



ANNUAL REPORT 2011

UNITED STATES BANKRUPTCY COURT
CENTRAL DISTRICT OF CALIFORNIA

*Honorable Peter H. Carroll
Chief Judge*

*Kathleen J. Campbell
Executive Officer/Clerk of Court*

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INTRODUCTION

Executive Summary

The United States Bankruptcy Court for the Central District of California met the year's unprecedented challenges with innovative management and administration. Highlights include:

- Peter H. Carroll assumed the post of Chief Bankruptcy Judge on January 3. Judge Carroll, the sixth Chief Bankruptcy Judge for the Central District, has served as a bankruptcy judge since 2002. Judge Carroll will serve as Chief Judge through 2014.
- The Court welcomed six new judges in 2011. Judges Mark S. Wallace and Scott C. Clarkson were sworn in on January 20 to serve as bankruptcy judges in the Santa Ana Division. Judge Wayne Johnson was sworn in on February 28 to serve in the Riverside Division. Judge Sandra R. Klein, sworn in on April 22, and Judges Julia W. Brand and Neil W. Bason, sworn in on October 24, maintain chambers in Los Angeles.
- Judges Geraldine Mund and Kathleen H. Thompson, assigned to the San Fernando Valley Division, retired in early 2011 and were appointed to recalled judge status. The district welcomed the additional assistance of recalled Judges William V. Altenberger and Gregg W. Zive, and that of Judge Charles E. Rendlen, III, who serves the Court on a temporary inter-circuit assignment from the Eighth Circuit.
- For the fourth consecutive year, the Central District led the nation in total bankruptcy filings. The Court received 134,709 filings, the second most in the Court's history, surpassed only by 2010 (142,789). Bankruptcy filings in the Central District of California accounted for nearly 10 percent of the nation's filings.
- The Central District led the nation in both the number and percentage of *pro se* cases. During 2011, of the 134,709 bankruptcy cases filed in the district, 39,014 (29 percent) were filed by self-represented debtors. With the opening of the Joint Federal *Pro Se* Clinic in Riverside in November, all five divisions now have onsite legal aid clinics for *pro se* litigants.
- California Central was selected as one of three bankruptcy courts in the nation to participate in the *Pro Se* Pathfinder, a project to develop an electronic filing module for self-represented debtors. Judge Maureen A. Tighe was appointed to the Pathfinder project team. The Court is engaging in a collaborative effort with the Administrative Office of the U.S. Courts and the bankruptcy courts in New Mexico and New Jersey to develop a web-based application that will permit self-represented debtors to prepare and submit a bankruptcy petition electronically.
- The Court continued its aggressive efforts to discharge and close cases, closing 146,345 cases in 2011. This past year, the Clerk's Office paid out \$6.73 million in trustee payments, breaking the previous year's post-BAPCPA record.
- The Court approved a number of new and revised Local Bankruptcy Rules (LBR) forms that became effective during 2011. Thirty-nine forms were released on the Court's new biannual timetable, which calls for releases in June and December.
- In January, the Clerk's Office formed the Operations Support Team, a select group of deputy clerks who specialize in handling high-volume processes for district-wide operations tasks. The effort has resulted in greater consistency of work processes across divisions and greater efficiency.
- Throughout 2011, the Court's newly expanded Staff Development team launched a number of key training and development initiatives, among them the Performance Management Program, the Paths to Success Leadership Program, and the Gateway Leadership Program.
- Starting in April, the Court partnered with the bar to present "Raising the Bar on Bankruptcy," a year-long training initiative designed to educate Court staff about bankruptcy from a practitioner's perspective.
- In 2011, the Court undertook efforts to expand public outreach by making use of social media to disseminate information. The Court's Twitter account provides real-time news updates, while the YouTube channel offers educational videos about bankruptcy.
- As a result of strong collaboration among chambers, clerks, and staff to streamline Court procedures, the Central District achieved the lowest Bankruptcy Noticing Center (BNC) costs per bankruptcy case nationwide, saving the judiciary more than \$2 million in 2011.
- In 2011, the Clerk's Office implemented a new mobile version of the Court's Lodged Order Upload (LOU) software, and developed enhanced monitoring capability for processing orders. As a result of these initiatives, the Central District reduced its processing time for orders more than 30 percent.

THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA



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From left to right:

Top Row: Erithe A. Smith, Deborah J. Saltzman, Thomas B. Donovan, Theodor C. Albert, Ernest M. Robles

**Second Row: Catherine E. Bauer, Maureen A. Tighe, Robert N. Kwan, Meredith A. Jury,
Victoria S. Kaufman, Sheri Bluebond, Samuel L. Bufford (retired)**

Third Row: Robin L. Riblet, Kathleen Thompson (recalled), Richard M. Neiter, Ellen Carroll, Alan M. Ahart

Front Row: Geraldine Mund (recalled), Vincent P. Zurzolo, Barry Russell, Peter H. Carroll (Chief Judge)

**Not pictured: Mark S. Wallace, Scott C. Clarkson, Wayne Johnson, Sandra R. Klein, Julia W. Brand,
Neil W. Bason, and Mark D. Houle**

APPOINTMENTS AND MILESTONES

PHOTO NOT AVAILABLE

Chief Judge Peter H. Carroll

PHOTO NOT AVAILABLE

Judge Scott C. Clarkson (right)

Judge Zurzolo Passes Gavel to Chief Judge Peter H. Carroll

On January 25, the Passing of the Gavel from Chief Bankruptcy Judge Vincent P. Zurzolo to Judge Peter H. Carroll was commemorated at the Ninth Circuit Court of Appeals in Pasadena. Judge Peter H. Carroll gave the opening remarks, followed by Senior Circuit Judge Michael Daly Hawkins, Judge Erithe A. Smith, and retired Judge David N. Naugle. Each speaker applauded Judge Zurzolo for his accomplishments and congratulated the new Chief Judge. They were followed by Judge Sheri Bluebond and Clerk of Court Kathleen J. Campbell, who presented gifts of appreciation on behalf of the judges and Clerk's Office respectively.

Chief District Judge Audrey B. Collins and Judge Virginia A. Phillips carried out the presentation and order of appointment, during which Judge Peter H. Carroll was formally appointed as Chief Judge. Chief Judge Peter H. Carroll thanked the presenters and everyone responsible for hosting the event. "The Court faces significant challenges in the next four years," he said, citing the continued increase in caseload and reduction in budget. A reception followed in the courthouse lobby.

Investiture of Judges Mark S. Wallace and Scott C. Clarkson

On May 5, Judges Mark S. Wallace and Scott C. Clarkson were honored with the Central District's first joint investiture, held at the Ronald Reagan Federal Building and United States Courthouse in Santa Ana. Both judges were appointed in January 2011. Chief District Judge Audrey B. Collins and Chief Bankruptcy Judge Peter H. Carroll presided over the event with

PHOTO NOT AVAILABLE

Judge Mark S. Wallace (right)

PHOTO NOT AVAILABLE

Judge Wayne Johnson (left)

more than 200 guests in attendance. The ceremony began with U.S. Marshal David Singer opening the court and Clerk of Court Kathleen J. Campbell calling the calendar. The chief judges then introduced current and retired judges present at the ceremony from both the Bankruptcy and District Courts.

Chief Judge Collins administered the oath of office to each of the judges, followed by remarks from Chief Judge Peter H.

Carroll on the significance of the robe as a symbol of the judicial office. Judge Wallace's wife, Anne-Marie Wallace, performed the investiture of robe for Judge Wallace, and Judge Clarkson's wife, Cheryl Friedling, performed the investiture of robe for Judge Clarkson. A *Cinco de Mayo*-themed reception followed the ceremony, complete with a mariachi band and Mexican cuisine.

Investiture of Judge Wayne Johnson

On July 7, the investiture of Judge Wayne Johnson was held at the U.S. Bankruptcy Court in Riverside, California. The ceremony began with U.S. Marshal David Singer opening the court, followed by Clerk of Court Kathleen J. Campbell calling the calendar. Chief District Judge Audrey B. Collins and Chief Bankruptcy Judge Peter H. Carroll welcomed all in attendance, including 19 current and retired judges from both the District and Bankruptcy Courts.

After Chief Judge Peter H. Carroll administered the oath, Judge Johnson's wife Candace Johnson performed the investiture of robe. Judge Johnson shared the "Ten Commandments for the New Judge" he received from Judge Mund and a quote by William Wilberforce, an English Parliamentarian and abolitionist from the 18th century and personal hero of Judge Johnson. Upon the conclusion of the ceremony, a reception was held at the Court in honor of Judge Johnson.

Investiture of Judge Sandra R. Klein

On October 27, the investiture ceremony of Judge Sandra R. Klein was held at the Edward R. Roybal Federal Building and Courthouse in Los Angeles, California. U.S. Marshal David Singer opened the court, and Judge Klein's family from Chicago (Colleen, Joe, Mack, Rosie, and Sadie Klein) led the Pledge of Allegiance. Clerk of Court Kathleen J. Campbell called the calendar, and Chief District Judge Audrey B. Collins and Chief Bankruptcy Judge Peter H. Carroll welcomed the distinguished judges and agency heads in attendance from the U.S. Court of Appeals, District Court, the California Court of Appeals, and Los Angeles Superior Court, as well as 20 bankruptcy judges from the Central District of California.

After Chief Judge Peter H. Carroll administered the oath, Judge Klein's husband, Richard Faulkner, and her parents, David and June Klein, performed the investiture of robe. In her remarks, Judge Klein attributed her accomplishments to her upbringing, and to the support of her mentors, family, friends, and colleagues. A reception followed the ceremony in the lobby of the Roybal Building.



PHOTO NOT AVAILABLE

Judge Sandra R. Klein (middle)



PHOTO NOT AVAILABLE

Judge Julia W. Brand (right)



PHOTO NOT AVAILABLE

Judge Neil W. Bason (right)

Judges Julia W. Brand and Neil W. Bason Sworn In

On Monday, October 24, the Central District welcomed two new judges. In his courtroom at the Los Angeles Division, Chief Judge Peter H. Carroll administered the oath of office to Judges Julia W. Brand and Neil W. Bason, both of whom maintain chambers in Los Angeles.

The Ninth Circuit appointed Judge Brand on September 28. She filled the position left vacant by Judge Geraldine Mund, who retired in February and continues to sit as a recalled judge. Judge Brand took over Judge Robles' chapter 13 calendar starting

November 7. Judge Bason, appointed by the Ninth Circuit on October 17, filled a new judgeship authorized in March 2011 by the Judicial Conference of the United States. Also starting November 7, Judge Bason took over Judge Donovan's chapter 13 calendar.



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Judge Mark D. Houle (right)

Appointment of Judge Mark D. Houle Announced

Chief Judge Alex Kozinski of the U.S. Court of Appeals for the Ninth Circuit announced the appointment of Judge Mark D. Houle on December 20. Judge Houle fills the judgeship vacated by Judge Ellen Carroll in February 2012. The judge was sworn in on February 17, 2012, and maintains chambers in Riverside.

Judges Altenberger, Zive, and Rendlen Arrive in Central District

Recalled Judge William V. Altenberger joined the Court in April, hearing trials and other matters. Judge Altenberger is the former Chief Bankruptcy Judge of the Central District of Illinois, and continues to hold court in the Central, Northern, and Southern Districts of Illinois. He retired in June 2000. After graduating from the University of Illinois in 1957, he served three years in the U.S. Air Force, and received his law degree from the University of Illinois in 1963. Before he became a bankruptcy judge in 1985, Judge Altenberger was engaged in the general practice of law, with emphasis in banking and commercial work.

Recalled Judge Gregg W. Zive joined the Court in August and September, hearing trials and assisting with contested matters and adversary proceedings. Judge Zive is the former Chief Bankruptcy Judge of the District of Nevada, and served as Chair of the Ninth Circuit Conference of Chief Bankruptcy Judges from 2005 to 2006. He retired in December 2010. Judge Zive has a B.A. in journalism from the University of Nevada, and graduated

magna cum laude from the University of Notre Dame Law School in 1973. He was admitted to the bars of California (1973) and Nevada (1976), and to the bar of the United States Supreme Court.

Judge Charles E. Rendlen III, serving on an intercourt assignment from the Eighth Circuit, began hearing trials and other matters on the week of November 28. Judge Rendlen, visiting from the U.S. Bankruptcy Court for the Eastern District of Missouri, graduated *magna cum laude* from William Jewell College in 1972, and received his J.D. from the University of Missouri—Columbia in 1976. After 28 years in private practice, he was appointed as U.S. Trustee for Region 13 in June 2003. Judge Rendlen's term as bankruptcy judge commenced on May 23, 2006, and in August 2010 he was appointed as a *Pro Tem* member of the Bankruptcy Appellate Panel. Judge Rendlen shares a courtroom and chambers with Judge William Altenberger in the Los Angeles Division.



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Judge Meredith A. Jury

Judge Meredith A. Jury Reappointed

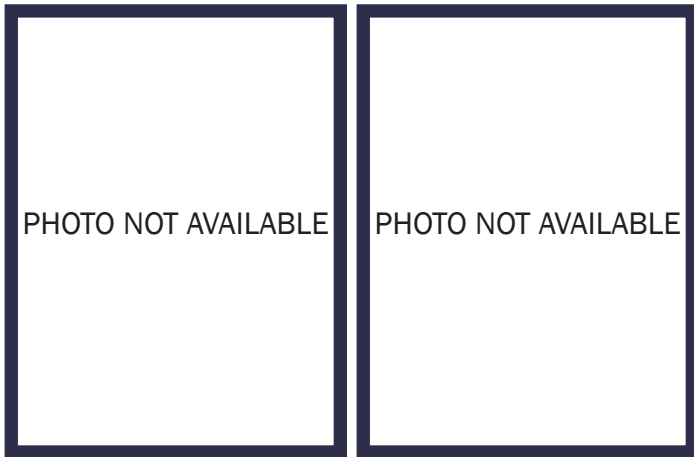
On November 24, 2011, Judge Meredith A. Jury was reappointed to a second 14-year term by the United States Court of Appeals for the Ninth Circuit. Judge Jury came to the bankruptcy bench in 1997, and continues to maintain chambers in Riverside.

Before she joined the Court, Judge Jury had practiced with the law firm of Best Best & Krieger for 21 years. She was Associate Partner at the firm's Riverside office, where she worked from 1976 to 1997. Judge Jury was admitted to both the California State Bar and the Bar of the United States District Court for the Central District of California in 1976, and she was admitted to the Bar of the United States Court of Appeals for the Ninth Circuit in 1980.

Judge Jury studied English as an undergraduate at the University of Colorado at Boulder, where she was inducted into Phi Beta Kappa and graduated *cum laude* in 1969. She received two master's degrees from the University of Wisconsin—Madison: an M.A. in economics (1971) and an M.S. in English education (1972). Judge Jury received her J.D. from the University of California, Los Angeles School of Law in 1976.

