



ANNUAL REPORT 2018

United States Bankruptcy Court
Central District of California



[BACK COVER]

Cover photos left to right: Huntington Beach Pier, The Mission Inn Riverside, Camino Real Old Mission Santa Barbara, Mission San Juan Capistrano, Santa Barbara Harbor, Los Angeles Convention Center, Antelope Valley California Poppy Reserve in Lancaster, Union Station Downtown Los Angeles, Riverside Mount Rubidoux National Park, Downtown Riverside, Griffith Park Observatory Los Angeles, Los Encinos State Historic Park Encino

TABLE OF CONTENTS

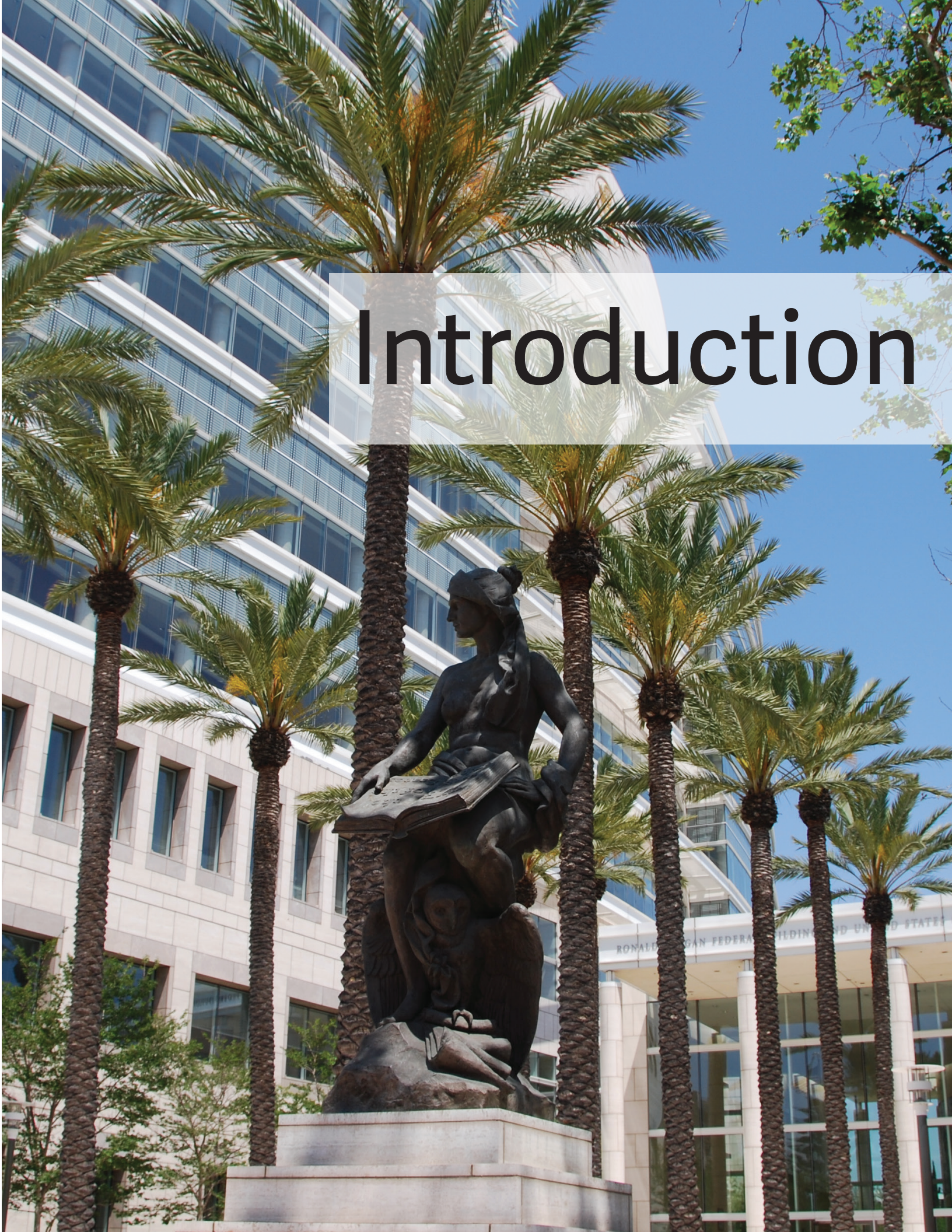
INTRODUCTION	1
Executive Summary	3
Mission and Vision of the Court	5
The Bankruptcy Judges of the Central District of California.....	6
ADMINISTRATION OF JUSTICE.....	7
JUDICIAL CASELOAD	9
Bankruptcy Filings	9
Adversary Proceedings	10
Pro Se Filings.....	10
Cases of Interest	11
KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS.....	12
Court Technology Provides Efficiency, Convenience, and Access to Justice	12
Case Management Assist	12
CourtSpeak	12
Auto Closing Programs	12
Video Hearings.....	12
Queuing System	12
Debtor Electronic Bankruptcy Noticing.....	12
Internal Controls and Audit	13
Addressing Budget Challenges	13
Ninth Circuit Ad Hoc Committee on Shared Services.....	13
Shared Services	13
ACCESS TO JUSTICE AND SERVICE TO THE PUBLIC	15
IN PROFILE	17
District Profile.....	17
Population Served	17
INCREASED ACCESS PROJECTS	18
Court Initiatives Ease Litigants' Burden.....	18
Honor Roll Receptions Celebrate Central District's Volunteer Attorneys.....	18
Programs for Pro Se Debtors	19
Court Publications Analyze Central District's Population	19
Clerk's Office Meets with RAND Corporation.....	20
JUDICIARY WORKFORCE OF THE FUTURE.....	21
JUDICIAL TRANSITIONS AND MILESTONES	23
Judge Tighe Selected as Chief Bankruptcy Judge	23
Judge Jury Retires	23
Judge Donovan's Oral History Project	24

Judge Carroll Retires, Serves in Recalled Judge Status	24
Judge Smith Inducted into American College of Bankruptcy	24
Judge Zurzolo Celebrates 30 Years on the Bench	25
PROFILES, AWARDS, AND COMMITTEES	26
Profiles.....	26
Awards.....	27
Committee Appointments	28
California Central District Judicial Committees	31
Clerk's Office Staff Members Serve on NCBC Committees	32
HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT	34
Staff Development Courses Train and Educate Court Personnel	34
Organizational Changes, New Hires, Reassignments, and Opportunities	34
Seminars, Trainings, and Conferences	35
Individual Retirement Counseling	37
CoE for Communication and Engagement Revamps Employee Recognition Program	37
Court Selected to Host National Conference of Bankruptcy Clerks in 2020	37
Annual Awards Ceremony	38
A SOLID INFRASTRUCTURE	39
TECHNOLOGY AND INNOVATION	41
Court Adopts Cloud-Based Office 365 Software Suite	41
NextGen CM/ECF 1.3 eSR User Acceptance Testing.....	41
IT Upgrades Enhance Performance and Security.....	41
Courtroom of the Future	42
FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS	43
Roybal Realignment Project Completed.....	43
Space Management and Modification	43
May Day ENS Test Achieves High Response Rate	44
CPR and First Aid Training	44
PUBLIC UNDERSTANDING, TRUST, AND CONFIDENCE	45
COURT EVENTS AND COMMUNITY OUTREACH	47
Bar Advisory Board Facilitates Exchange of Information and Ideas.....	47
Girl Scouts and Boy Scouts Visit the Court	47
Annual William J. Lasarow Awards Recognize Pro Bono Volunteers	48
Court Personnel Stay Fit Together	48
Fill a Backpack Donation Drive	49
Chinese Officials Visit Los Angeles Division	49
Loyola Law School Programs.....	49
High School and College Outreach	50
Clerk's Office Coordinates Panel on Financial Elder Abuse.....	51
Mock Trials.....	51
High School Students Consider Equal Protection in Annual Civics Contest.....	52
Bankruptcy Judges Preside over Naturalization Ceremonies.....	54
Credit Abuse Resistance Education at Century High School.....	54

SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS.....	55
APPENDICES.....	59
2014 – 2019 Court Strategic Plan Accomplishments	61
Bankruptcy Filings and Percentage Change: 1980 – 2018	85
About the Court	91

[BLANK PAGE]

Introduction



[BLANK PAGE]

EXECUTIVE SUMMARY

In 2018, the U.S. Bankruptcy Court for the Central District of California engaged local students and stakeholders through community outreach, expanded resources for pro se litigants, and fortified IT security practices and policies. Highlights of the year include:

- Judge Tighe was selected as the eighth Chief Bankruptcy Judge for the Central District of California. She will assume the post on January 1, 2019, succeeding Chief Judge Sheri Bluebond.
- Judge Jury retired on June 29 after two decades of service.
- After 16 years on the bench, Judge Carroll retired on February 2. He continues to serve the Court as a recalled judge.
- Judge Zurzolo celebrated the 30th anniversary of his appointment as a bankruptcy judge.
- Judge Smith was inducted into the American College of Bankruptcy in a ceremony at the Smithsonian Donald W. Reynolds Center for American Art and Portraiture in Washington, D.C.
- The Court completed the realignment of its facilities in the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles, a massive undertaking begun in 2013. The redesigned space reduces the Court's footprint by 60,000 square feet while modernizing the staff's working environment.
- The annual civics contest for high school students in the Central District reviewed the historical and legal consequences of the Equal Protection Clause of the 14th Amendment to the Constitution.
- For the sixth consecutive year, the Court supported cost containment efforts through its popular shared administrative services program. Federal court units from across the nation took advantage of the Court's training, programming, and web development offerings.
- Receptions held throughout the Central District recognized the service of pro bono volunteers. The attorneys, law students, paralegals, and interpreters who assist the district's self-represented litigants are listed in yearly updates to the Court's Honor Roll, published in conjunction with the American Bar Association's National Pro Bono Celebration Week.
- Citing Judge Russell's distinguished record over a career of service, the Federal Bar Association recognized his lifetime contribution with the Earl W. Kintner Award for Distinguished Service.
- The San Fernando Valley Bar Association presented Judge Mund with the Stanley Mosk Legacy of Justice Award, named for the late associate justice of the California Supreme Court.
- Judge Klein received the Women Lawyers Association of Los Angeles' Distinguished Service Award and the National Conference of Bankruptcy Judges' Public Outreach Award.
- The Los Angeles Chapter of the Federal Bar Association named Courtroom Technology Specialist Jose Fuentes Jr. the Federal Court Bankruptcy Clerk of the Year. Mr. Fuentes is the second bankruptcy clerk to receive the honor.
- The Central District of California led the nation in pro se filings during the 12-month period ending December 31, 2018. The Central District's rate of pro se filings for the year was 16.4 percent, nearly two times the national average of 8.3 percent.
- The Court was selected to host the annual meeting of the National Conference of Bankruptcy Clerks (NCBC) in 2020, which will convene in Anaheim.

