



ANNUAL REPORT



2015

United States Bankruptcy Court
Central District of California

Honorable Sheri Bluebond
Chief Judge

Kathleen J. Campbell
Executive Officer/Clerk of Court

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INTRODUCTION

EXECUTIVE SUMMARY

In 2015, the United States Bankruptcy Court for the Central District of California welcomed a new Chief Judge, developed creative ways of reaching out to the community, and used training and technology to adapt to a changing landscape. Highlights of the year include:

- In January, Judge Sheri Bluebond became the seventh Chief Bankruptcy Judge for the Central District. Chief Judge Bluebond succeeded Judge Peter H. Carroll, who had served as Chief Bankruptcy Judge since 2011. The Passing of the Gavel ceremony, held at the Ninth Circuit Court of Appeals in Pasadena on January 29, marked the transition.
- Judge Peter H. Carroll received an award from the Central District Consumer Bankruptcy Attorney's Association. The award, presented at the Passing of the Gavel ceremony, recognized Judge Carroll's awareness of and sensitivity to the needs of consumer debtors during his term as Chief Bankruptcy Judge.
- After 27 years on the bench, Judge Alan M. Ahart retired on January 1. He continued to serve the Court as a recalled judge.
- In March, Chief Judge Sheri Bluebond administered the oath of office to Judge Martin R. Barash. Judge Barash filled the judgeship left vacant by Judge Ahart's retirement. He serves in the San Fernando Valley Division.
- The Court's first Consumer Bankruptcy Litigation Practicum culminated in a mock hearing and reception on April 2. Over the course of the yearlong program, students gained real-life experience interviewing, counseling, and assisting self-represented parties.
- The Administrative Office of the U.S. Courts completed its cyclical financial and compliance audit of the Court. The audit found no deficiencies.
- The Central District was the subject of a Federal Judicial Center documentary video. An episode of the series "Court to Court," filmed at the Edward R. Roybal Federal Building and U.S. Courthouse in March, focused on the services the Court provides to the District's large *pro se* population.
- The Court received the Bronze Membership Award from the National Conference of Bankruptcy Clerks in recognition of achieving court membership between 25 and 49 percent.
- The Clerk's Office introduced Automatic Dismissal, a software program that reduces the manual labor associated with routine case dismissal.
- In March, the Court hosted a class on Automatic Docketing Interface scripting, welcoming a representative of the Administrative Office of the U.S. Courts and IT and Operations staff from bankruptcy courts across the country. Automatic docketing eliminates errors and reduces labor.
- In support of the Court's succession strategy, the new Passing the Baton Training Program ensured that the staff retained crucial knowledge and skills as a record number of employees retire. Subject matter experts from the Clerk's Office and chambers staff taught courses on court operations and case management.
- The Clerk's Office assembled the Workflow Analysis team to recommend improvements to workflow, processes, and procedures. The team, comprised of administrative and operational staff from throughout the District, delivered its preliminary findings in July.
- Executive Officer/Clerk of Court Kathleen J. Campbell graduated from the Federal Judicial Center's Judiciary Executive Leadership Program in October. The program aims to inspire experienced court unit executives, while disseminating new ideas and best practices.
- For the third consecutive year, the Court continued to support cost containment efforts through its popular shared administrative services program. Federal court units from across the nation took advantage of the Court's technological, operational, architectural, and video production offerings.
- In preparation for the completion of the new Los Angeles Courthouse, the Court continued to collaborate with federal agencies, contractors, and other court units on the Roybal Realignment Project.

OUR MISSION

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

OUR VISION

The United States Bankruptcy Court for the Central District of California will provide the highest quality of justice and service to the public by:

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



THE BANKRUPTCY JUDGES OF THE CENTRAL DISTRICT OF CALIFORNIA

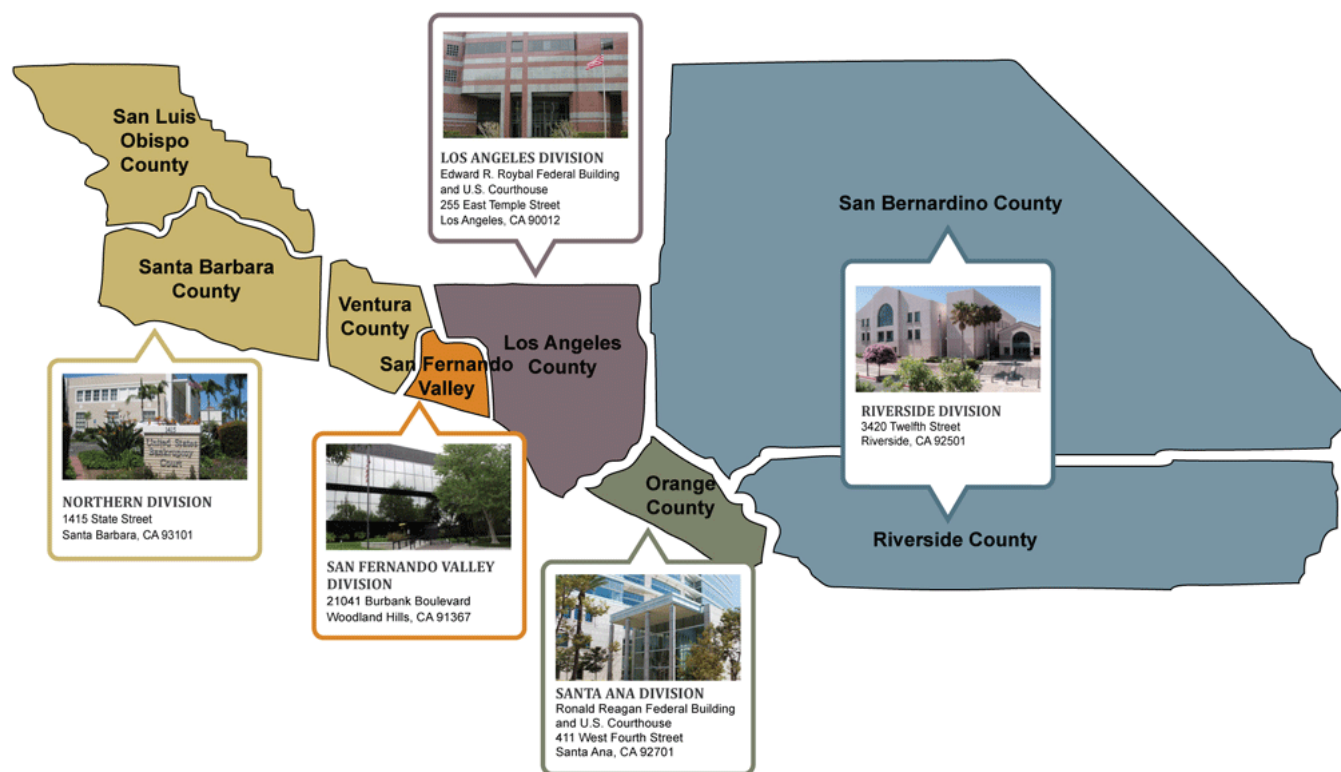


Top Row (left to right): Deborah J. Saltzman, Meredith A. Jury, Neil W. Bason, Ernest M. Robles, Victoria S. Kaufman, Scott C. Clarkson, Wayne Johnson, Martin R. Barash, Mark D. Houle, Mark S. Wallace

Middle Row (left to right): Erithe A. Smith, Catherine E. Bauer, Sandra R. Klein, Richard M. Neiter, Thomas B. Donovan, Julia W. Brand, Theodor C. Albert

Front Row (left to right): Robert N. Kwan, Maureen A. Tighe, Peter H. Carroll, Sheri Bluebond (Chief Judge), Vincent P. Zurzolo, Barry Russell, Scott H. Yun

IN PROFILE



DISTRICT PROFILE

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

Covering approximately 40,000 square miles, encompassing seven counties, and served by 24 judges, the U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. The Central District is comprised of five divisions: Los Angeles, Northern, Riverside, San Fernando Valley, and Santa Ana.

POPULATION SERVED

The Central District serves the residents of Los Angeles, Orange, Riverside, San Bernardino, Santa Barbara, San Luis Obispo, and Ventura Counties, with courthouses in Los Angeles, Riverside, Santa Ana, Santa Barbara, and Woodland Hills.

With a population of more than 19.4 million people, the Central District is home to nearly 50 percent of the state's population. According to the United States Census Bureau, the Central District 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).

JUDICIAL TRANSITIONS

JUDGE SHERI BLUEBOND APPOINTED CHIEF BANKRUPTCY JUDGE

On January 1, 2015, Judge Sheri Bluebond assumed the post of Chief Bankruptcy Judge for the Central District of California. Judge Bluebond succeeded Judge Peter H. Carroll, who had served as Chief Bankruptcy Judge since 2011. She is the seventh Chief Bankruptcy Judge for the Central District.

Judge Bluebond has served as a bankruptcy judge since 2001. In December 2014, Chief Circuit Judge Sidney R. Thomas announced her reappointment to a second term, effective February 1, 2015. Judge Bluebond received her Bachelor of Arts from University of California, Los Angeles (UCLA), graduating *summa cum laude*, and her Juris Doctor from the UCLA School of Law. There, she finished first in her class, served on the *UCLA Law Review*, and was inducted into the Order of the Coif. She became a fellow of the American College of Bankruptcy in 2012 and serves on the Executive and Bankruptcy Committees of the Los Angeles County Bar Association. Before her appointment to the bench, Judge Bluebond was a partner at the Los Angeles law firm of Irell & Manella LLP.



PASSING OF THE GAVEL

On January 29, 2015, the change of Chief Bankruptcy Judge for the Central District of California from Judge Peter H. Carroll to Judge Sheri Bluebond was commemorated at the Passing of the Gavel ceremony in Pasadena, California. The ceremony took place at the Richard H. Chambers United States Court of Appeals. Approximately 260 people were in attendance to celebrate the occasion. After Judge Carroll passed a ceremonial crystal gavel to Judge Bluebond, Chief District Judge George H. King read the order of appointment to Judge Bluebond and expressed his gratitude for Judge Carroll's partnership during his time as chief.



JUDGE PETER H. CARROLL PRESENTED WITH APPRECIATION AWARD

On January 29, 2015, Attorney Dennis McGoldrick presented Judge Peter H. Carroll with an Appreciation Award on behalf of the Central District Consumer Bankruptcy Attorney's Association (*cdcbaa*). The award was presented at the Passing of the Gavel ceremony at the Ninth Circuit Court of Appeals in Pasadena, California, in recognition of Judge Carroll's awareness and sensitivity to the unique needs of consumer debtors while he served as Chief Bankruptcy Judge.



JUDGE AHART RETIRES

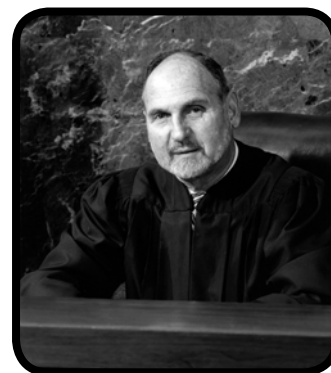
On January 1, 2015, Judge Alan M. Ahart retired after serving 27 years on the bench. Judge Ahart was appointed on April 4, 1988, and reappointed on April 4, 2002. He began serving as a recalled bankruptcy judge on January 2, 2015.



PASSING OF JUDGE ROBERT L. ORDIN

Judge Robert L. Ordin died on March 24, 2015, at the age of 90. Judge Ordin served on the bankruptcy bench from 1973 to 1983. His contributions to bankruptcy jurisprudence include the groundbreaking good faith opinion in *In re Victory Construction, Inc.*, 9 B.R. 549 (C.D. Cal. 1981). He was also nationally recognized as a legal scholar, authoring the seminal work *Contesting Confirmation – A Creditor's Perspective*, first published in 1993. Retitled *Ordin on Contesting Confirmation*, the book is now in its fifth edition and has become a standard reference resource for practitioners.

His obituary in the *Los Angeles Times* reported that his greatest joy in life was family and friends, and stated “he was fierce, funny, and for many, simply unforgettable.” Judge Ordin is survived by his wife, two daughters, son, two grandchildren, and extended family.



CENTRAL DISTRICT WELCOMES NEW BANKRUPTCY JUDGE MARTIN R. BARASH

On March 26, 2015, Chief Judge Sheri Bluebond administered the oath of office to Judge Martin R. Barash. Judge Barash fills the judgeship vacated by Judge Alan M. Ahart, who retired on January 1, and is assigned to the San Fernando Valley Division in Woodland Hills, California. Judge Barash brings over 20 years of legal experience to the bench. Prior to his appointment, Judge Barash was a partner at Klee, Tuchin, Bogdanoff & Stern LLP in Los Angeles since 2001. He first joined the firm as an associate in 1999, counseling parties in chapter 11 cases and litigating chapter 7 and chapter 11 bankruptcy cases. Earlier in his career, Judge Barash also worked as an associate at Stutman, Treister & Glatt P.C. in Los Angeles, and served as an adjunct professor of law at California State University, Northridge.

Born in Los Angeles, Judge Barash earned his Bachelor of Arts in 1989 from Princeton University, where he graduated *magna cum laude*, and his Juris Doctor in 1992 from the University of California, Los Angeles (UCLA) School of Law, where he served as member, business manager, symposium editor, and editor of the *UCLA Law Review*. Following law school, he clerked for Judge Procter R. Hug, Jr., of the United States Court of Appeals for the Ninth Circuit, from 1992 to 1993.



Chief Judge Sheri Bluebond and Judge Martin R. Barash

On September 24, 2015, Judge Barash's investiture was held at the San Fernando Valley Division. United States Marshal David M. Singer gave the opening of court, Judge Barash's children, Michael, William, and Daisy led the pledge of allegiance, and Executive Officer/Clerk of Court Kathleen J. Campbell called the calendar. Chief Bankruptcy Judge Sheri Bluebond and Chief District Judge George H. King welcomed the distinguished judges and agency heads in attendance, including 19 active and recalled bankruptcy judges from the Central District of California.

INVESTITURE OF JUDGE SCOTT H. YUN

On February 12, 2015, the investiture of the Honorable Scott H. Yun was held at the Riverside Division. Chief District Judge George H. King administered the oath of office to Judge Yun. Among those in attendance were District Judges Virginia A. Phillips and Jesus G. Bernal; Magistrate Judges David T. Bristow and Sheri Pym; Chief Bankruptcy Judge Sheri Bluebond; Bankruptcy Judges Barry Russell, Ernest M. Robles, Thomas B. Donovan, Erithe A. Smith, Meredith A. Jury, Peter H. Carroll, Theodor C. Albert, Richard M. Neiter, Robert N. Kwan, Catherine E. Bauer, Deborah J. Saltzman, Mark S. Wallace, Scott C. Clarkson, Wayne Johnson, Julia W. Brand, and Mark D. Houle; and Executive Officer/Clerk of Court Kathleen J. Campbell. A reception immediately followed.



*Chief District Judge George H. King and
Judge Scott H. Yun*

COMMITTEES, PROFILES, AND APPOINTMENTS

CENTRAL DISTRICT OF CALIFORNIA 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 and law clerks support the judicial committees.

The Court's judicial committees were comprised of the following members in 2015:

Executive Committee

Sheri Bluebond, Chair

Theodor C. Albert

Peter H. Carroll

Meredith A. Jury

Barry Russell

Maureen A. Tighe

Vincent P. Zurzolo

Alternative Dispute Resolution Committee

Barry Russell, Chair

Richard M. Neiter

Law Clerk: Lovee Sarenas

Case Management Committee

Maureen A. Tighe, Chair

Martin R. Barash

Julia W. Brand

Scott C. Clarkson

Mark D. Houle

Robert N. Kwan

Scott H. Yun

Chapter 13 Committee

Meredith A. Jury, Chair

Martin R. Barash

Catherine E. Bauer

Julia W. Brand

Mark D. Houle

Wayne Johnson

Community Outreach

Sandra R. Klein, Chair

Deborah J. Saltzman

Erithe A. Smith

Maureen A. Tighe

Law Clerk: Stephanie Rettier

Education & Training/Retreat

Deborah J. Saltzman, Chair

Neil W. Bason

Julia W. Brand

Erithe A. Smith

Mark S. Wallace

Scott H. Yun

IT Committee

Deborah J. Saltzman, Chair

Martin R. Barash

Neil W. Bason

Scott C. Clarkson

Mark D. Houle

Pro Se Committee

Maureen A. Tighe, Chair

Catherine E. Bauer

Sandra R. Klein

Ernest M. Robles

Vincent P. Zurzolo

Law Clerk: Hilda Montes de Oca

Rules Committee

Neil W. Bason, Chair

Theodor C. Albert

Martin R. Barash

Scott H. Yun

Space & Security Committee

Robert N. Kwan, Chair

Mark S. Wallace, Vice Chair

Peter H. Carroll

Wayne Johnson

Victoria S. Kaufman

Richard M. Neiter

JUDICIAL PROFILES

JUDICIAL PROFILE OF JUDGE NEIL W. BASON PUBLISHED

The July 28, 2015 issue of the Insolvency *Law e-Bulletin*, the electronic newsletter of the State Bar of California's Insolvency Law Committee, features a profile of Judge Neil W. Bason. The article, by attorneys Corey R. Weber, Uzzi O. Raanan, and Asa S. Hami, is the first in the newsletter's series of profiles of Ninth Circuit bankruptcy judges. It follows Judge Bason from his childhood in Washington, D.C., where he acquired an enduring interest in American history, to San Francisco, where he worked in private practice and as a law clerk for Bankruptcy Judge Dennis Montali, and then to Los Angeles, where he made the transition from bar to bench. Throughout the profile, Judge Bason reflected on diverse subjects, among them the inventions of Thomas Jefferson and George Washington, his own terms as co-vice chair and co-chair of the Insolvency Law Committee, his tips for attorneys, some of the differences between being a lawyer and being a judge, and his efforts to revise the model plan and disclosure statement for smaller chapter 11 cases.



JUDICIAL PROFILE OF JUDGE MEREDITH A. JURY PUBLISHED

The September 2015 issue of the Central District Consumer Bankruptcy Attorney's Association's (*cdcbaa*) newsletter features a profile of Judge Meredith A. Jury. The article, co-authored by *cdcbaa* President Nancy B. Clark and attorney Renee Sawyer Blume, takes an in-depth look at Judge Jury's career, focusing on her perspective as a woman in professions that have been historically dominated by men. Beginning with the judge's childhood in Valparaiso, Indiana, where her mother's observation of the "Golden Rule" was a formative influence, the profile follows her path to the bench. A *cum laude* and Phi Beta Kappa graduate of the University of Colorado, Judge Jury earned master's degrees in Economics and Education before enrolling in law school. In 1974, while studying law at University of California, Los Angeles (UCLA), Judge Jury began working at Best Best & Krieger as a summer law clerk; by 1976, the firm had made her its first female associate. She went on to become the firm's first female partner and the managing partner of its office in Ontario, California.



It was at Best Best & Krieger, at the suggestion of her mentor at the firm, Judge Jury learned the new bankruptcy law established by the passage of the Bankruptcy Reform Act of 1978. "His recommendation was that I needed a niche," Judge Jury remembers. "I needed something that would make me different than the other litigators at the firm for partnership reasons. So, it was at his recommendation that I learned the new law. I knew more about it the day it became effective than most of the lawyers that had been practicing for a long time. It was a very different law. I appeared in front of Judge David Naugle about 90 percent of the time. And he was happy to have a woman in his courtroom. He recognized that I knew the new law and the other attorneys did not. So, I had a leg up."

Though she says she never planned to be a judge, colleagues encouraged her to apply for judicial appointments in the Inland Empire, first at District Court and then at Bankruptcy Court. The Ninth Circuit appointed Judge Jury to her first term on the bench in November 1997. In the wide-ranging discussion of her judicial career that concludes the profile, Judge Jury discusses making the transition from representing creditors and trustees to adjudicating cases; her pragmatic approach to chapter 13s; the City of San Bernardino's ongoing chapter 9 case; being the senior bankruptcy judge in the Riverside Division; and the importance of family.

JUDICIAL PROFILE OF JUDGE RICHARD M. NEITER PUBLISHED

The January/February issue of *The Federal Lawyer* features a profile of Judge Richard M. Neiter. The article, by attorney Jeffrey C. Krause, focuses on Judge Neiter's five-decade career as a bankruptcy practitioner. It follows Judge Neiter from his childhood as a star sprinter at Hamilton High School in Los Angeles to his matriculation at the University of California at Los Angeles (UCLA) and the University of Southern California (USC) Gould School of Law, and then to his years as an attorney at Stutman, Treister & Glatt, where he made his transition to the bench.

At UCLA, Judge Neiter was an active member of the Pi Lambda Phi fraternity. After receiving his Bachelor of Science degree with honors from UCLA in 1959, he went directly to law school at USC, where he served as a member of the board of editors of the *Southern California Law Review* from 1960 until he received his Juris Doctor in 1962. He later served on the board of trustees at the Law School Alumni Center.

After law school, Judge Neiter joined Stutman, Treister & Glatt, a bankruptcy firm that specialized in business reorganization. Congress enacted the Bankruptcy Reform Act of 1978 nearly two decades into his career. As an attorney, Judge Neiter represented debtors and trustees in complex chapter X and chapter XI cases under the former Bankruptcy Act, as well as debtors in chapter 11 cases under the Bankruptcy Code. He was a mainstay at the firm for nearly 45 years, from 1962 until he took the bench in 2006. The profile cites Judge Neiter's strong work ethic, thorough preparation, intellect, and unusual combination of patience and decisiveness that make him an asset to the bench.



COMMITTEE APPOINTMENTS

JUDGE ERITHE A. SMITH CONTINUES TO SERVE ON THE COMMITTEE ON THE ADMINISTRATION OF THE BANKRUPTCY SYSTEM

In October 2015, Judge Erithe A. Smith was reappointed to serve as a member of the U.S. Judicial Conference's Committee on the Administration of the Bankruptcy System (Bankruptcy Committee). Charged with oversight of the bankruptcy system, the Bankruptcy Committee monitors and analyzes bankruptcy operations throughout the nation. It also makes recommendations to the Judicial Conference on the numbers and locations of bankruptcy judgeships, issues that affect the office of bankruptcy judge, the allocation of judicial resources to bankruptcy courts, and other matters. Judge Smith's term will end on October 1, 2018.



of Chief Bankruptcy Judges of the Ninth Circuit on January 1, 2015. Chief Judge Bluebond also began serving on the Executive Committee: Ninth Circuit Conference of Chief Bankruptcy Judges on October 1, 2015. Her term will end on December 31, 2018.