In keeping with her distinguished academic achievements, Judge Jury is a frequent speaker and panelist at local and national educational forums. She has also been active in community organizations, among them the Riverside County Coalition for Alternatives to Domestic Violence, the Riverside County Mental Health Advisory Board, NOW, and the Sierra Club.

In 2007, the Ninth Circuit appointed Judge Jury to a seven-year term on the Bankruptcy Appellate Panel, where she is one of six judges who hear bankruptcy appeals. The Riverside Division will hold a celebration in honor of Judge Jury's reappointment on March 15, 2012.

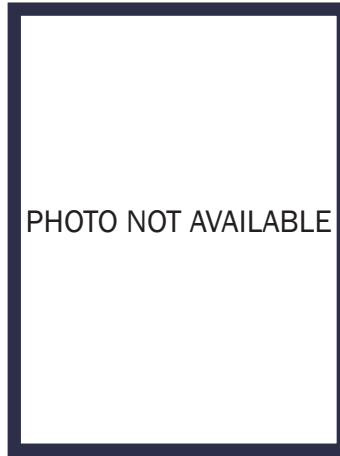


Recalled Judge Geraldine Mund

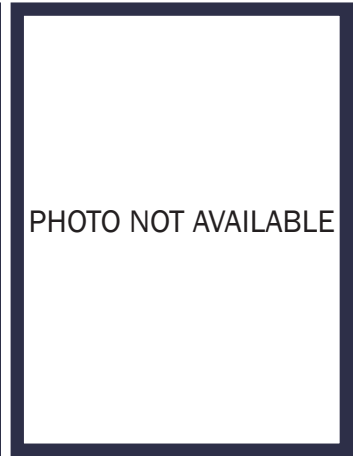
Recalled Judge Kathleen Thompson

Judges Geraldine Mund and Kathleen Thompson Appointed to Recalled Judge Status

Judges Geraldine Mund and Kathleen Thompson retired in the first months of 2011 and were appointed to recalled judge status. Judge Thompson retired on January 7 and Judge Mund retired on February 9. Both continue to hear cases and provide needed assistance with the Court's heavy workload.



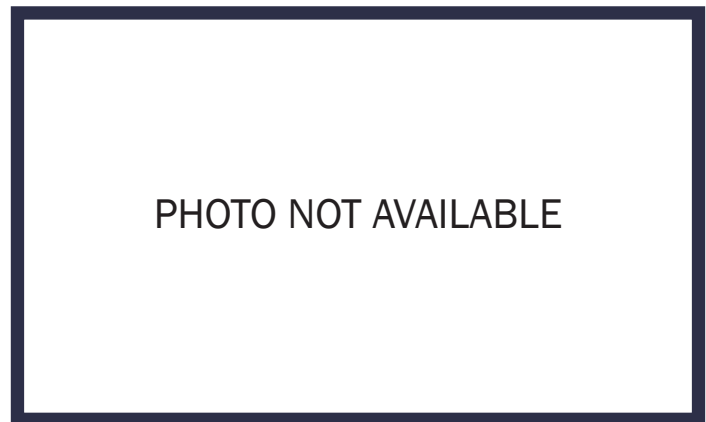
Judge Alan M. Ahart



Judge Victoria S. Kaufman

Judges Kaufman and Ahart Relocate to San Fernando Valley Division

On January 3, Judge Victoria S. Kaufman relocated from the Los Angeles Division to the San Fernando Valley Division, where she took over Judge Kathleen Thompson's pending bankruptcy cases and adversary proceedings. On May 2, Judge Alan M. Ahart also relocated from Los Angeles to the San Fernando Valley. Judge Geraldine Mund's pending chapter 13 cases and adversary proceedings were reassigned to Judge Ahart. Some of Judge Ahart's Los Angeles Division bankruptcy cases and adversary proceedings were transferred to the San Fernando Valley Division and assigned new San Fernando Valley Division case numbers.



From Left: Keith Higginbotham, Judge Vincent P. Zurzolo at the Calvin Ashland Awards Dinner

Judges Zurzolo and Donovan Honored at Calvin Ashland Awards Dinner

The Central District Consumer Bankruptcy Attorney Association (CDCBAA) honored two of the district's judges at the annual Calvin Ashland Awards Dinner. In the ceremony, held on

November 3 at the Marriott Grand Ballroom in downtown Los Angeles, Judge Vincent P. Zurzolo received the Calvin K. Ashland Award, and the CDCBAA unveiled the new Judge Thomas B. Donovan Award.

Following Judge Erithe A. Smith's introduction, Judge Zurzolo received a standing ovation as he accepted the last award of the evening. Judges Sandra R. Klein, Scott C. Clarkson, Robert Kwan, and Ernest M. Robles attended the ceremony, as did Executive Officer/Clerk of Court Kathleen J. Campbell.

PHOTO NOT AVAILABLE

Judge Thomas B. Donovan
at the Calvin Ashland Awards Dinner

JUDICIAL COMMITTEES

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

The members of the 2011 judicial committees were:

EXECUTIVE

Peter H. Carroll, Chair
Alan M. Ahart
Theodor C. Albert
Catherine E. Bauer
Sheri Bluebond
Ellen Carroll
Robin L. Riblet
Vincent P. Zurzolo

ALTERNATIVE DISPUTE RESOLUTION

Barry Russell, Chair
Catherine E. Bauer
Richard M. Neiter
Ernest M. Robles
Maureen A. Tighe

CASE MANAGEMENT

Sheri Bluebond, Chair
Robert Kwan
Robin L. Riblet
Deborah J. Saltzman
Maureen A. Tighe

CHAPTER 13

Catherine E. Bauer, Chair
Scott C. Clarkson
Robert Kwan
Meredith A. Jury
Victoria S. Kaufman

EDUCATION AND TRAINING/RETREAT

Richard M. Neiter, Chair
Alan M. Ahart
Erithe A. Smith
Deborah J. Saltzman
Mark S. Wallace

RULES

Theodor C. Albert, Chair
Thomas B. Donovan
Wayne Johnson
Sandra R. Klein

SPACE AND SECURITY

Ellen Carroll, Chair
Robert Kwan
Robin L. Riblet
Deborah J. Saltzman
Maureen A. Tighe

BANKRUPTCY FILINGS

Bankruptcy Filings Decline Slightly for the First Time in Five Years

During 2011, bankruptcy filings decreased in the Central District for the first time since 2006. A total of 134,702 bankruptcy cases were filed in 2011, a 5.7 percent decrease over the record-breaking 142,789 filings in 2010. Even though filings have decreased, the Central District's percentage change is lower than the national average reduction of 11.5 percent. The decrease in the number of total filings primarily resulted from the 9.2 percent decrease in chapter 7 filings. Chapter 13 filings, up by 6.2 percent, saw the biggest increase, and chapter 11 filings increased by 4.1 percent.

Court Leads Nation in Filings

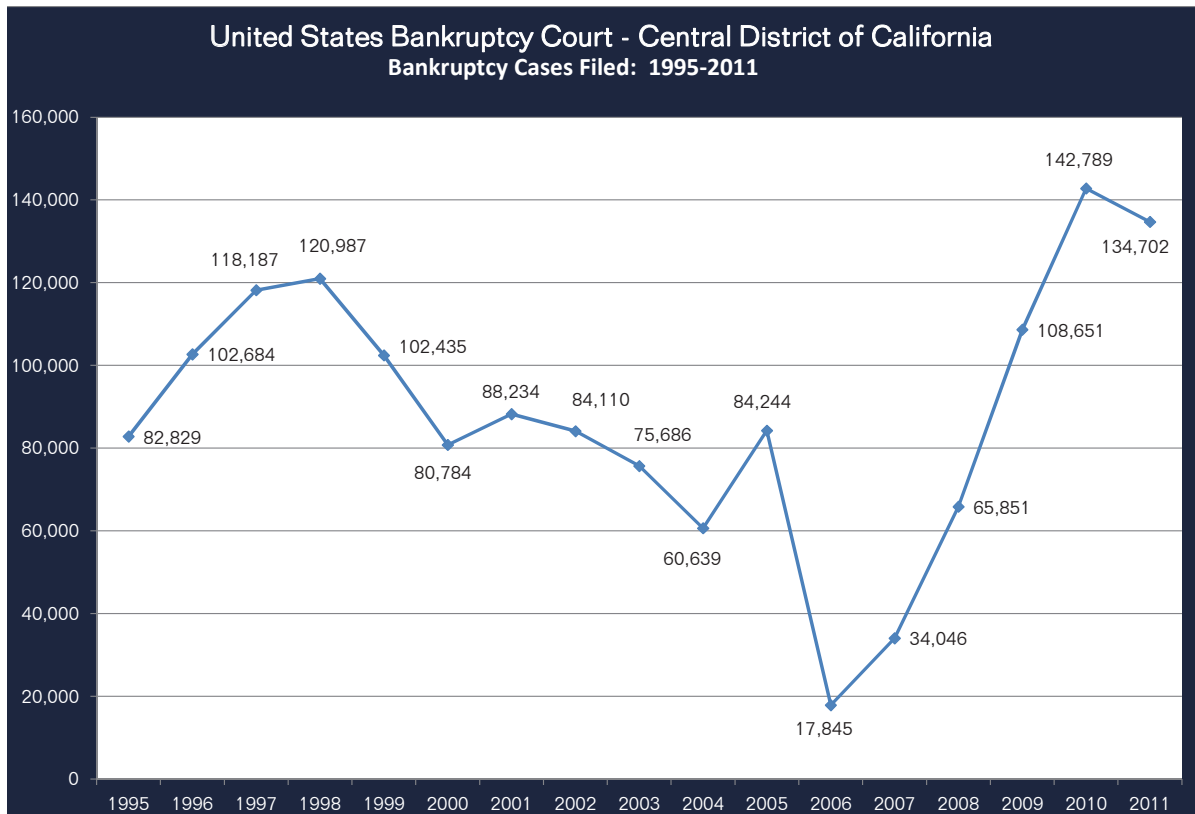
For the fourth consecutive year, the Central District led the nation in total bankruptcy filings. At 134,702, filings in 2011 were the second highest in the Court's history, surpassed only by the previous year's total (142,789). According to the national filing data released by the Administrative Office of the United States Courts, the Central District of California received 128 percent more bankruptcy filings than the second largest district, the Northern District of Illinois. Additionally,

the Central District of California led the nation with the highest total of chapters 7, 11, 13, business, and non-business filings. Bankruptcy filings in the Central District of California account for nearly 10 percent of the nation's filings.

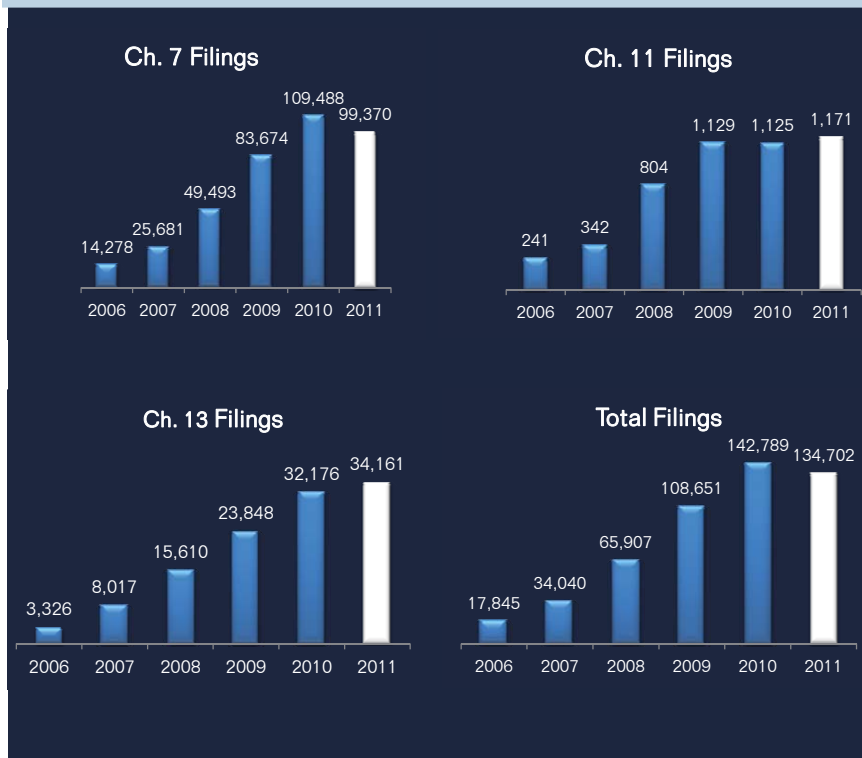
Pro Se Filings

The Central District of California led the nation in both the number and percentage of *pro se* filings in 2011. Of the 134,702 bankruptcy cases filed in the district, 38,098 were filed by self-represented debtors. The Central District's rate of *pro se* filings for the year was 28.3 percent, over three times the national average of 8.8 percent and 338 percent higher than the next highest district, the Eastern District of California.

In 2011, the Central District received 30 percent of the 124,000 *pro se* petitions filed nationally. Concerns about access to justice and recognition of the impact these filings have on our workload have led the Court to prioritize serving this population as a key strategic issue. With the opening of the Joint Federal *Pro Se* Clinic in Riverside in November, all five divisions now host onsite self-help desks.



United States Bankruptcy Court - Central District of California
Bankruptcy Filings 2006 - 2011

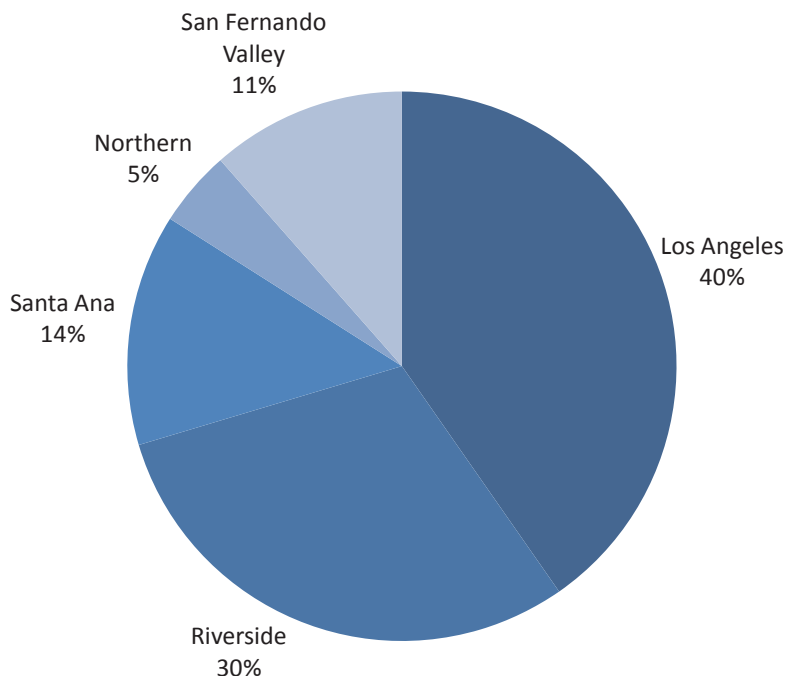


Circuit/District	Total Pro Se Filings
CA-Central	38,597
9th Circuit*	31,499
11th	17,971
10th	6,563
7th	6,379
4th	5,611
6th	5,068
2nd	3,316
5th	2,994
3rd	2,980
8th	2,076

*excludes filings from the Central District of California

2011 Bankruptcy Filings National Ranking	
District	Filings
1. CA-Central	134,702
2. IL-Northern	59,093
3. FL-Middle	53,555
4. GA-Northern	52,649
5. CA-Eastern	48,911

United States Bankruptcy Court - Central District of California
Percent of Bankruptcy Filings By Division 2011



Year	Total Pro Se Filings	% of Overall Filings
2011	38,597	28.7%
2010	37,132	26.0%
2009	26,525	24.4%
2008	15,399	23.4%

PUBLIC OUTREACH

Self-Represented Debtors and *Pro Bono* Services

During 2011, nearly one third (30 percent) of all self-represented filings in the nation were filed in the Central District. Self-represented debtors accounted for almost one quarter (22 percent) of chapter 7 filings, and nearly one half (49 percent) of chapter 13 filings.