[BLANK PAGE]



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 (Retired),
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 (Retired), Thomas B. Donovan (Recalled), Julia W. Brand, Theodor C. Albert

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



Administration of Justice

How can the Court provide justice effectively and efficiently given changing demands and resources?

—2014-2019 Strategic Plan, Issue 1

[BLANK PAGE]

JUDICIAL CASELOAD

BANKRUPTCY FILINGS

Bankruptcies filed in the Central District of California totaled 37,192 during the 12-month period ending December 31, 2018, a 3.9 percent decrease from the previous year's 38,704 filings. Filings for chapters 7 and 13 continued to decline. However, the rate of decline in bankruptcy filings significantly decreased compared to the rate of decline from 2016 to 2017.

Chapter 7 filings decreased by 0.6 percent to 28,489 filings in 2018, accounting for 76.6 percent of all petitions filed district-wide. Chapter 7 filings also accounted for 74.2 percent of all business filings and 76.7 percent of all nonbusiness filings in 2018.

Chapter 11 filings increased 13.8 percent to 463. Chapter 11 cases, which typically require more judicial resources than cases filed under other chapters, accounted for approximately 1.2 percent of all petitions filed in 2018—about the same as the percentage of chapter 11 filings in 2017. Over 65 percent of all chapter 11 petitions were business cases.

Chapter 13 filings decreased by 14.5 percent to 8,237 filings in 2018. Chapter 13 petitions accounted for 22.1 percent of all filings in 2018, down from 24.9 percent in 2017. Chapter 13 petitions also accounted for 22.8 percent of all nonbusiness filings and 6.5 percent of all business filings in 2018.

The number of bankruptcy petitions terminated by the Central District in 2018 dropped 11.2 percent to 39,857. Because terminations exceeded filings in 2018, there were 26,449 cases pending in December 2018, a total 9.1 percent below the number of cases pending in December 2017.

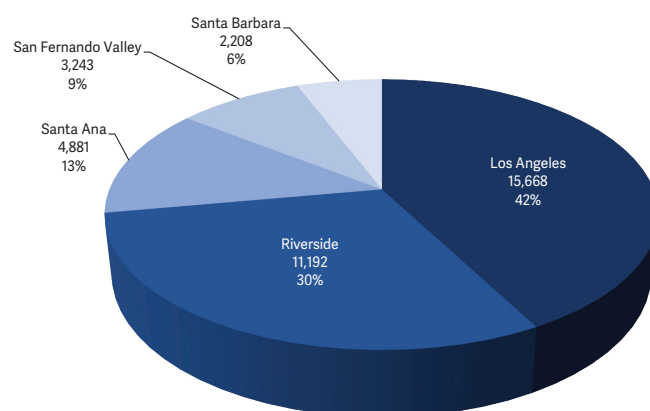
According to national filing data released by the Administrative Office of the U.S. Courts for the 12-month period ending December 31, 2018, the Central District of California's total was 5.6 percent less than that of the district with the highest number of filings, the Northern District of Illinois. Additionally, the Central District of California led the nation with the highest total business filings and the second-highest total non-business filings. Bankruptcy filings in the Central District of California account for nearly 5 percent of the national total.

CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2018

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	65,856	49,451	789	2	15,611	3
2009	108,647	83,656	1,126	9	23,853	3
2010	142,726	109,415	1,123	13	32,174	1
2011	134,501	99,170	1,165	9	34,154	3
2012	105,515	81,128	904	7	23,473	3
2013	75,581	61,127	725	2	13,726	1
2014	57,356	45,710	502	3	11,140	1
2015	46,523	35,266	460	5	10,791	1
2016	41,399	30,403	433	8	10,555	0
2017	38,704	28,657	407	2	9,634	4
2018	37,192	28,489	463	3	8,237	0
Percent Change						
2017 - 2018	-3.9%	-0.6%	13.8%	50.0%	-14.5%	-100.0%

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

CENTRAL DISTRICT OF CALIFORNIA Total Bankruptcy Filings By Division 2018



CENTRAL DISTRICT OF CALIFORNIA BANKRUPTCY CASES FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2018

Year	Filed			Closed	Pending
	Total	Nonbusiness	Business		
2008	65,856	62,345	3,511	40,414	51,461
2009	108,647	103,539	5,108	85,719	74,443
2010	142,726	137,363	5,363	135,153	82,059
2011	134,501	130,188	4,313	146,224	70,383
2012	105,515	102,006	3,509	110,014	65,962
2013	75,581	72,896	2,685	90,429	51,136
2014	57,356	55,321	2,035	62,024	46,482
2015	46,523	44,653	1,870	50,599	42,415
2016	41,399	39,714	1,685	48,211	35,617
2017	38,704	37,127	1,577	44,893	29,090
2018	37,192	35,616	1,576	39,857	26,449
Percent Change					
2017 - 2018	-3.9%	-4.1%	-0.1%	-11.2%	-9.1%

ADVERSARY PROCEEDINGS

During the 12-month period ending December 31, 2018, adversary proceedings decreased 14.6 percent, dropping from 1,358 in 2017 to 1,160.

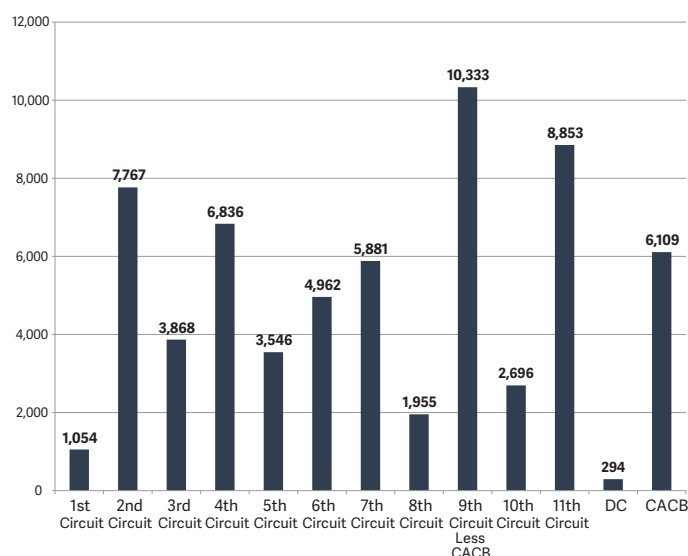
The number of adversary proceedings terminated in 2018 declined by 20.0 percent, falling from 1,759 terminated in 2017 to 1,407. Pending adversary proceedings fell 14.2 percent, declining from 1,744 in 2017 to 1,497 in 2018.

PRO SE FILINGS

The Central District of California led the nation in pro se filings during the 12-month period ending December 31, 2018. The Central District's rate of pro se filings for the year was 16.4 percent, nearly two times the national average of 8.3 percent. The Central District handled 9.5 percent of the entire nation's pro se bankruptcy filings. Excluding the remainder of the Ninth Circuit, as well as the Second, Fourth, and 11th Circuits, the Central District alone handles more pro se filings than all remaining individual circuits.

Of the 37,192 bankruptcy cases filed in the district, 6,109 were filed by pro se filers. Chapter 13 petitions had the highest percentage of pro se filers (29.1 percent), followed by chapter 7 petitions (13.0 percent). Chapter 11 had the smallest percentage of pro se filings (3.7 percent).

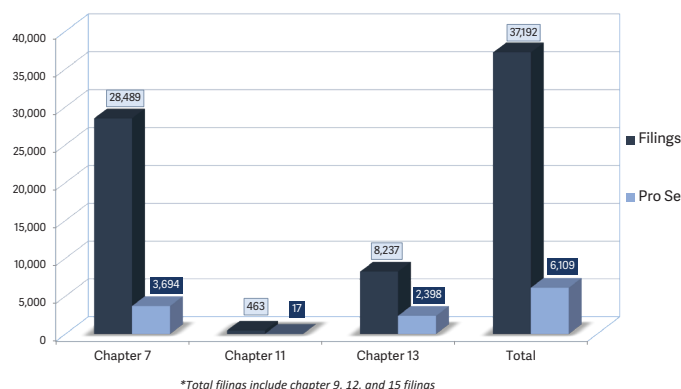
**Bankruptcy Cases Filed by Pro Se Debtors
During the 12-Month Period Ending December 31, 2018**



CENTRAL DISTRICT OF CALIFORNIA ADVERSARY PROCEEDINGS FILED, CLOSED, AND PENDING CALENDAR YEARS 2008 - 2018

Year	Filed	Closed	Pending
2008	2,976	2,286	3,211
2009	5,057	2,254	6,014
2010	4,853	5,350	5,521
2011	4,927	6,133	4,394
2012	3,670	4,450	3,632
2013	2,834	3,434	3,042
2014	1,981	2,444	2,579
2015	1,922	1,945	2,572
2016	1,457	1,828	2,204
2017	1,358	1,759	1,744
2018	1,160	1,407	1,497
Percent Change 2017 - 2018	-14.6%	-20.0%	-14.2%

**U.S. Bankruptcy Court - Central District of California
2018 Pro Se Filings**



CENTRAL DISTRICT OF CALIFORNIA PRO SE CASES FILED BY CHAPTER OF THE BANKRUPTCY CODE CALENDAR YEARS 2008 - 2018

Year	Total	Chapter				
		7	11	12	13	OTHER ¹
2008	15,095	8,198	74	2	6,821	0
2009	25,904	15,526	112	0	10,266	0
2010	36,731	22,093	98	1	14,538	1
2011	38,098	21,594	78	0	16,426	0
2012	28,731	18,230	60	1	10,440	0
2013	18,655	13,314	40	1	5,300	0
2014	13,329	9,447	30	0	3,851	1
2015	11,395	7,323	26	2	4,044	0
2016	9,943	5,753	27	3	4,160	0
2017	7,877	4,559	20	1	3,297	0
2018	6,109	3,694	17	0	2,398	0
Percent Change 2017 - 2018	-22.4%	-19.0%	-15.0%	-100.0%	-27.3%	0.0%

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

CASES OF INTEREST

Ruby's Diner, Inc.

Ruby's Diner, known for its 1950s theme and iconic California beach locations, filed a chapter 11 in September 2018. The filing entities include Ruby's Diner, Inc., Ruby's Franchise Systems, Inc., Ruby's SoCal Diners, LLC, Ruby's Quality Diners, LLC and its four restaurants located in Huntington Beach, Laguna Hills, Oceanside, and Palm Springs. The case was assigned to Judge Bauer.

Ruby's financial problems date back to 2012, when the company bought out two of its partners. Opus Bank and Steve Craig provided financing for the buyouts and they are the two largest secured creditors.

Ruby's also faces issues related to its gift card program. Ruby's sold gift cards through Costco. Some non-debtor franchisees have withheld payment of royalties to Ruby's because they have not been reimbursed for gift card use at their franchise locations.

Orange County Bankruptcy Case Closes after 24 Years

Orange County filed a chapter 9 bankruptcy petition at the Santa Ana Division on December 6, 1994. Twenty-four years later, on November 15, 2018, the order of discharge was entered and the case was closed.