The conference, which meets twice per year, supports the effective and expeditious administration of justice and the safeguarding of fairness in the administration of the bankruptcy courts within the circuit and serves as a resource to the Judicial Council of the Ninth Circuit and its representatives to the Judicial Conference. To do so, it promotes the fair and prompt resolution of disputes, ensures the effective discharge of court business, prevents any form of invidious discrimination, enhances public understanding of, and confidence in, the Judiciary and the bankruptcy system and keeps apprised of and advises the Judicial Council on issues which may affect these goals.



CHIEF JUDGE SHERI BLUEBOND AND JUDGE PETER H. CARROLL SERVE ON THE CONFERENCE OF CHIEF BANKRUPTCY JUDGES OF THE NINTH CIRCUIT

Judge Peter H. Carroll served on the Ninth Circuit Conference of Chief Bankruptcy Judges and the Executive Committee: Ninth Circuit Conference of Chief Bankruptcy Judges until his term ended on September 30, 2015. Succeeding Judge Carroll, Chief Judge Sheri Bluebond was appointed to serve on the Conference



JUDGES TIGHE AND BAUER REAPPOINTED TO NINTH CIRCUIT *PRO SE* LITIGATION COMMITTEE

In October 2015, Judges Maureen A. Tighe and Catherine E. Bauer were reappointed to the Ninth Circuit *Pro Se* Litigation Committee. Pursuant to its mission, the Ninth Circuit *Pro Se* Litigation Committee considers the impact on unrepresented litigants and makes recommendations with respect to improving the administration of such cases. Their terms will end on September 30, 2017.

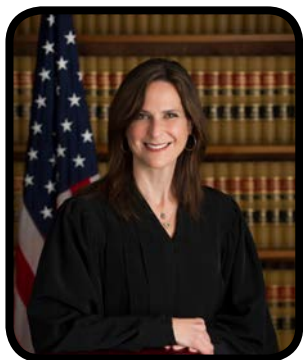
JUDGE RICHARD M. NEITER SERVES ON THE NINTH CIRCUIT ALTERNATIVE DISPUTE RESOLUTION COMMITTEE

Judge Richard M. Neiter continued his service on the Ninth Circuit Standing Committee on Alternative Dispute Resolution (ADR) through September 2015. The committee produces educational materials on ADR for the benefit of the Ninth Circuit's district and bankruptcy judges and aids in developing and expanding ADR programs within the Circuit.



JUDGE DEBORAH J. SALTZMAN SERVES ON THE CM/ECF NEXTGEN WORKING GROUP

Judge Deborah J. Saltzman serves as a member of the national Case Management/Electronic Case Files (CM/ECF) NextGen Working Group. The group includes five bankruptcy judges. The purpose of the NextGen Working Group is to review functional requirements and design documents for a new application related to how work is done in CM/ECF, and to review policy questions and make recommendations concerning whether policy issues should be referred to the Court Administration and Case Management Committee's Next Generation Subcommittee. Judge Saltzman provided regular updates to the Court's IT Committee and CM/ECF Committee throughout 2015.



Judge Deborah J. Saltzman



Judge Sandra R. Klein

JUDGES SALTZMAN AND KLEIN SERVE ON THE NINTH CIRCUIT COURTS & COMMUNITY COMMITTEE

Judge Deborah J. Saltzman served on the Ninth Circuit Courts & Community Committee until her term ended on September 30, 2015, and was succeeded by Judge

Sandra R. Klein on October 1, 2015. Charged with educating the public about federal courts, the Ninth Circuit Courts & Community Committee promotes community outreach programs and cultivates relationships between the courts and media.



JUDGES BRAND, CLARKSON, AND BARASH SERVE ON THE NINTH CIRCUIT BANKRUPTCY JUDGES EDUCATION COMMITTEE

Judges Julia W. Brand, Scott C. Clarkson, and Martin R. Barash serve on the Ninth Circuit Bankruptcy Judges Education Committee. The Ninth Circuit Bankruptcy Judges Education Committee was formed more than 20 years ago to provide an educational program exclusively related to bankruptcy topics. Members are either elected by their peers or volunteer to serve three-year terms. The committee consists of six or seven bankruptcy judges from the Ninth Circuit who work together to create a pre-conference program that is presented at the annual Ninth Circuit Judicial Conference. Members of the committee also participate in an annual review of Ninth Circuit bankruptcy decisions and in the annual New Judges Orientation. Judge Brand currently serves as the chair and her term will end on September 30, 2016. Judge Clarkson's term will end on July 31, 2016 and Judge Barash's term will end on September 30, 2018.

JUDGE GERALDINE MUND SERVES ON THE ADVISORY COUNCIL FOR THE NINTH JUDICIAL CIRCUIT HISTORICAL SOCIETY

Judge Geraldine Mund continues to serve on the Advisory Council for the Ninth Judicial Circuit Historical Society (NJCHS) Committee. The NJCHS was founded in 1985 to collect, preserve, and present to the public the history of law in the western United States and the Pacific Islands. The organization also educates children and the general



public about the judicial system, the rule of law, and other civic values. As a longtime member on the NJCHS, Judge Mund has been instrumental in overseeing the national implementation of oral histories for bankruptcy judges and attorneys, constructing NJCHS's Strategic Plan, and much more.

JUDGE PETER H. CARROLL SERVES ON THE NINTH CIRCUIT IT COMMITTEE

On December 4, 2014, Judge Peter H. Carroll was appointed to the Ninth Circuit Information Technology Committee through September 30, 2017. The Ninth Circuit IT Committee discusses IT trends and directions, establishes guidelines and makes recommendations for implementation of new initiatives within the Ninth Circuit, and demonstrates new technologies which can be beneficial to Ninth Circuit courts. Additionally, the Ninth Circuit IT Committee discusses training court staff on new software, hardware, processes, and mandated procedures.



EXECUTIVE OFFICER/CLERK OF COURT KATHLEEN J. CAMPBELL SERVES ON THE NINTH CIRCUIT COURTS & COMMUNITY COMMITTEE AND AO'S HUMAN RESOURCES ADVISORY COUNCIL

Executive Officer/Clerk of Court Kathleen J. Campbell continues to serve on the Ninth Circuit Courts & Community Committee. As a member of the Ninth Circuit Courts & Community Committee, Ms. Campbell aided in educating the public about the work of the federal courts by promoting community outreach programs and facilitating relations between the courts and the news media. Ms. Campbell's term on the Ninth Circuit Courts & Community Committee ends on September 30, 2016.



Ms. Campbell also continued to represent the Ninth Circuit on the Administrative Office of the U.S. Courts' (AO) Human Resources Advisory Council (HRAC). HRAC provides advice to the AO on the needs and views of court and federal public defender organization constituents concerning crosscutting, judiciary-wide human resources matters, including operational personnel management, core and supplemental benefits administration, training, work measurement, employee relations, fair employment practices, statistics, and other program areas. Ms. Campbell's term on the HRAC ended on December 31, 2015.

BERYL DIXON SERVED ON THE HUMAN RESOURCES SPECIALISTS ADVISORY GROUP

Officer of Planning and Personnel Management Beryl Dixon served on the national Human Resources Specialists Advisory Group (HRSAG). The HRSAG's mission is to provide the Administrative Office of the U.S. Courts with advice, assistance, and recommendations regarding human resources, payroll, and benefits administration on an ongoing basis, in order to enhance the quality and timeliness of service to the courts. Ms. Dixon's term ended on December 31, 2015.



SANDI BRASK SERVED ON THE BANKRUPTCY METHODS ANALYSIS PROGRAM WORKING GROUP

Special Projects Manager Sandi Brask served on the Bankruptcy Methods Analysis Program (BMAP) Working Group. The 10-member group collects, reviews, and recommends selected court practices that increase the efficiency or effectiveness of bankruptcy clerk's offices. The BMAP Working Group meets in person up to three times per year and keeps in touch through periodic conference calls. Ms. Brask's appointment ended on December 31, 2015.



HERBERT SEALES SERVES AS CO-CHAIR OF THE GREATER LOS ANGELES AREA FEDERAL EXECUTIVE BOARD (GLAFEB)

Since 2013, Administrative Specialist and COOP Coordinator Herbert Seales has served as co-chair for the Federal Executive Board COOP Working Group.

The GLAFEB Continuity Working Group is a standing entity established in 2006 to:

- Promote the development of continuity plans and enhance the federal partners' overall emergency preparedness for a wide-range of potential emergencies as mandated in Homeland Security Presidential Directive-20, *National Continuity Policy*, the *National Continuity Policy Implementation Plan*, and Federal Continuity Directive-1 (FCD-1), *Federal Executive Branch National Continuity Program and Requirements*.
- Promote agency emergency preparedness and employee readiness among federal, non-federal government, and private organizations through partnerships and preparedness activities.

Working with this group has afforded the Court additional resources in the collective regional effort of preparing for emergencies. Mr. Seales' appointment will end in 2018.

CLERK'S OFFICE STAFF SERVES THE NCBC

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



Sandi Brask Served on NCBC Education Committee

In October 2014, Special Projects Manager Sandi Brask was appointed to the NCBC Education Committee for the 2015 NCBC Conference, which is tasked with developing the educational content of the 2015 meeting.



Jan Zari Serves as Editor of the NCBC Newsletter

On September 15, 2014, Administrative Specialist Jan Zari was appointed as the *Impact* Editor for the NCBC. As *Impact* Editor, he chairs the NCBC Editorial Committee and serves on the NCBC Board. The *Impact* is the official newsletter of the NCBC and is distributed to all members. The *Impact* newsletter includes updates from the NCBC Board and the various activities of the organization, as well as news and updates from the Administrative Office of the U.S. Courts and from local courts across the nation. Mr. Zari's appointment will end in December 2018.



Jennifer Paro Serves as NCBC Historian

Courtroom Technology Specialist Jennifer Paro serves as the NCBC Historian. Ms. Paro maintains the NCBC's existing historical records and documents its activities in photographs, videos, and audio recordings. Serving jointly with long-time NCBC Historian Mary Lynn Wilson, Ms. Paro focuses on digitizing the association's existing historical documents and recording oral histories, among other duties. Ms. Paro's three-year term will end in 2016.



Jessica Garibay Serves as Ninth Circuit Liaison of the NCBC

In 2014, Executive Assistant Jessica Garibay was appointed to serve as the Ninth Circuit Liaison by the President of NCBC, with the consent of the Board of Governors. As the Ninth Circuit Liaison, her duties consist of representing the Circuit constituency, coordinating NCBC activities within the Circuit, chairing meetings and teleconferences with the NCBC Board, and disseminating membership and other information as necessary. Jessica's appointment will end in December 2016.



Sabrina Palacio-Garcia Serves on the NCBC Board of Governors

Self Help Desk Team Leader Sabrina Palacio-Garcia was elected by NCBC members to the Board of Governors in July 2014. As a member of the Board of Governors, Ms. Palacio-Garcia is responsible for completing at least one project assigned or designated by the President of NCBC or agreed upon by a majority vote of the Board of Governors. Additionally, Ms. Palacio-Garcia was selected to chair the Membership Committee by the President of NCBC. Ms. Palacio-Garcia's two-year term will end in 2016.



Myeasha Miller



Monica Yepes

Myeasha Miller and Monica Yepes Appointed as NCBC Local Representatives

In December 2014, Customer Service Representative Myeasha Miller and Operations Support Clerk Monica Yepes were appointed to two-year terms as NCBC Local Representatives. In addition to acting as the Court's local contact for the annual NCBC Conference, as NCBC Local Representatives, Ms. Miller and Ms. Yepes work with the Ninth Circuit Liaison to promote and increase NCBC membership and participation within the Court. Ms. Miller's and Ms. Yepes' term will end in 2016.

JUDICIAL CASELOAD

BANKRUPTCY FILINGS

A total of 46,523 bankruptcy cases were filed in the Central District of California during the 12-month period ending December 31, 2015, an 18.9 percent decrease from the previous year's 57,356 filings. Filings for all chapters continued to decline. However, the rate of decline for chapters 11 and 13 was significantly less than it was between 2013 and 2014.

Chapter 7 filings, which decreased by 22.8 percent to 35,266 filings in 2015, accounted for 75.8 percent of all petitions filed district-wide. Chapter 7 filings also accounted for 78.6 percent of all business filings and 75.7 percent of all nonbusiness filings in 2015.

Chapter 11 filings decreased 8.4 percent to 460. Chapter 11 cases, which typically require more judicial resources than cases that are filed under other chapters, accounted for approximately 1 percent of all petitions filed in 2015, slightly higher than the percentage of chapter 11 filings in 2014. Over 62 percent of all chapter 11 petitions were business cases.

Chapter 13 filings decreased 3.1 percent to 10,791 filings in 2015. Chapter 13 petitions accounted for 23.2 percent of all filings in 2015, up from 19.4 percent in 2014. Chapter 13 petitions also accounted for 23.9 percent of all nonbusiness filings and 5.6 percent of all business filings in 2015.

The number of bankruptcy petitions terminated by the Central District in 2015 dropped 18.4 percent to 50,599. Because terminations exceeded filings in 2015, there were 42,415 cases pending in December 2015, which was 8.8 percent less than the number of cases pending in December 2014.

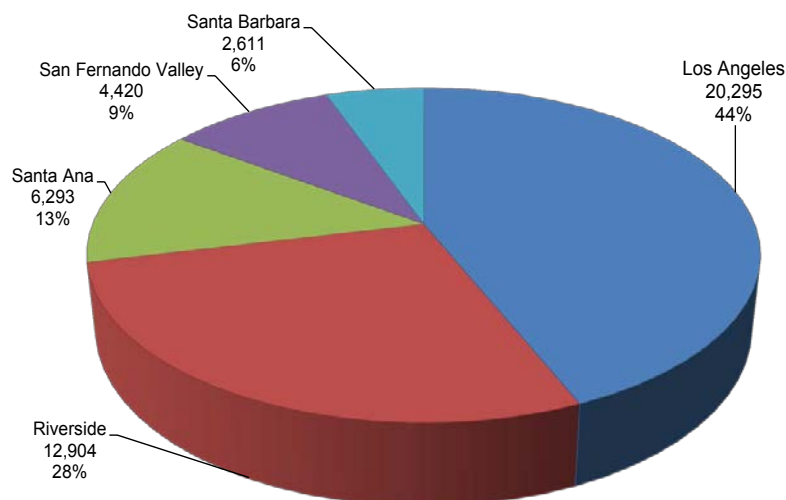
According to the national filing data released by the Administrative Office of the U.S. Courts, during the 12-month period ending December 31, 2015, the Central District of California received 3.4 percent less bankruptcy filings than the District with the highest total filings, the Northern District of Illinois. The Central District of California led the nation with the highest total of business filings, and ranked second in non-business filings. Bankruptcy filings in the Central District of California account for over 5 percent of the nation's filings.

CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2015

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	65,856	49,451	789	2	15,611	3
2009	108,647	83,656	1,126	9	23,853	3
2010	142,726	109,415	1,123	13	32,174	1
2011	134,501	99,170	1,165	9	34,154	3
2012	105,515	81,128	904	7	23,473	3
2013	75,581	61,127	725	2	13,726	1
2014	57,356	45,710	502	3	11,140	1
2015	46,523	35,266	460	5	10,791	1
Percent Change 2014 - 2015	-18.9%	-22.8%	-8.4%	66.7%	-3.1%	0.0%

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

CENTRAL DISTRICT OF CALIFORNIA Total Bankruptcy Filings By Division 2015



CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2015

Year	Filed				
	Total	Nonbusiness	Business	Closed	Pending
2008	65,856	62,345	3,511	40,414	51,461
2009	108,647	103,539	5,108	85,719	74,443
2010	142,726	137,363	5,363	135,153	82,059
2011	134,501	130,188	4,313	146,224	70,383
2012	105,515	102,006	3,509	110,014	65,962
2013	75,581	72,896	2,685	90,429	51,136
2014	57,356	55,321	2,035	62,024	46,482
2015	46,523	44,653	1,870	50,599	42,415
Percent Change 2014 - 2015	-18.9%	-19.3%	-8.1%	-18.4%	-8.7%

ADVERSARY PROCEEDINGS

During the 12-month period ending December 31, 2015, adversary proceedings decreased 3 percent to 1,922 from the previous year's total of 1,981.

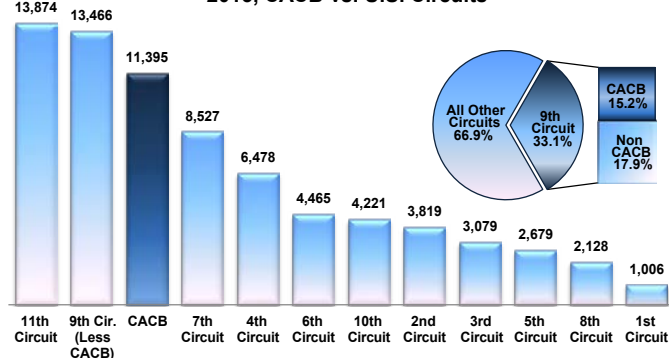
The number of adversary proceedings terminated in 2015 declined by 20.4 percent to 1,945 from 2,444 terminated in 2014. Pending adversary proceedings fell 0.8 percent, from 2,592 in 2014 to 2,570 in 2015.

PRO SE FILINGS

The Central District of California led the nation in both the number and percentage of *pro se* filings for the 12-month period ending December 31, 2015. The Central District's rate of *pro se* filings for the year was 24.5 percent, nearly three times the national average of 8.9 percent and 6.5 percentage points higher than the next-highest District, the Middle District of Florida, with 18 percent. The Central District handled 15.1 percent of the nation's *pro se* bankruptcy filings. Excluding the remainder of the Ninth and Eleventh Circuits, the Central District alone handled more *pro se* filings than all remaining individual circuits. It had more *pro se* filings than the entire First, Third, Fifth, and Eighth Circuits combined.

Of the 46,523 bankruptcy cases filed in the District, 11,395 were filed by *pro se* filers. Chapter 13 petitions had the highest *pro se* percentage with 37.5 percent, followed by chapter 7 petitions, of which 20.8 percent were filed by *pro se* parties. Chapter 11 had the smallest percentage of *pro se* filings with 5.7 percent.

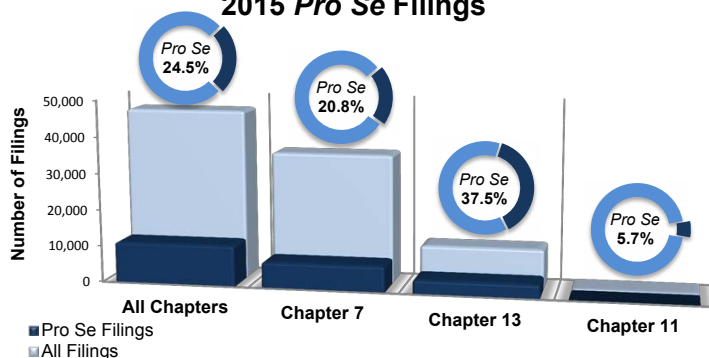
Pro Se Bankruptcy Cases Filed During Calendar Year 2015, CACB vs. U.S. Circuits



CENTRAL DISTRICT OF CALIFORNIA ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2015

Year	Filed	Closed	Pending
2008	2,976	2,286	3,211
2009	5,057	2,254	6,014
2010	4,853	5,350	5,521
2011	4,927	6,133	4,394
2012	3,670	4,450	3,632
2013	2,834	3,434	3,042
2014	1,981	2,444	2,579
2015	1,922	1,945	2,570
Percent Change			
2014 - 2015	-3.0%	-20.4%	-0.3%

**U.S. Bankruptcy Court, Central District of California
2015 Pro Se Filings**



CENTRAL DISTRICT OF CALIFORNIA PRO SE CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2015

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	15,095	8,198	74	2	6,821	0
2009	25,904	15,526	112	0	10,266	0
2010	36,731	22,093	98	1	14,538	1
2011	38,098	21,594	78	0	16,426	0
2012	28,731	18,230	60	1	10,440	0
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
Percent Change						
2014 - 2015	-14.5%	-22.5%	-13.3%	0.0%	5.0%	-100%

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

COURT EVENTS AND COMMUNITY OUTREACH



COURT HOSTS CONSUMER BANKRUPTCY LITIGATION PRACTICUM, MOCK HEARINGS, AND RECEPTION

In 2014, Judge Sandra R. Klein, chair of the Court's Community Outreach Committee, announced the launch of the Consumer Bankruptcy Litigation Practicum (CBLP) to be offered to Loyola Law School students. The CBLP is a two-semester program during which students gain real-life experience interviewing, counseling, and assisting self-represented individuals. This course is comprised of two four-unit semesters. The second semester was held in the spring of 2015. During the spring semester, the students worked 16 hours each week with Public Counsel, and assisted in providing volunteer support to parties visiting the Los Angeles Self-Help desk. To fulfill their writing requirement, they prepared three simple pleadings (e.g., a complaint, an answer, a simple motion) and maintained a weekly journal of their activities at Public Counsel.

On April 2, 2015, the Court hosted a mock hearing and reception for the inaugural class of the CBLP. The students took part in mock hearings before Judge Klein. After receiving feedback from Judge Klein, Professor Anne Wells, and the students' coaches, Christian Cooper and Sloan Youkstetter, the students took a tour of Judge Klein's chambers.

Approximately 50 people participated in the reception, including Chief Judge Sheri Bluebond and Judges Barry Russell, Ernest M. Robles, Julia W. Brand, Neil W. Bason, and Martin R. Barash. Executive Officer/Clerk of Court Kathleen J. Campbell and members of her staff also participated. In addition, attorneys from all over the Central District and law clerks showed their support by attending.



THE LOS ANGELES DIVISION HOSTS LAW DAY CELEBRATION

On April 24, 2015, more than 90 high school students who are members of Junior State of America (JSA), a nonprofit, nonpartisan organization for students interested in politics, government, foreign affairs, and the law, attended the Law Day celebration at the Los Angeles Division. Judges Barry Russell, Sandra R. Klein, Julia W. Brand, and Martin R. Barash participated in the daylong event.

The celebration began with a jobs panel, which featured speakers from the District Court, the Federal Bureau of Prisons, and the Offices of the United States Attorney, Federal Public Defender, and U.S. Marshals Service. The speakers discussed their backgrounds and educations, how they acquired their jobs, and what they liked the most and the least about their work. Following the jobs panel, Judge Klein provided a financial literacy presentation, which included video and audio clips to highlight important information such as budgeting and saving; using credit, debit, and prepaid cards; and credit reports and scores. The presentation also included a discussion of student loans and bankruptcy.