To assist the growing population of self-represented debtors, the Court has made *pro bono* and low-cost legal services available to the public through each division's self-help desk. In 2011, *pro bono* programs in the Central District cumulatively assisted 8,821 self-represented parties. A complete listing of *pro bono* services and contact information is available on the main page of the Court's website under the heading "Don't Have an Attorney?"

Court Begins Providing Information to the Public through Twitter and YouTube

The Court began making use of social media to disseminate information to the public in 2011. On February 11, the Court launched a Twitter account that can be reached on a computer or mobile device with internet access. The Court's Twitter account, @cacbnews, provides real-time updates, including public notices, general orders, announcements of estate sales, Court closures, and Court publications. Within its first three weeks, the Twitter account had 160 subscribers, and by the end of the year that number had doubled. Twitter is a free service and those without a Twitter account can view the Court's messages ("tweets") on the Court's website. The Court's YouTube channel, CACBTV, launched in May. It features English and Spanish-language educational videos on bankruptcy.

Mediation Program

The U.S. Bankruptcy Court for the Central District of California established its Bankruptcy Mediation Program in 1995 to provide the public with effective and reliable assistance in resolving disputes without the time and expense associated

PHOTO NOT AVAILABLE

Judge Scott C. Clarkson,
Judge Barry Russell

with litigation. With 175 members, the mediation panel consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators.

On November 4, the U.S. Bankruptcy and District Courts for the Central District of California co-hosted the Thirteenth Annual Appreciation Luncheon to honor Bankruptcy Court mediators and District Court settlement officers for 2010-2011. Both courts recognized their panel members for their continued dedication and generous service in the field of Alternative Dispute Resolution. Over 100 guests attended the event, including Judge Ahart, Judge Bauer, Judge Brand, Judge Clarkson, and Clerk of Court Kathleen J. Campbell. Judge Russell, the Central District's Mediation Program Administrator, spoke at the event.

From the Program's inception in 1995 through the end of the 2010-2011 term, 4,486 matters were assigned to mediation, 4,142 were concluded, and 2,593 were settled. The settlement rate has remained at a very favorable 63 percent.

Eighth Annual “Run for Justice”

The Eighth Annual “Run for Justice” was held on Saturday, March 19 at Dodger Stadium. More than 400 individuals participated in this year’s event, along with law firms, corporations, government agencies, and non-profit organizations. Judge Maureen Tighe, Project Specialist Robin Beacham, Courtroom Technology Specialist Jennifer Paro, Property and Facilities Technician Anthony Gonzalez, and Career Intern Arturo Arellano ran the race and represented the U.S. Bankruptcy Court.

The event raised over \$68,000 for the Public Counsel Law Center, one of the nation’s largest not-for-profit law firms. Public Counsel is responsible for the operation of the Los Angeles Self-Help Desk and is instrumental in providing assistance to debtors on reaffirmation agreements, non-dischargeability actions, and other self-help projects.

Earle Hagen Golf Tournament Raises over \$28,000 for the Debtor Assistance Project

The third annual Earle Hagen Memorial Golf Tournament was held on September 19 at the Braemar Country Club in Tarzana, CA. The event is in memory of Earle Hagen, who practiced law for over 40 years and is remembered for his exceptional service and representation of consumers. The tournament was sponsored by the Central District Consumer Bankruptcy Attorney Association and the Los Angeles Bankruptcy Forum.

This year, Judges Vincent P. Zurzolo, Ernest M. Robles, Maureen A. Tighe, Victoria S. Kaufman, Robert Kwan, Catherine E. Bauer, Scott C. Clarkson, and Recalled Judge Geraldine Mund participated in the event, along with Clerk’s Office staff and approximately 90 attorneys, trustees, and other members of the legal community. The tournament raised over \$28,000 with all proceeds going to the Public Counsel’s Debtor Assistance Project, which provides *pro bono* resources for debtors without legal representation.

Bar Advisory Board

The Bar Advisory Board was formed in 2009 by then Chief Judge Zurzolo. The Board is comprised of 12 volunteer attorneys who meet with the Chief Judge quarterly to discuss issues of mutual concern, and has been an invaluable avenue for soliciting ideas to improve services provided by the Court.

PHOTO NOT AVAILABLE

From left: Jennifer Paro, Robin Beacham, Anthony Gonzalez, and Arturo Arellano at “Run for Justice”

PHOTO NOT AVAILABLE

Hernan Vera, James King, Maggie Reyes Bordeaux, and Judge Vincent P. Zurzolo present a check for the funds raised

On June 20, Chief Judge Peter H. Carroll conducted the Bar Advisory Board’s first meeting with its newest slate of board members. The Board provided feedback on the Court’s website redesign project and drafted a mission statement for the Bar Advisory Board. The establishment of an IT Committee and an update to the Court’s Strategic Plan were also discussed.

Court Raises over \$41,000 for Charities through Combined Federal Campaign

Court employees donated over \$41,000 through the Combined Federal Campaign (CFC) in 2011, the year of the campaign’s 50th anniversary. CFC is a national workplace charity program in which federal, civilian, postal, and military employees can

donate to participating nonprofit organizations of their choice. Through CFC, federal employees contribute millions of dollars each year to non-profit organizations, making CFC the world's largest and most successful annual workplace charity campaign. Since 1961, federal employees have raised over \$6 billion to support charities in the United States and around the world.

Pro Se Clinic Opens in Riverside

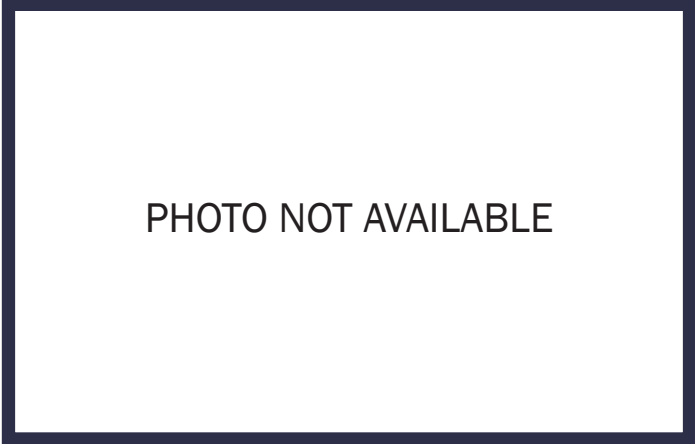
On Thursday, December 1, the Court celebrated the opening of the Joint Federal *Pro Se* Clinic in the George E. Brown, Jr. Federal Building and United States Courthouse in Riverside. Chief Judge Peter H. Carroll and Judges Catherine E. Bauer, Maureen A. Tighe, Scott C. Clarkson, and Wayne Johnson attended the grand opening ceremony. Also present were Clerk of Court Kathleen J. Campbell, Office Services Manager Roland Blanco, and Project Specialist Robin Beacham. During the ceremony, District Judge Virginia A. Phillips, Chief Judge Peter H. Carroll, and Judges Bauer and Tighe all expressed enthusiasm for the clinic's work and relief that the clinic had become a reality.

The *Pro Se* Clinic, which opened to the public on November 3, provides assistance to people who are representing themselves. A non-profit organization, the Public Service Law Corporation (PSLC), administers the clinic, giving free legal aid and advice to qualifying self-represented parties. The Attorney Admissions Fund Board for the Central District gave PSLC the funds to help equip and staff the clinic with one part-time staff attorney and an intake secretary. Located in space provided by the Bankruptcy Court in the Riverside Division's intake area, the clinic is open from 10 a.m. to 2 p.m. on Tuesdays and Thursdays.

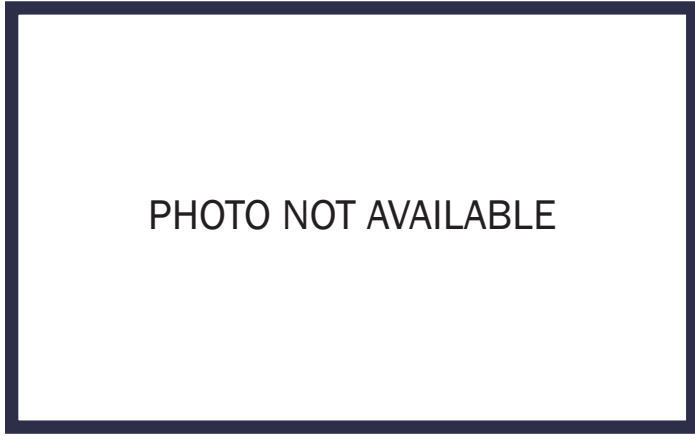
With the opening of the *Pro Se* Clinic in Riverside, all five divisions in the Central District now have onsite legal aid clinics for self-represented debtors.

Self-Help Desk

Public Counsel, the Central District Consumer Bankruptcy Attorney Association, and the Los Angeles County Bar Association's Debtor Assistance Project co-sponsor the Los Angeles Division's Self-Help Desk. Located on the first floor of the Federal Building at 300 North Los Angeles Street, the Self-Help Desk is open on Monday and Wednesday from 10 a.m. to 12 p.m. and from 2 p.m. to 4 p.m. to provide debtors and creditors with information and other resources related to chapter 7 and chapter 13 bankruptcy. The Self-Help Desk also refers debtors to volunteer attorneys and provides a chapter 7 self-help clinic for qualifying individuals. In 2011, Public Counsel's Self-Help Desk assisted 4,376 self-represented parties.



Chief Judge Peter H. Carroll at the *Pro Se* Clinic Opening in Riverside



Los Angeles Self-Help Desk

Pro Se Pathfinder

The Central District is one of three bankruptcy courts in the nation involved in testing a new e-file module for self-represented (*pro se*) debtors. The Administrative Office of the U.S. Courts' *Pro Se* Pathfinder Project is developing a web-based application to allow self-represented debtors to prepare and submit a bankruptcy petition electronically. The e-file module is scheduled for testing by bankruptcy courts in the Districts of New Jersey, New Mexico, and the Central District of California before it is made available to the public in 2012.

Self-represented debtors are a growing segment of the population served by the Court, and the Central District continues to lead the nation in *pro se* filings. The Pathfinder Project will allow debtors to prepare and submit voluntary chapter 7 and chapter 13 petition packages electronically, using the Pathfinder's web-based application.

Pro Se Resources Coordination Project Underway

Under the direction of Judge Maureen A. Tighe, the Court launched the *Pro Se Resources Coordination Project* in July. A committee of Clerk's Office staff meets regularly with Judge Tighe to develop resources and materials to help expand *pro bono* services to self-represented parties throughout the district. It is coordinated with the Administrative Office's *Pro Se Pathfinder Project*.

Legal Community Training and Programs

Chief Judge Peter H. Carroll Participates in "State of the Circuit/District" Bar Meeting

On March 10, the Los Angeles Chapter of the Federal Bar Association hosted the "State of the Circuit/District" luncheon at the Kyoto Grand Hotel in downtown Los Angeles. The annual event featured Chief Circuit Judge Alex Kozinski, Chief District Judge Audrey B. Collins, and Chief Bankruptcy Judge Peter H. Carroll.

Approximately 200 judges, attorneys, and law clerks attended the event, moderated by Federal Bar Association President Mary Carter Andruet. During the luncheon, each of the three chief judges discussed the current state of his or her court, filing statistics, newly appointed judges, and court programs. Chief Judge Peter H. Carroll also promoted the Central District's Twitter account as the Court's newest method of disseminating information to the public.

Chief Judge Peter H. Carroll Speaks at 25th Annual CCBA Institute

On September 23, Chief Judge Peter H. Carroll spoke at the 25th Annual Central California Bankruptcy Association (CCBA) Institute in Fresno, California. Sponsored by the CCBA and the San Joaquin College of Law in Fresno, the CCBA Institute is a two-day conference designed for attorneys, accountants, lenders, consultants, and others who deal with individuals and businesses under financial stress.

Chief Judge Peter H. Carroll joined Bankruptcy Judges Roger L. Efremsky and William Lafferty of the Northern District of California, Oakland Division in the panel discussion "Lienstripping Moot Court: Delayed LAM Roasting and Other 'Hot' Topics." The three panelists sat as a fictitious bankruptcy appellate panel and heard oral arguments from two attorneys. Over 100 people attended the presentation, which organizers described as "very popular" based on attendees' evaluations.

PHOTO NOT AVAILABLE

From left: Tina Johnson, Sharon Sampson, and Lorraine Bolden

CDCBAA Hosts "Meet the Clerk" Program

Members of the Clerk's Office and chambers staff participated in the "Meet the Clerk" program hosted by the Central District Consumer Bankruptcy Attorney Association (CDCBAA) on Saturday, October 15. Executive Officer/Clerk of Court Kathleen J. Campbell made a presentation on the "State of the Court," and the staff delivered information and tips regarding document processing in the Court and use of CM/ECF. Participants included Courtroom Deputy Tina Johnson, Team Leaders Sharon Sampson and Lorraine Bolden, and Law Clerks Jeffrey Cozad, Donna Curtis, and Kate Vo. The program format enabled those in the audience to ask questions of the presenters.

Loyola IV Receivership Law and Practice 2011 Symposium

On January 22, Chief Judge Peter H. Carroll spoke at the Loyola IV Receivership Law and Practice 2011 Symposium, presented by the California Receivers Forum in conjunction with Loyola Law School in Los Angeles, California. Chief Judge Peter H. Carroll, who was joined by Hon. Thomas C. Holman, United States Bankruptcy Judge from the Eastern District of California, David A. Gill, Esq., Richard A. Lapping, Esq., and Anne E. Wells, Associate Professor at Loyola Law School, addressed the issue of "Receivership or Bankruptcy (Benefits and Detriments)."