Judge John E. Ryan was the first to preside over the case, then the largest municipal bankruptcy in U.S. history. (It has since been overtaken by the chapter 9 filings of Detroit, Michigan, and Jefferson County, Alabama.) The New York Times reported that the filing "shook the market for public borrowing across the country . . . threatening to make it more expensive for many localities to borrow" and "left some Wall Street firms facing the potential of big losses." Public interest in the case was so great that Judge Ryan established two overflow areas for spectators and instituted a color-coded pass system for reporters, attorneys, parties, and the public.

Since Judge Ryan's retirement in 2007, his colleague, Judge Smith, who was appointed to the bench several months before the Orange County case was opened, presided over the chapter 9 case until its closure. The case generated over 300 paper case files and nearly 6,000 docket entries.

Even St. Productions Ltd.

Even St. Productions Ltd. ("Even St.") filed bankruptcy under chapter 11 on May 31, 2013. The case was assigned to Judge Brand. Even St. is an entertainment rights company that owned the rights to revenue from the musical compositions written by Sylvester Stewart p/k/a Sly Stone ("Stewart") and master recordings of the musical group Sly & the Family Stone. The master recordings and musical compositions generated royalties and licensing income for over forty (40) years (the "Royalties"). Since 2010, Even St. and Stewart, among other parties, have been engaged in extensive litigation regarding the Royalties. The parties reached a settlement of their disputes resulting in confirmation of a chapter 11 plan that provided for a sale of Even St.'s assets. The sale closed in December 2018.

Verity Health System of California, Inc.

Verity Health System of California, Inc. and 16 of its subsidiaries filed bankruptcy under chapter 11 on August 31, 2018. The cases were assigned to Judge Robles. The debtors operate six hospitals, four located in the San Francisco Bay Area and two located in Los Angeles County. In February 2019, the \$235 million sale of two of the Bay Area hospitals to Santa Clara County closed. Santa Clara County intends to integrate the hospitals into its public health system. The debtors are in the process of selling the remaining four hospitals.

Gardens Regional Hospital and Medical Center, Inc.

Gardens Regional Hospital and Medical Center, Inc. (Case No. 2:16-bk-17463-ER) filed bankruptcy under chapter 11 on June 6, 2016. The case was assigned to Judge Robles. The debtor operated a non-profit hospital in Hawaiian Gardens, California. In February 2017, the Debtor closed the hospital after a sale approved by the Bankruptcy Court failed to close. In May 2017, the non-operating hospital was sold to American Specialty Management Group, which intends to reopen the hospital upon receiving necessary regulatory approvals. The debtor confirmed a liquidating plan on September 18, 2018.

KEY STUDIES, ACTIVITIES, AND ACCOMPLISHMENTS

COURT TECHNOLOGY PROVIDES EFFICIENCY, CONVENIENCE, AND ACCESS TO JUSTICE

Wherever possible, the Court uses technology to provide efficiency, convenience, and access to justice. In 2018, the adoption of new technology and upgrades of existing programs streamlined processes in courtrooms, chambers, and the Clerk's Office.

CASE MANAGEMENT ASSIST

Following extensive on-site training in all divisions, the Clerk's Office upgraded Case Management Assist (CMA) to version 10.1.02 in April. CMA, a program developed by the U.S. Bankruptcy Court for the Western District of Oklahoma with assistance from the Pennsylvania Middle Bankruptcy and Colorado District courts, automatically assigns docket entry quality control assignments to Operations personnel within parameters set by local management. The program also monitors employees' work performance by collecting statistical data about their productivity and timeliness.

COURTSPEAK

The Clerk's Office started evaluating CourtSpeak for adoption by the Court, testing the program for compatibility with the FTR Gold audio recording software already in use throughout the Central District. CourtSpeak, developed by the Eastern District of North Carolina Bankruptcy Court, converts designated recordings of hearings into audio files accessible from case dockets. IT personnel modified the program to fix issues with the automated docketing interface and CM/ECF test environment, and the Clerk's Office provided valuable feedback to the program's developers.

AUTO CLOSING PROGRAMS

Automatic closing programs reduce labor and improve the timeliness of case closures. Supplementing those already in use, the Clerk's Office developed and tested new programs that close chapter 13 cases in which no chapter 13 plan has been filed, chapter 7 cases that have been dismissed, chapter 7 cases in which no financial management certificate has been filed, and chapter 7

cases for non-individuals without a discharge. By year-end, the new programs were undergoing final operations acceptance testing.

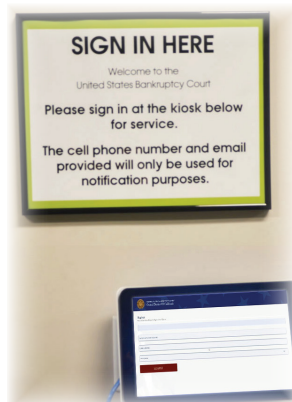
VIDEO HEARINGS

Following the retirement of Judge Carroll at the Northern Division, videoconferencing technology enabled judges at other divisions to take up cases in Santa Barbara. Video hearings provided Judges Saltzman and Barash with the flexibility to hear some of their Northern Division calendars remotely from their respective courtrooms in Los Angeles and the San Fernando Valley.

QUEUING SYSTEM

In April, the Intake section at the Los Angeles Division debuted the electronic Intake Queuing System, a feature of the new Intake space on the Terrace level of the Edward R. Roybal Federal Building and U.S. Courthouse. The Intake section moved from the ninth floor of the Roybal Building to the Terrace level as part of the Court's Roybal Realignment space consolidation project.

Visitors are invited to check in at a kiosk and notified by announcement and text message when it is their turn. With the text messaging option, visitors can await their turn in the adjacent cafeteria.



DEBTOR ELECTRONIC BANKRUPTCY NOTICING

An adjustment to the Debtor Electronic Bankruptcy Noticing (DeBN) program, which sends electronic notices instead of paper notices to pro se parties, increased the percentage of new accounts that are subsequently activated. Following the update to the program in June, 96 percent of new DeBN accounts were activated. DeBN serves the public demand for mobile technology options and reduces the Judiciary's noticing expenses.

INTERNAL CONTROLS AND AUDIT

The Clerk's Office completed its internal audit schedule for FY 2018. The internal review program strives to assess and evaluate the Court's operations and internal controls in an independent and objective manner, helping the Court accomplish one of its goals: maintaining public accountability. Internal audits are required by the framework prescribed by the Administrative Office of the U.S. Courts and complement national cyclical audits, ensuring continuous monitoring of financial controls.

ADDRESSING BUDGET CHALLENGES

The Judiciary operated under a continuing resolution, which delayed receipt of the final budget allotments for FY 2018 until May. The final financial plan lowered the across-the-board reduction to the formula-generated budget to 2.5 percent, from 3.5 percent under the interim financial plan. Overall funding for Judiciary allotments represented a net decrease of 0.5 percent compared to the FY 2017 financial plan. 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 FY 2018. The Court addressed its budget challenges with conservative spending, by offering early retirement and buyout opportunities, and by participating in shared services and national initiatives.

NINTH CIRCUIT AD HOC COMMITTEE ON SHARED SERVICES

Executive Officer/Clerk of Court Kathleen J. Campbell and Senior Legal Analyst Jennifer Kohout traveled to San Francisco for a special Ninth Circuit Ad Hoc Committee meeting about shared services, held on April 27. Ninth Circuit Chief Judge Sidney R. Thomas established the Ad Hoc Committee in 2016 to study shared services agreements in the Ninth Circuit, in anticipation of further studies on sharing to be conducted by the Judicial Conference of the United States. The Ad Hoc Committee's membership includes members from District Court and Bankruptcy Court, including judges and clerks from districts across the Ninth Circuit.

In 2017, Ms. Campbell and Ms. Kohout worked closely with Ninth Circuit staff to develop and distribute a survey of all Ninth Circuit court units' sharing practices during FY 2017. Since then, they have continued to work with the Ninth Circuit staff to compile and summarize the results of the sharing survey for the Ad Hoc Committee's report. In preparation for the committee meeting in San Francisco, the Clerk's Office prepared a two-page infographic pamphlet summarizing the survey's findings. The meeting was held to discuss the committee members' revisions to the full draft report that combines the work of the survey subcommittee on which Ms. Campbell and Ms. Kohout served with the findings of additional subcommittees that have concentrated on related topics.



Kathleen J. Campbell



Jennifer Kohout

SHARED SERVICES

The demand for the Court's shared services remained steady in 2018. Since 2013 the Court has published an offerings catalog with three strategic lines of business: Human Capital, Information Technology, and Space and Facilities. Services were offered to court units on a cost-reimbursable basis established through a Memorandum of Understanding (MOU). Individual service offerings were posted to Jshare, the judiciary's shared services' webpage and catalog. The Court also used services from other courts by transferring funds or by trading services. Throughout 2018, the Court completed the following shared services.

Temporary Duty and Website Design for the AO

In 2018, Web Developer Kimberly Rubal continued working on Temporary Duty Assignment (TDY), for the Administrative Office of the U.S. Courts (AO), on the development,

testing, documentation and training associated with the Court Website Toolbox Project and other web projects, and assisting courts with technical problems affecting their websites. From March 26 through March 30, 2018, Ms. Rubal travelled to work onsite and provide website assistance to the U.S. District Court, District of Rhode Island. Also, Ms. Rubal provided website assistance to the U.S. District Court, Middle District of Florida.



Applications Developer Keith Klein also worked on a TDY basis, interpreting requirements and developing software components for CM/ECF NextGen.

IT

In the fall of 2015, the Court entered into an MOU with U.S. Bankruptcy Court, Northern District of Georgia regarding a shared service for IT services to be provided by Mr. Klein. On October 3, 2016, the agreement was renewed through September 30, 2017. It was renewed again through the remainder of the year and later extended through the end of March 2018. Each agreement provided for the Northern District of Georgia Bankruptcy Court to use up to 50 percent of Mr. Klein's work hours on its projects.



Combined Courier

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

Programming

On October 1, 2017, the Court entered into an MOU to share a programmer with the U.S. Bankruptcy Courts for the Northern and Middle Districts of Alabama. The agreement increased the share of Programmer Analyst Mai Kha's work product to be received by the Central District of California from 20 percent to 40 percent, in an ongoing agreement that was initiated in 2016. The agreement continued through 2018.

Training

Under a shared services agreement with Pretrial Services for the Central District of California, Padraic Keohane offered Microsoft Word training. Mr. Keohane traveled to the U.S. Bankruptcy Court for the Northern District of Georgia and provided Microsoft Word training. Mr. Keohane also provided Adobe Acrobat training to the U.S. Bankruptcy Court for the Western District of Washington.



Vertical Sharing

At the Northern Division, Clerk's Office staff provided, IT, mail, and facility assistance for Magistrate Judge LaMothe, who has no resident staff at that location. Additionally, the Clerk's Office provided fleet management, interior design, and space planning to the U.S. Probation Office, Central District of California.