The Bankruptcy Court then hosted a Power Lunch, during which judges, lawyers and other professionals shared lunch with the students and discussed the law and the legal profession. The Power Lunch concluded with a spirited game of *Legal Jeopardy!* which is played like *Jeopardy!*, but with categories such as "Bill of Rights" and "Who's Who in the Courtroom." The last event of the Law Day celebration was a mock trial involving a criminal "texting-while-driving" case. The students played all of the roles in the trial including the judge, prosecutor, defense attorney, courtroom deputy and jurors. District Judge John A. Kronstadt assisted the student judge and provided information about trial practices and procedures.



NORTHERN DIVISION HOSTS POWER LUNCH

On May 8, 2015, the Northern Division hosted a Power Lunch. The event was attended by eight bankruptcy and state court judges, as well as representatives of the Bankruptcy Court, the U.S. Trustee's Office, the Santa Barbara County District Attorney's Office, the U.S. Marshals Service, the local federal bar association, the U.S. Secret Service, and 14 volunteers. During the Power Lunch, the volunteers met with small groups of school students over lunch and shared their experiences about law, the legal system, and their careers. In addition to lunch, the event included a slide show that highlighted the judges in attendance, a keynote speaker, a rousing game of *Legal Jeopardy!* and a tour of the courtrooms and chambers.



CHIEF JUDGE BLUEBOND AND JUDGE BRAND HOLD MOCK TRIALS FOR FOURTH GRADE STUDENTS

On April 20, 2015, Chief Judge Sheri Bluebond and Judge Julia W. Brand hosted a mock trial at the Los Angeles Division for Canfield Elementary School's fourth grade class. As students have done for several years

in Judge Maureen A. Tighe's Woodland Hills courtroom, the fourth graders acted out the trial of Goldilocks and the Three Bears, taking on the roles of the plaintiff, defendant, attorneys, jurors, and officers of the Court. The class split into two groups, each of which reached a different verdict.

JUDGES JOHNSON, HOULE, AND YUN PARTICIPATE IN SPEECH AND DEBATE TOURNAMENT

To further community outreach efforts in the Inland Empire, Judges Wayne Johnson, Mark D. Houle, and Scott H. Yun volunteered to assist in one of the largest speech and debate tournaments in the country. The Inland Club Challenge was held in Highland, California, from February 18 through 21, 2015. Over 400 homeschooled students at the junior high and high school levels from states throughout the country competed at the annual four-day tournament in 14 speech events and three forms of debate, including the Lincoln Douglas Value Debate, Parliamentary Debate, and Team Policy Debate. The students sought to qualify for the national invitational tournament of champions that occurred later in the year in South Carolina.

Judge Johnson spent many hours coaching local students prior to the tournament and working with the volunteer staff of parents who sponsored the tournament. On the final day of the tournament, Judges Houle and Yun served as judges for the finals of the Lincoln Douglas Value Debate competition. One hundred and twenty-six students competed in the Lincoln Douglas Value Debate and, after eight preliminary and out-rounds, Judges Houle and Yun served on a distinguished panel with others that decided the ninth and final round between the top two competitors. The resolution debated in the final round was "Resolved: When in conflict, an individual's freedom of speech should be valued above a community's moral standards." The affirmative speaker won that final round.

COMBINED FEDERAL CAMPAIGN PARTICIPATION

In 2015, the Court continued to raise money through employee participation in and contributions to the Combined Federal Campaign (CFC), which promotes and supports philanthropy through its employee-focused, cost-efficient, and effective programs. CFC is the



world's largest and most successful annual workplace charity campaign. Pledges support eligible nonprofit organizations that provide health and human service benefits throughout the world. CFC contributions by division were as follows: Los Angeles - \$9,190; San Fernando Valley - \$5,154; Riverside - \$5,300; Santa Ana - \$1,793; and Santa Barbara - \$800, for a grand total of \$22,237.



COURT HONORS EMPLOYEES AT ANNUAL AWARDS CEREMONIES

The Court honored Clerk's Office employees at the Central District's annual awards ceremonies, held at all five divisions in September 2015. The awards recognized employees' outstanding service to the public and dedication to the Court.

Length of service awards recognized employees and judges who reached milestones in their careers in government service. Staff members who distinguished themselves by exceptional work during the past fiscal year received special service awards.





REMEMBERING JAMES T. KING

A special event to honor the life of attorney James T. King, sponsored by the Central District Consumer Bankruptcy Attorney's Association (*cdcbaa*) and Public Counsel, was held on the afternoon of April 16, 2015, in Judge Robert Kwan's courtroom at the Los Angeles Division. Mr. King's *pro bono* activities, assistance with the Court's self-help clinics, and contributions to educational programs made him a vital member of the local bankruptcy community.



Approximately 40 guests, including judges, trustees, colleagues, family members, friends, and court staff attended the memorial, remembering Mr. King. As they recounted their memories of Mr. King, all of the speakers highlighted his many years of service to the legal community and *pro bono* organizations. Public Counsel Senior Staff Attorney Magdalena Bordeaux remarked that Mr. King "gave from the heart" and "always strived to open doors to new attorneys and new people." Judge Robert N. Kwan spoke about naming the Bankruptcy Inn of Court and described how Mr. King first helped to organize the James T. King Bankruptcy American Inn of Court.



Uchechi Egeonuigwe, W. Sloan Youkstetter and Judge Vincent P. Zurzolo, Gail Higgins, Phil Metzinger, and Ruben Escalante

LASAROW AWARDS HONOR SELF-HELP DESK VOLUNTEERS IN CENTRAL DISTRICT

On December 3, 2015, Public Counsel hosted the 2015 William J. Lasarow Awards in the lobby of the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. Public Counsel holds the annual awards and reception to recognize volunteers serving the *pro se* bankruptcy population throughout the Central District. Public Counsel's Senior Staff Attorney Magdalena Bordeaux opened the ceremony, thanking the volunteers for their service and highlighting the way the Central District is used as a model for self-help programs across the country.

Retired Bankruptcy Judge William J. Lasarow and his wife Marilyn were among the more than 65 guests in attendance, including Chief Bankruptcy Judge Sheri Bluebond and Bankruptcy Judges Vincent P. Zurzolo, Thomas B. Donovan, Victoria S. Kaufman, Robert N. Kwan, Catherine E. Bauer, Sandra R. Klein, and Scott H. Yun. After a moment of silence in remembrance of the victims of the shooting that had taken place in San

Bernardino one day earlier, Judge Zurzolo addressed the need to show compassion and love as the best response to a tragic event, and said that the work of *pro bono* attorneys was a fitting example of “showing compassion and love” to the community.

Judge Zurzolo also praised the partnership between the Court and its *pro bono* community, based on a shared commitment to serving the population of the Central District. Each of the five organizations operating Self-Help Desks district-wide honored an outstanding volunteer for 2015. The honorees were: for Public Counsel in Los Angeles, W. Sloan Youkstetter; for the Legal Aid Foundation of Santa Barbara County in the Northern Division, Uchechi Egeonuigwe; for the Public Service Law Corporation in the Riverside Division, Ruben Escalante; for Public Law Center in Santa Ana, Phil Metzinger; and for Neighborhood Legal Services of Los Angeles County in the San Fernando Valley, Gail Higgins. The volunteers shared personal stories from their experiences as volunteers, and spoke about the lasting satisfaction they have gained from giving back to the community through *pro bono* service.



Judge Scott H. Yun



Judge Barry Russell



Judge Julia W. Brand

BANKRUPTCY JUDGES PRESIDE OVER NATURALIZATION CEREMONIES

Eight bankruptcy judges from the Central District presided over naturalization ceremonies in 2015. Judges Barry Russell, Meredith A. Jury, Theodor C. Albert, Catherine E. Bauer, Scott C. Clarkson, Sandra R. Klein, Julia W. Brand, and Scott H. Yun each led the swearing-in of new citizens in ceremonies throughout the year at the Los Angeles Convention Center, City National Grove of Anaheim, and Ontario Convention Center.



SAN FERNANDO VALLEY HOSTS MOCK TRIAL FOR ELEMENTARY SCHOOL STUDENTS

On June 10, 2015, Judge Maureen A. Tighe and Judge Martin R. Barash hosted a successful mock trial, *The People of the State of California v. Goldilocks*, for over 80 students from CHIME Charter Elementary School in Woodland Hills. The students showcased their talents by acting out a number of roles during trials held in three courtrooms. After court convened, there was a Q&A session and a tour of chambers.

and U.S. Courthouse, and took them on a “behind-the-scenes” tour. After the Free Legal Clinic volunteers explained the services they provide to self-represented parties, the students toured the Intake and Operations floor as the Santa Ana Clerk’s Office employees described their roles with the Court, reviewed the basic concepts of bankruptcy, and reflected on the importance of providing service to the public.

After the tour of Operations, Judge Catherine E. Bauer welcomed the students into her courtroom, where she answered their questions and shared her experiences as a bankruptcy judge. Judge Mark S. Wallace joined them to discuss the history of bankruptcy. Both judges also shared the stories of their journeys to the bench. Each student had an opportunity to put on the judge’s robe and have his or her picture taken sitting in the judge’s chair. Afterwards, Judge Bauer gave the students a tour of her chambers and introduced them to her law clerk, Anthony Greene, who talked about going to law school and working with the judge. The tour came to an end at the judges’ conference room, where the welcoming committee fielded questions from the students, explained the variety of career opportunities available at the Court, and encouraged the group to stay in touch for future internship opportunities.

NORTHERN DIVISION HONORS CONSUMER DEBT AND BANKRUPTCY CLINIC VOLUNTEERS

The Northern Division hosted an appreciation luncheon on September 25, 2015, to honor the volunteer attorneys from the Northern Division’s Consumer Debt and Bankruptcy Clinic. Earlier in the month, the clinic’s sponsor, Santa Barbara County Legal Aid Foundation, successfully tested a pilot program that will provide free legal assistance to parties at the San Luis Obispo County Courthouse by video feed from the Northern Division clinic. This program enables self-represented clinic patrons to receive free legal assistance without having to travel to Santa Barbara.



STUDENTS FROM SAMUELI ACADEMY VISIT SANTA ANA DIVISION

On October 16, 2015, ninth grade students from Samuelli Academy visited the Santa Ana Division. A welcoming committee from the Clerk’s Office met the students, told them about the history of the Ronald Reagan Building



CONSTITUTION DAY ESSAY CONTEST

Working in conjunction with the Los Angeles Chapter of the Federal Bar Association (FBA), the Community Outreach Committee, chaired by Judge Sandra R. Klein, hosted an essay contest in celebration of Constitution Day. The contest, "Our Constitution: What the American Dream Means to Me," was open to high school students in the Central District of California.

In January 2015, Judge Klein began working with members of the Clerk's Office staff to develop the rules and the submission process, publicize the event to schools, prepare webpages, and coordinate volunteers to judge the entries. Judge Klein, Administrative Specialist Oliver Hall, and members of the FBA visited local high schools to discuss the contest and answer students' questions. Essays were submitted by June 1.

The Court received over 120 submissions, of which 90 met all the contest's criteria. These were read and evaluated by members of the FBA. A panel of six judges determined the top three essays, and cash prizes were awarded to the winners, who attended a special ceremony in Los Angeles on September 15. During the ceremony, the first-place contest winner, Emily Filkin from North Hollywood High School, read her essay to the audience of families, teachers, judges, lawyers, and other professionals. The winning entries were published on the Court's website.



Andrea Gomez



Otoniel Gonsales



Jennifer Wright

CLERK'S OFFICE VOLUNTEERS PUBLICIZE THE COURT'S *PRO SE* RESOURCES

The Court continued to publicize the self-help desks, the Call Center, Debtor Electronic Bankruptcy Noticing (DeBN), and the Electronic Self-Representation (eSR) program in presentations to community and nonprofit groups serving low-income people and senior citizens. Throughout September and October 2015, volunteers from the Clerk's Office staff promoted the Court's resources for *pro se* debtors by distributing flyers and making presentations across the Central District. Courtroom Services Operations Manager Winnie Diep-Shen; Records and Reproduction Clerk Diana Fierro; Courtroom Deputy Emma Gonzalez; Self Help Desk Team Leader Sabrina Palacio-Garcia; Team Leader Sharon Sampson; Legal Analyst Jennifer Wright; and Operations Support Clerks Monica Drake, Andrea Gomez, Otoniel Gonsales, Gabriela Huerta, and Terri Kinsley took the presentations to local groups. The volunteers visited LIFT LA, the Harbor Gateway South Neighborhood Council meeting, the Empowerment Congress West Area Neighborhood Council, the Foothill Trails District Neighborhood Council, the El Monte Senior Center, the South Pasadena Senior Center, the Paul Robeson Center in South Los Angeles, and events in Boyle Heights and Huntington Park organized by Assemblyman Santiago. The presentations generated interest from other groups and agencies and resulted in increased awareness from self-represented parties.

SPEAKING ENGAGEMENTS AND PROGRAMS

In 2015, the bankruptcy judges of the Central District of California continued to increase public understanding, trust, and confidence in the judicial system through a variety of educational and speaking engagements including:

JANUARY

- January 23: Judge Neil W. Bason at Loyola Receivers Forum IV – Intellectual Property and Receiverships.
- January 24: Judge Sandra R. Klein at Loyola Receivers Forum IV – Receiverships.
- January 24: Judges Victoria S. Kaufman and Martin R. Barash at the Central District Consumer Bankruptcy Attorney's Association's "Ninth Circuit Decisions on Bankruptcy."
- January 30: Judge Mark S. Wallace at the American Bar Association Section of Taxation, 2015 Midyear Meeting, "The Unanswered Questions of Section 108 (IRC) (Bankruptcy and Workouts Committee Program)" held in Houston, Texas.

FEBRUARY

- February 3: Judges Jury, Wallace, Clarkson, Johnson, Houle, and Yun at Inland Empire Bankruptcy Forum's Meet the Judges Night.
- February 17: Judge Neil W. Bason at the Inns of Court.
- February 19: Judge Deborah J. Saltzman at the Los Angeles County Bar Association's Chapter 11 Confirmation Concerns.
- February 19: Judges Scott C. Clarkson, Mark D. Houle, and Scott H. Yun at the Orange County Bar Association, Commercial Law and Bankruptcy Section's Meet the Judges program in Tustin, California.
- February 21: Judge Catherine E. Bauer at the Central District Consumer Bankruptcy Attorney's Association's "Litigating with HOAs" program.
- February 23: Judge Robert N. Kwan at the Beverly Hills Bar Association's Pre-bankruptcy Tax Planning.
- February 24: Chief Judge Sheri Bluebond at an American College of Bankruptcy panel for law students at the University of California, Los Angeles.
- February 27: Judge Neil W. Bason at the Board of Judges Paperless Office and Sales Free and Clear presentations.
- February 28: Judges Erithe A. Smith and Sandra R. Klein at the Board of Judges meeting on Cyber Security.



Judge Mark D. Houle, Judge Scott C. Clarkson, Judge Meredith A. Jury, John Pringle, Judge Mark S. Wallace, Judge Scott H. Yun, and Judge Wayne Johnson at IEBF's Meet the Judges Night

MARCH

- March 12: Chief Judge Sheri Bluebond at the State of the Circuit/District meeting.
- March 14: Judges Barry Russell, Scott C. Clarkson, and Julia W. Brand at the American Bankruptcy Institute's 23rd Annual Bankruptcy Battleground West.
- March 19: Judge Catherine E. Bauer at the Orange County Bar Association's Brown Bag program, "The Award of Attorney's Fees in Non-Dischargeability Cases."
- March 19: Judge Sandra R. Klein at Loyola Law School's Ethical Lawyering Class.



Chief Judge Sheri Bluebond at the State of the Circuit

- March 24: Judge Julia W. Brand at a panel presentation, “New End Game – Current Resolutions of Chapter 11 Cases” at American Bankruptcy Institute’s Bankruptcy Battleground West in Los Angeles.
- March 25: Judge Sandra R. Klein at a panel presentation on Sanctions and Contempt for the Federal Judicial Center’s training program for Bankruptcy Judges in Seattle, Washington.
- March 26: Judge Vincent P. Zurzolo at the Beverly Hills Bar Association’s lunch program, “The Middle Game in Adversary Proceedings: Federal Rule of Civil Procedure 26 and Crafting Pre-Trial Stipulations and Orders.”
- March 28: Chief Judge Sheri Bluebond at an American College of Bankruptcy panel for law students at the University of Southern California.
- March 31: Judge Catherine E. Bauer at the Orange County Bar Forum’s dinner program, “Negotiation and Mediation Tips and Techniques.”



Judges Scott C. Clarkson, Julia W. Brand, and Barry Russell at the American Bankruptcy Institute’s 23rd Annual Bankruptcy Battleground West

APRIL

- April 1: Judge Richard M. Neiter at the Superior Court Judges meeting in Santa Monica, California.
- April 13: Judge Catherine E. Bauer at Whittier Law School’s Judicial Clerkship panel discussion.
- April 15: Judge Erithe A. Smith at the Orange County Bankruptcy Forum’s luncheon, “Family Law Issues in Bankruptcy Law.”
- April 17: Judge Catherine E. Bauer at the Credit and Collection News Conference.
- April 20: Judge Scott H. Yun at the Los Angeles Bankruptcy Forum dinner program, “Dealing with LLC Interests in Bankruptcy: Tricks and Traps.”
- April 23: Judges Erithe A. Smith, Theodor C. Albert, Catherine E. Bauer, Mark S. Wallace, and Mark D. Houle at the Orange County Bar Association’s Second Annual Consumer Bankruptcy Law Update program.

MAY

- May 4: Judge Neil W. Bason at the Beverly Hills Bar, Family Law Section’s Bankruptcy/Family Law Crossover program.
- May 15 – 17: Chief Judge Sheri Bluebond and Judges Barry Russell, Thomas B. Donovan, Erithe A. Smith, Peter H. Carroll, Maureen A. Tighe, Theodor C. Albert, Richard M. Neiter, Scott C. Clarkson, Sandra R. Klein, Neil W. Bason, Scott H. Yun, and Gregg W. Zive at the Consumer Bankruptcy Forum’s 27th Annual Insolvency Conference.
- May 28: Chief Judge Sheri Bluebond at Loyola Law School’s 10th Annual Journalist Law School.

JUNE

- June 1: Chief Judge Sheri Bluebond and Judges Barry Russell, Richard M. Neiter, Robert N. Kwan, Deborah J. Saltzman, Scott C. Clarkson, Sandra R. Klein, Julia W. Brand, Neil W. Bason, Scott H. Yun, and Martin R. Barash at the Los Angeles Bankruptcy Forum’s Annual Night with the Judges.
- June 3: Judge Mark S. Wallace at the Association of Insolvency and Restructuring Advisors’ 31st Annual Conference.

- June 8: Judge Martin R. Barash at the Los Angeles County Bar Association's "Don't Take it Personally: The Pitfalls of Personal Guarantees" discussion.
- June 9: Judge Meredith A. Jury at the Inland Empire Bankruptcy Forum's "Bankruptcy Ethics and Unbundling Legal Services" discussion.
- June 9: Judge Julia W. Brand at "A Review of the Ninth Circuit Bankruptcy Decisions" discussion.
- June 10: Judge Mark S. Wallace at the Orange County Bankruptcy Forum's brown bag program, "Conversion Issues: When Reorganizations Become Liquidations."
- June 20: Judge Robert N. Kwan at the Central District Consumer Bankruptcy Attorney's Association's Dischargeability of Taxes under the Bankruptcy Code discussion.



Back Row: Judges Sandra R. Klein, Barry Russell, Scott H. Yun, Neil W. Bason, and Deborah J. Saltzman; Front Row: Chief Judge Sheri Bluebond and Judges Richard M. Neiter, Robert N. Kwan, Julia W. Brand, Scott C. Clarkson, and Martin R. Barash at the Los Angeles Bankruptcy Forum's Annual Night with the Judges

JULY

- July 8: Judge Sandra R. Klein at Loyola Law School's panel presentation providing students with tips on interviewing.
- July 15 – 17: Judges Peter H. Carroll and Martin R. Barash at the Turnaround Management Association's 7th Annual Western Regional Conference.
- July 29: Judge Sandra R. Klein at the Mock Interview Program at Loyola Law School.

AUGUST

- August 7: Judge Sandra R. Klein at a panel presentation on sanctions and contempt for the Federal Judicial Center's training program for Bankruptcy Judges.
- August 18: Judge Scott C. Clarkson at the Inland Empire Bankruptcy Forum's program, "Exemptions: Fresh Start or Head Start."

SEPTEMBER

- September 10: Judge Alan M. Ahart at the Orange County Bankruptcy Forum's lunch program, "Enforcement of Judgments in Bankruptcy/Federal Courts."
- September 10: Judge Deborah J. Saltzman at the National Public Radio Podcast: Episode 647, "The Benefits of Bankruptcy."
- September 10 – 11: Judges Martin R. Barash and Gregg W. Zive at the American Bankruptcy Institute's 23rd Annual Southwest Bankruptcy Conference.
- September 12: Judges Meredith A. Jury, Mark S. Wallace, Scott C. Clarkson, Wayne Johnson, Mark D. Houle, and Scott H. Yun at the 22nd Annual Survey of Consumer Bankruptcy Law.

OCTOBER

- October 5: Chief Judge Sheri Bluebond and Judge Sandra R. Klein at the Los Angeles Bankruptcy Forum's Annual State of the Court Presentation.
- October 7: Judge Sandra R. Klein at Loyola Law School's panel presentation on federal externships and government jobs.
- October 9: Judge Maureen A. Tighe at the California State Bar Annual Convention on "Limited Scope Representation."

- October 10: Judge Mark S. Wallace at the State Bar of California's 88th Annual meeting, "Ninth Circuit & Supreme Court Bankruptcy in Review."
- October 13: Judge Neil W. Bason at the Inland Empire Bankruptcy Forum's Appellate Procedures discussion.
- October 13: Chief Judge Sheri Bluebond and Judges Victoria S. Kaufman, Sandra R. Klein, and Julia W. Brand at the panel discussion, "Power Plays: Promoting Your Best Self – How to Project Your Best Persona and Perfect Your Courtroom Game" sponsored by the International Women's Insolvency & Restructuring Confederation.
- October 26: Judges Catherine E. Bauer and Scott C. Clarkson at the Orange County Bar Association's discussion, "The Supreme Court and Bankruptcy Law."