Nineteenth Annual Bankruptcy Battleground West Conference

On March 4, Chief Judge Peter H. Carroll and Judges Barry Russell, Erithe A. Smith, Sheri Bluebond, Richard M. Neiter, and Catherine E. Bauer participated as speakers at the 19th Annual Bankruptcy Battleground West Conference in Los Angeles, California. Chief Judge Peter H. Carroll joined Gary Klausner, Esq., Marc A. Levinson, Esq., Michael B. Hammond, Charles Sakai, and Mark S. Cohen, Esq. on a panel discussing the financial crisis facing municipalities and key issues in chapter 9 bankruptcies. Judge Smith participated in a panel discussion

with Peter W. Lianides, Esq., Ricardo Chance, David W. Levene, Esq., and Michael P. Murphy, Esq. about legal developments in the area of chapter 11 plan confirmation. Judges Russell, Bluebond, Neiter, and Bauer formed a judicial panel for the conference's concluding event, a debate between attorneys Cynthia M. Cohen and Richard M. Pachulski.

Judges Speak at NABT Spring Seminar

On March 25 and 26, Chief Judge Peter H. Carroll and Judges Sheri Bluebond, Maureen A. Tighe, Theodor C. Albert, Robert Kwan, Catherine E. Bauer, and Scott C. Clarkson spoke at the National Association of Bankruptcy Trustees (NABT) Spring Seminar at the Loews Hotel in Santa Monica, California. Judges Bluebond, Albert, Kwan, Bauer, and Clarkson each participated in panel discussions on legal and procedural issues of interest to trustees. Chief Judge Carroll and Judges Bluebond and Tighe joined Bankruptcy Judges Margaret McGarity and Barry Schermer for "Here Come the Judges: A View from the Bench."

Twenty-third Annual Insolvency Conference

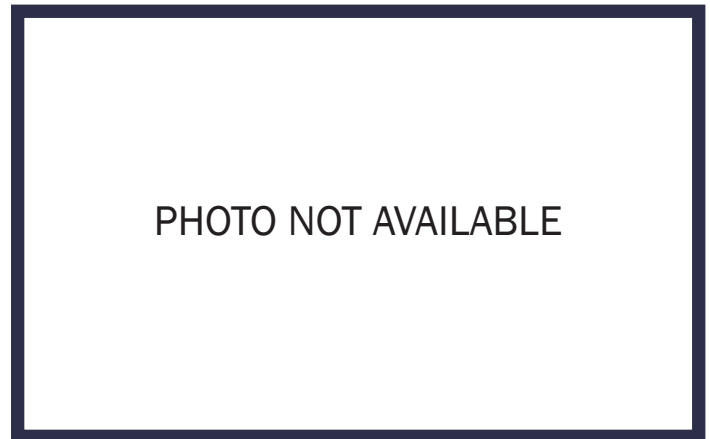
Eight of the Central District's bankruptcy judges spoke at the California Bankruptcy Forum's 23rd Annual Insolvency Conference, held in Squaw Valley, California. On May 20, Judge Barry Russell spoke in a panel discussion about intellectual property rights in bankruptcy, and Judge Theodor C. Albert was one of two judges who took part in a moot court argument about section 503(b)(3) administrative claims. On May 21, Judge Sheri Bluebond hosted the conference's "Forum Feud" competition, in which the panel of judges included Judges Erithe A. Smith, Scott C. Clarkson, and Sandra R. Klein. Later that day, Judge Catherine E. Bauer spoke in a panel discussion about common obstacles to chapter 7 and 13 filings.

Judge Tighe Participates in "White Collar Crime & Business Bankruptcy" Conference

On November 4, Judge Maureen A. Tighe participated in Golden Gate University's "White Collar Crime & Business Bankruptcy: A Cross-Disciplinary Dialogue." The San Francisco conference, sponsored by the American Bar Association's Business Law and Criminal Justice Sections, addressed "the complex challenges of dealing with entity assets[...] with respect to businesses subject to both governmental seizure proceedings and a bankruptcy case." Judge Tighe moderated the panel discussion "Navigating Uncharted Waters: View from the Bridge," which brought together judges from District Court and Bankruptcy Court to consider the complexities of cases that involve both bankruptcy and asset forfeiture.

Judges Saltzman and Clarkson Participate in "Chapter 11 Bankruptcy Basics" Panel

On November 15, Judge Deborah J. Saltzman and Judge Scott C. Clarkson participated in "Chapter 11 Bankruptcy Basics," presented by the Inland Empire Bankruptcy Forum at the Mission Inn in Riverside. The program addressed first day motions, motions for use of cash collateral, and issues presented by individual chapter 11 cases.



Judge Scott C. Clarkson and Judge Catherine E. Bauer

Judges Bauer and Clarkson Participate in Eighth Annual Bankruptcy Ethics Symposium

On December 9, Judges Catherine E. Bauer and Scott C. Clarkson spoke at the Eighth Annual Bankruptcy Ethics Symposium in the U.S. Trustee 341(a) meeting room in downtown Los Angeles. At the yearly symposium, held by the Bankruptcy Section and the Los Angeles Chapter of the Federal Bar Association, judges, attorneys, and academics gather to discuss ethical issues that arise in bankruptcy cases. Judges Bauer and Clarkson presented the talk "Attorney Ethics in the Courtroom: A Judicial Perspective." The judges' presentation advised attorneys on standards of conduct in the courtroom and on appropriate and inappropriate behavior in interactions with the judge and opposing counsel.

Judge Bluebond Participates in "Bankruptcy in Family Law" Panel

On April 13, Judge Sheri Bluebond took part in the panel discussion "Bankruptcy in Family Law" at the Westin Bonaventure Hotel in downtown Los Angeles. Judge Bluebond joined Assistant U.S. Trustee Jill Sturtevant and attorney Howard Ehrenberg for a discussion of the interaction between bankruptcy and family law proceedings. The panel was part of the Administrative Office of California Courts' Family Law Institute, a program for the state's family law judges.

Judge Bluebond Moderates Panel at Journalist Law School

On June 16, Judge Sheri Bluebond moderated a panel discussion at Loyola Law School's annual Journalist Law School. "The Courts' Perspective: A Panel Discussion with the California State-Federal Judicial Council" addressed interactions between courts and the media, and provided an opportunity for journalists to discuss reporting with state and federal judges. The panelists were District Judge Dale Fischer, California Court of Appeals Judge Nora Manella, and Superior Court Judge Brian Walsh.

Judge Bluebond Teaches Judicial Education Seminar

On October 31, Judge Sheri Bluebond participated in the Los Angeles Superior Court's series of Judicial Education Seminars at the Stanley Mosk Courthouse. She and Superior Court Judge Maren E. Nelson presented "Bankruptcy Basics," covering the automatic stay, discharge, and "what every bench officer should know about bankruptcy." The seminar was webcast for those who were unable to attend in person.

Judges' Night Dinner Held in Costa Mesa

On March 1, the Orange County Bankruptcy Forum (OCBF) hosted the Judges' Night dinner and panel discussion "True 'Writ' or Best Practices before our Bankruptcy Courts" at the Westin Hotel in Costa Mesa. Judges from throughout the Central District of California attended the event, along with 150 members of the legal community.

Chief Judge Peter H. Carroll and Judges Erithe A. Smith, Theodor C. Albert, Robert Kwan, Catherine E. Bauer, Deborah J. Saltzman, Mark S. Wallace, Scott C. Clarkson, and Wayne Johnson spoke on a variety of topics including brief writing, *ex parte* communications, orders, LOU, fee application preferences, and judicial preferences. Attendees were provided written materials with the judges' court procedures, and the judges answered a wide array of pre-submitted questions. Attendees gave the event a ranking of five out of five on overall teaching effectiveness, effectiveness of teaching methods, and significant current intellectual and practical content.

FACILITIES, SECURITY, AND EMERGENCY PLANNING

San Fernando Valley and Santa Ana Space Released to GSA

On February 10, the Court signed a 10-year lease for the San Fernando Valley Division building, effective November 13. Through effective space planning, the Clerk's Office released 9,725 square feet to GSA by consolidating Operations in reconfigured space on the first floor, and vacating offices on the second floor. In addition, the Court consolidated Operations on the second floor of the Santa Ana Division, releasing approximately 14,000 square feet on the seventh floor. The release of space in both divisions provided substantial long-term cost savings for the judiciary. All Operations staff at each location are now located on one floor in improved space, enhancing communication and customer service.

Five-Year Extension of Northern Division Lease Approved

On April 1, the Ninth Circuit approved a five-year extension of the Court's lease for the Northern Division building. The 60-month extension will commence on November 13, 2012.

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2011 Ninth Circuit COOP Conference, San Diego, CA

Continuity of Operations Plan (COOP)

The Continuity of Operations Plan (COOP) for the Central District establishes protocol for maintaining essential court functions when the use of a division is diminished due to a man-made, technological, or natural disaster. The plan is designed for activation in the event that conditions require the Court to relocate to an alternative facility that may be geographically removed from the affected area. The Court's COOP has the capability to be operational within 12 hours of an emergency.

COOP Essential Functions Training

On March 16, the Court's COOP representatives conducted essential functions training intended to assist COOP Decision Team personnel in identifying their most critical functions. Prioritization of resources and efforts is the cornerstone of any functional COOP plan.

2011 Ninth Circuit COOP Conference

On March 21-23, the Court's COOP representatives participated in the 2011 Ninth Circuit COOP Conference in San Diego, California. The 2011 Ninth Circuit COOP Conference was the result of a multi-district, multi-agency collaboration. The exercise provided a forum for the Court to critically assess and validate its own COOP plan against established criteria, and gave real world insight from various regions around the country that have had to put their plans to the test.

Emergency Reference Guide for Court Employees Distribution/ Training

The Emergency Reference Guide for Court Employees (formerly known as the Red Book) was updated in April. New copies of the guide, which provides best practices for federal employees in case of an emergency, were distributed to staff in all divisions as of August 3. The *Emergency Reference Guide* delineates procedures and contact information for various emergency scenarios.

Clerk's Office Attends COOP Training in Anaheim

In February, the Clerk's Office attended the "Implementing Continuity of Operations Planning" course in Anaheim. The three day training course, sponsored by the California Emergency Management Agency, focused on a broad range of topics, including developing goals and objectives for COOP training and exercises; distinguishing delegation of authority from orders of succession; and identifying the roles equipment, vital records, and systems play in continuity planning. The knowledge gained from the training will help the Clerk's Office to improve the Court's COOP planning efforts.

Staff Development Office Moves to Ninth Floor of Roybal

In May, the Staff Development Department moved its office to the ninth floor of the Roybal Federal Building. Office Services reconfigured the space using existing product, creating U-shaped

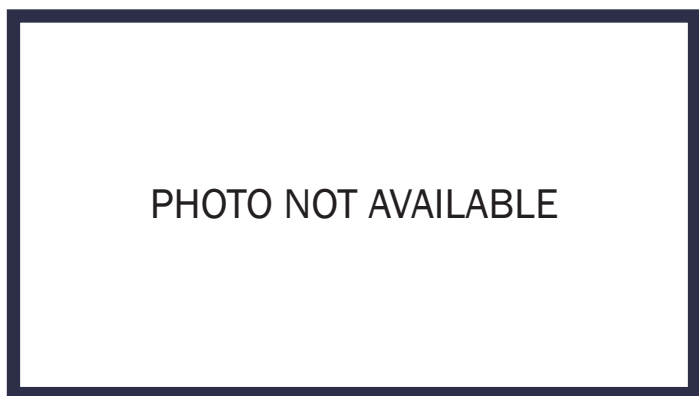
workstations, a meeting area, and a conferencing area. The office is adjacent to the ninth floor training rooms where Staff Development provides instruction to staff.

Reconfiguration of Los Angeles Division Intake Area

The Clerk's Office began the first phase of the reconfiguration of the ninth floor intake area of the Roybal Federal Building in May. The reconfiguration project is part of the Court's ongoing efforts to accommodate the increase in filings received at the windows. The two new transaction windows installed during the first phase of the project were operational in May, and the second phase of the intake area reconfiguration, which expanded the public waiting area by removing the wall that separated it from the overflow room, was completed in August. New furniture has been installed, and the reconfiguration project is complete.

Riverside Videoconference Room

The videoconference room on the first floor of the Riverside Division was completed on January 13. Judge Scott C. Clarkson, who maintains chambers in Santa Ana, has been using the room since January to hear a portion of newly filed Riverside cases.



From left: Judge Robert Kwan, Chief Deputy of Administration Steven Sloniker, Judge Erithe A. Smith, Judge Theodor C. Albert

Construction of Santa Ana Division Gym Completed

The Court completed construction of the new Santa Ana Division gym in January. The gym, which was once an unused storage space, now houses two treadmills, an elliptical machine, a universal weight machine, two Cardio Riders, and an Ab Roller. The new gym provides employees with a free and easily accessible way to exercise before and after work.

Santa Ana Division Multi-Purpose Room Completed

Construction of a multi-purpose room has been completed in the Santa Ana Division. The room, which previously housed the records and photocopy area, is now used for conferences, training, and a weekly *pro se* clinic operated by Public Law Center. An open house, attended by Judge Smith, Judge Kwan, Judge Clarkson, and Clerk of Court Kathleen J. Campbell, was held on May 13 to celebrate the completion of the space. Attorneys in attendance were shown the new space.

Santa Ana Adds Six Workstations

In May, the Clerk's Office installed six new workstations for Courtroom Services on the second floor of the Santa Ana Division. Office Services removed shelving units from what had formerly been a storage area for records to make space for the new workstations.

Uninterruptible Power Supply Installed in Northern Division

A new uninterruptible power supply (UPS) system was installed in the Northern Division in late February. As part of the project, the server room was reconfigured for greater storage capacity. A new air conditioning unit was also installed to replace the inefficient older unit that recently failed due to age. New UPS systems were previously installed in the Santa Ana Division, Riverside Division, and San Fernando Valley Division.

Improved Presentation of Educational Materials

Each division in the Central District now has a 19-inch monitor in the intake area that continuously displays educational bankruptcy-related programs. The wall-mounted monitors replace the Court's older, bulky sets, freeing up floor space.

KEY STUDIES AND ACTIVITIES

Internal Controls and Audits

As part of the Court's ongoing commitment to responsible stewardship and effective oversight, 10 internal reviews were completed, including five divisional offices and five administrative departments. Generally these audits assess: effectiveness and efficiency of operations; compliance with laws and regulations; adherence to local policies and procedures; and AO administrative policy. Additionally, the intended purpose of the reviews is to provide an objective analysis of the department's operations in an effort to assist management with improving its operations. The reviews are essential in providing accountability for public resources.

Trustee Payments

The Court continued its aggressive efforts to discharge and close cases, closing 146,345 cases in 2011. The Clerk's Office paid out \$6.73 million in trustee payments, breaking the previous year's post-BAPCPA record (\$6.16 million). Total trustee payments in 2011 exceeded 2010 by 9 percent.

Revisions to Court Manual

The *Court Manual*, which supplements the Court's LBRs, provides specific information about the Court, instructions, and notice of other requirements to lawyers, legal assistants, and the public. The Court revised the *Court Manual* throughout 2011. Major revisions include updates to the list of judges, case commencement procedures, chambers contact numbers, addresses for the California Franchise Tax Board and for serving the judge's copy, and judges' emergency motion contacts. The *Court Manual* is available at the "Forms/Rules/General Orders" section of the website.

