	-20.1%	10,665	-19.7%	1.62
1997	7,022	6.5%	7,841	-26.5%	1.12
1998	5,920	-15.7%	7,804	-.5%	1.32
<b>LOS ANGELES DIVISION</b>					
1994	2,608	-29.8%	4,683	-6.5%	1.80
1995	4,881	87.2%	6,752	44.2%	1.38
1996	2,995	-38.6%	6,434	-4.7%	2.15
1997	3,032	1.2%	3,729	-42.0%	1.23
1998	2,826	-6.8%	3,781	1.4%	1.34
<b>RIVERSIDE DIVISION*</b>					
1994	1,969	55.7%	1,913	210.1%	0.97
1995	777	-60.5%	1,690	-11.7%	2.18
1996	1,079	38.9%	1,119	-33.8%	1.04
1997	1,010	-6.4%	1,541	37.7%	1.53
1998	842	-16.6%	866	-43.8%	1.03
<b>SANTA ANA DIVISION*</b>					
1994	1,560	25.0%	1,536	-28.4%	0.98
1995	1,452	-6.9%	1,705	11.0%	1.17
1996	1,261	-13.2%	1,530	-10.3%	1.21
1997	1,415	12.2%	1,227	-19.8%	0.87
1998	921	-34.9%	1,439	17.3%	1.56
<b>NORTHERN DIVISION</b>					
1994	303	18.4%	353	77.4%	1.17
1995	400	32.0%	600	70.0%	1.50
1996	385	-3.8%	359	-40.2%	0.93
1997	358	-7.0%	401	11.7%	1.12
1998	333	-7.0%	448	11.7%	1.35
<b>SAN FERNANDO VALLEY DIVISION</b>					
1994	1,117	N/A	1,181	N/A	1.06
1995	739	-33.8%	2,530	114.2%	3.42
1996	878	18.8%	1,223	-51.7%	1.39
1997	1,207	37.5%	943	-22.9%	0.78
1998	998	-17.3%	1,270	34.7%	1.27

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

## Exhibit 17

Pending Caseload By Division: 1994-1998 Central District of California								
YR	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	TOTAL*	% Chg
<b>DISTRICT</b>								
94	44,943	-22.3	4,765	-30.1	23,92	2.5%	73,633	-16.3%
95	40,102	-10.8	3,278	-31.2	19,56	-18.2%	62,945	-14.5%
96	42,645	6.3%	2,167	-33.9	18,92	-3.3%	63,733	1.3%
97	40,286	-5.5%	1,715	-20.9	19,51	3.1%	61,512	-3.5%
98	38,661	-4.0%	1,178	-31.3	21,23	8.8%	61,071	-0.7%
<b>Los Angeles Division</b>								
94	18,554	-52.5	2,356	-54.0	11,21	-17.8%	32,122	-44.5%
95	17,794	-4.1%	1,607	-31.8	9,108	-18.8%	28,509	-11.2%
96	16,147	-9.3%	830	-48.4	8,290	-9.0%	25,267	-11.4%
97	14,782	-8.5%	636	-23.4	7,851	-5.3%	23,269	-7.9%
98	14,680	-0.7%	437	-31.3	9,917	26.3%	25,034	7.6%
<b>Riverside Division</b>								
94	9,344	6.7%	336	0.0%	6,024	-0.4%	15,704	3.7%
95	7,548	-19.2	240	-28.6	4,833	-19.8%	12,621	-19.6%
96	9,286	23.0	184	-23.3	4,970	2.8%	14,440	14.4%
97	8,053	-13.3	124	-32.6	5,206	4.7%	13,383	-7.3%
98	9,936	23.4	109	-12.1	4,862	-6.6%	14,907	11.4%
<b>Santa Ana Division</b>								
94	6,232	-0.6%	785	-10.2	3,015	16.0%	10,032	3.0%
95	6,708	7.6%	678	-13.6	2,765	-8.3%	10,151	1.2%
96	7,662	14.2	579	-14.6	2,773	0.3%	11,014	8.5%
97	8,022	4.7%	470	-18.8	3,178	14.6%	11,670	6.0%
98	5,515	-31.3	332	-29.4	2,801	-11.9%	8,648	-25.9%
<b>Northern Division</b>								
94	2,827	-24.3	303	-37.8	739	-29.5%	3,869	-26.6%
95	2,472	-12.6	206	-32.0	754	2.0%	3,432	-11.3%
96	2,761	11.7	160	-22.3	755	0.1%	3,676	7.1%
97	3,380	22.4	121	-24.4	944	25.0%	4,445	20.9%
98	2,668	-21.1	97	-19.8	862	-8.7%	3,627	-18.4%
<b>San Fernando Valley Division</b>								
94	7,986	n/a	985	n/a	2,935	n/a	11,906	n/a
95	5,580	-30.1	547	-44.5	2,105	-28.3%	8,232	-30.9%
96	6,789	21.7	414	-24.3	2,133	1.3%	9,336	13.4%
97	6,049	-10.9	364	-12.1	2,332	9.3%	8,745	-6.3%
98	5,862	-3.1%	203	-44.2	2,790	19.6%	8,855	1.3%

\* Does not include Chapter 9 and 12.

## APPENDIX C - CLERK'S OFFICE SENIOR STAFF

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

### **Executive Office**

**Jon D. Ceretto, Executive Officer/Clerk**  
**David M. Grube, Chief Deputy - Administration**  
**Michael E. Rotberg, Chief Deputy - Operations**  
**Victoria McMurray, Assistant Chief Deputy - Operations**

**Edward R. Roybal Federal Building**  
255 East Temple Street  
Los Angeles, CA 90012  
(213) 894-6244

### **Los Angeles Division**

Velma Clayter, Deputy-in-Charge  
Edward R. Roybal Federal Building  
255 East Temple Street  
Los Angeles, CA 90012  
(213) 894-6084

### **Santa Ana Division**

Phyllis Presley, Deputy-in-Charge  
411 West Fourth Street, Suite 2-209  
Santa Ana, CA 92701-4593  
(714) 338-5348

### **Riverside Division**

Victoria McMurray, Deputy-in-Charge  
3420 Twelfth Street, Room 125  
Riverside, CA 92501-3819  
(909) 774-1003

### **Northern Division**

Kathleen Crosser, Deputy-in-Charge  
1415 State Street  
Santa Barbara, CA 93101-2511  
(805) 884-4876

### **San Fernando Valley Division**

Paula Roe, Deputy-in-Charge  
21041 Burbank Boulevard  
Woodland Hills, CA 91367-6603  
(818) 587-2855

**[www.cacb.uscourts.gov](http://www.cacb.uscourts.gov)**