NOVEMBER

- November 4: Judge Peter H. Carroll at the Santa Barbara County Barristers presentation, "Differences Between Practice in Federal and State Courts."
- November 7: Judge Neil W. Bason at the Beverly Hills Bar Association's 41st Annual Family Law Symposium.
- November 12: Judge Julia W. Brand at Public Counsel's, "Understanding Chapter 13: The Fundamentals of Chapter 13 Bankruptcy Law" program.
- November 19: Judge Catherine E. Bauer at the Orange County Bankruptcy Forum's brown bag discussion, "Student Loan Dischargeability Review and Update."
- November 20: Judge Deborah J. Saltzman at the Federal Bar Association's Ethics Symposium on Technology and Ethics.

DECEMBER

- December 3 – 5: Judges Scott C. Clarkson and Martin R. Barash at the American Bankruptcy Institute's Winter Leadership Conference, "Emerging Leaders and Judges Reception, Judges' Hot Topic Panel, and Supreme Court Round Up" program.

KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS

CYCLICAL AUDIT OF COURT FINDS NO DEFICIENCIES

The Administrative Office of the U.S. Courts (AO) completed its cyclical financial and compliance audit of the Court during the last week of April. The primary objective of a financial audit is to ensure an organization's financial statements are fairly presented in all material respects, in accordance with applicable reporting frameworks. After testing and auditing the Court's financial statements and underlying accounting records, the auditors reported that the financial statements for the audit period were presented fairly and no material weaknesses were identified.

Auditors from Kearney & Company performed the external audit, which recurs every two and a half years. The auditors were on-site performing fieldwork from April 22 through April 27, 2015. The broad scope audit covered the 30-month period ending December 31, 2014, and evaluated the areas of Financial Management, Management Controls, FAS4T Security, Property Management, Procurement, Time and Attendance, and Budget.

The audit included tests of accounting records and compliance with the *Guide to Judiciary Policy*. The final audit report revealed no deficiencies. Chief Judge Sheri Bluebond congratulated all and recognized staff members for their "consistent and persistent hard work."



"Court to Court," a documentary-style educational series produced quarterly showcases topics of interest to employees of the Judiciary. The FJC's David Kolm and his camera crew shot this episode in the Edward R. Roybal Federal Building and U.S. Courthouse and in the *Pro Se* Clinic at the neighboring Federal Building at 300 North Los Angeles Street. The program includes information about Electronic Self-Representation (eSR), bankruptcy petition preparers, and the *pro se* population. The FJC broadcasts "Court to Court" to federal judges and judiciary employees on its intranet and keeps DVDs of the episodes in its internal media library.

FEDERAL JUDICIAL CENTER'S "COURT TO COURT" SPOTLIGHTS THE CENTRAL DISTRICT

From March 18 through March 20, 2015, the Court participated in the filming of one of the Federal Judicial Center's (FJC's) "Court to Court" educational videos. David Kolm of the FJC and a two-person camera crew interviewed Chief Judge Sheri Bluebond, Judges Maureen A. Tighe and Deborah J. Saltzman, Executive Officer/Clerk of Court Kathleen J. Campbell, Self Help Desk Team Leader Sabrina Palacio-Garcia, Assistant U.S. Trustee Jennifer Braun, and Public Counsel attorneys Magdalena Bordeaux and Christian Cooper.

BUDGET CHALLENGES

The judiciary operated under a series of continuing resolutions which delayed receipt of the final budget allocations for FY 2015 until January. Despite an anticipated budget shortfall as a result of declining bankruptcy filings combined with other judiciary-wide budget cuts, the Court was able to avoid staff reductions during 2015. The Court addressed its budget challenges with conservative spending, offering early retirement/buyout opportunities, and by participating in national projects such as the judiciary's Debtor Electronic Bankruptcy Noticing (DeBN) initiative and NextGen programming for which supplemental funding was received. The Court also improved its budget outlook by offering shared services to other court units.



COURT STAFF ATTENDS 2015 NCBC CONFERENCE

From August 10 through August 13, 2015, 27 members of the Clerk's Office staff traveled to Atlanta, Georgia to attend the annual educational seminar sponsored by the National Conference of Bankruptcy Clerks (NCBC). Educational programs included topics such as caseload management, Next Generation Case Management/Electronic Case Files (CM/ECF), team building, communication skills, leadership, and retirement readiness. During the business meeting, it was announced that Training Specialist Kimberly Rubal and Team Leader Meredith Klassen were recipients of Special Service Awards. Ms. Rubal's award was presented for her efforts in developing a new website for the NCBC and Ms. Klassen's award was for her contributions to the Debtor Electronic Bankruptcy Noticing (DeBN) program. During the Information Sharing session, Administrative Specialist Jan Zari and Operations Support Clerk Monica Yepes invited conference attendees to consider joining the editorial staff of the NCBC's newsletter, *Impact*. Also during the Information Sharing Session, Training Specialist Kimberly Rubal joined James Davison from the Administrative Office of the U.S. Courts to present the Court's Website Toolbox.

CENTRAL DISTRICT RECOGNIZED WITH NCBC BRONZE MEMBERSHIP AWARD

Each year, the National Conference of Bankruptcy Clerks (NCBC) recognizes bankruptcy courts across the country for their membership and active participation in the organization by giving out awards to courts who reach significant milestones in their membership. For the second year in a row, the U.S. Bankruptcy Court for the Central District of California was recognized with the Bronze Membership Award "in recognition of achieving court membership between 25 and 49 percent in the

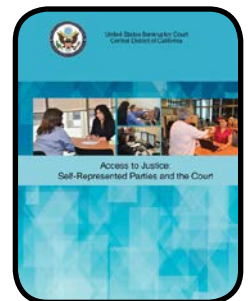
National Conference of Bankruptcy Clerks." With the aid and assistance of our judges, clerk of court, executive team, and court staff, the Clerk's Office was able to achieve this milestone.

REVISED OFFICIAL BANKRUPTCY FORMS APPROVED BY JUDICIAL CONFERENCE

For over five years, the national Forms Modernization Project worked to make bankruptcy forms easier to understand and complete. As a result of these efforts, on December 1, 2015, over 100 Official Forms and Court Notices were replaced with new versions. Implementing a new version of the Court's case management system to accommodate the change was a huge undertaking for the Clerk's Office and impacted chambers, operations, Information Technology, Communications, and the public. The Clerk's Office sent multiple email blasts to Case Management/Electronic Case Files (CM/ECF) filers, posted two public notices, and created a webpage with information in advance so that attorneys, trustees, forms software providers, and other members of the public could prepare for the change effective December 1. The Court's website included new petition packages, revisions to section two of the *Court Manual* on requirements for case commencement documents, and a video created by the Court providing an overview with links to additional information to educate the bar and public on the new requirements. The video and staff training materials were given to the Bankruptcy Forms Modernization Project team to use and share with other courts. The Court's video was distributed nationally to other courts and used to educate the bar and public on the new requirements. Technical glitches in CM/ECF during the live implementation were few and were quickly resolved. Clerk's Office staff began issuing deficiency notices when outdated case commencement forms were filed on or after December 1, 2015.

COURT RELEASES ANNUAL *PRO SE* REPORT

The Court released its fourth annual report about *pro se* litigants in bankruptcy. On October 9, 2015, the Court published *Access to Justice: Self-Represented Parties and the Court* on its website. The report provides a comprehensive analysis of the Central District's large self-represented population, measurements of that population's



impact on the Court, and an overview of the services and programs that assist *pro se* parties throughout the Central District.

A disproportionately large number of bankruptcies filed without an attorney originate in the Central District of California. Nearly one quarter of the Central District's bankruptcy filings come from self-represented parties. In 2014, *pro se* debtors accounted for 13,329 of the Central District's 57,356 bankruptcy filings, or 16.1 percent of the nation's total *pro se* bankruptcy filings.

While the report found that the bankruptcy process is generally more challenging for *pro se* debtors than for those who are represented by attorneys, in 2014, 82.1 percent of attorney-represented debtors obtained a discharge, compared to 48.2 percent of self-represented debtors—the rate of success for *pro se* debtors filing chapter 13 is especially discouraging. Based on cases closed in 2014, only 1.9 percent of self-represented debtors who filed chapter 13 reached the threshold of plan confirmation. By contrast, the confirmation rate for chapter 13 debtors with attorneys was over 60 percent.

Judge Maureen A. Tighe notes in the report's foreword, "Although total case filings have dropped dramatically in the last few years, the percentage of debtors who represent themselves remains constant." In response to the Central District's high rate of *pro se* filings, the Court continues to take steps to increase access to justice for the Central District's most vulnerable residents. *Access to Justice* details the Court's ongoing creative partnerships with *pro bono* and low-cost legal services.

Each of the Court's five divisions (Los Angeles, San Fernando Valley, Riverside, Santa Ana, and Northern) hosts a self-help desk that provides free legal advice to self-represented filers. In 2014, the Court celebrated the contributions of *pro bono* volunteers at breakfast receptions held in their honor, and the Court's 2014 Honor Roll listed the names of all those who had volunteered throughout the Central District. The Honor Roll is published at the end of the report.

The report also highlights the innovative uses the Court has made of its technological resources. In the spring of 2014, the Court launched Electronic Self-Representation (eSR), software that helps self-represented parties prepare a chapter 7 bankruptcy petition. The online chat feature added to the Court's website puts users in touch with trained representatives who can answer procedural questions about bankruptcy. In an effort to reach the Central District's non-English speaking population, the Court translated its frequently used bankruptcy timeline into Spanish.

CLERK'S OFFICE CONTINUES TO OFFER SHARED ADMINISTRATIVE SERVICES

The demand for the Court's shared administrative services (SAS) remained strong in 2015. Since 2013, the Court has published an offerings catalog with three strategic lines of business: Human Capital, Information Technology, and Space and Facilities. Services were offered to court units on a cost-reimbursable basis established through a Memorandum of Understanding (MOU). Individual service offerings were posted on JShare, the Judiciary's SAS webpage and catalog. Throughout 2015, the Court completed the following shared services:

- **Web Design – Oregon Pretrial Services**
Early in 2015, Training Specialist Kimberly Rubal completed web design services for Pretrial Services in the District of Oregon using the Drupal template.
- **Document Conversion – Court of Appeals for the Fifth Circuit**
Beginning in the spring of 2015, IT and Training Manager Padraic Keohane provided extensive document conversion services for the Fifth Circuit Court of Appeals.
- **Videos – New Mexico Bankruptcy Court**
Throughout 2015, Courtroom Technology Specialist Jennifer Paro was the project lead on video production services for the New Mexico Bankruptcy Court. The initial video topics were "Certificate of Credit Counseling" and "Personal Financial Management Certificate" filmed in both English and Spanish. Ms. Paro produced two more videos (in English and Spanish) regarding electronic Self-Representation (eSR) and reaffirmation agreements. A second version of each video was created for use in the Central District.

Additionally, voice-over updates to New Mexico's 2014 credit counseling video were recorded in English and Spanish to update information regarding Exhibit D and to address bankruptcy form updates that were implemented after production. New Mexico expressed interest in future videos expected to commence with an MOU in spring 2016.
- **Case Administrator Coverage – Oklahoma Northern Bankruptcy Court**
From August 24 through the beginning of September 2015, Operations Support Clerk Brad Handy traveled to Oklahoma and completed a three-week temporary assignment with Oklahoma Northern Bankruptcy

Court, performing Case Administrator duties. Mr. Handy returned to the Court with exciting new ideas about unique programs available to the public.

- Web Design – Wisconsin Eastern District Court**
 In the fall of 2015, the Court entered into an MOU with Wisconsin District Court for the Court's Training Specialist Kimberly Rubal to provide Drupal training and web design services through the end of the year. In October, Ms. Rubal traveled to Wisconsin to complete the onsite training.
- IT Services – Georgia Northern Bankruptcy Court**
 In the fall of 2015, the Court entered into an MOU with Georgia Northern Bankruptcy regarding a shared service for IT services to be provided by Applications Developer Keith Klein. The agreement provided for Georgia Northern to use up to 50 percent of Mr. Klein's work hours on its projects through the end of the year.
- Internal Review – California Central District Court**
 In the fall of 2015, the Court entered into an MOU with Central California District Court to provide internal controls review services in preparation for cyclical audits. Internal Controls Analyst Jose Ramirez was the project lead.
- Architectural Services – California Southern District Court**
 On September 24, 2015, the Court renewed the MOU with California Southern District Court to provide architectural services to assist the Court with the Roybal Realignment project.

BAR ADVISORY BOARD FACILITATES EXCHANGE OF INFORMATION AND IDEAS

The Court's Bar Advisory Board was formed in 2009 to serve as a means for the Court to exchange information and ideas with local bar associations. In 2015, the Bar Advisory Board members provided input from their respective bar associations on matters such as improving Court processes and modifying rules and procedures.

The Bar Advisory Board is chaired by Chief Judge Sheri Bluebond. All interested judges and the Executive Officer/Clerk of Court also attend. The members of the Bar Advisory Board for 2015 included: U.S. Trustee Peter Anderson; Keith Higginbotham of the Central District Consumer Bankruptcy Attorney's Association (*cdcbaa*); Jenny L. Doling of the Inland Empire Bankruptcy Forum;

Theodore A. Cohen of the Los Angeles Bankruptcy Forum; Jeff Krieger of the Los Angeles County Bar Association; Tony Bisconti and David Goodrich of the Orange County Bankruptcy Forum; Anerio Altman and Richard Marshack of the Orange County Bar Association; and Andrew Goodman of the San Fernando Valley Bar Association.

SUMMER INTERN PUBLICIZES COURT'S *PRO SE* AND OTHER SERVICES

On June 3, 2015, University of Southern California Master of Public Policy student Samuel Moore began an internship with the Court. He worked to improve the Court's outreach regarding its *pro se* resources. Mr. Moore continuously updated the Court's Craigslist posts, which describe the Court's Electronic Self-Representation (eSR) program and "Don't Have an Attorney" webpage, in English and Spanish. He developed bilingual informational materials for debtors, bankruptcy attorneys, and firms, and increased their distribution by recruiting staff volunteers to take those materials to their communities. He created an "Issue Briefer" and disseminated information on the Court's efforts to address the needs of *pro se* debtors through a mailing campaign targeting 485 political contacts and public service organizations. Mr. Moore also worked on a project to purchase advertising space—both in print and on the publications' websites—in six Central District newspapers to provide information on the Court's *pro se* services.



Additionally, he worked with the staff to produce informational YouTube videos on eSR and Debtor Electronic Bankruptcy Noticing (DeBN) for the Court's YouTube channel and translated additional materials into Spanish. Mr. Moore's internship concluded on August 28, but the Court's outreach efforts continued after his departure.

MEDIATION PROGRAM

The Court 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 with litigation. The mediation panel

consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators, and in 2015 had 185 members. The Court continues to add new members on an ongoing basis as mediators who joined the panel at its inception in 1995 retire. The Mediation Program entered in its 20th year in 2015 and remains the largest and most robust bankruptcy mediation program in the nation.

From the program's inception in 1995 through the end of 2015, the judges assigned 5,453 matters to mediation. 5,412 of those matters concluded and 3,395 of the concluded matters were settled. The settlement rate has held steady over the years at a very impressive rate of 63 percent.

RECORDS MANAGEMENT PROGRESS

The Clerk's Office Records Team completed scanning 59 of the approximately 185 boxes of case files, closed in 2002, which the judges identified as historically significant. The Records Team also completed scanning 60 boxes of filed and archived "Statements of Social Security Number(s)" that were filed between December 1, 2003 and December 31, 2008.

Additionally, during the week of September 14, 2015, three members of the Court's records staff attended records management training. Case Initiation Supervisor Jose Arias, Generalist Clerk Cynthia Barrera, and Records and Reproduction Clerk Bock Tom traveled to San Diego for the training, conducted by the National Archives and Records Administration (NARA). This extensive one-week course ensures the Court is in compliance with the Administrative Office of the U.S. Courts' records policies. All three attendees were certified by NARA in records management after successfully completing the required classes. During 2015, the records staff made significant progress on the digital records project, scanning printed documents from the Clerk's Office's executive offices, which will reduce file storage requirements and assist in the successful implementation of the Roybal realignment project.

COURT FEATURED IN NCBJ NEWSLETTER

The March 2015 issue of the *NCBJ Conference News*, a quarterly publication of the National Conference of Bankruptcy Judges (NCBJ), featured the Court's efforts to address issues that affect seniors in bankruptcy. In

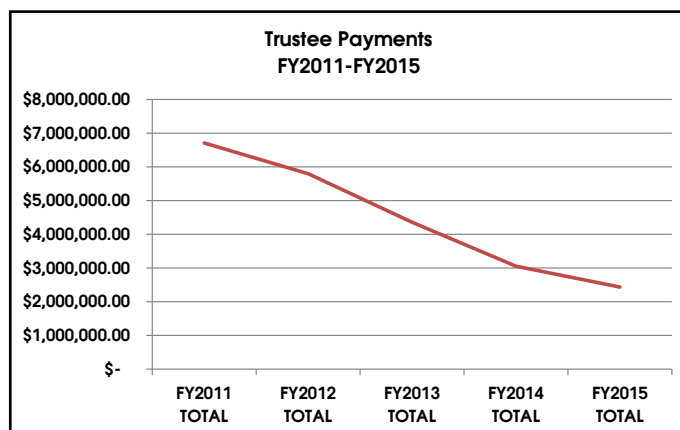
the article, "Bankruptcy Court Addresses Seniors in Bankruptcy through UCLA Fellowship," Legal Analyst Jennifer Wright describes how the Court came to act as a host for the University of California, Los Angeles (UCLA) Rosenfield Fellowship and highlights the work of Fellow Julie Pollock in developing resources for seniors and analyzing trends related to seniors filing bankruptcy. One of Ms. Pollock's projects, an interactive bankruptcy timeline, was also featured. The timeline, available in both Spanish and English, is frequently viewed by visitors to the Court's website.

The article was featured as part of the NCBJ's Public Outreach Committee news to share "how one court found a creative solution" to increase access and provide education to the public.

The article emphasized the way Judges Erithe E. Smith, Maureen A. Tighe, and Sandra R. Klein followed through on identifying and taking steps to address a cross-disciplinary issue impacting the Court's litigants in the hope of encouraging other courts to develop similar programs.

TRUSTEE PAYMENTS CONTINUE TO DECLINE

Due to the decline in filings, trustee payments continued to fall throughout 2015. Since FY 2011's record-high total of \$6.7 million in payments, trustee payments have gradually fallen to \$2.4 million in FY 2015, a decrease of about two-thirds.



TECHNOLOGY AND INNOVATION

2015 NINTH CIRCUIT TUG CONFERENCE

The 2015 Ninth Circuit Technology Users Group (TUG) conference took place from August 31 through September 4, 2015, in Spokane, Washington. TUG enables judges, clerks of court, and IT staff to network, learn about new technologies, and share what they have been doing in their courts. This year, Systems Integration Manager Sam Abram, Systems Manager Jon Sheldon, Information Technology and Training Manager Padraic Keohane, and Technology Specialist Brett Bolte attended.

The conference offered seminars on mobile technology, emergency preparedness, network log management, network security, cloud hosting, NextGen Case Management/Electronic Case Files, Judiciary Inventory Control System, and more, as well as a session on the Dark Web.

AUTOMATIC DISCHARGE PROGRAM UPGRADED

In early 2015, the Santa Ana Division successfully completed the initial pilot of the Court's updated version of its Auto Discharge program. The update was designed to reduce the number of Auto Discharge exceptions that require manual processing. After the Santa Ana Division reported that the Auto Discharge pilot was operating as intended, the program was rolled out to all divisions district-wide. This modification increased the Court's current usage of the Automatic Docketing Interface (ADI) and reduced labor for the Clerk's Office.

AUTOMATIC DISMISSAL PILOT INITIATED

The Clerk's Office developed Automatic Dismissal, a program that reduces the manual labor associated with routine case dismissal. The Clerk's Office used the Automatic Docketing Interface (ADI) to develop the new program, which saves labor for the Clerk's Office by automatically dismissing most chapter 7 and 13 cases based on failure to file required documents.



COURT HOSTS AUTOMATIC DOCKETING INTERFACE SCRIPTING

During the week of March 16, 2015, the Court hosted a class on Automatic Docketing Interface (ADI) scripting. Joe Markley, Director of Automation from the North Carolina Middle Bankruptcy Court, taught the class how to create automated docketing scripts (ADS) using the ADI tool to automatically docket events without any staff intervention. The concept behind ADI scripting is that after a "triggering event" is docketed by a user, Case Management/Electronic Case Files (CM/ECF) will then automatically docket the next related event to the case. Done correctly, docketing in this manner eliminates errors, improves efficiency, and provides the operations staff with more time to manage complex cases.

Management Analyst Karl Gerdes, representing the Court Operations Division/Operations Branch from the Administrative Office of the U.S. Courts, and IT and Operations staff from California Eastern, Nevada, Georgia Northern, and Florida Southern were in attendance. Throughout the week, operations staff and CM/ECF programmers worked together to identify conditions, define routines and variables, perform quality control checks, and more. Automatic docketing eases the workload requirement for the operations staff.

CLERK'S OFFICE REPLACES TWO TONS OF BATTERIES IN UNINTERRUPTIBLE POWER SUPPLY

In November 2015, the Clerk's Office staff replaced the batteries in the uninterruptible power supply (UPS) in the Los Angeles Division's server room. The UPS allows the network equipment in the server room to continue running in the event of a power outage. The new batteries have a considerably longer life. The old batteries lasted only 30 minutes, while the new ones can power the server room for up to two hours. The UPS requires 64 batteries, weighing a total of two tons.

THE COURT TWEETS

In 2015, the Court tweeted 602 tweets to nearly 700 followers from its Twitter handle, @cacbnews. This resulted in 113,000 twitter impressions (the number of accounts that received the tweets). The Court's tweets consisted of public notices, announcements, notices of sale, system updates, judicial opinions, and other information. The Court's tweets are accessible via Twitter and the Court's website. Since the inception of its Twitter account, the Court has sent over 2,600 tweets in an effort to improve communication to stakeholders.



SECURITY OPERATIONS CENTER/NETWORK OPERATIONS CENTER MENTORING SESSION

Information Systems Analyst Mary Dyer and Technology Specialist Brett Bolte attended the Security Operations Center/Network Operations Center (SOC/NOC) mentoring session at the Administrative Offices of the U.S. Courts in Washington, DC. The session lasted from September 28 through October 1, 2015, with two days in each center. Ms. Dyer and Mr. Bolte shadowed members of the security and networking staff. They also learned more about communicating with and contacting the Security Operations Center in the event of an incident.