Access to Justice and Service to the Public

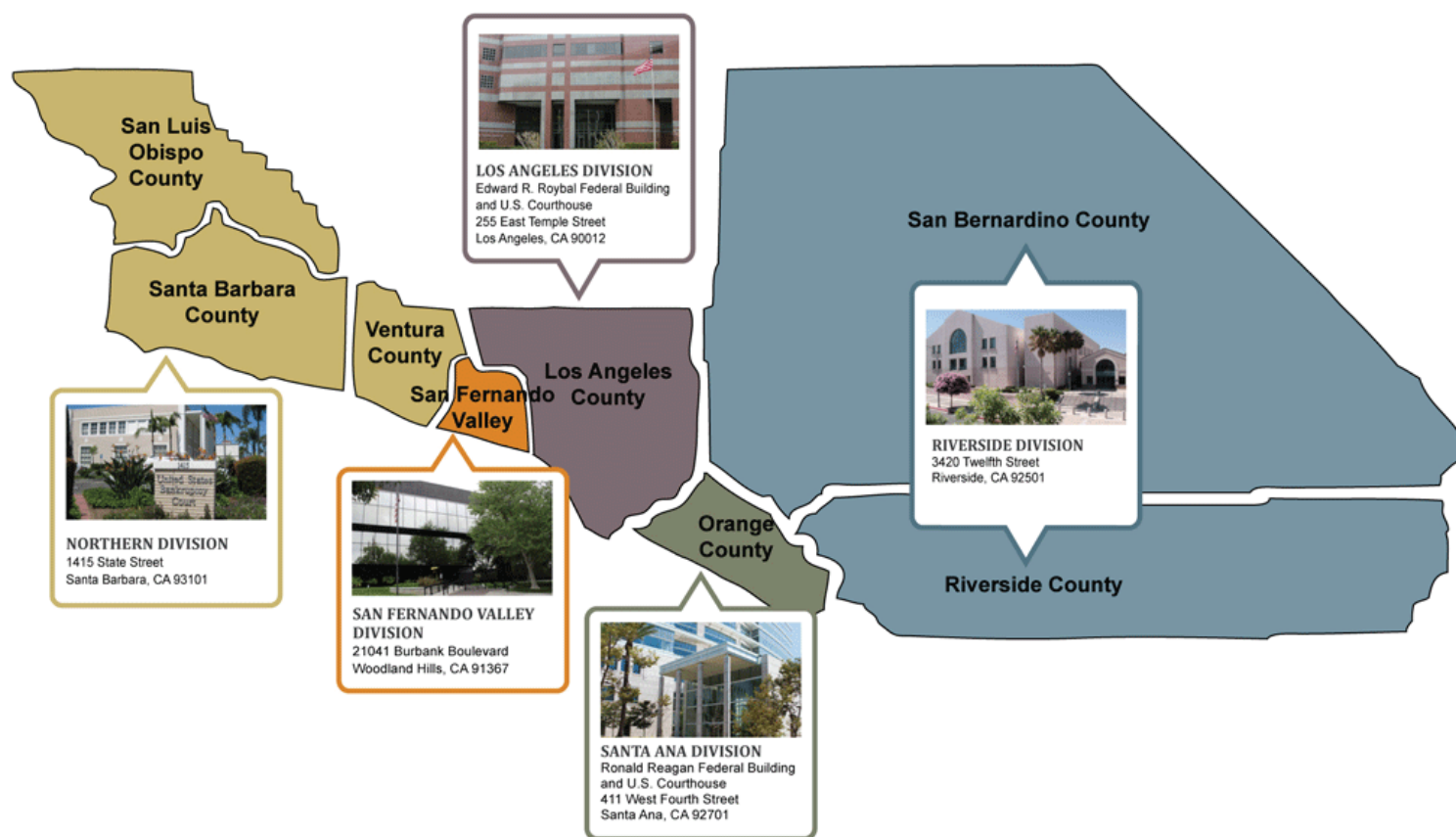
How can the Court ensure that justice remains accessible to everyone it serves given the cost of legal representation and the shifting demographics and socioeconomic changes in the district?

—2014-2019 Strategic Plan, Issue 2



[BLANK PAGE]

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 22 judges, the U.S. Bankruptcy Court for the Central District of California is one of the largest bankruptcy courts in the United States. The Central District 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 19.5 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).

INCREASED ACCESS PROJECTS

COURT INITIATIVES EASE LITIGANTS' BURDEN

The Court expanded the Loan Modification Management Pilot Program, a forum for debtors and creditors to reach a consensual resolution when a debtor's property is at risk of foreclosure. Chief Judge Bluebond and Judges Zurzolo, Tighe, Kaufman, and Saltzman joined eight other judges already participating in the program. The Loan Modification Management forms and procedures are only available to parties whose cases have been assigned to one of the 12 judges participating in the program, but a case can be transferred to a participating judge upon request.

The Bankruptcy Mediation Program, ongoing since 1995, provides 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. In 2018, it had 180 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 23rd year in 2018 and remains the largest and most robust bankruptcy mediation program in the nation. From the program's inception in 1995 through the end of 2018, the judges assigned 6,015 matters to mediation. Of those matters, 5,816 concluded, and 3,629 of the concluded matters were settled. The settlement rate has held steady over the years at a very impressive rate of 63 percent.

Since 2017, the Court has made Electronic Proof of Claim (ePOC), the online system for creating, filing, and amending proofs of claim, available to creditors. On May 1, 2018, the Clerk's Office reactivated ePOC, which had been disabled in November 2017 due to compatibility issues with a national CM/ECF upgrade. The Clerk's Office assisted the program's developers at the North Carolina Bankruptcy Court in restoring compatibility with CM/ECF.



*Honor Roll Reception in Santa Ana
Left to Right: Eve Marsella, Attorney Leigh Ferrin, Judge Bauer,
Attorneys Les Kaufman and Kari Gibson, Paralegal Lilian Villegas,
Attorney Cassandra Martinez*

HONOR ROLL RECEPTIONS CELEBRATE CENTRAL DISTRICT'S VOLUNTEER ATTORNEYS

Since 2016, the Court has hosted receptions for volunteer attorneys throughout the Central District. For the honorees' convenience, each of the Court's five divisions holds its own event to thank the local volunteers who aid pro se debtors, and the Court collects the names of all the volunteers in the district on the annual Honor Roll.

Judge Houle organized a special recognition for the volunteers at the Riverside Division in conjunction with an Inland Empire Bankruptcy Forum event in January.

On May 3, Judge Bauer, chair of the Pro Se Committee, hosted an Honor Roll reception in her chambers to thank the volunteers serving the Santa Ana Division's self-help desk. Judges Clarkson, Smith, and Wallace and their law clerks also attended the reception to congratulate the volunteers.

On July 21, the Court hosted a reception for volunteers in Los Angeles and the San Fernando Valley at Southwestern Law School. Held in conjunction with the Central District Consumer Bankruptcy Attorneys Association (*cdcbaa*), the breakfast reception preceded the *cdcbaa*'s Annual James T. King Symposium. The Public Counsel and Neighborhood



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

Legal Services personnel who staff the self-help desks in Los Angeles and Woodland Hills attended, along with 23 attorney volunteers. Chief Judge Bluebond and Judges Zurzolo, Bason, and Barash also attended the breakfast, along with Executive Officer/Clerk of Court Kathleen J. Campbell and members of her staff. Chief Judge Bluebond spoke at the reception, praising the volunteers' efforts to assist those who cannot afford attorney representation.

On November 16, the Northern Division held a luncheon to honor the dedicated volunteer attorneys who support the division's Consumer Debt and Bankruptcy Clinic. The Legal Aid Foundation of Santa Barbara sponsors the weekly clinic in the Northern Division lobby, where volunteer attorneys assist pro se filers. Since 2017, students from the Santa Barbara College of Law have also participated in the clinic, gaining valuable hands-on experience. Chief Judge Bluebond and Judge Saltzman joined the attorneys and students for lunch to show their appreciation for their service.

PROGRAMS FOR PRO SE DEBTORS

The Court continues to find innovative ways to educate and assist the Central District's enormous pro se population. In April, the Clerk's Office produced an instructional video for users of Electronic Self-Representation (eSR), the locally developed software that helps pro se filers complete and submit chapter 7 case commencement documents. The video is a step-by-step guide for first-time users of eSR.

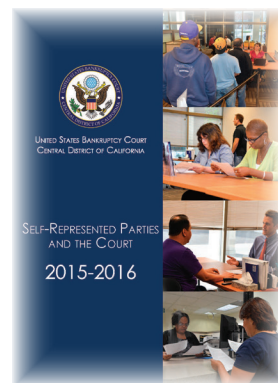
The San Fernando Valley Division's Self-Help Desk, operated by Neighborhood Legal Services of Los Angeles

County, offered free bankruptcy litigation clinics and chapter 7 programs throughout the year. The bankruptcy litigation clinic is a two-hour program designed for people who have already filed for bankruptcy, and addresses issues litigants commonly face, such as overwhelming medical debt, or creditors ignoring a discharge. The clinic's chapter 7 seminars cover the bankruptcy process, filing requirements, instructions for filling out a chapter 7 petition, and an overview of bankruptcy forms and reference materials. These are supplemented by question and answer sessions, during which a volunteer bankruptcy attorney takes questions about chapter 7 bankruptcy and reviews chapter 7 petitions.

At the Northern Division, the third semester of the Law Student Bankruptcy Assistance program began on August 13. Created by the Court in partnership with the Legal Aid Foundation of Santa Barbara County and the Santa Barbara & Ventura Colleges of Law, the program serves self-represented parties and provides valuable and instructive experience for law students. Under the supervision of licensed attorneys, participating students counsel pro se debtors prior to reaffirmation agreement hearings in the Northern Division's weekly consumer debt and bankruptcy clinic.

COURT PUBLICATIONS ANALYZE CENTRAL DISTRICT'S POPULATION

The Court's publications provided an updated picture of the Central District's residents. Published on the website in April, Self-Represented Parties and the Court 2015-2016, the Court's first biennial report on pro se litigants in bankruptcy, examines the district's self-represented filers, providing a statistical review of their outcomes in bankruptcy and an overview of programs and services available to them.




The updated District Profile published on the website in May presents a snapshot of the district in 2017, displaying the population, median income, and unemployment rate in each of the seven counties in the Court's jurisdiction. In addition to representing the district's race and ethnicity demographics, median household income, and rates

of unemployment and poverty, the District Profile also includes information about the Court's outreach services and data about pro se filers' requests for language assistance, use of eSR, and reliance on bankruptcy petition preparers.