Revisions to Local Bankruptcy Rules Forms

The Court approved a number of new and revised Local Bankruptcy Rules (LBR) forms that became effective during 2011, including forms to permit loan modification discussions between debtors and mortgage lenders without violating the stay; forms to streamline the process and reduce the expense of handling an individual chapter 11 case; forms specific to chapter 13 cases; and forms for relief from the automatic stay involving real property. A total of 39 forms (including 7 national forms) were released on the Court's new biannual timetable, in

the months June and December, as outlined in Public Notices 11-010 and 11-024 (see the Court's website for Public Notices and forms).

General Order 96-05 and Local Bankruptcy Rules Revised

Revised Local Bankruptcy Rules (LBRs) and General Order 96-05 became effective on January 3, 2011, as follows:

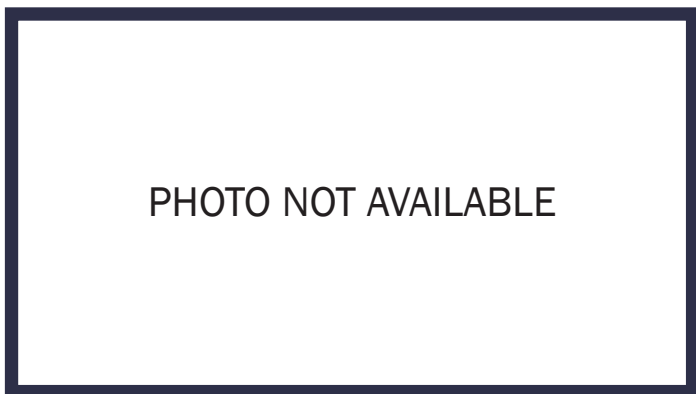
- Third Amended General Order 96-05, *Attorney Discipline Procedures in Bankruptcy Court*, was revised to make orders, opinions, and written memoranda issued on attorney discipline matters available on the Court's website.
- LBR 1010-1, *Involuntary Petitions* was modified to enable the Court to dismiss an involuntary case if petitioner fails to prepare a Summons and Notice of Status Conference on the court-mandated form and submit it to the clerk for issuance.
- LBR 3015-1(w)(3), *Motions and Applications Filed on Notice of Opportunity to Request a Hearing: Response Filed*, had changes to the process for trustee's motion to dismiss a case and modify a confirmed plan, and debtor's motion to modify a confirmed plan or extend plan payments.
- LBR 5005-2(d) *Judge's Copy*. Judge's copy requirements were revised to include lodged orders; specify that the Proof of Service must indicate the method of service of the judge's copy; and note that exceptions to the judge's copy requirement may be found in the *Court Manual*.
- LBR 7004-1 *Issuance and Service of Summons and Notice of Status Conference* was revised to specify the mandatory forms that must be used in preparing a Summons and Notice of Status Conference for execution by the clerk.
- BR 7056-1(b) *Summary Judgment*. The number of days for serving a notice of motion and motion for summary judgment was changed from 36 to 42 days before the date of the hearing on the motion.
- LBR 9009-1 *Forms*. Court mandated forms were designated as "mandatory" and the use of court-approved forms was further clarified.
- LBR 9013-1(o)(2) *Matters that May Not be Determined Upon Notice of Opportunity to Request Hearing*. An exception was added to this rule for motions to value and avoid junior liens in chapter 11, 12, and 13 cases ("LAM" motions).
- LBR 9013(o)(4) *Response and Request for Hearing Filed*. The timing in this section was reduced from 21 days to 14 days from the date of service of the response and request for hearing.

Judicial Practices Survey

The *Judicial Practices Survey* provides the public with detailed information about each of the Central District bankruptcy judges' specific judicial practices, such as calendaring hearings, tentative rulings, motions practice, format of papers presented to the Court, and chapter 11 and 13 procedures. An updated summary of the judges' responses was made available in 2011.

Last revised prior to the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005, the *Judicial Practices Survey* was previously referred to as the *Judicial Variance Survey*. With the assistance of the local bar, the *Judicial Practices Survey* was updated to incorporate recent changes in law and expanded to include additional types of practices.

A summary of the judges' *Judicial Practices Survey* responses is posted on the Court's website under *Information*, in the *Judges' Procedures/Information* column. The survey summary is also available for a fee at the Intake Section of each of the Court's five divisions.



United States Bankruptcy Court Staff at the
2011 National Conference of Bankruptcy Courts

Central District Attends National Conference of Bankruptcy Clerks

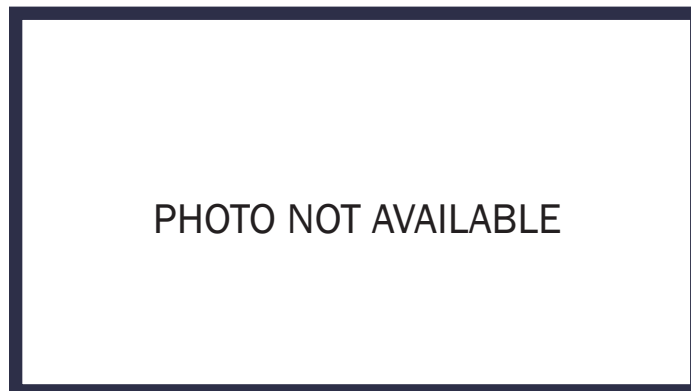
Nineteen representatives from the Court attended this year's National Conference of Bankruptcy Clerks (NCBC) in New Orleans, jointly hosted by the bankruptcy courts in Louisiana's Eastern and Middle Districts from June 14 to June 17. Over 630 bankruptcy clerks from all 50 states made this the largest NCBC ever hosted. The Central District of California's delegation included staff from all five divisions, among them Clerk of Court Kathleen J. Campbell and Chief Deputy of Administration Steven Sloniker.



African-American Heritage Celebration

African-American Heritage Celebration

In a joint venture to celebrate African-American Heritage month, the U.S. Bankruptcy Court and the U.S. District Court held two African-American Heritage Celebrations in the month of February. The first event, held at the U.S. District Court on Spring Street on February 11, was simultaneously broadcast to the divisional offices of both courts. Chief District Judge Audrey B. Collins spoke about her family and how they dealt with life during and after the era of segregation. The second celebration, held at the Roybal Federal Building on February 16, featured introductory remarks by Chief Bankruptcy Judge Peter H. Carroll and speeches and performances by Clerk's Office staff.



Clerk of Court Kathleen J. Campbell, Congresswoman Dr. Judy Chu,
Chief Judge Peter H. Carroll

Asian American Pacific Islander Heritage Celebration

On May 20, the U.S. Bankruptcy Court hosted "Paving the Way" in honor of Asian American Pacific Islander Heritage Month. Over 200 people filled the event room and an overflow room that had been prepared with a live videoconference stream for the large crowd. The event was also broadcast to the other four divisions. Speakers included District Judge Jacqueline Nguyen, the first Vietnamese-American federal judge in the United States; Magistrate Judge Jay C. Gandhi, the first Indian-American magistrate judge; and Congresswoman Dr. Judy Chu, representing California's 32nd District.

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Hispanic/Latino Heritage Celebration

On Wednesday, October 12, the Federal Public Defender’s Office and the United States Attorney’s Office hosted “Celebrate! Hispanic/Latino Heritage Month” in the Roybal lobby in Los Angeles. More than 150 people attended the event. Justice Carlos Moreno, a retired associate justice of the California Supreme Court, talked about the landmark civil rights case Mendez v. Westminster and the Ninth Circuit ruling that ended segregation in Orange County public schools. He used the case to illustrate how brave and courageous citizens, lawyers, and judges can improve the world. The event also included the folk dances of Ballet Folklórico Grupo La Rosa and the songs of Chilean singer Elizabeth Figueroa.

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Judge Geraldine Mund

Women’s History Month Celebration

On March 11, the Court celebrated Women’s History Month in the Roybal General Assembly Room. Chief Judge Peter H. Carroll commenced the ceremony, providing a brief history of Women’s History Month. He also spoke of the many struggles involved in the progress of women’s rights before introducing the featured speaker, Judge Geraldine Mund.

Judge Mund spoke about her journey from law school to the bench, and from being the first female attorney at the Beverly Hills law firm Foonberg & Frandzel to being the first female bankruptcy judge in the Central District of California. After Judge Mund’s speech, Case Initiation Supervisor Renee Van Duvall read Maya Angelou’s poem “Phenomenal Woman.” Video segments opened and closed the program.

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Chief Judge Peter H. Carroll, Michael McLaughlin

Native American Heritage Celebration

On November 29, the Court hosted the Native American Heritage Celebration in the Roybal General Assembly Room. Chief Judge Peter H. Carroll welcomed all those in attendance. In addition to Bankruptcy Court staff, staff from the District Court, Federal Public Defender, the U.S. Attorney’s Office, and Probation/Pretrial Services were invited. Presenters included representatives from the American Indian Resource Center (AIRC) of Huntington Park Library, and representatives from the Fernandeano Tataviam Band of Mission Indians, whose ancestral territory includes the San Fernando and Antelope Valleys.

Rudy Ortega, Jr., Tribal Administrator and spiritual leader of the Tataviam tribe, and Mark Villaseñor, Director of Cultural Learning, opened the celebration by playing traditional gourd instruments. Michael McLaughlin, County Librarian at AIRC, of the Winnebago Tribe of Nebraska, and Pamela Villaseñor, Director of Special Projects for the Tataviam tribe, then spoke regarding the history and culture of the various Native American tribes in the district. All four speakers took turns speaking, providing the audience with a snapshot of Native American history from the 1700s to the present day.

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Top Row: Christopher Evans, Staff Development Specialist,
Kathleen J. Campbell, Clerk of Court
Bottom Row: James King, Keith Higginbotham, Aki Koyama

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Top Row: Keith Higginbotham, Brian Holman, Christopher Evans,
Staff Development Specialist
Bottom Row: Ben Gage, Nancy Clark, Peter Lively

“Raising the Bar on Bankruptcy” Training Series Provides New Perspectives on Bankruptcy

The Court partnered with the bar to present “Raising the Bar on Bankruptcy,” a year-long training initiative for Court staff. Each month featured an in-depth presentation on bankruptcy from the perspective of attorneys, trustees, and judges. The year-long curriculum was jointly developed by the Clerk’s Office and members of the Los Angeles County Bar Association (LACBA), the LACBA *Pro Bono* Bankruptcy Subcommittee, and the Central District Consumer Bankruptcy Attorney Association (CDCBAA).

The program gave Court staff the opportunity to learn about a wide range of topics, including commencement of cases, the attorney’s perspective, and the role of the trustee. Judge Alan M. Ahart kicked off the inaugural session on April 7 with an entertaining and informative presentation on the “History and Jurisdiction of Bankruptcy in the USA,” attended by over 80 staff in the Roybal Federal Building.

The Court wishes to extend its sincere appreciation to the local bar for their assistance in providing valuable training for Court staff and offers special thanks to the “Raising the Bar” training committee members who collaborated with the Court to develop the curriculum: Brian Holman, Keith Higginbotham, Karen Rinehart, Jason Wallach, Howard Camhi, Bernard Given, Marisa Hawkins, and Jerry Namba.

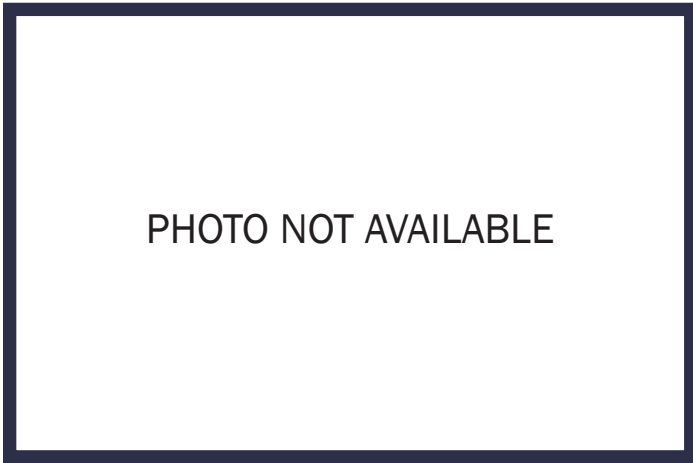
Management Excellence Survey and Work Environment Survey

In March, the Court announced that it had partnered with the Federal Judicial Center (FJC) to assist the Clerk’s Office with its goals to improve communication and leadership, as well as to provide a more positive work environment. In support of these areas, all employees were asked to complete two confidential online surveys, the Management Excellence Survey (MES) and the Work Environment Survey (WES). The MES asked employees to assess the leadership style of his or her manager, supervisor, or team or project leader, particularly in the areas of Six Leadership Actions: 1) Use Positive Reinforcement; 2) Ask About Questions, Problems and Concerns, and How You Can Help; 3) Ask for Input Prior to Decision Making; 4) Provide Information and Feedback in a Timely Manner; 5) Don’t Over or Under-Manage; and 6) Treat People With Respect. The WES was designed to focus on assessing employees’ overall satisfaction and perceptions of the workplace environment.

Once the results were compiled, CACB leaders met in May with three executives from other federal court units who had undergone the MES/WES process themselves, and who had been trained by the FJC to interpret and present the survey results. Managers, supervisors, and other court leaders learned and discussed the Court-wide MES/WES results at an all-management meeting, and then had a one-on-one coaching session to review their individual MES reports.

The Court has chosen to emphasize Leadership Actions #2, 3, and 4, as they provide the biggest opportunities for improvement. Because all Six Leadership Actions are interrelated, an improvement in one or more areas will result in improvement in others. In July, the Court communicated its action plan to all staff. Such commitments include, but are not limited to: increasing two-way communication at recurring staff meetings; creating an online suggestion box with established mechanisms to ensure follow-up; designing and rolling out the Gateway Leadership Program to specifically support the Leadership Actions; branding the Building on the Six logo and standards to increase program awareness; regularly providing managers with speaking points regarding Court-wide current events to promote consistent and timely dissemination of information and retrieval

of feedback from all areas of the Court; and re-engineering management and supervisory-level standing meetings to improve cross-departmental/divisional communication and collaboration.



Interagency Picnic Softball Trophy

Interagency Picnic

An annual interagency picnic took place on Saturday, August 20, at La Mirada Regional Park. Staff members and their families from the Federal Public Defender's Office, U.S. Attorney's Office, U.S. Bankruptcy Court, U.S. District Court, U.S. Marshals Service, U.S. Pretrial Services, and U.S. Probation Office came together to enjoy the food, games, and most of all, each other.

Over 500 attendees, including Judges Maureen A. Tighe, Scott C. Clarkson, and Sandra R. Klein, Clerk of Court Kathleen J. Campbell, Chief Deputy of Administration Steven Sloniker, Senior Deputy-in-Charge Paula Roe, and numerous Clerk's Office staff joined in the fun.