ALL DIVISIONS NOW PROCESSING CHECKS, MONEY ORDERS, AND CASHIER'S CHECKS ELECTRONICALLY

As of October 2015, all five divisions had fully implemented the electronic processing of checks, money orders, and cashier's checks using a program called Check

Capture, a component of the Over the Counter Channel Application (OTCnet). As with a point-of-sale debit card transaction, clerks scan the checks and convert them to electronic funds transfers. The funds are immediately debited from the account identified on the check.

The implementation of Check Capture improved efficiency and yielded cost savings for the Court. With this new time- and cost-saving method, clerks are no longer required to manually deposit checks, money orders, and cashier's checks and armored car pickups are required about one-third less frequently. Check Capture leverages technology to save time, cost, and reduce the probability of human error.

WINDOWS 7 COMPATIBLE FTR GOLD VERSION 5.6 ROLLOUT COMPLETED

On April 10, 2015, the Clerk's Office finished upgrading the courtroom recording software at all divisions to For The Record (FTR) Gold version 5.6. The upgrade was necessitated by the Court's recent upgrade to the Windows 7 operating system. The new version of the software was installed on all Digital Electronic Court Reporting Operator (DECRO) stations and the FTR RecordPlayer was installed on all computers throughout the Central District. More than 100 Operations and IT staff members were trained during the project.

FTR Gold captures and manages the Court's record using digital audio and video technology with no-fail recording, easy annotation, and advanced warehousing. The new version of FTR Gold features a new CD burning component which eliminates the need for third-party software and simplifies burning CDs. FTR-in-a-Box, a mobile laptop-based DECRO backup system at each division, was also upgraded with new laptops, software, and sound cards.

COURT TRANSITIONS TO TAPELESS BACKUP

In March 2015, the Clerk's Office began supplementing its backup of users' data files on magnetic tape with a tapeless backup. Under the new system, network data is backed up on a storage area network (SAN) disk storage and replicated to the Administrative Office of the U.S. Courts' remote data center in San Diego.

Backing up and restoring data from tape is time-consuming and labor-intensive. With the new tapeless system, however, the Clerk's Office can quickly and easily restore

users' data. The tapeless backup also supports the Court's Continuity of Operations Plan. In the event of a disaster, the data users have stored on the various drives will be available from the remote data center.

During the final phase of the tapeless backup project, the Clerk's Office completed replicating the Court's servers in addition to the user files that were backed up. Once this phase was complete, the Clerk's Office discontinued tape backup.



INFORMATION TECHNOLOGY INTRANET PAGE

Throughout 2015, the Court developed and implemented policies and procedures to be added to the Information Technology intranet page. This page allows employees to access information regarding IT-related items. The Court's IT Security Program Management Policy, Information Security Program Plan, Information Security Incident Response Policy and Plan, Personnel Handbook Computer & Internet Policy, memos from the IT Department, and internal IT forms can be found on this page. In addition to policies and plans, the staff can find a link to monthly IT security tips from the Administrative Office of the U.S. Courts. New items are added to this page regularly to bring awareness to IT issues and advancements.

MIGRATION TO CENTRALIZED SERVER

Throughout 2015, the Court underwent major changes in preparation for its upgrade to NextGen Case Management/Electronic Case Files (CM/ECF). In October, following two successful and extensive stress tests of the new

centralized server for bankruptcy courts, the Clerk's Office moved the Court's CM/ECF database to a centralized server over the Columbus Day holiday weekend. Designated staff members worked during the holiday to verify that Lodged Order Upload (LOU), Calendar Information and Orders (CIAO!), and other local applications worked properly before the system was made available to the public.

Prior to the migration to the centralized server, each division hosted these applications on a local server. The centralized server saves the judiciary money by cutting the costs of hardware, software, and technical support for multiple local servers. The migration to the centralized server further ensures that the Court will be prepared for the implementation of NextGen.

IT HELP DESK PROFESSIONAL DEVELOPMENT PROGRAM BEGINS

The IT Help Desk Professional Development program began in June with seven participants at four divisions. Participants were assigned online training and one or more IT staff members to shadow during this yearlong development training. This program is part of the Court's succession strategy for knowledge transfer and personal development, and is a significant component of the Court's Strategic Plan Issue #3, "Judiciary Workforce of the Future." As an increasing number of employees become eligible to retire, it is critical for the Court to have a plan in place to ensure that key positions can be filled with qualified internal applicants.

DEPLOYMENT OF INTERNET EXPLORER 11

In July 2015, the Clerk's Office completed deployment of Internet Explorer 11, an upgrade to all the Court's Windows system browsers. The main reason for the upgrade is to ensure that judges and staff can access necessary websites that no longer function properly in Internet Explorer 9. The upgrade provides users with faster page rendering and quicker browsing, and enables the staff to perform duties more efficiently.

NOVELL SERVICE DESK TROUBLE TICKET SYSTEM CONFIGURED

In July 2015, the Clerk's Office completed configuration of Novell Service Desk (NSD) and trained the Network Management and Systems Development departments

in its use. NSD is a software program also known as a “trouble ticket system” that maintains a list of technical issues and resolutions. With the addition of the remaining IT departments, the Court has the ability to monitor its technology infrastructure, identify ways to improve performance, and minimize downtime.

SECURE STATISTICAL REPORTING IMPLEMENTED IN CM/ECF

In 2015, the Clerk’s Office modified Case Management/Electronic Case Files (CM/ECF) to interface with the Administrative Office of the U.S. Courts’ new statistical collection server. Before the change was implemented, all statistical data from CM/ECF was submitted to the Judiciary Data and Analysis Office by file transfer protocol (FTP), which presented a security risk. Since its implementation, the statistical data is transmitted by secure FTP.

IT SECURITY AWARENESS ALERTS AND TIPS

In support of the Clerk’s Office’s ongoing efforts to provide relevant and timely IT security awareness training, the IT Security Officers continued to send IT security awareness alerts and tips to all employees. Multiple alerts were sent to staff regarding the Office of Personnel Management (OPM) cybersecurity breaches. Other examples included an alert notifying staff of Adobe Flash vulnerabilities that could lead to ransomware infections, alerts regarding various spam email campaigns targeting judiciary users, alerts regarding fraudulent government websites-including, and an alert about the IRS “Get Transcript” hack.

The IT Security Officers shared awareness tips with the staff throughout the year. As a result of the OPM breach, several tips were distributed regarding identity theft, spoofed email addresses, and security topics such as how to create and protect strong passwords. Other emails discussed the end user’s role in IT security and tips about avoiding ransomware and a tip regarding upgrading personal computers to Windows 10.

In conjunction with a voluntary IT Security Assessment by the Administrative Office of the U.S. Courts (AO), the IT Security Officers and members of the Networking Department attended onsite training on McAfee Foundstone Vulnerability Manager, a scanning tool used by the AO to scan outward-facing court servers for various vulnerabilities. Additionally, the IT Security Officers provided IT security awareness training classes for all Chambers and Clerk’s Office staff as well as judicial

externs. The annual IT security awareness training, provided as an Electronic Learning Module (ELM) and created in cooperation with the AO, met the audit requirement imposed by the *Guide to Judiciary Policy*. The IT Security Officers also continued to provide Remote Access/Telework IT Security training and New Employee IT security awareness training as needed.

Finally, the IT Security Officers continued updating Court IT Security Policies to meet the new recommendations in the *Guide to Judiciary Policy* and to follow the Judiciary’s Security Framework. Several policies were completed, approved, and posted, including the Incident Response Policy and Plan.

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

STAFF DEVELOPMENT DEPARTMENT HOLDS TRAINING COURSES AND PROGRAMS

In 2015, the Staff Development Department offered over 100 training courses and programs. A total of 2,704 student seats were filled across the five divisions. Classroom training on desktop applications was offered at all divisions in-person and remotely. The remote sessions were conducted through WebEx to ensure staff members in all divisions received the same training at a reduced cost. Annual programs including Law Clerk/Extern Training, IT Security Training, and the Winter Education Seminar were offered. New programs, such as Business Certifications and IT Help Desk and Analysis & Information Professional Development opportunities were introduced.

In October, the Human Resources and Staff Development Departments hosted Talent Management Career Days at all divisions. A total of 71 employees attended to learn more about how they can advance within their current position, prepare for potential future opportunities as they arise, and support this Court-wide effort. Certificate programs in the areas of Business Essentials, Business Communication, and Leadership and Management are being offered to build the workforce of the future. In 2015, 23 employees signed up for a certification program.



“A GREAT PLACE TO WORK” CAMPAIGN

In February 2015, the Clerk’s Office launched the new campaign, “A Great Place to Work.” In alignment with Strategic Plan Issue #3, “Judiciary Workforce of the

Future,” the campaign focuses on various initiatives to ensure the Court is and remains “a great place to work.”

Over the years, the Court has worked to foster employee engagement, encourage professional development, and improve communication. Throughout 2015, the Clerk’s Office initiated programs to further these initiatives, such as the monthly wellness programs focused on employees’ physical, emotional, and financial fitness. “Lunch ‘n Learns” on topics such as nutrition, heart health, diabetes prevention, stress management, and retirement readiness were offered. As part of the “A Great Place to Work” campaign, posters advertising program events are displayed in each division.



MONTHLY HEALTH AND WELLNESS SERIES INTRODUCED

In March 2015, in support of the “A Great Place to Work” campaign, the Human Resources Department introduced a monthly series of courses on health and wellness for the staff. The series covered a wide range of topics, including physical fitness and nutrition, stress awareness, physical fitness and sports, men’s health, protection from ultraviolet rays, emotional wellness, fruits and vegetables, and breast cancer awareness.

Several instructors also visited the Court to make “Lunch & Learn” presentations throughout the year. Experts from the Federal Occupational Health discussed colorectal cancer; Dr. Frank Meza presented a program on men’s health; and Professor Cynthia Schlesinger discussed emotional health.

Additionally, from July through October, employees had free access to Kaiser’s BioMeasure System, a freestanding device that accurately measures weight, height, and body fat percentage. It then calculates and prints out a record of the user’s recommended body mass index, weight, body fat percentage, and fat mass in pounds. Participating employees were advised to check their progress each week.

ANALYSIS & INFORMATION CAREER DEVELOPMENT OPPORTUNITY

In January 2015, Administrative Specialists Hannah Gae and Jessica Garibay applied and were selected to participate in a yearlong Analysis & Information career development opportunity. The training plan was designed to equip the participants with the fundamental knowledge to effectively produce routine statistical reports. The statistical thinking developed through the practice of gathering and summarizing data, solving a particular problem, reasoning through a procedure, and interpreting the conclusion is a valuable and transferable skill that can be applied for the benefit of any position and/or work performed by the participants within the Court.



Hannah Gae



Jessica Garibay

This opportunity was in support of the Court's succession strategy for the professional development of court personnel, and is a significant component of the Court's Strategic Plan Issue #3.1.3, "Support the professional development of judges and court personnel to improve their service to the Court and the public."

BUYOUT/EARLY RETIREMENT AUTHORITY

In 2015, the Court requested and received approval from the Administrative Office of the U.S. Courts to offer seven buyouts and early retirements. The request for buyouts and early retirements is necessitated by the ongoing serious funding challenges facing the Judiciary in the coming years.

FEHB AND FEDVIP OPEN SEASON HEALTH FAIR

Open Season for Federal Employee Health Benefits (FEHB) and Federal Employees Dental and Vision Insurance Program (FEDVIP) began on November 9 and ended on December 14, 2015.

The Clerk's Office hosted an interagency Open Season Health Fair in the lobby of the Edward R. Roybal Federal

Building and U.S. Courthouse on November 6. A variety of health, dental, and vision plan providers sent representatives to provide up-to-date benefits information. Representatives from the Federal Occupational Health Clinic, EAP/Work4Life, Federal Long-Term Care Insurance Program, federal credit unions, and AFLAC also attended. Numerous informative health- and safety-related displays and exhibits were featured. Human Resources Administrator Cristina Rogers also visited each division to provide benefits counseling during Open Season.

HUMAN RESOURCES CONFERENCE IN MEMPHIS

From September 23 through September 25, 2015, Human Resources Administrator Cristina Rogers attended the Human Resources Forum in Memphis hosted by the U.S. Bankruptcy Court for the Western District of Tennessee. Among the more than 200 court employees in attendance were Human Resources managers, specialists, and administrators, several clerks of court, and about 50 chief deputies. Numerous topics were covered in the space of two-and-a-half days. The first day began with an open discussion led by a panel that consisted of personnel from the Administrative Office of the U.S. Courts: Assistant General Counsel Charlene Hardy, Chief of the Court Human Resources Division Janice Chiverton, Benefits Division Supervisor/HR Specialist Cindy Roth, Senior Benefits/Retirement Advisor Lisa Powell, Payroll Specialist Judell Asuncion, and Linda Spaight and Jason Edwards of the Court Operations Division/Operations Branch.

Extensive discussions covered legal issues in personnel, benefits briefings, and other Human Resources topics. Before the end of the first day, attendees went on "overtime" to construct the agenda and sessions for the second day. On the second day, attendees chose one of 28 daylong sessions. On the final day of the Human Resources Forum, the discussion was so interesting that most of the audience stayed two hours past the scheduled end of the conference and wanted to stay longer.

PASSING THE BATON

As a record number of employees retire, it is critical for the Court to ensure that key positions have qualified internal applicants to whom we can "pass the baton." The Court developed the Passing the Baton Training Program to

provide participants with core bankruptcy knowledge with a primary focus on court operations and case management. This program is an excellent succession strategy for knowledge transfer and personal development, and is a significant component of Issue #3 of the Court's Strategic Plan, "Judiciary Workforce of the Future."

Launched in April 2014, Passing the Baton offered 25 team leaders, supervisors, and managers a new learning session each month for approximately 18 months. Session topics included Financial Management and Stewardship, Case Management and Calendaring Systems, Statistics and Information, Case Initiation – Special Programs for Self-Represented Litigants, Writs and Abstracts, Appeals Processing, Judicial Committees, Records Management, and Legal Research.

The monthly sessions were facilitated by various subject-matter experts from the Clerk's Office and chambers staff. Sessions were delivered in a classroom setting, via webinar, or by video conference.



TALENT MANAGEMENT WEBPAGE LAUNCHED

As part of the Clerk's Office's "A Great Place to Work" campaign, the Human Resources and Staff Development Departments unveiled a new webpage for the Talent Management initiative. Designed to focus on the Court's strategic goal, "Judiciary Workforce of the Future," the new Talent Management webpage contains resources and information in the areas of talent management and workforce planning, learning and development, performance management, succession planning, and career development. After its launch, talent management informational sessions were offered to all employees.

LOS ANGELES STAFF ATTENDS FEDERAL COURT LEADERSHIP TRAINING

The week of October 19, 2015, IT and Training Manager Padraic Keohane and Legal Analyst Jennifer Wright attended the Federal Court Leadership Program's Phase III training in Norfolk, Virginia. The program focused on leadership topics such as presentation skills, emotional intelligence, using positive psychology to change institutions, planning a career in the federal courts, and reviewing the results of each student's 360-degree peer evaluation. The instructors came from several courts around the country and one outside agency. Attendees who had only interacted through e-mail or phone calls were able to meet one another face-to-face.

The latter days were filled with leadership classes and coaching sessions. Each student reviewed his or her evaluation with a coach. The Federal Court Leadership Program is an intensive two-year program that includes Blackboard courses, Judicial Online University readings, and WebEx seminars. The participants are expected to graduate from the program in August 2016.

CLERK'S OFFICE ASSEMBLES WORKFLOW ANALYSIS TEAM

On April 20, 2015, Executive Officer/Clerk of Court Kathleen J. Campbell solicited Clerk's Office volunteers to join the new Workflow Analysis team. Noting that the Court's workload and staffing levels are changing in response to the decline in filings, Ms. Campbell said this is "a perfect opportunity to step back and reassess where we currently stand." Comprised of Administrative and Operations staff from all five divisions, the Workflow Analysis team considers what can be done to improve the Clerk's Office's workflow, processes, and procedures, while maintaining an excellent standard of customer service.

On May 4, Ms. Campbell announced the selection of 15 volunteers for the Workflow Analysis team. The team held its first meeting on May 13, and drafted a report with preliminary recommendations in early July.

A subgroup addressed issues regarding Case Management/Electronic Case Files (CM/ECF), Calendar Information and Orders (CIAO!), and Case Management Assist (CMA). Its goal is to implement improvements, streamline processes, and create a more user-friendly platform for the three programs. This subgroup submitted a total of 31 proposed changes and improvements to CM/ECF, CIAO!, and CMA that were reviewed and scheduled for implementation.

A second subgroup focused on increasing collaboration and transparency regarding talent management and career development. This subgroup drafted proposals to create a new job title for Operations staff at the Classification Levels 24 and 25, modify job descriptions for Operations staff at the Classification Level 25, and implement a youth job internship program to expand the Court's outreach efforts. These three projects are in various stages of review and approval.

The final subgroup focused on developing policies, procedures, quick reference guides, and educational videos for both Administration and Operations staff such as creating a Clerk's Office quick reference guide with pertinent information for new law clerks and externs and creating a standardized form to add external training to CACB Virtual University transcripts and official Human Resources personnel files. Draft proposals for both projects have been created, and the projects are in various stages of review and approval.

EXECUTIVE OFFICER/CLERK OF COURT KATHLEEN J. CAMPBELL COMPLETES JUDICIARY EXECUTIVE LEADERSHIP PROGRAM

Executive Officer/Clerk of Court Kathleen J. Campbell graduated from the Federal Judicial Center's Judiciary Executive Leadership Program (JELP) on October 22, 2015. Ms. Campbell began the program in December 2014, joining a class of 19 court unit executives from district courts, bankruptcy courts, bankruptcy appellate



panels, and Probation and Pretrial Services. JELP focuses on emerging leadership and management challenges, best organizational practices, and state-of-the-art thinking about organizational development. The program's goals are to inspire experienced court unit executives to develop their expertise and to expose them to new ideas and best practices that will improve their district and the Judiciary. The yearlong program included one-on-one executive coaching, matching each

participant with a recently retired court unit executive; monthly competency-based webinars featuring a variety of well-respected leadership experts; individual development projects; and two in-person leadership development seminars.

BUSINESS WRITING TRAINING

Throughout 2015, the Clerk's Office held a series of three Business Writing classes for staff members. The classes were held at the Los Angeles Division and broadcast to the other four divisions by videoconference. The course was taught by Administrative Specialist Oliver Hall, who developed the curriculum as his final project in the Paths to Success Leadership Development Program. The well-attended classes covered basic grammar, e-mail etiquette, and suggestions for writing reports.

JUDICIARY PROCUREMENT WORKSHOP

During the first week of April 2015, Legal Analyst Jennifer Wright and Procurement Administrator Tommy Aquino attended the Judiciary Procurement Workshop in Phoenix, Arizona. The two-day course was presented by the Administrative Office of the U.S. Courts' Procurement Management Division and is a required Level Three Contracting Officer training through the Contracting Officer Certification Program. Topics discussed at the workshop included procurement ethics and procedures, contract ratification, the steps to make a small purchase, and project closeout.

NEW HUMAN RESOURCES DEPARTMENT WEBPAGE

In August 2015, the Human Resources Department unveiled a redesigned and updated webpage. Designed in coordination with the Communications Department, the new webpage is a "one-stop shop" that features updated information about Human Resources Department contacts, benefits, policy and guidelines, and employee recognition and engagement, as well as all-new content about employee health and wellness and talent management.

CENTERS OF EXCELLENCE

During June 2015, Centers of Excellence (CoE) ambassadors hosted open discussion forums in each division to brainstorm about how to improve processes, projects, and communication across all levels of staff. During these meetings, the CoE ambassadors introduced themselves and explained how their work has impacted the Court. Staff actively participated by offering suggestions about streamlining processes and improving employee recognition programs.



“IT’S NEVER TOO LATE” SPEAKER SERIES

On June 3, 2015, the Court hosted another session of the “It’s Never Too Late” speaker series. The session, held in Los Angeles and attended by staff members from chambers and the Clerk’s Office, was broadcast live to each of the divisions by video. Judge Sandra R. Klein introduced the featured speaker, Operations Supervisor Melissa English, from the Riverside Division. Sharing inspiring recollections and stories from her personal and professional life, Ms. English inspired attendees to “take the first step” towards achieving personal goals and making improvements in their lives. She shared the importance and impact of taking a step in the right direction when it comes to being more financially responsible, making healthier life choices, making a career change, seeking advancement opportunities, and pursuing higher education.

TEMPORARY DUTY ASSIGNMENTS WITH THE AO

In 2015, the Court entered into three agreements with the Administrative Office of the U.S. Courts (AO). With funding provided by the AO, Software Developer Ramesh Kambli, Applications Developer Keith Klein, and Training Specialist Kimberly Rubal performed services on temporary duty assignments.



Ramesh Kambli

Mr. Kambli and Mr. Klein each worked 20 hours per week performing services for the Department of Program Services Case Management Systems Office. They served as software developers on the Next Generation of the Case Management/Electronic Case Files (NextGen CM/ECF) project, interpreting requirements and developing software for NextGen CM/ECF components. While, Ms. Rubal worked 10 hours per week performing services as a web analyst for the AO’s Web Communications & New Media Department. During her time with the AO, Ms. Rubal assisted the team with development, testing, and documentation associated with the Court Website Toolbox project.



Keith Klein



Kimberly Rubal

FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS

ROYBAL REALIGNMENT SPACE PLANNING EFFORTS CONTINUE

Throughout 2015, the Court continued to work with General Services Administration and the Administrative Office of the U.S. Courts (AO) to finalize the housing plan, obtain funding approval, and award the Roybal realignment project. Interested bidder submissions were received and evaluated. The objective of this effort is to realign the Edward R. Roybal Federal Building and U.S. Courthouse to accommodate additional magistrate and senior judges, as well as District Court and U.S. Pretrial Services staff currently housed in the Spring Street Courthouse.

FACILITY IMPROVEMENTS IN LOS ANGELES

The replacement of courtroom carpet on the 16th floor of the Edward R. Roybal Federal Building and U.S. Courthouse was completed during the second half of 2015. The replacement was a challenge due to the 16th floor's metal subfloor. In order to address this condition and extend the life of the new carpet, the Court experimented with carpet tiles instead of the typical broadloom carpet used in previous installations. Each tile is nine square feet and has an attached backing to ensure comfort. A woven court logo was placed in the center of the well.