CLERK'S OFFICE MEETS WITH RAND CORPORATION

On April 25, Clerk's Office personnel met with an assistant policy researcher at the RAND Corporation. The nonprofit think tank was studying the effect of legal representation on the outcome of bankruptcy filings. Maya Buenaventura interviewed Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputy of Operations Benjamin Varela, Senior Legal Analyst Jennifer Kohout, Case Initiation Supervisor Jose Arias, and Self-Help Desk Team Leader Sabrina Palacio-Garcia about the process of filing chapter 7 bankruptcy, and how it differs for debtors with attorneys and pro se filers; resources available for self-represented debtors; the grounds for dismissal, and an attorney's role in avoiding dismissal; and ways to improve the chapter 7 process. Ms. Buenaventura met separately with Chief Judge Sheri Bluebond and Judge Maureen A. Tighe.

The background image shows a spacious, modern interior, likely a courthouse atrium. It features a curved ceiling with recessed lighting, glass railings on upper levels, and a large, colorful mural depicting a diverse group of people in a community setting. The architecture is contemporary with warm wood paneling on the walls and floors.

Judiciary Workforce of the Future

How can the Court attract and retain a diverse and highly skilled team of judges and court personnel who are committed to public service given increasing fiscal challenges and changing career expectations?

—2014-2019 Strategic Plan, Issue 3

[BLANK PAGE]

JUDICIAL TRANSITIONS AND MILESTONES

JUDGE TIGHE SELECTED AS CHIEF BANKRUPTCY JUDGE

In 2018, Judge Tighe was selected to serve as the next Chief Bankruptcy Judge for the Central District of California. She will assume the post on January 1, 2019, succeeding Chief Judge Bluebond, who has served as chief judge of the Bankruptcy Court since 2015. Judge Tighe will be the eighth Chief Bankruptcy Judge for the Central District. Her appointment as chief bankruptcy judge will run through 2022.

JUDGE JURY RETIRES

After two decades on the bench, Judge Jury retired on June 29. She was appointed to her first 14-year term as a bankruptcy judge in 1997 and reappointed to a second term in 2011.

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, 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.

At the suggestion of her mentor at Best Best & Krieger, Judge Jury learned the new bankruptcy law established by the passage of the Bankruptcy Reform Act of 1978. During her years in private practice, she represented a number of cities, municipalities, and water districts, as well as small businesses. 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.

Judge Jury served on the Ninth Circuit Bankruptcy Appellate Panel (BAP) from 2007, when she was appointed, to 2017, when her maximum 10-year term ended. "Applying for the BAP and being appointed to the BAP is the best thing I have ever done in any part of my career as a lawyer or judge," she told Receivership News last year. Beginning in the summer of 2012, Judge Jury presided over the City of San Bernardino's high-profile chapter 9 bankruptcy case. At last year's Calvin Ashland Awards Dinner, citing her work on the BAP and her skillful handling of San Bernardino's chapter 9, the Central District Consumer Bankruptcy Attorney Association named Judge Jury its "2017 Judge of the Year."

Identifying herself as "a gym rat," Judge Jury told Receivership News that she was considering becoming a personal trainer after retiring. "I have a stronger core than most men in their thirties." She has since determined that she would be more productive doing pro bono work as a lawyer, so her dreams of becoming a personal trainer are on hold. In retirement, she hopes to assist victims of financial elder abuse,



Judge Tighe



Chief Judge Bluebond



Judge Jury



Judge Donovan

do pro bono appellate work for National Association of Consumer Bankruptcy Attorneys (NACBA) and other consumer debtors, and continue to provide mediation services of bankruptcy matters at no cost to the parties.

On June 28, the Riverside Division held a retirement celebration for Judge Jury in honor of her 21 years with the Court.

JUDGE DONOVAN'S ORAL HISTORY PROJECT

Judge Donovan, who retired in 2017 and continues to serve the Court as a recalled judge, completed an oral history documenting the major events of his life. The book, a decade in the making, began when the Ninth Circuit Historical Society asked Judge Donovan to consider documenting his life's experiences in 2008. Attorney David Guess, who had served as an extern for Judge Donovan, interviewed the judge monthly for over two years, collecting stories about his childhood, adolescence, and marriage, as well as his time in law school, career as an attorney, and tenure on the bench. With the help of Special Projects Manager Sandi Brask, those monthly interviews turned into a memoir of nearly 500 pages, copies of which are available for loan within the Court. In December, the Library of Congress accepted a bound copy of Judge Donovan's oral history.



Judge Carroll

JUDGE CARROLL RETIRES, SERVES IN RECALLED JUDGE STATUS

On February 2, Judge Carroll retired from the bench and began serving the Court in the status of recalled bankruptcy judge. His appointment lasts through December 31, 2019. Judge Carroll continues to maintain chambers at the Northern Division.

First appointed in 2002, Judge Carroll served as Chief Bankruptcy Judge for the Central District of California from 2011 to 2014. He was appointed to a second 14-year term as a bankruptcy judge in 2016.



Judge Smith

JUDGE SMITH INDUCTED INTO AMERICAN COLLEGE OF BANKRUPTCY

On March 16, Judge Smith was inducted into the American College of Bankruptcy in a ceremony at the Smithsonian's Donald W. Reynolds Center for American Art and Portraiture in Washington, D.C. Chief Judge Bluebond and Judge Tighe, both Fellows of the American College of Bankruptcy, were in the audience for Judge Smith's induction into Class XXIX.

The American College of Bankruptcy is a prestigious organization of bankruptcy and insolvency professionals whose Board of Regents selects new members each year. The selections are based on four criteria: "(i) the highest professional qualifications and ethical standards... (ii) the highest level of character, integrity, professional expertise and

leadership... (iii) a commitment to fostering and furthering the objectives of the College; [and] (iv) sustained evidence of scholarship, teaching, lecturing and distinguished published writings on bankruptcy practice or insolvency practice.”

Judge Smith joins several of her colleagues from the Central District as a Fellow of the American College of Bankruptcy. Along with Chief Judge Bluebond and Judge Tighe, Judges Russell, Mund, Riblet, and Donovan have been inducted.

JUDGE ZURZOLO CELEBRATES 30 YEARS ON THE BENCH

On April 17, the Court celebrated the 30th anniversary of Judge Zurzolo’s appointment. Judges and chambers and Clerk’s Office staff gathered in Judge Zurzolo’s courtroom to pay tribute and share stories. The courtroom was decorated in silver and blue for the occasion, with a “30 Years of Excellence” banner behind the bench and an assortment of snacks and beverages arrayed on the counsel tables. Addressing the gathering, Judge Zurzolo remarked that the unflagging support of the hard-working, caring coworkers and staff, along with the smiles on their faces, made staying put for 30 years worth it. Judge Zurzolo’s courtroom deputy, Tina Johnson, planned and organized the event.



PROFILES, AWARDS, AND COMMITTEES

PROFILES



Judge Tighe Featured as Women Lawyers Association of Los Angeles' June "Changemaker of the Month"

The Women Lawyers Association of Los Angeles (WLALA) named Judge Tighe its "changemaker of the month" in June, noting her dedication to making the bankruptcy court a more level playing field for self-represented litigants. "Judge Tighe truly is an amazing person," says her long-time friend and colleague, Los Angeles Superior Court Judge Susan J. De Witt. "She epitomizes everything one should aspire to as a judge, litigant and human being. She is fair, compassionate, smart, and generous with her time. She is dedicated to making the justice system more fair and to increasing access to the Court—often for some of the most vulnerable in our communities. She has been a role model for me for more than twenty years and continues to be one to this day."

A frequent writer and lecturer on bankruptcy and access to justice issues, Judge Tighe chairs or sits on many court and bar association committees. She has been inducted into the American College of Bankruptcy as a Fellow and received the San Fernando Valley Bar Association's Judge of the Year Award and the LGBT Bar Association of Los Angeles' Co-Presidents Award.



Judge Kwan Profiled in Daily Journal

On November 6, the Daily Journal published a profile of Judge Kwan. The article, by Andy Serbe, describes Judge Kwan's voluminous library, the view of Chinatown from his chambers, and the mountains of legal documents that require his attention: "Stacks of papers that make up literal walls go through his offices every month."

Since the financial crisis, judges' workloads have remained steady despite the decrease in filings, Judge Kwan explains. "The number of cases has gone down but the amount of work hasn't gone down because we're busy, and we're busy because there seems to be more litigation and having more contested litigation matters. That's what I've noticed. That means more trials, more contested evidentiary hearings."

The profile follows Judge Kwan's path to the bankruptcy bench, which began while he was an Assistant U.S. Attorney in the Central District of California. Though he had not studied bankruptcy in law school, bankruptcy tax cases made up "about 40 percent" of his caseload at the U.S. Attorney's Office, Judge Kwan recalls. He learned bankruptcy law through Department of Justice instruction while he was working in the tax division of the U.S. Attorney's Office.

A former law clerk of Judge Kwan's who is now an attorney points out the extensive trial experience the judge gained as an Assistant U.S. Attorney. Attorneys who have appeared before Judge Kwan note his thorough grounding in bankruptcy law, his careful consideration of the matters before him, and the sophistication of his legal analysis.

AWARDS

Judge Mund Receives Stanley Mosk Legacy of Justice Award

In February, the San Fernando Valley Bar Association (SFVBA) presented Judge Mund with the Stanley Mosk Legacy of Justice Award, named for the late associate justice of the California Supreme Court. Judge Mund received the award at the SFVBA's annual Judges' Night dinner program, held at the Warner Center Marriott in Woodland Hills on February 22.



Judge Russell Receives Lifetime Contribution Award from Federal Bar Association

In August, the Federal Bar Association (FBA) announced that Judge Russell is this year's recipient of the Earl W. Kintner Award for Distinguished Service. The award, named for a two-term president of the FBA, "is presented as a lifetime contribution award to an FBA member who has displayed long-term outstanding achievement, distinguished leadership, and participation in the activities of the association's chapters, sections, and divisions throughout the nation over a career of service." The award was presented to Judge Russell in September at the FBA's Annual Meeting and Convention in New York City.



Judge Klein Receives Distinguished Service Award from Women Lawyers Association of Los Angeles

On September 20, the Women Lawyers Association of Los Angeles (WLALA) presented Judge Klein with its Distinguished Service Award at its Annual Awards and Installation Dinner. The Distinguished Service Award honors a WLALA member who has brought honor and esteem to the organization by commitment to public service through pro bono, community service, bar

association activities, or providing legal services to the underrepresented and disadvantaged. Heather Stern, President of WLALA, commended Judge Klein as "an inspiration and role model with her longstanding dedication and commitment to public service."

Judge Klein Receives Public Outreach Award from National Conference of Bankruptcy Judges

On October 29, Judge Klein received the National Conference of Bankruptcy Judges' (NCBJ) Public Outreach Award. The NCBJ Public Outreach Award recognizes public outreach achievements of individual NCBJ members and bankruptcy courts. Judge Klein was selected by the Public Outreach Committee based on nominations received from NCBJ members.



Courtroom Technology Specialist Jose Fuentes Named Federal Court Bankruptcy Clerk of the Year

The Los Angeles Chapter of the Federal Bar Association named Courtroom Technology Specialist Jose Fuentes Jr. the Federal Court Bankruptcy Clerk of the Year for 2018. Judge Robles presented a commemorative plaque to Mr. Fuentes during an October 30 ceremony at the First Street Courthouse.