The picnickers feasted on a buffet of burgers, hot dogs, potato salad, and sandwiches. The ice cream station enthralled the adults and kids alike, and everyone made their own unique ice cream sundaes. Attendees participated in games such as volleyball, water balloon tosses, tug of war, and hula hooping. The kids had even more fun by working off their energy in the jumper, hopping in potato sack races, and being mesmerized by the magician. The Bankruptcy Court joined forces with District Court to compete against the U.S. Attorney's Office in the softball game, winning the coveted trophy by a score of 13 to 11. The trophy is now proudly displayed in Judge Clarkson's chambers.

A large rectangular box with a dark blue border, containing the text "PHOTO NOT AVAILABLE" in a bold, black, sans-serif font, centered within the box.

Winter Education Seminar

Winter Education Seminar

The 2011 Winter Education Seminar took place on Friday, December 2 at the Ronald F. Deaton Civic Auditorium in Los Angeles. Three presenters took up the seminar's theme, "Communicating for Success." In the morning, body language expert Jan Hargrave of Jan Hargrave and Associates discussed nonverbal communication. Leadership specialist Greg Gray of Renaissance Unlimited spoke about identifying different personality types in the workplace and adapting to their communication styles. In the afternoon, Corrin Gee of the Federal Judicial Center lectured on knowing how to avoid giving legal advice when dealing with self-represented debtors. Gee's interactive presentation incorporated skits by Court staff and electronic voting by audience members on what was legal or procedural advice. Following the quarterly Board of Judges meeting, judges and their staff joined the afternoon session.

Central District Keeps BNC Costs Lowest in Nation

In 2011, the Central District achieved the lowest Bankruptcy Noticing Center (BNC) costs per case nationwide when measured against new cases filed. Annually, the Court's efficiency saves the judiciary approximately \$2 million, compared with the national average. These savings are the result of strong collaboration among clerks, law clerks, and judges to streamline Court procedures, reducing BNC printing and postage costs. The Court has enrolled attorneys, trustees, and the U.S. Trustee to receive a high percentage of orders and notices only via Notice of Electronic Filing (NEF), because with the Reduced Paper Module feature of CM/ECF, those who receive a document electronically no longer also receive it by mail from the BNC. The Court's Calendaring Information and Orders program (CIAO!) is programmed to send orders only to parties who filed papers in connection with a motion. Additionally, the Court combines orders and related notices in a single mailing, and the Court Manual and Court practices have reduced the page length of many notices and orders.

HUMAN RESOURCES

Staff Highlights

The Court hired 56 staff in 2011, bringing the Court's total number of employees to 372. The total includes the hiring of 21 temporary generalist clerks, selected from an applicant pool of over 150 candidates, who have been assigned across the district. There were 47 promotions throughout the Court.

Of the new hires, 35 employees (62 percent) were in the 21 to 30 age range, seven employees (13 percent) were in the 31 to 40 age range, eight employees (14 percent) were in the 41 to 50 age range, and six employees (11 percent) were 51 or older. Employees under 40 make up the largest percentage of Court staff (35 percent). Employees over 50 are second at 33 percent, and employees in the 41-50 age range make up the remaining 32 percent. In addition to the new hires, Central District judges were aided by 135 judicial externs, who each spent one semester with the Court.

2011 Annual Awards Ceremonies Held

Annual awards ceremonies were held in each of the five divisional offices during September. Chief Judge Peter H. Carroll, Clerk of Court Kathleen J. Campbell, and members of the executive team attended the ceremonies to acknowledge staff for their dedication and hard work over the previous year. Staff members were recognized with Length of Service and Special Service Awards.



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Paths to Success Program Continues to Develop Leadership in Court Staff

The Paths to Success program continued to offer the Court's aspiring leaders the opportunity to develop leadership and technical skills. The participants completed several self-study leadership training modules, and attended a special class facilitated by faculty from UCLA Extension entitled "Creating Quality Leadership." Participants also spent time developing their technical skills, learning about other departments at the Court, or learning other functions of their own departments. By gaining these additional skills, participants in the program are contributing to a higher-performing and more versatile workforce, and preparing themselves for potential future roles.

Special Service Awards Recipients



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Performance Management

During the month of September, Clerk's Office supervisors held performance appraisal review sessions with staff. The Court's Performance Management Policy and Procedure is designed to clarify the Court's performance standards and expectations to staff, and to increase communication between supervisors and team members, with the ultimate goal of enabling staff to serve the public both effectively and efficiently.

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Clerk of Court Kathleen J. Campbell,
Mayor Pro Tem Harry S. Sidhu, P.E., Chief Judge Peter H. Carroll

Court Hosts Ninth Circuit Human Resources Conference

This year, for the first time, the U.S. Bankruptcy Court for the Central District of California had the honor of hosting the Ninth Circuit Human Resources (HR) Conference. The conference, which took place from September 21-23 in Anaheim, California, is typically hosted by a different court every other year. The theme of this year's conference was "Riding the Wave of Change."

Clerk of Court Kathleen J. Campbell and Chief Judge Peter H. Carroll welcomed over 140 HR employees and unit executives representing District and Bankruptcy Courts, the Federal Public Defender (FPD), Probation, and Pretrial Services. Conference attendees traveled from 17 states and the District of Columbia, representing courts in four circuits (Fifth, Eighth, Ninth, and Tenth), the Office of the Ninth Circuit Executive, the Administrative Office (AO), and the Federal Judicial Center (FJC).

Participants attended a variety of presentations, panel discussions, and breakout sessions, focusing on ways to address staffing budget shortfalls, update HR policies, take advantage of HR technologies, and enhance staff skills and overall morale. At the end of the workday, Judge Erithe A. Smith and the Santa Ana Z-Krew closed out the conference with an inspiring demonstration of several Zumba fitness routines.

Gateway Leadership Program Launched

During October, the Court launched a new educational leadership series, the Gateway Leadership Program. This program is a comprehensive nine-month program for staff in leadership roles. The goal of the program is to build upon management's expertise and enhance its leadership acumen. In 2011, course topics included Equal Employment Opportunity and Employee Dispute Resolution Plan Modifications, Leading with Change Management, and Developing High Performing Teams.

CACB Virtual University

During October, Court staff throughout the Central District were introduced to the CACB Virtual University. The Virtual University provides a single portal that allows staff to search and register for all training classes offered by the Court. It also allows them to review their transcripts from previous classes. The Virtual University consists of five "colleges": General Education College, Operations College, Administration College, Leadership and Management College, and National Courses. The Virtual University was implemented in response to the Clerk's Office 2010 survey, which revealed that 40 percent of staff had a desire for more training opportunities.

Law Clerk/Extern Training

In 2011, the U.S. Bankruptcy Court provided training to 143 law clerks and externs, with 69 percent coming from the U.S. Bankruptcy Court (98 participants) and the remainder from the U.S. District Court (45 participants). It was the first full year that Judge Deborah J. Saltzman and her staff sponsored the program. Training attendance increased 38 percent over 2010, and participants rated the course a strong 4.46 on a five-point scale.

Chambers Staff Receive Westlaw and Lexis Training

In April and June, the Los Angeles Division hosted Westlaw and Lexis training for judges and law clerks of the U.S. Bankruptcy Court and U.S. District Court. The training was facilitated by the Ninth Circuit Librarian along with representatives from Westlaw and Lexis. The sessions reviewed legal skills and methods of accessing online legal library resources. Each session featured a presentation by a Westlaw or Lexis representative who demonstrated online research tools and techniques. Sessions were followed by a Ninth Circuit Library staff presentations about law library subscriptions and other resources available to chambers staff.

TECHNOLOGY

Clerk's Office Completes Upgrade to CM/ECF Releases 4.1 and 4.2

The Clerk's Office upgraded the Court's CM/ECF system to Release 4.1 over the Columbus Day weekend (October 7-10) and to Release 4.2 on November 27. Some of the key features of CM/ECF Release 4.1 include:

- Increased password security for all users.
- Certificates of notice that display all parties noticed in a case, regardless of the form of notice.
- Tools for sealing records in CM/ECF with access limited to the presiding judge and staff designated by them.
- Compatibility with the national version of Pay.gov, which allows external users to pay fees for multiple transactions at the end of the day. (Previous procedures required payment after each transaction.)

The CM/ECF 4.2 conversion, performed to accommodate the AO's new Rule 3002.1 requirements, also improved the performance of the new features in Release 4 and added new event codes and official form changes.

Server Modernization Project

In 2011, the Clerk's Office commenced the Server Modernization Project, which will save the Court money on hardware procurement, energy consumption, and server licenses, as well as improve data backup to support COOP. Currently, each server is used for only one purpose, and a dedicated physical server is required for each application. Server virtualization will allow one physical server to "host" multiple virtual servers, and cut costs over time by reducing the need to purchase new hardware.

The Server Modernization Project will replicate the Los Angeles Division's virtual server at the AT&T Internet Data Center (or "western gateway") in San Diego, minimizing both data loss and interruptions to the Court's operations in a COOP scenario. The projected completion date is 2014.

Mobile Version of LOU/Enhanced Management of LOU Orders

In 2011, the Clerk's Office launched LOU-e (LOU-everywhere), a mobile version of the Court's Lodged Order Upload (LOU) software. LOU-e is a web-based application for mobile devices, such as iPhones, iPads, Blackberries, and Androids, that allows judges to work with orders from any location that has a mobile connection. This capability reduces delays in processing and signing orders when judges are away from the office on court

business or for other reasons. The program went live on December 5.

The Court has also developed a series of reports based on the LOU software which measure the elapsed time for the many stages and milestones of processing orders, from date lodged to final entry on the docket. This allows the Court to monitor performance and to identify any delays, either in chambers or in the Clerk's Office. All judges are provided this feedback regularly so that performance in processing orders can be maximized and elapsed time held to a minimum. As a result of these initiatives, the district as a whole reduced its processing time for orders more than 30 percent.

Clerk's Office Attends U.S. Probation and Pre-Trial Services National IT Conference

The Clerk's Office sent five ITD developers to attend the U.S. Probation and Pre-Trial Services National IT Conference, held from January 25 to January 27 in downtown Los Angeles. The judiciary-wide effort to move towards cloud computing was an especially prominent topic at the conference, since moving data into public or private clouds is a cost-saving measure that can also improve system performance. Presentations addressed related topics such as the viability of centralizing CM/ECF servers and the possible security risks of using cloud services.

District-wide Lotus Domino 8.5.2 Server Upgrade

The Court's Lotus Notes client upgrade was completed on July 30, when the CACB e-mail servers were upgraded to version 8.5.2. The judiciary is upgrading its e-mail software since IBM no longer supports Lotus Notes clients 6.5.4 and 7.0.3. A key feature of 8.5.2 is the Domino Attachment and Object Service (DAOS). This feature saves server disk space, which means that mailboxes will not reach maximum capacity as quickly and their contents will not have to be archived as often. The disk space saved with DAOS may also allow each employee's mailbox size to be increased in the future.

Court Unveils New Unclaimed Funds Database

On July 13, the Court attained a long-term goal, unveiling a searchable database for unclaimed funds on its website. The searchable database allows creditors and debtors to search for any monies due to them that have been deemed unclaimed or undistributed by the trustee. Instructions on the website tell users how to submit a Motion for the Order Releasing Unclaimed Funds on their own, so that they do not have to

retain professional assistance. The Court's unclaimed funds balance currently sits at approximately \$19 million, or about 1.2 percent of the U.S. Bankruptcy Court's nationwide totals for the 6133BK fund.

A dramatic increase in filing of Motions for the Order Releasing Unclaimed Funds followed the appearance of the database. More unclaimed funds motions were filed during the three months that followed the release of the database (85) than were filed during the first half of the calendar year (84).

District-wide Networx Migration

The Court migrated to the Administrative Office's Networx contract, a telecommunication and procurement program to switch long-distance service providers from Sprint to AT&T. The Court's DCN network uses these long-distance providers to connect the five sites of the Court's networks together. AT&T completed new circuits delivery and router equipment installation at each division. Cutover to the new AT&T circuits was completed in August.

Along with telecommunications services the AO provides at the national level, Networx-integrated packages for local dial tone, cellular, and long-distance voice services may give the Court more options in selecting telecommunications service providers and reducing costs.

Minolta Copiers Installation and Training

The Clerk's Office procured and installed 55 new Minolta copiers throughout the district in October. These new Minolta copiers replaced the Ricoh copiers that have been in use since 2007. In addition to the new features of the Minolta copiers, which include the capability to print and fax from a desktop computer, the new contract is projected to save the Court approximately \$100,000 in costs over the next five years. The contract coverage period for the Minoltas extends to the end of FY16, or September 2016.

iPad Offered to Judges

During the second week of August, the Clerk's Office made the iPad 2 available to judges. Increasingly, judges use Court-issued iPads to assist with a variety of judicial tasks. iPads allow judges to connect to their computers remotely, communicate with Court staff and other judges wirelessly, and generate, read, and annotate essential documents in convenient electronic form. Electronic documents make it particularly easy to locate and research relevant statutes and opinions, and they also save the Court money on printing and



shipping costs. The device improves collaboration among judges and coordination with staff by facilitating communication and rapid access to information. Each Court-issued iPad 2 came with a remote desktop client, document viewers for Microsoft Office, PDF, and WordPerfect files, and e-books of the Federal Rules of Bankruptcy Procedure and U.S.C. Titles 11 and 28.

Operating System for iPads and iPhones Upgraded

The Help Desk completed the testing of iOS 5.01, Apple's mobile operating system, and installed the upgrade for the judges in November and December. The upgrade included the iOS upgrade on the judges' equipment.

Revised and Improved "Don't Have an Attorney?" Section Now Available on Court's Website

The updated "Don't Have an Attorney?" section of the Court's website became available on December 14. The section contains essential information on credit counseling/financial management requirements, self-help clinics district-wide, phone numbers for free or low-cost bankruptcy help, and FAQ pages in both English and

Spanish. Additionally, debtors can watch videos on how to file a bankruptcy case, what to do after a case is filed, and other general information.

Central District Visits DCN Western Gateway

The Administrative Office of the U.S. Courts (AO) established a third gateway, the “western gateway,” for the dynamic circuit network (DCN) in San Diego in mid-2011. The western gateway is the primary internet gateway for the Ninth Circuit. At this location, AT&T also provides equipment hosting services for courts interested in locating COOP equipment at the Gateway.

On October 12, the Clerk’s Office visited the San Diego gateway center, along with representatives from District Court and Probation and Pretrial Services. During the visit, AT&T provided a tour of the facility and introduced products and services available at the San Diego location.