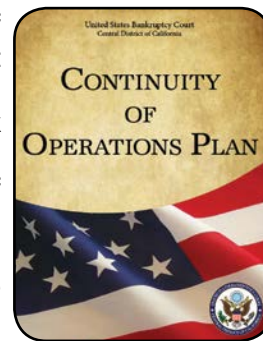
In July, the Court replaced the aging laminate surfaces in five of the jury rooms. The Court also installed new countertops and sinks.

JICS TRAINING

Following the conversion to the Judiciary Inventory Control System (JICS) from IntelliTrack, all employees attended JICS training, facilitated by the Office Services Department throughout 2015. JICS is a web-based property management software application that is supported by the Administrative Office of the U.S. Courts and the New York Northern District Court. The session provided an overview of property management, clarifying employees' responsibility for assigned items, and explaining how to read property caretaker forms and JICS emails. JICS maintains the Court's inventory and ensures good stewardship.

COOP PLAN REVISED

Throughout 2015, the Continuity of Operations (COOP) Plan underwent extensive modifications and, in July 2015, Executive Officer/Clerk of Court Kathleen J. Campbell approved the updated version of the plan. The Clerk's Office added a new webpage to the Court's intranet to make the material more readily available to the staff. Lastly, the Court's revised COOP Plan and the "Multi-Year Test, Training, and Exercise Plan" were forwarded to the Ninth Circuit.



COOP TRAINING

During October 2015, all members of the Clerk's Office staff attended a mandatory Continuity of Operations (COOP) refresher course intended to review the basic elements of the Court's COOP Plan and ensure that all staff are familiar with the events that will occur following a COOP activation. The annual COOP training is one component of the Court's overall COOP strategy to provide COOP-related information in a tailored and precise manner, making certain all staff know their roles, understand their responsibilities, and have the necessary knowledge to function at full capacity following a major emergency.

Also during October, the Court's COOP Coordinator Herbert Seales attended the first of an ongoing series of meetings with COOP representatives from various federal agencies. The United States Marshals Service organized the meetings to ensure all federal agencies in the region know each other, have an idea of each other's COOP Plans, and are better able to coordinate during a major emergency.

RESILIENT ANGEL ANNUAL CONTINUITY PREPAREDNESS WORKSHOP

On December 2, 2015, Administrative Specialist and COOP Coordinator Herbert Seales represented the Court as a presenter and facilitator at the annual Resilient Angel Continuity Preparedness Workshop, hosted by the

Greater Los Angeles Federal Executive Board (LA FEB) and the U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA) Region IX, and the LA FEB Continuity of Operations (COOP) Working Group (LA FEB-CWG).

This event was held at the Joint Forces Reserve Center in Bell, California, and consisted of discussions emphasizing the importance of planning for earthquakes, identifying essential functions, and identifying vulnerabilities when developing a Continuity of Operations (COOP) Plan. This yearly event not only provides valuable tools to federal, state, and local agencies, but also provides an opportunity to exchange best practices across jurisdictional lines, and aids in the creation of long-term local relationships that are essential to the Court's ability to respond effectively to emergencies.

MAY DAY ENS TEST

On May 1, 2015, the Court's Crisis Communication Team conducted a series of tests of the Court's Emergency Notification System (ENS). May 1, also known as "May Day," is the perfect opportunity for testing elements of the Court's Continuity of Operations (COOP) Plan.

The test required operations managers at each division to send a message to their employees with a test announcement and a request to confirm receipt. Over 90 percent of employees throughout the Central District were able to receive the message and respond within the time allotted for the test. Future tests are expected to yield better results, particularly with plans for regular training and drills.

CRISIS COMMUNICATION PLAN AND TEAM IMPROVEMENTS

In May 2015, the Court's Executive Team approved the Crisis Communication Plan. This document provides guidelines for use of the various tools available to the Court (e.g., the Emergency Notification System, the Bankruptcy Court Employee Information Line, and the Judiciary's Emergency Out-of-State Information Line) designed to facilitate communication and effective dissemination of information to the staff during an emergency.

CENTRAL DISTRICT HOLDS EMERGENCY PREPAREDNESS FAIRS

In the fall of 2015, federal courts in the Central District supported the National Preparedness campaign with three Emergency Preparedness Fairs. The fairs reached

over 400 federal employees and members of the public in the Los Angeles, Riverside, and Santa Ana Divisions.

In support of this year's national theme, "Don't Wait. Communicate. Make Your Emergency Plan Today," over two dozen emergency, rescue and public health organizations hosted presentations and information booths.



EMERGENCY PREPAREDNESS TRAINING

The Clerk's Office conducted emergency preparedness training throughout the Central District. The training covered general floor warden duties, evacuation and shelter-in-place procedures, courtroom procedures in the event of an emergency, employee responsibilities, and security in the workplace. Participation in the training was mandatory for all employees.

COMMUNITY EMERGENCY RESPONSE TEAM TRAINING

The Los Angeles Fire Department offered Community Emergency Response Team (CERT) training over a five-week period in September and October 2015. CERT training provides participants with a wide range of tools and techniques for dealing with emergencies including fires, earthquakes, and chemical hazards. Ten members of the Clerk's Office staff completed the course: Financial Administrator Henjie Festejo, Administrative Specialist Anthony Gomez, Property and Facilities Technician Anthony Gonzalez, Facilities Project Coordinator Jennifer Harmon, Operations Manager Kevin Hernandez, Generalist Clerk James Le, Intake and Administration Clerk Jim McNabb, Operations Support Clerk Justin Olmos, Communications Specialist Laura Piedra, and Training Specialist Kimberly Rubal. All learned how to set up and participate in an emergency response scenario. The valuable and well-received program also covered first aid, triage, command post hierarchy, and communications protocols.

APPENDICES

COURT STRATEGIC PLAN ACCOMPLISHMENTS FOR 2015

ISSUE 1: ADMINISTRATION OF JUSTICE	
1.1 Administer justice fairly and impartially without regard to race, ethnicity, national origin, gender, sexual orientation, religion, age, economic status, or disability.	
GOALS:	ACCOMPLISHMENTS:
1.1.1 Confirm that court procedures conform to relevant statutes, rules, and policies.	<p><u>Chapter 11 LBR Forms</u> In 2015, the Court modified its Local Bankruptcy Rules (LBR) forms regarding the Notice of Motion and Motion in a Chapter 11 Case for the Entry of a Final Decree and Order closing Case; or an Order Closing Case on Interim Basis.</p> <p><u>Chapter 13 LBR Appendix</u> In 2015, the Court modified its Local Bankruptcy Rules (LBR) Appendix IV, increasing attorneys' fees in chapter 13 cases.</p> <p><u>National Forms Update and Local Form Changes</u> In 2015, the Court updated its local forms and <i>Court Manual</i> in keeping with changes to the national forms.</p> <p><u>Procedures for Accommodations</u> In keeping with guidance from the Administrative Office of the U.S. Courts, the Court added a web page to provide information for an Access Coordinator to respond to requests for accommodations for people with communications disabilities. In 2015, the Court added wheelchair accessibility maps to this webpage.</p>
1.1.2 Promote the education of judges and court personnel on issues of diversity.	<p><u>Diversity Celebrations</u> Throughout 2015, the Court participated in celebrating African American Heritage Month, LGBTQ Pride Month, Women's Month, Asian and Pacific Islander Month, and Hispanic Heritage Month.</p> <p><u>"It's Never Too Late" Speaker Series</u> In 2015, the Court continued the "It's Never Too Late" speaker series that was developed in 2014 by the Community Outreach Committee. The speaker series was designed to promote diversity and increase employee engagement by hosting a forum for employees to share their backgrounds and experiences.</p>
1.1.3 Foster diversity in the court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences.	<p><u>Recruitment Expansion</u> The Court expanded recruitment efforts to law schools, minority bar associations, and other organizations. Judges participated in speaking engagements at local law schools to promote diversity in the recruitment of externs and law clerks. The Court continued its 2014 program where it partnered with Loyola Law School to provide bankruptcy law students with hands on experience in working with Public Counsel and the Court. The Court hosted high school and grade school students for mock trials, Law Day, and court visits where attorneys and court staff discussed their career paths and how those paths led to a career in the Judiciary.</p>

<p>1.1.3 Foster diversity in the court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences (continued).</p>	<p><u>Diversity Celebrations</u> See 1.1.2</p> <p><u>"It's Never Too Late" Speaker Series</u> See 1.1.2</p>
<p>1.1.4 Make sure the court's community outreach efforts include all of the district's diverse community.</p>	<p><u>Bilingual Intern Hired to Assist with Court Outreach</u> In 2015, the <i>Pro Se</i> Committee initiated a summer internship project to publicize court services and free legal assistance available from partner <i>pro bono</i> organizations. As part of this effort, over 800 flyers with details on such services were distributed to local and state government contacts, as well as community and religious organizations. The publicity resulted in requests for educational presentations which were delivered by court staff to numerous senior center and community based agencies, describing court services. Additional outreach efforts included creation of educational videos, tweets on social media, and print and online marketing in English, Spanish, and Korean publications.</p> <p><u>Diverse Community Outreach Efforts</u> Throughout the year, with the assistance of the Community Outreach Committee, the Court continued to ensure that its community outreach efforts, including Power Lunches, Law Day, and other activities, included representatives of the Central District's diverse community.</p> <p><u>Clerk's Office Promotes <i>Pro Se</i> Resources</u> See the "Clerk's Office Volunteers Publicize the Court's <i>Pro Se</i> Resources" article in this report.</p>
<p>1.1.5 Clarify and inform practitioners of the unique procedural requirements of each judge while striving to limit variances and increase uniformity in judicial practices within the district.</p>	<p><u>Specific Procedures Provided on Each Judge's Webpage</u> The Court continued to update and provide practitioners with judge-specific procedures on each judge's webpage found on the Court's website.</p> <p><u>Bar Advisory Board</u> The Court's Bar Advisory Board was initially formed in 2009 and meets quarterly with the Chief Bankruptcy Judge, other interested judges, and the Executive Officer/Clerk of Court. In 2015, the Bar Advisory Board members provided substantial input from their respective bar associations in response to the Court's request for ideas to improve court operations.</p> <p><u>Judges Speaking Engagements and Programs</u> See the "Speaking Engagements and Programs" section of this report.</p>
<p>1.2 Structure court operations in a manner that best facilitates the expeditious, economical, and fair resolution of disputes.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.2.1 Build and maintain an effective executive management structure that guarantees the court's ability to achieve its mission, vision, and strategic goals.</p>	<p><u>New Chief Deputy Begins Service</u> Benjamin Varela was selected as the Court's new Chief Deputy of Operations and began serving in this role on January 5, 2015. Mr. Varela replaced the previous Chief Deputy of Operations, Michael E. Rotberg, upon his retirement on December 31, 2014.</p>

<p>1.2.1 Build and maintain an effective executive management structure that guarantees the court's ability to achieve its mission, vision, and strategic goals (continued).</p>	<p><u>New Operations Manager Hired in Riverside Division</u> On March 23, 2015, Debra Eudy began serving as the Court's new Operations Manager for the Riverside division. Ms. Eudy, who held a variety of positions with increasing responsibility in Operations and completed the Gateway Leadership Program, last held the position of Operations Supervisor.</p> <p><u>Executive Team Performance Appraisal</u> The Court continued with the performance appraisal system for the Executive team that was initiated in 2014.</p> <p><u>Executive Officer/Clerk of Court Graduates JELP</u> In 2014, Executive Officer/Clerk of Court Kathleen J. Campbell was accepted to the Federal Judicial Center's Judiciary Executive Leadership Program (JELP), which she completed in October of 2015. The 12-month program focuses on emerging leadership and management challenges, best organizational practices, and state-of-the-art thinking about organizational development. JELP aims to inspire experienced court unit executives to further develop their expertise and expose them to new ideas and best practices to improve their individual districts and/or circuits, and the Judiciary.</p>
<p>1.2.2 Standardize operations to provide a uniform system of justice and consistent quality of service.</p>	<p><u>Attorney and Staff Training</u> In preparation for meeting the December 1, 2015 deadline to implement new and revised national bankruptcy forms, the Clerk's Office provided comprehensive training for staff and attorneys to highlight the changes in the updated national forms</p>
<p>1.2.3 Institute case management plans that utilize best practice and time standards to expedite case processing appropriate to the type and complexity of the case.</p>	<p><u>CM/ECF Fee Waiver Program</u> Under the direction of the Case Management Committee, the Court continued its expanded CM/ECF fee waiver program that was initiated in April 2014.</p> <p><u>Tapeless Backup</u> In March 2015, the Clerk's Office began supplementing its backup of users' data files on magnetic tape with a tapeless backup. Under the new system, network data is backed up on a storage area network (SAN) disk storage and replicated to the Administrative Office of the U.S. Courts' remote data center in San Diego. Backing up and restoring data from tape is time-consuming and labor intensive. With the new system, the Clerk's Office can quickly and easily restore users' data.</p>

1.2.3 Institute case management plans that utilize best practice and time standards to expedite case processing appropriate to the type and complexity of the case (continued).

Auto-Discharge Program

In June 2015, the Court released an updated version of the Auto-Discharge program throughout the Central District, increasing the number of chapter 7 cases eligible for automatic discharge. The reduced number of exceptions to the auto-discharge report also reduces the amount of labor for the Clerk's Office.

Auto-Dismissal Program

The automatic dismissal of most chapter 7 and 13 cases reduces the manual labor by the Clerk's Office for routine case dismissal. The cases are automatically dismissed when debtors fail to file the required information.

Case Management Assist (CMA)

In 2015, the Court continued to maximize efficiency through use of Case Management Assist (CMA). Developed by the U.S. Bankruptcy Court for the Western District of Oklahoma, CMA is a quality review program designed to enhance daily operations and case management. Additionally, CMA provides superior internal reports that enable supervisors, managers, and the Executive team to measure the productivity and accuracy of court staff and external users. The Executive team continued to evaluate CMA's full capability and reconfigured the distribution of work in CMA to increase productivity.

1.3 Administer the court according to sound management practices, and seek ways to create efficiencies through streamlining processes and implementing new technology.

GOALS:

1.3.1 Implement "vertical" sharing of administrative services consistent with 28 U.S.C. §§ 154(b) & 156(d), provided that shared administrative services result in measurable savings to the court and no degradation in the quality and timeliness of service to the judiciary and the public.

ACCOMPLISHMENTS:

Bankruptcy Court/District Court Shared Network Area

The U.S. District and Bankruptcy Courts for the Central District of California agreed to share a server room at the Edward R. Roybal Federal Building and U.S. Courthouse. Once the Roybal Realignment project is complete, the Court plans to accommodate Pretrial Services, as well.

District Court Partnership

The Court continues to share emergency preparedness services with the U.S. District Court for the Central District of California.

Internal Audit

The Court's Internal Auditor provided auditing services under a shared services agreement to the U.S. District Court for the Central District of California.

1.3.2 Identify and market opportunities for sharing administrative services with other court units nationwide on a cost reimbursable basis in core business areas including Human Capital, Information Technology, and Space Planning.

Shared Administrative Services

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

<p>1.3.3 Participate in national committees and programs to develop court technology and implement best practices.</p>	<p><u>Judges Participate in National Committees and Programs</u> See the “Committee Appointments” section of this report.</p>
<p>1.3.4 Continue to review policies and procedures to improve service delivery, and to develop reports to assist decision making.</p>	<p><u>CMA Reports</u> Managers and supervisors analyzed multiple CMA reports to assess the staff’s workload and productivity. Based on these CMA reports, managers and supervisors re-assigned the workload across the divisions and teams to meet court requirements. See Case Management Assist (CMA) 1.2.3</p> <p><u>Check Capture</u> See the “All Divisions Now Processing Checks, Money Orders, and Cashier’s Checks Electronically” article in this report.</p>
<p>1.3.5 Educate judges and court personnel on existing and emerging technologies.</p>	<p><u>NCBC Conference</u> From August 10 to August 13, 2015, the U.S. Bankruptcy Court for the Central District of California was represented by 27 delegates at the National Conference of Bankruptcy Clerks (NCBC) Conference hosted by the U.S. Bankruptcy Court for the Northern District of Georgia. Attendees experienced an event-filled week that included many educational opportunities and networking events. Various informative breakout sessions were offered covering topics such as leadership and teamwork lessons; negotiating and mediating disputes; career and retirement planning; BNC noticing; records retention; and NextGen CM/ECF.</p> <p><u>TUG Conference</u> From August 31 to September 4, 2015, four IT staff members represented the Court at the 25th Ninth Circuit Technology Users Group (TUG) conference held in Las Vegas. The four staff members attended sessions on mobile technology, emergency preparedness, network log management, network security, cloud hosting, NextGen CM/ECF, Judiciary Inventory Control System (JICS), and more, as well as a session on the Dark Web.</p> <p><u>Desktop Applications</u> Classroom training on desktop applications was offered at all divisions.</p> <p><u>Judges Training</u> Throughout 2015, the Information Technology and Training Manager trained judges on iPad and iPhone technologies. The Information Technology and Training Manager also provided judges with Remote Desktop, FileBrowser, and Microsoft Office 365 training.</p> <p><u>Legal Research</u> Court staff completed Bloomberg Law, Lexis Advance, and WestlawNext training offered by the Ninth Circuit Librarian.</p>

1.4 Ensure informed judicial decision-making.

GOALS:	ACCOMPLISHMENTS:
<p>1.4.1 Provide accurate, timely, and complete procedures and rules to judges, court personnel, and other court participants.</p>	<p><u>Revised National Bankruptcy Forms</u> The Court updated the <i>Court Manual</i> and provided training materials to assist with the public's understanding of new and revised national forms that became effective on December 1, 2015.</p> <p><u>Revised Local Bankruptcy Rules</u> The Court updated the Local Bankruptcy Rules (LBR) on January 5, 2015. New and revised LBR forms were posted in both June and December 2015. On December 9, 2015, the Court announced and posted LBRs that became effective on January 4, 2016.</p> <p><u>Rights and Responsibilities Agreement (RARA) Fee Changes</u> The RARA fee increase, approved by the Board of Judges on February 26, 2015, became effective on March 23, 2015. The Clerk's Office issued a Public Notice announcing the change and posted revisions to the RARA form, LBR Appendix IV, and the <i>Court Manual</i> on March 20.</p> <p><u>Local Court Forms Updated</u> The Court updated and revised its court forms to reflect national form changes taking effect in December 2015.</p>
<p>1.4.2 Make certain that court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.</p>	<p><u>FTR Gold Upgraded</u> The Court continued training for the rollout of the Clerk's Office's upgraded FTR Gold recording software to version 5.6. A cross-functional FTR Gold project team managed the Court's upgrade and Digital Electronic Court Recording Operator (DECRO) training. The FTR Gold upgrade was completed for all divisions on April 10, 2015.</p>
<p>1.4.3 Promptly implement changes in law and procedure.</p>	<p><u>Chapters 7, 11, and 13 Petition Packages Updated</u> A project team comprised of operations staff and the Forms Task Force updated the Court's chapter 7, 11, and 13 petition packages to reflect changes in the national forms and the <i>Court Manual</i>.</p> <p><u>Revised Local Bankruptcy Rules</u> See 1.4.1</p> <p><u>Rights and Responsibilities Agreement (RARA) Fee Changes</u> See 1.4.1</p> <p><u>Local Court Forms Updated</u> See 1.4.1</p>

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

GOALS:	ACCOMPLISHMENTS:
1.5.1 Identify issues, conditions, and trends likely to have a significant impact on the court.	<p><u>Pro Se Committee Outreach</u> In the summer of 2015, the Court began marketing Electronic Self-Representation (eSR), Debtor Electronic Bankruptcy Noticing (DeBN) and self-help resources online, on Craigslist, and in print media in several languages. The Court hired a summer intern with Spanish language skills to spearhead this effort. The increased use of electronic resources and educating self-represented parties about the Court's self-help resources assisted the Court in improving efficiency and promoting access to justice.</p> <p><u>Clerk's Council Meetings</u> The Clerk's Council is comprised of members of senior management and was developed to collaborate and prioritize initiatives while allocating proper resources. The Clerk's Council met throughout 2015 to discuss and strategize the Court's high priority initiatives. All efforts are designed to effectively monitor and address initiatives identified in the 2014 -2019 Strategic Plan.</p>
1.5.2 Develop procedures to meet changing conditions.	<p><u>eSR</u> The Court continues to use and promote the use of Electronic Self-Representation (eSR) software.</p> <p><u>eSR New Form Exception</u> The Court obtained a two-year exemption from implementing the new bankruptcy forms with the Electronic Self-Representation (eSR) program. This exemption allows time for the Administrative Office of the U.S. Courts to update the eSR program and permits the public to continue to use the old bankruptcy forms when filing for bankruptcy relief through eSR in the interim.</p> <p><u>Court Space Reservations</u> The Court reviewed its space reservation policy and drafted an application form to create a more streamlined submission and approval process that is being targeted for implementation in 2016. The policy and application will apply to reservations requested from outside organizations and the public.</p>

1.6 Seek the resources necessary to maintain effective and efficient operations, and manage and expend such resources judiciously.