Mr. Fuentes, who has been with the Court for over two decades, is the second Bankruptcy Court employee to receive this honor. He is largely responsible for the implementation of video conferencing and digital audio recording technology in the Central District's courtrooms. His nomination for the award, submitted by Special Projects Manager Sandi Brask, was unanimously approved by Chief Judge Bluebond and the Court's executive team.

COMMITTEE APPOINTMENTS

Judge Smith Serves on Judicial Conference's Committee on Bankruptcy Administration

Judge Smith continued 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. She also serves on the Budget Subcommittee's Resource Sharing Working Group. Judge Smith's term ended on October 1, 2018.



Chief Judge Bluebond Serves on Ninth Circuit Conference of Chief Bankruptcy Judges

Throughout the year, Chief Judge Bluebond continued to serve as Chair of the Conference of Chief Bankruptcy Judges of the Ninth Circuit. Chief Judge Bluebond also served as Chair of the Conference's Executive Committee.



The Conference, which meets twice per year, supports the effective and expeditious administration of justice and the safeguarding of fairness in the administration of the bankruptcy courts within the circuit. It also serves as a resource for the Judicial Council of the Ninth Circuit and its representatives to the Judicial Conference. To these ends, it promotes the fair and prompt resolution of disputes, ensures the effective discharge of court business, prevents any form of invidious discrimination, enhances public understanding of, and confidence in, the Judiciary and the bankruptcy system, and keeps apprised of and advises the Judicial Council on issues which may affect these goals. Chief Judge Bluebond's term ended on December 31, 2018.

Judge Brand Serves on Ninth Circuit Bankruptcy Appellate Panel

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



Judge Houle Serves on Ninth Circuit Pro Se Litigation Committee

Judge Houle serves on the Ninth Circuit Pro Se Litigation Committee. Pursuant to its mission, the Ninth Circuit Pro Se Litigation Committee considers the impact of the legal process on self-represented litigants and makes recommendations with respect to assisting self-represented litigants and improving the administration of such cases. Judge Houle was appointed on October 1, 2017, and his term will end on September 30, 2020.



Judge Klein Serves on Ninth Circuit Courts and Community Committee

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





Judge Wallace



Kathleen J. Campbell

Judge Wallace and Executive Officer/Clerk of Court Kathleen J. Campbell Serve on the Ninth Circuit Space and Security Committee

On October 1, 2017, Judge Wallace was reappointed and Executive Officer/Clerk of Court Kathleen J. Campbell was appointed to serve on the Ninth Circuit Space and Security Committee. The committee focuses on issues that affect the quality and effectiveness of space and security of court buildings in the United States. Judge Wallace's and Ms. Campbell's terms will end on September 30, 2019.

Judges Russell and Barash Serve on Ninth Circuit Bankruptcy Judges Education Committee

Judges Russell and Barash (Chair) serve on the Ninth Circuit Bankruptcy Judges Education Committee. The committee was formed more than 20 years ago to provide an educational program exclusively devoted to bankruptcy topics. Members are either elected by their peers or volunteer to serve three-year terms. The committee consists of six or seven bankruptcy judges from the Ninth Circuit who work together to create a pre-conference program that is presented at the annual Ninth Circuit Judicial Conference. Members of the committee also participate in an annual review of Ninth Circuit bankruptcy



Judge Russell

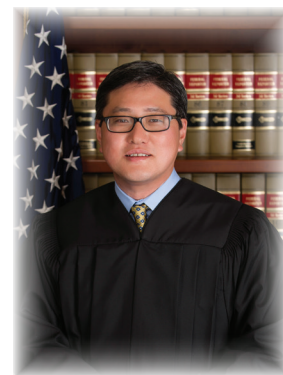


Judge Barash

decisions and in the annual New Judges Orientation. Judge Russell's term will end on July 31, 2020. Judge Barash's term will end on July 31, 2019.

Judge Yun Serves on Ninth Circuit IT Committee

Judge Yun serves on the Ninth Circuit Information (IT) Technology Committee. The committee discusses IT trends and directions, establishes guidelines and makes recommendations for implementation of new initiatives within the Ninth Circuit, and demonstrates new technologies which can be beneficial to Ninth Circuit courts. The committee also discusses training court staff on new software, hardware, processes, and mandated procedures. Judge Yun was appointed on October 1, 2017, and his term will end on September 30, 2020.



Executive Officer/Clerk of Court Kathleen J. Campbell Serves on Space and Security Advisory Council, EPA Working Group, and Bankruptcy Court Clerks Liaison Committee

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

Ms. Campbell continued to serve on the Electronic Public Access (EPA) Working Group. The EPA Working Group provides advice to the AO on services that provide public access to electronic court records. These services include, but are not limited to, PACER, the Case Locator, and Multi-Court Voice Case Information System (McVCIS). Ms. Campbell's term ended December 31, 2018.

Ms. Campbell also continued to serve as a member on the Bankruptcy Court Clerks Liaison Committee. The

Bankruptcy Court Clerks Liaison Committee was formed to promote communication about Court procedures, etiquette, filings and other issues, and to assist the Court and attorneys in creating a more efficient environment. Additionally, the Committee develops and sponsors education programs concerning issues affecting the bench, attorneys, financial institutions and consumers. The Committee also creates social opportunities to allow greater interaction between the Court and those who appear before it. Members of the community are welcome to relay issues, concerns, or ideas to the Committee anonymously through any of its members. The information will then be presented to the Bankruptcy Judges for their review and consideration. Ms. Campbell's term will end on July 31, 2020.

AO Selects Clerk's Office Staff for NextGen Expert Panels

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

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



Robin Beacham



LaChelle Fleming



Sabrina Palacio-Garcia



Kimberly Romero



Jessie Teng



Olivia Ventura



Christina Yip

CALIFORNIA CENTRAL DISTRICT JUDICIAL COMMITTEES

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

The Court's judicial committees were comprised of the following members in 2018:

Executive Committee

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

Case Management Committee

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

Chapter 13 Committee

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

Community Outreach

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

Space & Security Committee

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

Education & Training/Retreat

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

IT Committee

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

Pro Se Committee

Catherine E. Bauer, Chair
Maureen A. Tighe
Vincent P. Zurzolo
Law Clerk: Hilda Montes de Oca

Rules Committee

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

CLERK'S OFFICE STAFF MEMBERS SERVE ON NCBC COMMITTEES

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

Jan Zari Serves on the NCBC Awards and Scholarships Committee and as Editor of the NCBC Newsletter

For the sixth consecutive year, Administrative Specialist Jan Zari served on the NCBC Awards and Scholarships Committee. Each year, the committee is responsible for recognizing the special accomplishments of bankruptcy courts and individual employees. The committee also administers NCBC's scholarship program, reviewing applications and selecting deserving recipients. Mr. Zari's term ended on December 31, 2018.



Mr. Zari continues to serve as the editor of NCBC's newsletter, Impact. As editor, he chairs the NCBC Editorial Committee and serves on the NCBC Board. A subscription to Impact is included with membership in NCBC. Each issue includes updates from the NCBC Board and news about the organization's activities, as well as the latest from the Administrative Office of the U.S. Courts and from courts across the nation. Mr. Zari's appointment will end in December 2020.

Jennifer Paro Appointed as NCBC Historian

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



Sabrina Palacio-Garcia Serves NCBC Board of Governors

Self-Help Desk Team Leader Sabrina Palacio-Garcia continued to serve on the NCBC Board of Governors. 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. Her term ended on August 15, 2018.



Veronica Magno



Monica Yepes

Veronica Magno and Monica Yepes Serve as NCBC Local Representatives

Financial Specialist Veronica Magno and Case Management Administrator Monica Yepes served as NCBC local

representatives for the Central District. In addition to acting as the Court's local contacts for the annual NCBC Conference, Ms. Magno and Ms. Yepes worked with the organization's Ninth Circuit liaison to promote membership in NCBC and increase participation within the Court. Their two-year terms ended on October 31, 2018.

Sandi Brask Serves on NCBC Education Committee

For the seventh consecutive year, Special Projects Manager Sandi Brask served on the NCBC Education Committee, which is tasked with developing the educational content for the annual conference.



Web Developer Kimberly Rubal Served on the NCBC Website Committee

Web Developer Kimberly Rubal has served on the NCBC Website Committee for the fourth consecutive year. The Website Committee is responsible for promoting NCBC conferences, history, and information on the public facing website. The Committee also manages a private website for members only.



Cristina Querubin Rogers Serves on NCBC Benefits Committee

Human Resources Administrator Cristina Querubin Rogers served on the NCBC Benefits Committee. The committee is responsible for researching members' benefits needs, evaluating available programs, and disseminating reminders and information to NCBC members as needed. Ms. Rogers's term ended on December 31, 2018.



Meredith Klassen



Monica Yepes

Meredith Klassen and Monica Yepes Serve on NCBC Impact Editorial Committee

Project Specialist Meredith Klassen and Case Management Administrator Monica Yepes served on the NCBC Impact Editorial Committee, which is tasked with producing and editing NCBC's quarterly newsletter, Impact. Ms. Klassen's and Ms. Yepes's terms ended on December 31, 2018.

HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

STAFF DEVELOPMENT COURSES TRAIN AND EDUCATE COURT PERSONNEL

The Clerk's Office offered over 90 training courses and programs in 2018, filling a total of 1,644 student seats across the district. Each division hosted classroom training on desktop applications. Some sessions were conducted remotely through WebEx, providing uniform training at a reduced cost.

Trainings and seminars continued to emphasize workplace conduct, diversity, and respect, reinforcing the Court's commitment to providing a safe, healthy, and supportive work environment. Building on 2017's mandatory trainings on workplace bullying and workplace violence, in February, Clerk's Office and chambers staff attended educational programs on preventing and responding to sexual harassment, while Clerk's Office managers and supervisors took part in a course about personal accountability and integrity. In September, the Court facilitated training on its updated Personnel Handbook, which added a new policy on workplace violence, harassment, and bullying.

At the annual Winter Education Seminar in December, court personnel brushed up on existing skills and learned new ones. Facilitated by the Northern District of California's Bankruptcy Clerk of Court, Edward J. Emmons, this year's plenary session, "M.E.E.T. on Common Ground: Speaking up for Respect in the Workplace," introduced techniques for encouraging respect for cultural and ethnic diversity in the workplace. Through group exercises involving real-world scenarios, participants learned the M.E.E.T. model for dealing with diversity issues: Make time to discuss the situation, Explore differences, Encourage respect, and Take responsibility.

Another educational initiative encouraged staff members to improve or refresh their knowledge of bankruptcy. The Clerk's Office's Center of Excellence for Process Improvement produced five online self-study quizzes on rules, code sections, and procedures. The "Understanding Bankruptcy" modules cover aspects of bankruptcy chapters 7, 11, and 13 and their related processes, as well as orders and adversary proceedings.