Court Participates in Judges IT Training Program

The Court sent a team to the Judges IT Training (JIT) “Training for Trainers” (T4T) Program, held in San Diego from August 9 to August 11. Representing the Court were Judge Deborah J. Saltzman, Chief Deputy of Administration Steven Sloniker, Systems Integration Manager Sam Abram, Law Clerk Jeffrey Cozad, and Training Specialist Padraic Keohane. The program demonstrated “how to plan, design, develop, and deliver training and ongoing support to best meet... individual judges’ and chambers’ needs.” The program, produced by the Federal Judicial Center, taught representative teams from federal courts about the new IT curriculum for judges developed by the Information Technology Committee of the Judicial Conference. The new curriculum focuses more on accomplishing judicial tasks and functions than on training in particular applications. JIT T4T attendees also learned about Structured Writing, a method of technical writing that focuses on organizing data in easy-to-find, logically ordered blocks. The program’s emphasis on functionality in training should help judges and their staff use software more efficiently in carrying out their tasks.

IN PROFILE



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

District Profile

The Central District of California is the largest bankruptcy court in the United States. With jurisdiction over seven counties, the Central District covers approximately 40,000 square miles. The Court serves the residents of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

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

Population Served

With a population of more than 18.5 million people, the Central District of California represents nearly 50 percent of the state's population. According to the U.S. Census Bureau, the Central District of California is home to four of the five most populous counties in the state, and four of the 12 most populous counties in the United States (Los Angeles, Orange, Riverside, and San Bernardino Counties).

Exhibit 9
Bankruptcy Filings and Percentage Change: 1980-2011
CENTRAL DISTRICT OF CALIFORNIA

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

LOS ANGELES DIVISION

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

SAN FERNANDO VALLEY DIVISION								
(Filings prior to 1994 were included in Los Angeles Division)								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,524	-0.4%	239	-8.4%	1,794	-3.5%	10,557	-1.2%
1996	12,470	46.3%	167	-30.1%	2,836	58.1%	15,473	46.6%
1997	14,451	15.9%	131	-21.6%	3,466	22.2%	18,048	16.6%
1998	14,490	0.3%	62	-52.7%	3,531	1.9%	18,083	0.2%
1999	12,005	-17.1%	68	9.7%	3,088	-12.5%	15,161	-16.2%
2000	9,344	-22.2%	101	48.5%	2,284	-26.0%	11,729	-22.6%
2001	10,123	8.3%	76	-24.8%	2,164	-5.3%	12,363	5.4%
2002	9,652	-4.7%	68	-10.5%	2,019	-6.7%	11,739	-5.0%
2003	9,063	-6.1%	52	-23.5%	1,505	-25.5%	10,620	-9.5%
2004	7,440	-17.9%	45	-13.5%	873	-42.0%	8,358	-21.3%
2005	11,083	49.0%	68	51.1%	658	-24.6%	11,809	41.3%
2006	2,054	-81.5%	41	-39.7%	626	-4.9%	2,721	-77.0%
2007	3,674	78.9%	75	82.9%	1,633	160.9%	5,382	97.8%
2008	7,123	93.9%	121	61.3%	3,579	119.2%	10,823	101.1%
2009	12,454	74.8%	238	96.7%	5,342	49.3%	18,034	66.6%
2010	12,059	-3.2%	204	-14.3%	4,852	-9.2%	17,115	-5.1%
2011	10,337	-14.3%	175	-14.2%	4,969	2.4%	15,481	-9.5%
RIVERSIDE DIVISION								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	2,324	N/A	25	N/A	417	N/A	2,766	N/A
1981	2,886	24.2%	91	264.0%	696	66.9%	3,673	32.8%
1982	3,370	16.8%	200	119.8%	1,354	94.5%	4,924	34.1%
1983	3,394	0.7%	202	1.0%	1,540	13.7%	5,136	4.3%
1984	3,255	-4.1%	220	8.9%	1,384	-10.1%	4,859	-5.4%
1985	3,994	22.7%	194	-11.8%	1,363	-1.5%	5,551	14.2%
1986	5,622	40.8%	194	0.0%	1,861	36.5%	7,677	38.3%
1987	6,483	15.3%	166	-14.4%	2,091	12.4%	8,740	13.8%
1988	7,403	14.2%	164	-1.2%	2,570	22.9%	10,137	16.0%
1989	7,838	5.9%	162	-1.2%	3,428	33.4%	11,428	12.7%
1990	8,017	2.3%	164	1.2%	2,908	-15.2%	11,089	-3.0%
1991	11,494	43.4%	229	39.6%	3,255	11.9%	14,978	35.1%
1992	14,715	28.0%	237	3.5%	3,613	11.0%	18,565	23.9%
1993	15,080	2.5%	213	-10.1%	3,737	3.4%	19,030	2.5%
1994	13,846	-8.2%	189	-11.3%	3,128	-16.3%	17,163	-9.8%
1995	15,015	8.4%	146	-22.8%	3,343	6.9%	18,504	7.8%
1996	18,484	23.1%	116	-20.5%	3,841	14.9%	22,441	21.3%
1997*	18,616	0.7%	77	-33.6%	4,093	6.6%	22,786	1.5%
1998	21,761	16.9%	65	-15.6%	4,062	-0.8%	25,888	13.6%
1999	18,110	-16.8%	48	-26.2%	3,658	-9.9%	21,816	-15.7%
2000	14,933	-17.5%	93	93.8%	3,951	8.0%	18,977	-13.0%
2001	17,540	17.5%	46	-50.5%	4,080	3.3%	21,666	14.2%
2002	17,026	-2.9%	67	45.7%	4,185	2.6%	21,278	-1.8%
2003	15,445	-9.3%	64	-4.5%	3,266	-22.0%	18,775	-11.8%
2004	12,306	-20.3%	31	-51.6%	1,751	-46.4%	14,088	-25.0%
2005	15,623	27.0%	40	29.0%	1,185	-32.3%	16,848	19.6%
2006	3,020	-80.7%	36	-10.0%	1,164	-1.8%	4,220	-75.0%
2007	6,440	113.2%	48	33.3%	2,660	128.5%	9,148	116.8%
2008	14,928	131.8%	302	529.2%	4,009	50.7%	19,239	110.3%
2009	25,800	72.8%	232	-23.2%	6,733	67.9%	32,765	70.3%
2010	33,618	30.3%	180	-22.4%	9,478	40.8%	43,276	32.1%
2011	31,147	-7.4%	158	-12.2%	9,199	-2.9%	40,504	-6.4%

SANTA ANA DIVISION								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,204	0.7%	188	108.9%	865	71.3%	4,257	12.7%
1982	3,789	18.3%	531	182.4%	1,519	75.6%	5,839	37.2%
1983	3,612	-4.7%	565	6.4%	1,460	-3.9%	5,637	-3.5%
1984	3,464	-4.1%	474	-16.1%	1,133	-22.4%	5,071	-10.0%
1985	3,938	13.7%	480	1.3%	1,182	4.3%	5,600	10.4%
1986	5,458	38.6%	462	-3.8%	1,422	20.3%	7,342	31.1%
1987	6,015	10.2%	384	-16.9%	1,420	-0.1%	7,819	6.5%
1988	6,194	3.0%	310	-19.3%	1,232	-13.2%	7,736	-1.1%
1989	6,014	-2.9%	362	16.8%	1,987	61.3%	8,363	8.1%
1990	7,340	22.0%	310	-14.4%	1,719	-13.5%	9,369	12.0%
1991	9,950	35.6%	457	47.4%	1,993	15.9%	12,400	32.4%
1992	12,095	21.6%	416	-9.0%	1,841	-7.6%	14,352	15.7%
1993	11,933	-1.3%	394	-5.3%	1,764	-4.2%	14,091	-1.8%
1994	10,929	-8.4%	301	-23.6%	1,945	10.3%	13,175	-6.5%
1995	11,149	2.0%	285	-5.3%	1,933	-0.6%	13,367	1.5%
1996	13,361	19.8%	217	-23.9%	2,036	5.3%	15,614	16.8%
1997*	17,839	33.5%	171	-21.2%	2,647	30.0%	20,657	32.3%
1998	15,548	-12.8%	124	-27.5%	1,936	-26.9%	17,608	-14.8%
1999	11,449	-26.4%	119	-4.0%	1,405	-27.4%	12,973	-26.3%
2000	8,599	-24.9%	150	26.1%	1,094	-22.1%	9,843	-24.1%
2001	9,736	13.2%	118	-21.3%	899	-17.8%	10,753	9.2%
2002	9,092	-6.6%	141	19.5%	924	2.8%	10,157	-5.5%
2003	8,780	-3.4%	77	-45.4%	714	-22.7%	9,571	-5.8%
2004	7,434	-15.3%	53	-31.2%	443	-38.0%	7,930	-17.1%
2005	11,505	54.8%	58	9.4%	480	8.4%	12,043	51.9%
2006	2,212	-80.8%	57	-1.7%	314	-34.6%	2,583	-78.6%
2007	4,007	81.1%	94	64.9%	629	100.3%	4,730	83.1%
2008	7,626	90.3%	157	67.0%	1,183	88.1%	8,966	89.6%
2009	12,444	63.2%	258	64.3%	2,037	72.2%	14,739	64.4%
2010	15,764	26.7%	203	-21.3%	2,894	42.1%	18,861	28.0%
2011	14,351	-9.0%	238	17.2%	3,783	30.7%	18,372	-2.6%
NORTHERN DIVISION								
(Filings prior to 1992 were included in Los Angeles Division)								
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1992	2,179	N/A	121	N/A	351	N/A	2,651	N/A
1993	3,786	73.7%	122	0.8%	566	61.3%	4,474	68.8%
1994	4,897	29.3%	116	-4.9%	575	1.6%	5,588	24.9%
1995	4,927	0.6%	79	-31.9%	549	-4.5%	5,555	-0.6%
1996	4,886	-0.8%	47	-40.5%	551	0.4%	5,484	-1.3%
1997	5,838	19.5%	34	-27.7%	707	28.3%	6,579	20.0%
1998	5,481	-6.1%	28	-17.6%	654	-7.5%	6,163	-6.3%
1999	4,222	-23.0%	17	-39.3%	521	-20.3%	4,760	-22.8%
2000	3,299	-21.9%	26	52.9%	393	-24.6%	3,718	-21.9%
2001	3,770	14.3%	37	42.3%	330	-16.0%	4,137	11.3%
2002	3,544	-6.0%	27	-27.0%	306	-7.3%	3,877	-6.3%
2003	3,278	-7.5%	32	18.5%	223	-27.1%	3,533	-8.9%
2004	3,048	-7.0%	20	-37.5%	174	-22.0%	3,242	-8.2%
2005	4,571	50.0%	11	-45.0%	163	-6.3%	4,745	46.4%
2006	949	-79.2%	10	-9.1%	103	-36.8%	1,062	-77.6%
2007	1,903	100.5%	12	20.0%	235	128.2%	2,150	102.4%
2008	3,200	68.2%	24	100.0%	402	71.1%	3,626	68.7%
2009	4,948	54.6%	53	120.8%	636	58.2%	5,637	55.5%
2010	5,861	18.5%	53	0.0%	888	39.6%	6,802	20.7%
2011	4,949	-15.6%	59	11.3%	1044	17.6%	6,052	-11.0%

LONG RANGE PLAN ACCOMPLISHMENTS

Case Management		
Obj.#	Objective	Accomplishments/Status
1.	Expand site-based <i>pro bono</i> assistance program.	With the opening of the <i>Pro Se</i> Clinic at the Riverside Division in 2011, all five divisions now have onsite self-help desks to provide <i>pro se</i> parties with free legal information, reference material, and <i>pro bono</i> support.
2.	Encourage increased use of telephonic and video appearances where appropriate.	Judges Clarkson and Wallace hear Riverside Division cases assigned to them from their Santa Ana Division courtrooms by video conference. Chief Judge Peter H. Carroll hears Northern Division cases from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, and Neiter were assigned a portion of the Riverside Division case filings that they heard by video conference from their Los Angeles Division courtrooms.
3.	Encourage judges to serve in a different division at least once a year.	No updates to report.
4.	Facilitate the judges' ability to prepare more orders.	The mobile version of Lodged Order Upload (LOU-e), which allows judges to remotely access and approve orders, was implemented in August 2011. The Lodged Order Upload (LOU) program was launched in September 2007. Multiple enhancements were implemented in CIAO!
5.	Reduce Clerk's Office labor component for all case processing and case management functions.	<p>The Clerk's Office began testing an automatic discharge feature that will substantially reduce labor involved in this manual process. Lodged Order Upload (LOU) program launched in September 2007 and usage has increased steadily since then and is now more than 75 percent. ECF usage became mandatory on April 1, 2007. High volume claim filers registered to use ECF. Quality control tracking program developed to identify common errors and users with high error rates to target training/remedial action. Online training modules developed to replace CM/ECF classroom training. Clerk's Office also performs automatic dismissal of deficient cases to reduce referrals to the judges. Adopted district-wide procedures for the electronic service of adequate protection orders and relief from stay orders.</p> <p>Headers no longer need to be inserted for the Proof of Service (POS) and Notice of Entry (NOE), greatly reducing staff labor. Orders are now much easier for attorneys to prepare, reducing time spent by Court staff answering questions, such as how to add POS and NOE pages, and also time spent by staff fixing orders where the formatting was unacceptable due to the way in which the POS and NOE were imported into the order.</p>
6.	Standardize docket entries.	Trained registered ECF attorneys to use correct docket codes. Discontinued routine docketing of unused orders. Quality control tracking program developed to identify common errors and users with high error rates to target training/remedial action. Online training modules developed to target common errors/inconsistencies.

Case Management		
Obj.#	Objective	Accomplishments/Status
7.	Explore the ability to process documents while working at an alternate location. (See also Human Resources Objective #1)	<p>Telework program in place. Clerk's Office staff at divisions also use electronic systems to assist each other as needed.</p> <p>In 2011, half of the 20 people in Operations Support, the Court's new centralized unit for quality control of petitions, processing discharges, and providing ECF support, began teleworking between two to three days per week.</p>
8.	Facilitate, as appropriate, the administration of small cases.	Proposals from trustee working committee being considered by Rules Committee. Made new national forms available on the Court's website for small business cases. Individual Chapter 11 Task Force developed forms that were approved for individual chapter 11 cases.