GOALS:	ACCOMPLISHMENTS:
1.6.1 Timely assess future resource needs necessary to accomplish the court's mission.	<p><u>AO Supplemental Funding</u> The Court began 2015 with a projected salary shortfall. Due to conservative spending, buyouts, and separations, combined with the Court's success in obtaining supplemental funding from the Administrative Office of the U.S. Courts (AO) for participation in national initiatives, projects and shared administrative services, the Court was able to end the year without the need to implement layoffs. The Court was able to secure supplemental funding from the AO this year for participation in Debtor Electronic Bankruptcy Noticing (DeBN), records digitizing, and NextGen programming, as well as through shared administrative services for web design and other areas. The Court continues to review projected resources and filings to assess staffing needs and prepare for the future.</p>

1.6.2 Produce comprehensive budget submissions to support resource requests necessary to achieve the court's mission, goals, and strategies.	<p><u>Monthly Spending Plans</u> The Clerk of Court submits a monthly spending plan to the Executive Committee for its review and approval. The monthly spending plans ensure that the Court remains a good steward of public funds and supports the Court's mission.</p> <p><u>Records Digitizing Project Funding</u> As part of the Roybal Realignment Project, the Court continued to receive funding from the Administrative Office of the U.S. Courts (AO) for estimated labor costs for digitizing, scanning, and processing all paper records in the Los Angeles Division. Scanning the documents reduces space requirements where paper records were previously stored.</p> <p><u>DeBN Funding</u> In 2015, the Court continued to receive funding from the Administrative Office of the U.S. Courts (AO) for its participation in the Debtor Electronic Bankruptcy Noticing (DeBN) project.</p>
1.6.3 Identify and pursue grant funding opportunities.	<p><u>Haynes Foundation Grant</u> The Court applied for a grant from the Haynes Foundation to study issues related to aging, finance, and bankruptcy and provide assistance to those facing these issues. The Haynes Foundation declined to fund the grant opportunity but the Court continued to pursue other avenues for providing further assistance to seniors in bankruptcy.</p>
1.6.4 Establish performance criteria and measurement systems that link budgetary resources to strategic goals.	<p><u>Performance Management Program</u> In 2015, the Human Resources Department reviewed the competencies identified in the Court's Performance Management Program to determine budget and resources required to create new opportunities and develop training programs.</p>

ISSUE 2: ACCESS TO JUSTICE AND SERVICE TO THE PUBLIC

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

GOALS:	ACCOMPLISHMENTS:
<p>2.1.1 Support and encourage the use of alternative dispute resolution methods.</p>	<p><u>Judge Zive's Mediation Sessions</u> Recalled Judge Gregg W. Zive continued to provide mediation services for the City of San Bernardino chapter 9 case.</p> <p><u>Bankruptcy Mediation Program</u> The Mediation Program entered in its 20th year in 2015 and remains the largest and most robust bankruptcy mediation program in the nation. The mediation panel consists of attorneys and non-attorney professionals such as accountants, real estate brokers, physicians, and professional mediators, and in 2015, had 185 members.</p>
<p>2.1.2 Increase the use and availability of videoconferencing to enhance access to the court.</p>	<p><u>Videoconferences Across Divisions</u> Throughout 2015, Judge Deborah J. Saltzman heard Northern Division matters from the Los Angeles Division via videoconference. Judges Mark S. Wallace and Scott C. Clarkson also continued to hear cases via video from Riverside from their courtrooms in the Santa Ana Division.</p> <p><u>National Video Teleconference Service</u> The National Video Teleconferencing Service (NVTCS) was established to offer courts the ability to do point-to-point, multi-point, and audio conferences. The Court's Courtroom Technology staff continued to use the NVTCS's bridging service to conduct internal videoconferences in Los Angeles and Santa Ana Divisions. The Court plans to expand the usage of NVTCS as funding permits.</p>
<p>2.1.3 Develop simplified procedures to encourage electronic filing by self-represented parties.</p>	<p><u>eSR Promotions</u> The Court continues to promote the use of eSR software through various mediums including videos, flyers, and other informational materials distributed throughout the Central District.</p> <p><u>DeBN</u> After the Court implemented Debtor Electronic Bankruptcy Noticing (DeBN), debtors in the Central District were able to request orders and court-generated notices by email through the DeBN program.</p> <p><u>Online Chat Program</u> Since its inception in 2014, the Clerk's Office continued to use the full version of its online chat program. Through this chat program, visitors to the Court's website can enter into real-time chat with a Call Center representative. Online chat is available in both English and Spanish.</p>

<p>2.1.4 Establish and maintain a project in each of the district's five divisions designed to provide free legal assistance to self-represented parties.</p>	<p>Self-Help Desks Self-help desks are available in all five divisions.</p> <p>DAP Debtor Assistance Project (DAP) is an association of <i>pro bono</i> organization representatives, bar associations, volunteer attorneys, judges, court staff and trustees, who meet bi-monthly to report on the status of their services and discuss issues related to serving self-represented parties in the Central District. DAP organizations provide free or low cost legal services to qualified self-represented parties.</p> <p>Self-Help Desk Honor Roll In order to encourage volunteer participation by attorneys at each self-help desk location, the Court has continued its recognition program by hosting a reception for volunteers. The Court also published its annual Honor Roll to commemorate the beginning of the American Bar Association's National <i>Pro Bono</i> Celebration week listing the names of all volunteers on the Court's website.</p> <p>Lasarow Awards Honor Self-Help Desk Volunteers On December 3, 2015, Public Counsel hosted the 2015 William J. Lasarow Awards and reception to honor volunteers serving the <i>pro se</i> bankruptcy population throughout the Central District.</p>
<p>2.1.5 Explore opportunities for partnerships with educational institutions to increase access to justice by underserved populations.</p>	<p>Consumer Bankruptcy Litigation Practicum On December 3, 2014, Judge Sandra R. Klein, chair of the Court's Community Outreach Committee, announced the launch of the Consumer Bankruptcy Litigation Practicum (CBLP) to be offered to Loyola Law School students. CBLP is a year-long course that provides students with an understanding of the law governing consumer bankruptcies and an opportunity to develop practical legal skills through engaging in skills-based simulations and providing assistance to consumer debtors. This course is comprised of two four-unit semesters. The first semester was held in the fall of 2014 and the second semester in the spring of 2015. On April 2, 2015, the Court hosted a mock hearing and reception for the inaugural class of the CBLP. The students took part in mock hearings before Judge Klein.</p>
<p>2.2 Provide the public with information that is easily understandable and readily available.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>2.2.1 Improve and expand services, assistance, and information for self-represented parties.</p>	<p>Updated "Don't Have an Attorney" Webpage The Court updated and maintained its "Don't Have an Attorney" webpage. Through this webpage, self-represented filers can independently find information, obtain forms, and get answers to their questions.</p> <p>Digital Touchscreens In 2015, the Clerk's Office installed digital touchscreens in the Northern and Riverside Divisions and upgraded the software on the digital touchscreens in the San Fernando Valley Division to improve speed and usability. The digital touchscreens can be used to access calendars and tentative rulings and have largely replaced paper calendars.</p>

<p>2.2.1 Improve and expand services, assistance, and information for self-represented parties (continued).</p>	<p><u>Clerk's Office Promotes <i>Pro Se</i> Resources</u> See the "Clerk's Office Volunteers Publicize the Court's <i>Pro Se</i> Resources" article in this report.</p> <p><u>eSR</u> See 1.5.2</p> <p><u>eSR New Form Exemption</u> See 1.5.2</p> <p><u>Bankruptcy Mediation Program</u> See 2.1.1</p> <p><u>DeBN</u> See 2.1.3</p> <p><u>Online Chat Program</u> See 2.1.3</p> <p><u>Self-Help Desks</u> See 2.1.4</p>
<p>2.2.2 Continue to develop a variety of informational materials, such as brochures and checklists, for debtors and other court users.</p>	<p><u>2014 <i>Pro Se</i> Report</u> Published October 2015, the Court's 2014 <i>pro se</i> report, <i>Access to Justice: Self-Represented Parties and the Court</i>, addresses the needs of self-represented parties in the Central District and describes the commitment of the Court and <i>pro bono</i> organizations.</p> <p><u>Public Use Computers</u> Public use computers continued to be made available in each division for the public to use Electronic Self-Representation (eSR) software for preparing bankruptcy petitions electronically. Additional computers were also available in each division for the public to use as a resource to research bankruptcy information or to find credit and financial management courses.</p> <p><u>Printed Materials and Videos</u> Throughout 2015, the Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341 meeting of creditors, free or low cost bankruptcy help materials in English and Spanish, abbreviated fee schedules, and "Before and After You File" course information flyers. All materials are available on the Court's "Don't Have an Attorney" webpage.</p> <p><u>eSR FAQs</u> In addition to a link to Electronic Self-Representation (eSR) software on the Court's website, a dedicated webpage has eSR frequently asked questions, links to additional forms to be completed and filed with an eSR petition, and also an electronic bankruptcy petition checklist to assist debtors with gathering all the required documents before getting started on a petition. See eSR 1.5.2</p> <p><u>eSR Promotions</u> See 2.1.3</p>

2.2.3 Maintain court forms and informational materials in plain, understandable language.	<p><u>Local Court Forms Updated</u> See 1.4.1</p> <p><u>Revised National Bankruptcy Forms</u> See 1.4.1</p> <p><u>Revised Local Bankruptcy Rules</u> See 1.4.1</p> <p><u>Chapters 7, 11, and 13 Petition Packages Updated</u> See 1.4.3</p>
2.2.4 Expand the availability to the public of automated court information and data through internet technologies and the court's website.	<p><u>Twitter</u> The Court continues to utilize Twitter as a social medium for communication.</p> <p><u>Website</u> The Court continues to improve and update its website with current information and resources.</p> <p><u>Rights and Responsibilities Agreement (RARA) Fee Changes</u> See 1.4.1</p> <p><u>Digital Touchscreens</u> See 2.2.1</p>
2.2.5 Regularly review and update court forms as needed.	<p><u>Local Court Forms Updated</u> See 1.4.1</p>
2.3 Make certain that court rules, procedures, and processes are free of unnecessary barriers to access.	
GOALS:	ACCOMPLISHMENTS:
2.3.1 Identify and revise court rules, procedures, and processes that are unreasonable barriers to access.	<p><u>Electronic Fee Waiver Expanded</u> The Court expanded electronic fee waiver for <i>pro bono</i> attorneys. The program was suggested by the Bar Advisory Board as part of an effort to encourage attorneys to volunteer to provide <i>pro bono</i> services to <i>pro se</i> debtors by streamlining the process, avoiding an in-person visit to the Clerk's Office.</p> <p><u>eSR</u> See 1.5.2</p>

<p>2.3.2 Develop mechanisms to improve proceedings involving non-English-speaking persons and others with communication or language challenges, including the expanded use of interpreter/translator services.</p>	<p><u>Online Chat Program FAQs</u> FAQs were maintained and updated for the Online Chat program in English and Spanish.</p> <p><u>Spanish-speaking Customer Service Representative</u> In 2015, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the call center.</p> <p><u>Spanish Educational Videos in Spanish</u> The Court produced several videos in Spanish to promote understanding and improve service for Spanish speakers.</p> <p><u>California State University, Northridge Interpreters</u> The Court continued to use student-volunteers from California State University, Northridge to provide interpreter services.</p> <p><u>Online Chat Program</u> See Online Chat Program 2.1.3</p>
<p>2.3.3 Provide periodic training to judges and court staff on issues of fairness and diversity to increase cultural awareness and sensitivity.</p>	<p><u>Diversity Celebrations</u> See 1.1.2</p>

ISSUE 3: JUDICIARY WORKFORCE OF THE FUTURE

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

GOALS:	ACCOMPLISHMENTS:
3.1.1 Recruit personnel who possess the education, skills, and experience to provide effective services.	<p><u>Hired Key Positions in Operations and Administration</u> In 2015, the Court hired for several key supervisory and managerial positions in both Operations and Administration, including an Operations Supervisor in Los Angeles, an Operations Manager in Riverside, a Senior Court Analyst in Los Angeles, and a Network Specialist in Los Angeles. Additional staff was promoted internally to various support positions within Administration.</p>
3.1.2 Attract and retain personnel of varying experiences and backgrounds to promote diversity.	<p><u>Diversity Celebrations</u> See 1.1.2</p> <p><u>“It’s Never Too Late” Speaker Series</u> See 1.1.2</p>
3.1.3 Support the professional development of judges and court personnel to improve their service to the court and the public.	<p><u>Education and Training Committee Annual Conference</u> In February 2015, the Central District bankruptcy judges convened for their Annual Educational Conference. The educational program was designed by the Court’s Education and Training Committee and addressed a number of relevant topics, including paperless office practices, cyber security, a “Best Practices” discussion, and updates on consumer bankruptcy issues and chapter 11 reform. The annual conference provided an excellent opportunity to acquire new information and to promote dialogue amongst the judges to best support the public.</p> <p><u>Joint Central District Conference</u> In March 2015, the bankruptcy judges participated in the Joint Central District Conference coordinated by the District Court and the Lawyer Representatives.</p> <p><u>Training Courses and Programs</u> In 2015, the Staff Development Department offered over 100 training courses and programs. A total of 2,704 student seats were filled across the five divisions. Annual programs including the Paths to Success Leadership Development Program, Law Clerk/Extern Training, IT Security Training, and the Winter Education Seminar were offered.</p> <p><u>Winter Education Seminar</u> The 2015 Winter Education Seminar, “Focusing on What Matters,” was held on December 11, 2015 at the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. Dr. Eric Goldstein was the key presenter and addressed scientifically researched tools and techniques to enhance productivity and performance, reduce burnout, and improve health and well-being.</p>

<p>3.1.3 Support the professional development of judges and court personnel to improve their service to the court and the public (continued).</p>	<p><u>Law Clerk/Extern Training Sessions</u> In 2015, the Court held three full-day Law Clerk/Extern training sessions in the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. More than 150 participants attended, including participants from the U.S. District Court.</p> <p><u>Human Resources Forum</u> Human Resources Administrator Cristina Rogers attended the Human Resources Forum in Memphis, Tennessee from September 23-25, 2015. The forum included a number of workshops, including discussions on legal issues in personnel, benefits, and other relevant Human Resources topics.</p> <p><u>Administrative Office Contracting Officer Training</u> Legal Analyst Jennifer Wright and Procurement Administrator Tommy Aquino attended the Judiciary Procurement Workshop in Phoenix, Arizona delivered by the Administrative Office of the U.S. Courts. The two-day course is a required Level Three Contracting Officer training through the Contracting Officer Certification Program.</p> <p><u>Passing the Baton Training Program</u> After examining the Court's workforce demographics and future human capital needs, the Court developed the Passing the Baton training program. This program continued in 2015 and is a key succession strategy for knowledge transfer and personal development. The 18-month program consists of monthly sessions facilitated by various subject matter experts within the Clerk's Office and Chambers staff. Session topics include Financial Management and Stewardship, Case Management and Calendaring Systems, Statistics and Information, and many others. The current cohort of participants will graduate in March, 2016.</p> <p><u>Executive Officer/Clerk of Court Graduates JELP</u> See 1.2.1</p> <p><u>NCBC Conference</u> See 1.3.5</p> <p><u>TUG Conference</u> See 1.3.5</p>
<p>3.1.4 Examine workforce demographics, assess future human capital needs, and formulate a workforce succession plan.</p>	<p><u>Succession Planning</u> In 2015, the Court continued to implement its succession plan through the delivery of the Passing the Baton Training Program, which is a significant part of the Court's knowledge transfer strategy. See Passing the Baton Training Program 3.13</p> <p><u>Judiciary Fair Employment Practices (FEPS) Annual Report</u> The Court compiled its Fair Employment Practices (FEPS) Annual Report, which was updated with workforce demographics and utilized to assess staffing and succession planning needs.</p>

3.1.5 Provide outreach and information to potential judicial applicants to encourage highly qualified individuals to apply for future judicial openings.	<p><u>Court Vacancies</u> The Court advertises vacancies on the Court's website, Twitter, and its bimonthly newsletter. Additionally, vacancies are published on the Ninth Circuit's website.</p> <p><u>Judges Reach Potential Applicants</u> Judges provide outreach and information to potential applicants through various speaking engagements on an ongoing basis.</p>
3.1.6 Encourage judges to use existing programs that enable the bankruptcy bar to provide feedback to judges utilizing standardized evaluation tools.	<p><u>Mid-Term Evaluations</u> Bankruptcy judges for the Central District of California voluntarily request mid-term evaluations offered by the Ninth Circuit.</p>
3.2 Maintain a positive work environment that fosters high achievement, satisfaction, and employee engagement among judges and court personnel.	
GOALS:	ACCOMPLISHMENTS:
3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention.	<p><u>"A Great Place to Work" Campaign</u> The "Great Place to Work" campaign was initiated in February 2015. The purpose of the campaign is to build on past successes, communicate upcoming programs for 2015, and to provide all employees with an opportunity to offer new ideas. A broad based initiative, Great Place to Work includes the development of CACBtv (the Court's private YouTube channel which addresses the strategic plan, pertinent court updates, and community outreach); the Talent Management Program; Centers of Excellence Open Forums; and various wellness initiatives.</p> <p><u>Talent Management Program</u> In 2015, the Court launched its robust Talent Management Program and webpage. The program kicked off with a series of informational sessions, where 100 staff attended to learn more about how they can develop within a current position, prepare for potential future opportunities as they arise, and support the Court's ongoing effort to build the workforce of the future. Highlights of the Talent Management program include the development of three certificate programs in the areas of Business Essentials, Business Communication, and Leadership and Management, as well as the creation of Talent Management webpage, which contains resources and information regarding career management and planning.</p> <p><u>Centers of Excellence Open Forums</u> In 2015, the Court's Centers of Excellence for Employee Engagement and Communication and Process Improvement jointly held open discussion forums at each division to ensure that all staff has an open arena to provide feedback, ideas, and suggestions to consistently improve the Court's programs, processes, and procedures.</p> <p><u>Annual Awards Ceremony</u> The 2015 Annual Awards Ceremonies, held at all five divisions in September, honored Clerk's Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p>

3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention (continued).	<p><u>Employee Recognition Programs</u> The Court continues to promote the SOAR Employee Recognition program and High Five online recognition forum as methods to enhance employee satisfaction through the acknowledgment of outstanding service and commitment to the workplace.</p> <p><u>Training Courses and Programs</u> See 3.1.3</p> <p><u>Winter Education Seminar</u> See 3.1.3</p> <p><u>Law Clerk/Extern Training Sessions</u> See 3.1.3</p> <p><u>Passing the Baton Training Program</u> See 3.1.3</p>
3.2.2 Develop an organizational culture that increases the joint involvement of judges and court personnel in court planning and operations, and facilitates increased communications between judges and court personnel.	<p><u>Appreciation Days</u> The judges hosted staff appreciation days throughout the Central District.</p> <p><u>Judges' Meetings</u> The Clerk's Office staff met regularly with the judges throughout the year to discuss operations and administration issues and concerns.</p> <p><u>Judicial Committee Participation</u> Chambers and Clerk's Office staff continued to enhance communication through judicial committee participation.</p>
3.3 Promote high standards of conduct and personal behavior among participants.	
GOALS:	ACCOMPLISHMENTS:
3.3.1 Enforce adherence to codes of professional conduct, ethical practice standards, and civility standards for judges, court personnel, and members of the bar.	<p><u>Ethics Training</u> In an effort to support adherence to professional conduct, the Court continues to offer online Ethics training annually to all Clerk's Office and Chambers staff. New employees also take the "Avoiding Ethics Pitfalls" course as part of their orientation process to the Court.</p> <p><u>Judicial Disability Procedures</u> In 2015, an Ad Hoc Judicial Wellness Committee was formed to develop policy and procedures pertaining to Judicial Disability, permitting members of the Bar and the general public to informally and confidentially communicate concerns about the mental or physical disability of a bankruptcy judge of the Court to either the Chief Bankruptcy Judge or to an Ombudsperson designated by the Chief Bankruptcy Judge. The policies and procedures were approved by the Court and information posted on the Court's website.</p>

3.3.2 Require appropriate and respectful conduct, dress, and behavior by judges, court personnel, and those appearing in court.

Communication of Mission and Vision

Throughout the year, the Court continued to communicate its mission and vision to staff, focusing on the importance of customer service and meeting the strategic goals of the Court.

“A Great Place to Work” Casual Dress Fridays

In an effort to promote uniformity and increase morale and in furtherance of the “Great Place to Work” campaign, the Court offered casual dress Fridays during 2015. On the designated Fridays, staff was permitted to wear court-branded shirts, along with appropriate jeans, slacks, or skirts. This initiative was in alignment with fundraising efforts of the Holiday Committee, who sold court-branded shirts in each division to support the Court’s annual Holiday Party.