The Clerk's Office encouraged staff to take its class on Critical Thinking Skills in March, April, and May. The course

helps participants think faster and more innovatively using hands-on activities and assessments. It was especially directed toward employees enrolled in the Court's Talent Management Certificate program, which focuses on professional development.

ORGANIZATIONAL CHANGES, NEW HIRES, REASSIGNMENTS, AND OPPORTUNITIES

Recruiting, developing, and retaining excellent employees are among the Clerk's Office's top priorities. In 2018, the Court welcomed new and visiting personnel, and after completing an organizational assessment, the Clerk's Office implemented several structural changes, including the creation of new positions and departments.

On March 1, Executive Officer/Clerk of Court Kathleen J. Campbell announced that John Hermann had been selected as the new Chief Deputy of Administration, a position left vacant by the retirement of Steven A. Sloniker in January. Mr. Hermann, the former Director of Information Technology at the U.S. District Court in Los Angeles, was selected after a nationwide search that evaluated more than 70 candidates. A graduate of Cal State Northridge, the Michigan State University Judicial Administration Program, and the Federal Judicial Center's Federal Court Leadership Program, Mr. Hermann came to the position with over 18 years' experience in IT and administration.



Following the search process for the newly created roles, the Clerk's Office selected Beryl Dixon for the Director of Human Resources and Court Services position, which provides senior-



Beryl Dixon



Steve Hill

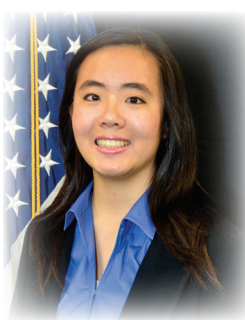
level management support to both Chief Deputies. Steve Hill was selected as manager of the new Administrative Services Department, which consolidates budget, internal reviews, Continuity of Operations (COOP), administrative

project support, IT security, IT inventory control, and technology enhancements.

Beginning in August, the Court hosted Ty Ford, an IT security contractor hired by the Ninth Circuit Office of the Circuit Executive. While Mr. Ford's security work will benefit the entire Ninth Circuit, his duties in the Central District focused on the Court's IT Security Scorecard and internal IT security audit requirements. He also assisted the Court's IT staff with implementing and configuring enterprise security tools and helped to develop and review the Court's IT security policies and System Security Plan.



During the summer, Jasmine Lau worked as an intern in the Clerk's Office. Ms. Lau, an incoming senior at San Marino High School, rotated through each department of the Court, learning how various jobs, projects, and tasks overlap or intertwine. She learned about the influence of the budget on purchasing, of purchasing on receiving, and of receiving on payments. She also attended a series of 341(a) meetings and worked on a new Wikipedia page for the Court.



The Clerk's Office also offered new professional development opportunities in the Communications and Planning & Research Departments. Employees selected for these opportunities learned about and trained in departments other than their own.

SEMINARS, TRAININGS, AND CONFERENCES

Throughout the year, judges and staff attended seminars, trainings, and conferences to acquire and build on skills. Educational programs addressed topics from IT security and workplace wellness to bankruptcy operations and statistics.

Over 250 court staff from across the Judiciary attended Employment Dispute Resolution (EDR) Training in Omaha, Nebraska in March. The Court was represented

by Planning & Research Manager Blake Francois, Operations Supervisor Melissa English, Senior Legal Analyst Jennifer Kohout, and Administrative Specialist Jan Zari. The training, co-sponsored by the National Conference of Bankruptcy Clerks (NCBC) and the Federal Court Clerks Association (FCCA), covered important topics regarding sexual harassment and related workplace issues. Attendees benefited from the expertise and recommendations of the speakers, and from the exchange of ideas and best practices on avoiding potential EDR complaints and handling EDR cases through the steps of the formal EDR process.

In April, the Administrative Office of the U.S. Courts (AO) hosted the 2018 Financial Forum in New Orleans. Chief Deputy of Administration John Hermann, Administrative Services Manager Steve Hill, Procurement Manager Leo Roeder, and Financial Specialist Veronica Magno were among the more than 1,100 federal employees who attended the three-day event to learn about financial management, property management, accounting, procurement, budget, internal controls, and other courts' innovations. The members of the delegation shared what they learned about best practices and court policies before their return home.

In May, Help Desk Supervisor Brett Bolte, Administrative Specialist Jessica Garibay, and Courtroom Deputy James Le traveled to San Antonio, Texas, to attend the annual Automatic Training Community of Practice conference at the AO's training division, the Systems Deployment and Support Office. Federal court personnel from across the country gather at the conference to learn about new technologies in the Judiciary. The focus of this year's conference was the Unify Project, which aims to standardize all federal courts on Office 365. Panels and sessions discussed implementation, training, and reactions to the new software.

Representatives of the Central District traveled to Minneapolis, Minnesota, in May to attend the Bankruptcy Operational Practices Forum. There, Judge Barash, Chief Deputy of Operations Benjamin Varela, Operations Specialist Brad Handy, Software Developer Christina Yip, Law Clerk Claudia Lee, Operations Specialist LaChelle Fleming, Team Leader Mark Francisco, Operations Supervisor Otoniel Gonsales, Management Analyst Vickie Alcala, and Courtroom Services Specialist Johanne Rémy learned about CM/ECF NextGen, CourtSpeak, and the Judiciary's inventory and excess disposal programs.

Presentations covered case opening with data collection, the NextGen Workspace, Automatic Judge Trustee Assignment (AJTA) enhancements, citation links, judge review packets, Electronic Self-Representation (eSR), transfers and appeals, a procurement organizing electronic database, succession planning, and IT security topics.

In June, staff members in Los Angeles had the opportunity to participate in a special training event: "Working with Wellness and New Collaborative Areas," facilitated by Paul Anderson, Vice President of Wellbeing and Development of OFS Brands, one of the Court's furniture design vendors. The one-hour session explored the wellness benefits of the employees' new workstations and shared spaces, which embody healthful design concepts. Held in the new ninth floor lunchroom, the lively, interactive sessions took advantage of the area's panoramic views and abundant natural light to demonstrate the essential components of wellness. A total of 65 employees attended.

IT Security Officer Mary Dyer traveled to San Antonio, Texas in July to participate in a 2.5-day training class on KACE, the Judiciary's national patch and asset management solution. KACE can patch both Microsoft systems and third-party applications, such as Adobe and Java software. It also provides asset and patch management reports that are required by the IT Security Scorecard, the Judiciary's security self-assessment tool. Once KACE training was completed, the AO assigned the Court an engineer to assist in configuring and testing KACE and going live with the program in August.

In July and August, Network Specialist Alfred Hui attended the Ninth Circuit Enterprise IT Security Training Seminar at the AO's training facility in San Antonio, Texas. Sessions introduced security tools, described their functionalities, and showed how to integrate the tools to protect courts' networks. Attendees were able to practice using the security tools in the facility's on-site computer lab. The training addressed common security challenges and brought administrators and engineers together to share knowledge and experience among court units.

In August, a team of Clerk's Office staff attended the IT Conference West (formerly known as TUG) in Phoenix, Arizona. The conference was hosted by the Sixth, Seventh, and Ninth Circuits and included over 400 attendees from across the three circuits, the AO, and the Federal Judicial Center. Attendees from the Clerk's Office included Chief Deputy of Administration John Hermann, Systems Integration Manager Sam Abram, Network Specialist Alfred Hui, IT Security Officer Mary Dyer, Automation Systems Specialists Arturo Arellano and Robert Argleben, and Administrative Specialist Jessica Garibay. Presentations covered tools

for combating ransomware, malware and other malicious software, as well as the Unify Project, SharePoint, IT security, electronic signatures and digital workflows, the dark web, cryptocurrency, and cloud services. The four-day event concluded with a panel from the MITRE Corporation discussing artificial intelligence and the law.



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

Also in August, 29 representatives of the Court joined over 600 other bankruptcy clerks in New York City at the 38th annual meeting of the National Conference of Bankruptcy Clerks (NCBC). Among those attending were Executive Officer/Clerk of Court Kathleen J. Campbell and Director of Human Resources and Court Services Beryl Dixon. The conference included an array of plenary and breakout sessions on diverse topics from planning for retirement in the Judiciary to IT security, as well as a variety of social and networking events. The presentation by the closing plenary speaker, art historian and author Amy E. Herman, demonstrated how images of famous paintings, photographs, and sculptures can be used as tools for gathering, evaluating, and incorporating multiple perspectives that result in more effective and inclusive decision-making.

In September, the Court offered two courses from Michigan State University's Judicial Administration program to Bankruptcy and District Court staff in Los Angeles: Visioning and Strategic Planning and Education, Training, and Development. The sessions presented opportunities for Bankruptcy and District Court staff members to interact and learn together. Visioning and Strategic Planning, facilitated by Barry Lander, Clerk of Court for the U.S. Bankruptcy Court for the Southern District of California, covered identifying stakeholders, conducting a stakeholder analysis, creating a clear and effective mission and vision statement, and defining formal and informal mandates and how they affect us, among other topics. Education, Training,

and Development was facilitated by Dr. Richard Marshall, Senior Education Specialist from the Federal Judicial Center. Attendees discussed the importance of learning and development inside and outside the workplace and their own individual learning styles.

Members of the Clerk's Office staff attended the 2018 Bankruptcy Court Data Conference in September. Planning & Research Manager Blake Francois, Management Analyst Vickie Alcalá, Software Developer Christina Yip, and Statistical Analyst Hellena Joseph traveled to San Antonio, Texas, for the three-day event. On the first day, the AO's Judiciary Data and Analysis Office held a primer for newcomers to statistics. During the primer, newcomers had the opportunity to discuss data collection and publication, identified the differences between case and transaction data, and define key terms and abbreviations. Participants spent the following days learning about docketing events and their impact on filings and staffing credits, statistics-related functions in CM/ECF, common data errors and fixes, and an innovative new dashboard that uses Tableau to display filings. Each day ended with a peer-to-peer question and answer session that promoted the exchange of ideas between the courts represented.

INDIVIDUAL RETIREMENT COUNSELING

Staff from the Benefits Division at the Administrative Office of the U.S. Courts provided one-on-one retirement counseling for employees who are within three years of full retirement eligibility. The Court hosted and coordinated the counseling sessions for over 90 employees from court units throughout the Central District.

CoE FOR COMMUNICATION AND ENGAGEMENT REVAMPS EMPLOYEE RECOGNITION PROGRAM

The Center of Excellence (CoE) for Communication and Engagement, led by Planning & Research Manager Blake Francois, consists of eight volunteers from the Clerk's Office staff. The group focuses on identifying and implementing best practices to develop, retain, and reward staff members through training, employee recognition programs, and other opportunities for personal and professional growth.