Community Outreach		
Obj.#	Objective	Accomplishments/Status
1.	Expand relations with minority bar associations.	No updates to report. The Court has regular interaction with local bar associations in the District that have diverse memberships.
2.	Obtain funding for foreign language interpretation and translation services.	The Court's FAQs were translated into Spanish and posted on the Court's website in a project coordinated by the Debtor Assistance Project and funded by the Attorney Admissions Fund.
3.	Encourage effective cross-cultural communication in the courtroom.	In January 2010, the Court and Public Counsel initiated steps to partner with local colleges to have volunteer Spanish translation services available at reaffirmation hearings. The project, now spearheaded by Public Counsel, has students from CSULA and the Northridge Institute volunteering their translation services in the Los Angeles and San Fernando Valley Divisions.
4.	Create bankruptcy education programs.	<p>In 2011, the Clerk's Office initiated its "Raising the Bar" series of bankruptcy education programs conducted for Court staff by subject matter experts from the local bar. Raising the Bar programs are videoconferenced to all five divisions and the series is being taped for future use. The Education Committee continues to arrange bankruptcy education programs for the off-site BOJ Seminar, other quarterly BOJ meetings, and externs/law clerks.</p> <p>Sponsored by the chambers of Judge Saltzman in Riverside, the Court continues to offer three training sessions annually to incoming law clerks and externs, in the spring, summer, and fall. The one-day session is conducted by bankruptcy judges and guest speakers.</p> <p>In 2011, the U.S. Bankruptcy Court provided training to 143 law clerks and externs, with 69 percent coming from the U.S. Bankruptcy Court and the remainder from the U.S. District Court. Attendance jumped by 38 percent over 2010, from 104 to 143 participants, with about half of the increase coming from the Bankruptcy Court and the other half from District Court.</p>
5.	Create pamphlets in Spanish available for the public on the nature of chapters 7, 11, and 13	A Spanish translation of the Court's FAQs was posted on the Court's web site in 2009.
6.	Review all information available to the public and revise it to accord with changes in the law.	Public Information QC Committee reviewed the Court's website. Some changes implemented, including a major overhaul of the FAQs. "Don't Have An Attorney" section added to the Court's website. Project completed to modify Local Bankruptcy Rules, forms, notices, and other Court documents to conform with the Statutory Time-Periods Technical Amendments Act of 2009.
7.	Provide public education on issues such as separation of powers, judicial independence, rule of law, and <i>stare decisis</i> .	Judges often participate in panel discussions and programs sponsored by universities, law schools, bar associations, etc.

Community Outreach		
Obj.#	Objective	Accomplishments/Status
8.	Update the Court's website periodically to keep it current and user-friendly.	The Clerk's Office has begun a major overhaul of its website to include search features and other enhancements that will substantially improve its user-friendliness. The Court's website is updated regularly to reflect current court information and processes, public notices, judges' practices, etc. A "Contact Us" feature was added in 2010 to get feedback from the public. All forms on the Court's website are fillable PDF files.
9.	Encourage legal assistance from <i>pro bono</i> attorneys for parties who cannot afford an attorney. (See also Facilities and Security Objective #7)	The Court collaborates with the local bar to provide free and low cost legal assistance to unrepresented parties through the Debtor Assistance Project. The Court now has onsite self-help clinics at all five divisions that provide legal information, reference material, and <i>pro bono</i> support.
10.	Make electronic filing more accessible to the public.	The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2012. Completed numerous ECF training sessions for members of the local and national bar. Online training modules developed to replace CM/ECF classroom training for new attorneys, as well as targeted error prone areas and LOU.
11.	Publicize appropriate means to communicate suggestions for Court rules and procedures.	<p>In 2009, the Court initiated the Bar Advisory Board. This board, comprised of representatives from local bar associations that provide feedback and suggestions to the Court, is a useful vehicle for communication between the Court and the Bar.</p> <p>In 2011, the Bar Advisory Board provided extensive feedback on the Court's new website. Two members of the board volunteered to be on the IT Committee and made valuable recommendations on operational and procedural matters.</p> <p>Judges and executive management attend local bar functions to maintain open communication. The Court continues to seek input from the public on local rules, requesting comments through public notices and the <i>Court News</i> publication.</p>

Facilities and Security		
Obj.#	Objective	Accomplishments/Status
1.	Review divisional organization of the Court.	On April 1, 2011, the Ninth Circuit approved a five-year extension on the Court's lease on the Northern Division. Following consideration of a combined Northern Division and San Fernando Valley Division to be located in Ventura County, the Court has decided not to revise its five-division structure and negotiated a new lease for the San Fernando Valley Division, effective November 13, 2011.
2.	Create a plan for court operation in the event of a natural disaster or other catastrophe that affects all or substantial portions of the district.	<p>In 2011, the Court began using Everbridge, a system that enables the instant communication of emergency information to judges and staff by email and telephone. The Court's Continuity of Operations (COOP) team is working with fellow district agencies to coordinate agency COOP plans and recommend inter-agency policy in the event of a district-wide disaster. The agencies continue to meet to discuss preparedness issues on a monthly basis.</p> <p>The Court's COOP plan establishes policy and guidance to ensure the execution of mission essential functions in the event that an emergency in the district threatens or incapacitates operations. The plan is designed for activation during conditions requiring the relocation of leadership and staff to an alternate facility that may be geographically removed from the affected area. The Court's COOP has the capability to be operational within 12 hours of an emergency. It is continuously revised and updated to ensure that essential Court functions will be maintained under all circumstances.</p>
3.	Determine the amount of space used by the Court that is necessary to serve the public.	The Clerk's Office released 9,725 square feet at the San Fernando Valley Division, and has released 14,000 square feet in the Santa Ana Division.
4.	Establish a "virtual" courtroom system.	Santa Ana Division Judges Clarkson and Wallace hear Riverside Division cases assigned to them by video conference between the Riverside and Santa Ana divisions on a routine basis. Chief Judge Peter H. Carroll began to hear Northern Division matters by video from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, Neiter, and Robles were assigned a portion of the Riverside Division case filings that they heard by video conference from their Los Angeles Division courtrooms.
5.	Establish or create technology to enable litigants to appear from wherever they are.	Santa Ana Division Judges Clarkson and Wallace hear Riverside Division cases assigned to them by video conference between the Riverside and Santa Ana divisions on a routine basis. Chief Judge Peter H. Carroll began to hear Northern Division matters by video from his Los Angeles Division courtroom. In past years, Judges Bluebond, Bufford, E. Carroll, Donovan, Neiter, and Robles held routine hearings on Riverside Division cases by video conference from their Los Angeles Division courtrooms.

Facilities and Security		
Obj.#	Objective	Accomplishments/Status
6.	Validate efficacy of Continuity of Operations Plan (COOP) on a continuing basis.	<p>The Court's COOP plan is constantly being updated to ensure it adheres to the latest available version/template and that it reflects the Court's current organizational structure. In addition, the COOP development/implementation team has attended several COOP workshops and validated the Court's plan with those suggested by these workshops. The Court's COOP team also drafted a COOP audit program aimed at validating and testing the information and policies currently outlined in the COOP plan.</p> <p>In 2009, local COOP training was conducted for all staff at the Winter Education Seminar.</p> <p>In 2010, the Central District participated in the National Level Exercise: Eagle Horizon (NLE10). The exercise focused on testing the Court's ability to communicate during an emergency, as well as knowledge of the chain of command and the Relocation Team's preparation of vital records and equipment needed for relocation. The outcome of this year's exercise was positive, with all notifications distributed on time with the appropriate response expected. The Operations Managers/Supervisors were able to assemble in the desired location within ten minutes of the request and identify their vital records and relocation teams. They were all aware of the chain of command that would be used in the event of a COOP emergency.</p> <p>On May 25, 2011, a COOP Decision Team exercise tested the Court's reaction to a major earthquake. On December 8, the Court participated in a Federal Executive Board COOP exercise.</p>
7.	Explore providing space in the courthouses for providing <i>pro bono</i> legal assistance. (See also Community Outreach Objective #9)	With the opening of the <i>Pro Se</i> Clinic at the Riverside Division in 2011, all five divisions now have onsite self-help desks to provide <i>pro se</i> parties with free legal information, reference material, and <i>pro bono</i> support. The Court also makes rooms available for <i>pro bono</i> attorneys to provide legal advice to <i>pro se</i> debtors prior to Reaffirmation Agreement hearings at the Los Angeles, Santa Ana, Northern and San Fernando Valley Divisions.
8.	Make electronic locks and access to doors, elevators, and locations more universal, and limit physical keys and cipher locks.	<p>Judge Mund's office space in the San Fernando Valley has been outfitted with a full security package consisting of a monitor, an intercom, and a door release. This package, funded by the U.S. Marshals and installed by UDT, eliminates the need for visitors to use Judge Tighe's chambers entrance.</p> <p>In the Los Angeles Division, the Clerk's Office has begun installing card readers at the rear door of every bankruptcy courtroom as a security measure. Judges can unlock the rear door by using a card reader. Alternatively, the door can be unlocked by the card reader at the DECRO station. Similar projects are underway at the Riverside and Santa Ana Divisions.</p>

Human Resources

Obj.#	Objective	Accomplishments/Status
1.	Evaluate and modify, if necessary, the use of the telework program. (See also Case Management Objective #7).	<p>The Clerk's Office revised its telework program to include additional positions eligible to telework and increased the number of days select operations positions can telework up to 3 days per week.</p> <p>In addition, employees are no longer restricted to teleworking only during off-peak hours, they are now able to work during normal business hours.</p>
2.	Ensure a smooth transition as senior staff members retire.	<p>During 2011 the Court began developing a written succession plan. Educational programs were developed for future leaders and current members of management. The programs focus on leadership, communication, and technical skills. There are currently 68 staff members enrolled in these programs.</p>
3.	Recruit and retain a workforce consistent with the court's technology.	<p>The Court continued to use varied recruiting channels to recruit candidates with relevant training and experience, including utilizing online job boards and posting positions at local university campuses. A high percentage of new hires have computer skills and college degrees and/or relevant work experience, enabling these new hires to quickly become productive staff members. Employee retention continues to be relatively high.</p>
4.	Enhance training for all staff.	<p>With the expansion of the Staff Development Department in 2010, total training hours completed by Court staff for all four periods of 2011 increased significantly by 40 percent, from 5,104 hours to 8,544 hours. Several noteworthy training efforts which occurred during the year included: CM/ECF 4.1 and 4.2 upgrade training; the Ninth Circuit HR Conference; and the launch of the CACB Virtual University.</p> <p>Two new leadership development programs were launched: the Gateway Leadership Program for current managers, supervisors, team, and project leaders; and the Paths to Success program for aspiring leaders. Monthly classes and development activities are completed by participants in each program.</p> <p>Classroom training on desktop applications, including Microsoft Word and Excel, as well as Adobe Acrobat, was offered at all divisions. COOP and safety training continued for Floor Wardens and staff with COOP responsibilities throughout the year. Staff members from across the Central District were able to attend the offsite National Conference of Bankruptcy Clerks (NCBC) conference. IT staff attended the Technical User Group meeting in Las Vegas and the U.S. Probation and Pre-Trial Services National IT Conference in Los Angeles. Annual training on Constitution Day, IT Security Training, and the Winter Education Seminar continued to be conducted.</p>

Human Resources		
Obj.#	Objective	Accomplishments/Status
5.	Develop a new employee recognition program consistent with national guidelines.	<p>The Court implemented a new employee recognition program called Spot-on-Award for Recognition (SOAR).</p> <p>SOAR gives the opportunity for the Clerk's Office to recognize an employee's contribution to the performance of a team, division, or the entire district. Awards are given based on contributions to the Court in the areas of Customer Service, Outstanding Performance, Teamwork, Suggestions, Special Acts, and Special Service. Awards are divided into three categories: monetary, non-monetary, and time-off.</p> <p>The program also includes custom minted coins that are awarded by the Chief Judge or Clerk of Court for significant contributions.</p> <p>During 2011, the first year that the SOAR program was in place, a total of 372 awards were given to 201 employees district-wide.</p>
6.	Establish a mechanism for line staff to provide feedback to management staff.	<p>In 2011, the Court launched the formation of three Centers of Excellence: Process Improvement, Communication, and Employee Engagement. Members of each center were selected and will meet on a regular basis to identify projects which contribute to further enhancing the Court's performance.</p> <p>The Court participated in two surveys in 2011 designed to improve management and organizational excellence. As a result of these surveys, a suggestion box has been added to the internal website to provide employees an opportunity to provide feedback, ideas, or other suggestions.</p> <p>Also, a work smarter email account was created to provide an opportunity for staff to make suggestions to conserve costs throughout the Court.</p>
7.	Explore alternative work schedules for staff.	The Court offers telework opportunities for staff. An Emergency Telework Program was launched in 2009 to enable Operations staff, with prior approval, to work evenings and weekends when necessary.
8.	Implement digital time card and leave tracking/management systems.	A new digital timecard and leave tracking program is being evaluated with implementation expected in 2012.

Information Management		
Obj.#	Objective	Accomplishments/Status
1.	Expand CM/ECF to all constituents.	The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2012. The Court now provides online CM/ECF training modules to improve access for those interested in obtaining access to CM/ECF or improve their skills. By the end of 2011, a total of 3,082 attorneys had been registered to electronically file documents via CM/ECF.
2.	Reduce paper/printer costs.	<p>Among bankruptcy courts nationwide, the Central District had the lowest Bankruptcy Noticing Center (BNC) costs per case in 2011, at \$13.15 per case. By comparison with the national average of BNC costs per case (about \$29), the Court saved the judiciary more than \$2 million in 2011. The Court also has the highest percentage of creditors who receive electronic notices instead of paper notices (41 percent).</p> <p>New networked copiers were made available throughout the Court to enable duplex printing, eliminate the need for separate scanners and fax machines while reducing toner expense. The use of PDF files that can be viewed, either from e-mails or from the Court's website, continues to increase (e.g., judicial committee minutes, procedural manuals, reports, newsletters, etc.). The Court studied printing practices and costs to help the Court make business decisions on how to acquire supplies and services more effectively and efficiently reduce expenses.</p>
3.	Enable <i>pro se</i> e-filing safely and in accordance with applicable laws.	The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2012.
4.	Educate other bankruptcy courts regarding the benefits and advantages of the calendaring program CIAO! and other software developed by the Court.	<p>Judge Peter H. Carroll and members of the Clerk's Office provided an overview of CIAO! to a national panel from the AO and other courts in 2008. In 2009, a member of the Clerk's Office demonstrated CIAO! to the CM/ECF Next Generation task force.</p> <p>The AO ultimately decided to go with a competing calendaring program, and the Court has ceased promoting CIAO! to other courts, but continues to enhance features in CIAO! to serve the Court's own purposes.</p>
5.	Provide computer terminals in Clerk's Offices for <i>pro se</i> litigants to use for filing court documents electronically.	The Court began testing <i>Pro Se Pathfinder</i> , a national CM/ECF program for <i>pro se</i> filers to electronically file petitions, and will make it available at its self-help clinic in Los Angeles in 2012.
6.	Enable e-filing of proofs of claim by high volume claim filers such as the IRS.	The Court registered the IRS and other high-volume claim filers to electronically file claims through CM/ECF.
7.	Modify CIAO! so tentative rulings are easily included in the docket as findings of fact and conclusions of law in support of court findings.	The Court rolled out the Mobile Judicial Calendar with Tentative Rulings application in December 2011. The application allows users to view judges' calendars and tentative rulings on mobile devices such as iPhones, iPads, and Blackberries. Tentative rulings can be saved to a mobile device for viewing or printing with Adobe Acrobat or another PDF application.

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



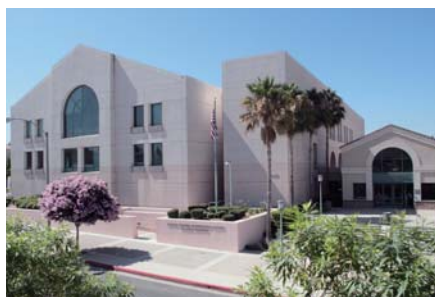
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