Ethics Training

See 3.3.1

ISSUE 4: A SOLID INFRASTRUCTURE

4.1 Court facilities must be safe and accessible.

GOALS:	ACCOMPLISHMENTS:
4.1.1 Make certain that court facilities are accessible to all persons, particularly those with disabilities.	<p><u>Ongoing Monitoring</u> The Office Services Manager monitors physical access to court buildings and court improvements as needed.</p> <p><u>Access to eSR and Online Chat Program</u> The Electronic Self-Representation (eSR) software and Online Chat Program continues to provide additional convenience to parties in remote locations or disabled parties who have difficulty visiting the Court's onsite self-help desks.</p> <p><u>ADA Accommodations</u> In 2015, the Court enhanced its ADA accommodations webpage to include the name of the designated Access Coordinator, as well as maps for entry to each court location to assist disabled parties.</p>
4.1.2 Identify and address needed safety improvements.	<p><u>Ongoing Safety Improvements</u> The Office Services Manager conducts surveys and requests funds as needed for safety improvements.</p>

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

GOALS:	ACCOMPLISHMENTS:
4.2.1 Review the utilization of existing space to optimize cost effectiveness.	<p><u>Negotiation of Leases</u> In an effort to reduce facility costs, the Court re-designed space to reduce square footage in both the Northern and Riverside Divisions in conjunction with the initiation of new lease agreements.</p> <p><u>Archiving Project</u> In 2015, the Court continued to archive case records to free up valuable space.</p> <p><u>Records Shredded</u> Significantly reducing the total volume of storage space required, the Los Angeles, San Fernando Valley, and Northern Divisions shredded boxes of petitions, subsequent documents, claims, financial records, paper documents, old transcripts that were already disposed of by Federal Records Center, and miscellaneous folders. Along with these paper records, the Court was able to dispose of shelving units, storage boxes, and file cabinets.</p>

4.2.1 Review the utilization of existing space to optimize cost effectiveness (continued).	<p><u>Records Digitizing Project</u> In an effort to maximize the utilization of existing space and reduce the Court's footprint in the Los Angeles Federal Building and the Edward R. Roybal Federal Building and U.S. Courthouse, the Records team scanned boxes of documents for both Operations and Administration.</p> <p><u>Roybal Realignment Project</u> The Court continued to participate in an extensive space planning effort with the Administrative Office of the U.S. Courts (AO), AO contractors, Ninth Circuit Space and Facilities staff, General Services Administration, and other Central District court units. Tentative plans call for the Bankruptcy Court to release over 33,000 square feet of Clerk's Office space and 24,000 square feet of judicial space in both the Los Angeles Federal Building and Edward R. Roybal Federal Building and U.S. Courthouse to accommodate the needs of the U.S. District Court and Pretrial Services.</p>
4.2.2 Analyze the need for additional chambers and courtrooms for future judgeships.	<p><u>District-wide Space Plan</u> The Court's Space and Security Committee held preliminary discussions to formulate a district-wide space plan. The Space and Security Committee intends to discuss this concept further once the new Los Angeles Courthouse and the Roybal Realignment Projects are completed.</p>
4.2.3 Evaluate the need for space for expanded video hearings.	<p><u>Videoconferences Across Divisions</u> See 2.1.2</p>
4.3 Establish a technology infrastructure by assessing the court's evolving information and courtroom technology needs, and maintaining a strategic plan to address those needs.	
GOALS:	ACCOMPLISHMENTS:
4.3.1 Remodel or construct at least one courtroom as a high technology courtroom.	<p><u>High Technology Courtroom</u> In conjunction with the Roybal Realignment project, the Administrative Office of the U.S. Courts (AO) is partnering with the Court to fund extensive technology enhancements in the Edward R. Roybal Federal Building and U.S. Courthouse courtrooms. Spectrum Engineering and AO staff visited the Court to determine requirements and prepare recommendations as part of the overall project.</p>
4.3.2 Maintain up-to-date internal and external websites.	<p><u>Court Websites</u> The Court's internal and external websites continue to be refreshed as rules, procedures, and program changes occur.</p>
4.3.3 Ensure the court has adequate skilled technology staff to support court operations.	<p><u>IT Security Officers Attend Webinars</u> The IT security officers attended webinars on a vulnerability scanning tool the Administrative Office of the U.S. Courts (AO) uses to scan outward-facing court sites. In conjunction with the AO Security Operations Center, the IT Department also implemented the use of Host Intrusion Prevention System (HIPS) software on all outward-facing servers to provide increased protection of these servers.</p>

<p>4.3.3 Ensure the court has adequate skilled technology staff to support court operations (continued).</p>	<p><u>Network Specialist Hired</u> On May 29 2015, the Court hired Network Specialist Alfred Hui. Mr. Hui has over 20 years of experience as a Systems Engineer and Network Administrator and provides additional technical expertise to the Network Management Division.</p> <p><u>Security Operations Center/Network Operations Center (SOC/NOC) Mentoring Session</u> See the “Security Operations Center/Network Operations Center Mentoring Session” article in this report.</p> <p><u>TUG Conference</u> See 1.3.5</p>
<p>4.3.4 Investigate and implement technologies and strategies to reduce costs, eliminate waste, maximize efficiency, minimize environmental impact, and protect the privacy of litigants and employees.</p>	<p><u>Internet Privacy for Judges</u> To promote privacy and security, the Court collaborated with the Ninth Circuit Librarian and the Central District’s Emergency Preparedness and Security Officer to communicate the opportunity for bankruptcy judges to participate in programs to enhance their online security.</p> <p><u>IT Security Training</u> In accordance with the <i>Guide to Judiciary Policy</i>, Vol. 15, §340, court employees completed the annual IT Security Awareness Training. The IT Security Awareness Training was provided as an Electronic Learning Module (ELM), which was created in cooperation with the Administrative Office of the U.S. Courts. The New Employee IT Security Awareness Training and the Remote Access IT Security Awareness Training were updated in 2014. All new employees, including non-paid employees, and all who requested new remote access (VPN) accounts completed the appropriate training.</p> <p><u>Remote Software Updates</u> The Clerk’s Office increasingly “pushed out” software updates to all of the Court’s PCs remotely, saving time and labor.</p> <p><u>Check Capture</u> See the “All Divisions Now Processing Checks, Money Orders, and Cashier’s Checks Electronically” article in this report.</p> <p><u>Technology and Innovation</u> See the “Technology and Innovation” section of this report.</p> <p><u>Case Management Assist (CMA)</u> See 1.2.3</p> <p><u>FTR Gold Upgraded</u> See 1.4.2</p>
<p>4.3.5 Continually evaluate and update the court's information technology strategic plan.</p>	<p><u>IT Strategic Plan</u> The IT Committee reviews and approves technology improvements and monitors the initiatives to ensure IT Strategic Plan alignment.</p>
<p>4.3.6 Allow proof of claims to be filed electronically.</p>	<p><u>ePOC</u> The Clerk’s Office reviewed existing Electronic Proof of Claims (ePOC) and Electronic Claims (eClaims) programs from other courts as possible options for the electronic monitoring of claims. This initiative will be further addressed in 2016.</p>

4.4 Protect people, processes, technology, and facilities to ensure employee and public safety as well as continuity of operations in the event of an emergency or disaster.

GOALS:	ACCOMPLISHMENTS:
4.4.1 Review and periodically re-evaluate the court's security and emergency procedures.	<p><u>Court Security Practices</u> Throughout 2015, the Court continued to meet regularly with the U.S. Marshals Service and Federal Protective Service representatives to discuss court security practices and procedures.</p> <p><u>Facility and Security Committees</u> Throughout the year, judges and court staff participated in the Facility and Security Committee in each divisional location.</p>
4.4.2 Conduct systematic training on security and emergency procedures.	<p><u>Floor Warden/Emergency Preparedness Training</u> In 2015, the Emergency Preparedness team conducted Floor Warden/ Emergency Preparedness training in every division. Additionally, floor wardens from throughout the Central District participated in the Weapons of Mass Destruction (WMD) training, conducted by the WMD coordinator for the FBI.</p> <p><u>COOP Emergency Relocation Group Selected</u> In 2015, a select group of employees with specific expertise were selected as members of the Emergency Relocation Group (ERG). The ERG is tasked with reestablishing the Court's essential business functions in the event of an emergency or natural disaster at the workplace. Upon activation notification, members of the ERG will be deployed to a designated alternate facility to initiate the essential functions of the Court within a 12-hour period and may be asked to continue to perform the functions for a period of up to thirty (30) days. Members of the ERG participate in additional periodic continuity exercises and receive further training to validate the COOP.</p> <p><u>Facilities, Security, and Emergency Preparedness</u> See the "Facilities, Security, and Emergency Preparedness" section of this report.</p> <p><u>IT Security Awareness Alerts</u> See the "IT Security Awareness, Alerts, and Tips" article in this report.</p>
4.4.3 Review and update the court's Continuity of Operations Plan ("COOP").	<p><u>COOP Plan Revised</u> In 2015, COOP personnel continued their efforts to revise the Court's COOP Plan, including the Pandemic component. COOP personnel conducted meetings with staff; consulted local representatives from city, county, state, and other federal agencies; and analyzed COOP plans from other bankruptcy courts that have faced severe and long-term COOP plan activations.</p>

4.4.4 Confirm that the court's COOP is communicated to, and coordinated with, other courts units and appropriate public safety agencies.	<p><u>COOP Webpage</u> The Court updated and maintained its COOP webpage.</p> <p><u>Collaboration with District Court</u> The Court's COOP Coordinator collaborated with the U.S. District Court's Emergency Preparedness and Security Officer.</p> <p><u>Federal Executive Board</u> The Court's Continuity of Operations Coordinator continued to collaborate with the Federal Executive Board (FEB), serving on their Greater Los Angeles Area Federal Executive Board (GLAFEB) Continuity Working Group (CWG) steering Committee. Also, the COOP Coordinator facilitated the FEB's annual Resilient Angel table top exercise in December 2015.</p>
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ISSUE 5: PUBLIC UNDERSTANDING, TRUST, AND CONFIDENCE

5.1 The court must increase its community outreach.

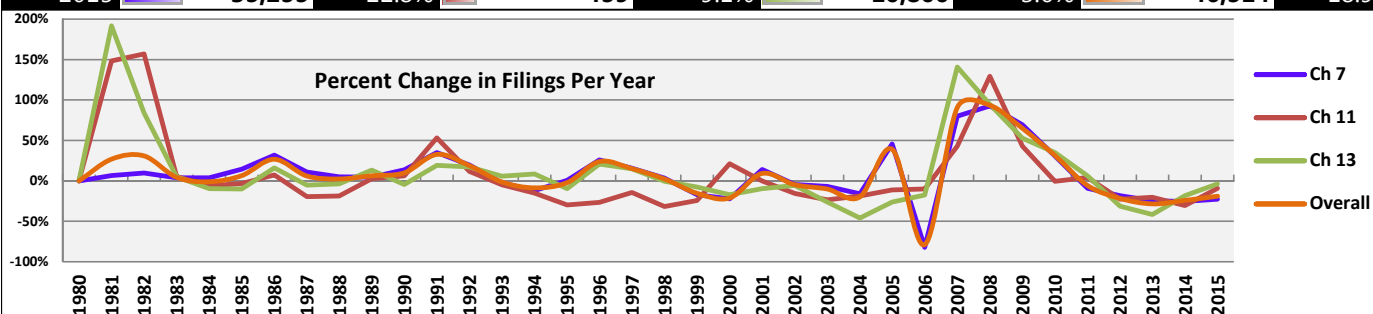
GOALS:	ACCOMPLISHMENTS:
5.1.1 Establish an Office of Public Communications and designate an Officer of Public Communications.	<p><u>Office of Public Communications and Officer of Public Communications</u> The Court developed a media strategy to publicize the Court's service offerings in furtherance of its goal to establish an Office of Public Communications.</p>
5.1.2 Through the court's Community Outreach Committee, identify opportunities and craft seminars, outreach programs, and publications to educate the public on the role of the courts and the importance of the rule of law.	<p><u>Community Outreach Committee</u> Active Community Outreach Committee led by Judge Sandra R. Klein, chair of the Court's Community Outreach Committee.</p> <p><u>Court Events and Community Outreach</u> See the "Court Events and Community Outreach" section of this report.</p>
5.1.3 Collaborate with educational institutions, legal service providers, bar associations, and organizations that promote excellence in the judicial system to develop outreach programs and to promote community awareness of the court and its mission.	<p><u>Ninth Circuit Courts & Community Committee</u> Judges Deborah J. Saltzman and Sandra R. Klein, and Clerk of Court/ Executive Officer Kathleen J. Campbell serve on the Ninth Circuit Courts & Community Committee, which focuses on circuit-wide initiatives.</p> <p><u>Public Counsel</u> The Court continued to partner with Public Counsel to co-sponsor events aimed at educating practitioners on the Court's policies and procedures.</p> <p><u>Bar Advisory Board</u> See 1.1.5</p> <p><u>Judges Speaking Engagements and Programs</u> See 1.1.5</p> <p><u>Consumer Bankruptcy Litigation Practicum</u> See 2.1.5</p>
5.1.4 Increase the use of technology and on-line resources to communicate more effectively with the public.	<p><u>Online Chat Program</u> See 2.1.3</p> <p><u>Digital Touchscreens</u> See 2.2.1</p>
5.1.5 Design and implement an activity in conjunction with Law Day.	<p><u>Junior State of America Law Day</u> On April 24, 2015, more than 90 high school students who are members of Junior State of America (JSA), a nonprofit, nonpartisan organization for students interested in politics, foreign affairs, government, and the law, attended the Court's Law Day celebration. The Bankruptcy Court's Community Outreach Committee, chaired by Bankruptcy Judge Sandra R. Klein, organized the district-wide Law Day celebration. See the "Los Angeles Division Hosts Law Day Celebration" article in this report.</p>

5.1.6 Create educational programs to increase financial literacy and understanding among all age groups.	CARE Program On April 24, 2015, in conjunction with Law Day, the Court's Credit Abuse Resistance Education (CARE) Program provided financial literacy to assist students with managing finances, using credit wisely, saving money, and avoiding financial problems. Additionally, the CARE program materials were updated, posted, and made available to judges for future presentations. <u>Junior State of America Law Day</u> See 5.1.5
5.1.7 Provide training for other federal and state court judges to increase their understanding of bankruptcy-related issues that may arise in their cases.	<u>Speaking Engagements and Programs</u> See the "Speaking Engagements and Programs" section of this report.
5.2 Provide opportunities for the community to have ongoing input into the court's planning process.	
GOALS:	ACCOMPLISHMENTS:
5.2.1 Provide means for input and discussion with the court's stakeholders regarding the court's strategic planning process and progress towards its goals.	<u>Bar Advisory Board</u> See 1.1.5
5.2.2 Identify frequently asked questions ("FAQs") and post FAQs and answers on the court's website.	<u>FAQs</u> FAQs are updated as rules and policies change. <u>Online Chat Program FAQs</u> See 2.3.2
5.2.3 Provide means for the public to comment on the court's rules, procedures, processes, and operations, and consider the comments received.	<u>Public Notice</u> Prior to adopting revisions proposed in 2015 to its Local Bankruptcy Rules (LBRs), the Court posted a Public Notice to announce a 30-day public comment period on the proposed revisions. <u>Bankruptcy Judges Reappointment</u> In 2015, the Court publicized procedures to comment on the reappointment of bankruptcy judges. <u>Bar Advisory Board</u> See 1.1.5 <u>Judicial Disability Procedures</u> See 3.3.1

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015*

CENTRAL DISTRICT OF CALIFORNIA

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

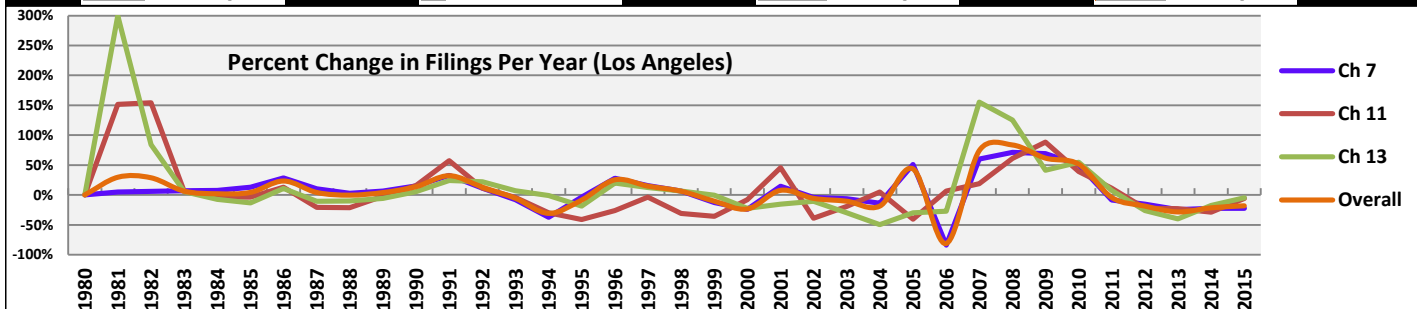


*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015*

LOS ANGELES DIVISION

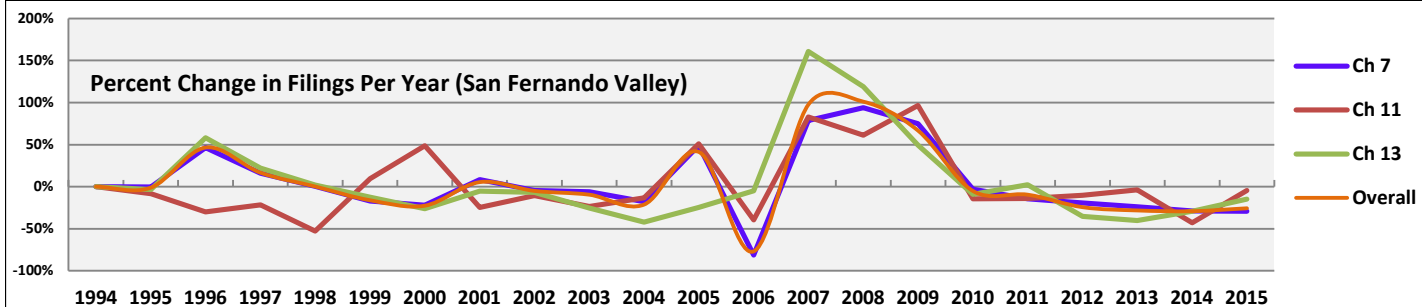
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	12,430	N/A	202	N/A	1,041	N/A	13,673	N/A
1981	13,055	5.0%	508	151.5%	4,162	299.8%	17,725	29.6%
1982	13,868	6.2%	1,291	154.1%	7,655	83.9%	22,814	28.7%
1983	14,825	6.9%	1,361	5.4%	8,074	5.5%	24,260	6.3%
1984	15,950	7.6%	1,309	-3.8%	7,484	-7.3%	24,743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



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015***SAN FERNANDO VALLEY DIVISION****(Filings prior to 1994 were included in Los Angeles Division)**

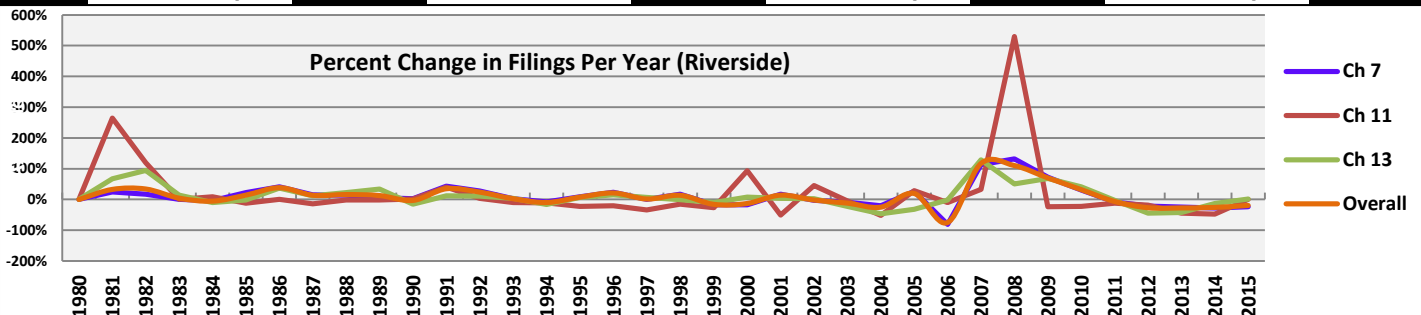
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1994	8,560	N/A	261	N/A	1,859	N/A	10,680	N/A
1995	8,524	-0.4%	239	-8.4%	1,794	-3.5%	10,557	-1.2%
1996	12,470	46.3%	167	-30.1%	2,836	58.1%	15,473	46.6%
1997	14,451	15.9%	131	-21.6%	3,466	22.2%	18,048	16.6%
1998	14,490	0.3%	62	-52.7%	3,531	1.9%	18,083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



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015***RIVERSIDE DIVISION**

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

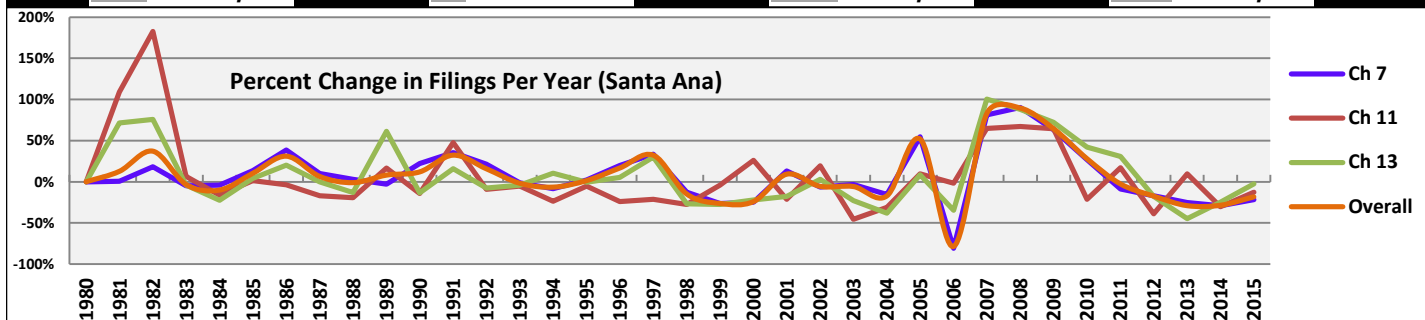


*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015*

SANTA ANA DIVISION

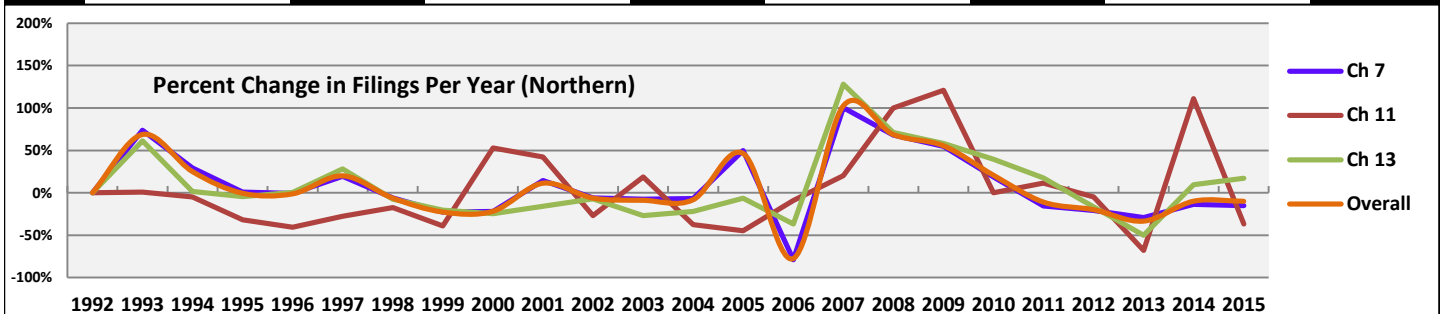
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,204	0.7%	188	108.9%	865	71.3%	4,257	12.7%
1982	3,789	18.3%	531	182.4%	1,519	75.6%	5,839	37.2%
1983	3,612	-4.7%	565	6.4%	1,460	-3.9%	5,637	-3.5%
1984	3,464	-4.1%	474	-16.1%	1,133	-22.4%	5,071	-10.0%
1985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



*Based on CA Central District internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2015***NORTHERN DIVISION****(Filings prior to 1992 were included in Los Angeles Division)**

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



*Based on CA Central District internal filings data

Kathleen J. Campbell
Executive Officer/Clerk of Court

Steven A. Sloniker
Chief Deputy of Administration

Benjamin Varela
Chief Deputy of Operations

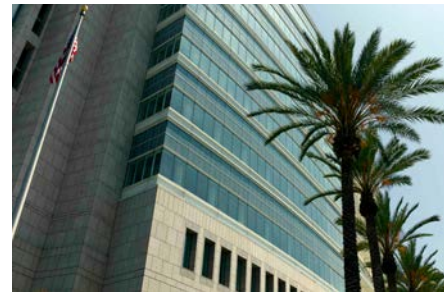
LOCATIONS



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255 East Temple Street
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3420 Twelfth Street
Riverside, CA 92501



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Santa Ana, CA 92701



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