As part of its mission, the CoE developed a new informal, "on-the-spot" employee recognition program, Making a Difference through Positive Recognition of Outstanding Performance and Success (MAD PROPS), which replaces the SOAR Awards program. Of the five names proposed by

the CoE, "MAD PROPS" was the staff's unanimous selection. The program recognizes outstanding achievements in customer service, performance, and teamwork, as well as outstanding suggestions, special services, and special acts. Award winners receive a note of appreciation and two movie tickets or meal vouchers.



The CoE also revisited the Chief Judge Coin and Clerk of Court Coin awards. The Chief Judge Coin recognizes district-wide contributions, while the Clerk of Court Coin recognizes contributions at the divisional level. Under the revamped program, recipients of these awards will also receive small cash stipends under the guidelines of the Court's employee recognition program. Nominations for the coins will be vetted by the Human Resources Department and Chief Deputies before they are submitted to the Chief Judge and Clerk of Court for final approval.

With these modifications, the CoE for Communication and Engagement intends to increase engagement and efficiency, reduce the costs associated with the Court's recognition program, and reward the contributions of the Court's hard-working and talented staff. The Clerk's Office distributed a memo and an instructional video to the staff detailing the new recognition program, which was implemented Friday, June 1.

COURT SELECTED TO HOST NATIONAL CONFERENCE OF BANKRUPTCY CLERKS IN 2020

The Court was selected to host the annual meeting of the National Conference of Bankruptcy Clerks (NCBC) in 2020, which will convene in Anaheim. Each summer, approximately 600 to 700 clerks from around the country attend the educational conference in a U.S. city. To mark the official launch of planning for the 2020 conference, Clerk's Office staff held a kickoff meeting on November 1, 2018.



To help plan the event, officially named "NCBC 2020 - California Central at Anaheim," over 50 Clerk's Office volunteers assembled in 12 committees: the Activities Committee, Disneyland Committee, Education Committee, Events Committee, Exercise and Wellness Committee, Marketing Committee, Registration Committee, Swag Committee, Technology Committee, Transportation

Committee, Video Committee, and Website Committee. Project Specialist Meredith Klassen was selected as the 2020 conference manager, and at the end of the year, volunteers were preparing to showcase the Central District at the upcoming 2019 conference in Chicago.



Riverside Division



Los Angeles Division



San Fernando Valley Division

ANNUAL AWARDS CEREMONY

The 2018 Annual Awards Ceremonies, held throughout the Central District in August and September, honored Clerk’s Office employees for outstanding service to the public and dedication to the Court.

Addressing the staff, Chief Judge Bluebond, Executive Officer/Clerk of Court Kathleen J. Campbell, Chief Deputy of Operations Benjamin Varela, and Chief Deputy of Administration John Hermann highlighted some of the year’s memorable achievements: wrapping up the Roybal Realignment project in Los Angeles and starting construction at the Riverside Division; providing outreach to pro se litigants, students, and the community in general; bringing in supplemental funding through shared administrative services agreements; offering innovative training programs to maintain the workforce of the future; rebooting the Clerk’s Office’s employee recognition programs; rolling out Office 365 and internet protocol phones throughout the district; maintaining the highest IT security standards; contributing to the development of NextGen CM/ECF at the national level; and using technology to improve access to justice and save labor.



Santa Ana Division

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.



Santa Barbara Division



A Solid Infrastructure

How can the Court develop a sound infrastructure to achieve administrative efficiencies, provide a safe and secure environment, and enhance the public's access to court information and services?

—2014-2019 Strategic Plan, Issue 4

[BLANK PAGE]

TECHNOLOGY AND INNOVATION

COURT ADOPTS CLOUD-BASED OFFICE 365 SOFTWARE SUITE

The Administrative Office of the U.S. Courts (AO) is replacing the Judiciary's current collaboration platforms, messaging, and email with Office 365 ProPlus, Skype for Business, and Outlook. In May, the AO assigned each court employee a license of Office 365 ProPlus, the suite of Microsoft products which includes Word, Excel, Outlook for email, OneNote and other tools. The Clerk's Office began installing the software at the Riverside Division on June 25 and finished at the Los Angeles Division on July 18. Converting the Northern, San Fernando Valley, and Santa Ana Divisions took one day each, while Riverside took two days and Los Angeles took three. During the following months, the digital notebook program OneNote and the cloud-based file hosting service OneDrive were also rolled out across the Central District. Windows 10, Microsoft's latest operating system, was rolled out to judges' and law clerks' desktop computers. Judges had already been using Windows 10 on their Surface Pros for several years.

The Court also prepared to switch its email software from Lotus Notes to Outlook, which will require the migration of emails to the National Archives. A contest encouraged staff members to reduce their email storage in advance of the migration. Operations Supervisor Melissa English won by deleting more than seven gigabytes of email, and the Riverside Division led in storage reduction, disposing of 19 gigabytes.

NEXTGEN CM/ECF 1.3 eSR USER ACCEPTANCE TESTING

In March, two members of the Clerk's Office staff were selected to travel to the Administrative Office of the U.S. Courts' (AO) Testing Services Division in Phoenix, Arizona to participate in a week-long session of NextGen CM/ECF 1.3 Electronic Self-Representation (eSR) User Acceptance Testing. NextGen eSR is national online software program for use by self-represented filers of chapter 7 case commencement documents. Project Specialist Meredith Klassen and Case Management Administrator Kimberly Romero joined personnel from bankruptcy courts in Alaska, New Mexico, and New Jersey for the collaborative

testing, led by a facilitator and a programmer from the AO. Together, the testers worked through the details of each NextGen eSR program screen, taking frequent breaks to discuss test findings, ask questions, and review data.

IT UPGRADES ENHANCE PERFORMANCE AND SECURITY

Regular maintenance of and improvements to the Court's IT equipment protect the network and maximize efficiency. In the spring, the Clerk's Office upgraded the infrastructure that supports the Court's staff-only intranet and public-facing website. Updates to the intranet's server and software infrastructure installed in March bolstered the stability and security of the internal web, and in April, the Court's external website migrated to a new hosting environment. In the new environment, changes made in the site's back end are published immediately. The Court's website also made the switch from unencrypted HTTP to HTTPS, which provides the strongest privacy and integrity protection for public web connections. HTTPS verifies the identity of a website for a connecting client and encrypts nearly all information sent between the website and the user.

As part of the Administrative Office of the U.S. Courts' (AO) unified communication initiative, the Court replaced its traditional telephone system with the National Internet Protocol Telephony (NIPT) Service. The Clerk's Office installed Internet Protocol (IP) phones, which introduce a number of new telecommunications features along with stronger security, at the San Fernando Valley on March 22, Northern Division on May 24, Riverside on June 28, Santa Ana on July 26, and Los Angeles on August 20. In each case, IT staff were on-site the following day to provide support and answer questions. The change to NIPT reduces the Court's phone expenditures by eliminating the cost of maintaining telephone switches and equipment.

During the summer, cyclical replacement upgraded staff computers, switching out older models for Dell OptiPlex 7050 desktop units. Judges also replaced old laptops with their choice of a Surface Laptop, a Surface Book, a Dell Latitude 5590, or a Dell Latitude 7390.

COURTROOM OF THE FUTURE

Working with the Administrative Office of the U.S. Courts and a contracted audio visual design firm, the Clerk's Office completed the infrastructure and technical design review of courtrooms in the Edward R. Roybal Federal Building and U.S. Courthouse. The design incorporates new technology throughout the courtrooms to facilitate presenting and annotating digital evidence from a variety of sources, such as counsel laptops, tablets, and a document camera. The construction design phase commenced with General Services Administration's (GSA) draft Architect-Engineer Scope of Services.

The technological improvements were occasioned by the Roybal Realignment Project, which affected seven courtrooms in the Roybal Building. The massive demolition and construction project presented an opportunity to outfit the courtrooms with the necessary infrastructure to support new features for judges and counsel.

Actual construction and improvements will begin in 2019. Following the rollout of the new courtroom technology in the Roybal Building, the Court expects to introduce the new features in courtrooms throughout the Central District.

FACILITIES, SECURITY, AND EMERGENCY PREPAREDNESS



Intake Section



10th Floor



9th Floor

ROYBAL REALIGNMENT PROJECT COMPLETED

The Court completed the massive realignment of the Edward R. Roybal Federal Building and U.S. Courthouse (Roybal Building) in 2018, releasing 33,000 square feet from the Roybal Building and over 26,000 square feet from the adjacent Federal Building at 300 North Los Angeles Street. The released space accommodates magistrate and senior judges, as well as displaced District Court and Pretrial Services staff.

The project included the comprehensive redesign of the Roybal Building's ninth and 10th floors, based on the space planning principles of the Judiciary's Integrated Workplace Initiative, which emphasize functionality and versatility. The renovated offices include teamwork areas conducive to collaborative ways of working, newly outfitted with video conference capabilities.

As part of the realignment project, the Los Angeles Division's Intake Section moved to the first floor of the Roybal Building, where it adjoins the Roybal Café, opening its doors on February 12. The relocated Intake Section features a new digital queuing system for visitors' convenience and continues to provide all the services that had been available at its previous location on the ninth floor. The Los Angeles Division's Self-Help Desk also moved to the first floor Intake area, where it reopened in August. The Self-Help Desk's new location includes private spaces for client consultation and a spacious waiting area with computers and tables for visitors.

SPACE MANAGEMENT AND MODIFICATION

Space is an increasingly valuable resource in the Judiciary. The Court continually evaluates the efficiency of its space usage, searching for ways to economize and provide better public service.

At the Riverside Division, the Clerk's Office released space on the first floor for occupation by the U.S. Probation Office, significantly reducing the Court's rent roll. A construction project at the division reduced the size of the Intake Section, the record storage room, and the fiscal



Riverside Division Public Waiting Room and Self-Help Desk Area

and mail areas. The Clerk's Office also redesigned the public waiting area and the Pro Se Clinic facilities and purchased new systems furniture for the reconfigured first floor. On the second floor, the Clerk's Office moved the entrances to a server room and a training room affected by the release of the surrounding space. The Court worked with Riverside County and GSA on further plans for the second floor, including the construction of a new conference room and storage area and the installation of new furniture.

In Los Angeles, the Clerk's Office converted a former jury room on the 13th floor of the Edward R. Roybal Federal Building and U.S. Courthouse into a Mothers' or Lactation Room. Refurnished and repurposed for use by nursing mothers, Room 1347 now features comfortable seating, an electrical outlet, a refrigeration unit, a self-locking door, and a washroom. Mothers Rooms maintained by District Court are also available on the seventh floor of the Roybal Building, the first floor of the Riverside Division, and the first floor of the Santa Ana Division.

The Court renovated the Board of Judges (BOJ) Conference Room and the General Assembly Room in the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The Clerk's Office began work on both rooms in July, starting with demolition and initial placement of electrical systems. By the year's end, the two rooms had been outfitted with new furniture and the necessary infrastructure to support new audiovisual and network capabilities.

During the extensive renovations required by the Roybal Realignment Project, the Court temporarily filled space on the first floor and basement of the Federal Building at 300 North Los Angeles Street with used workstations and office furniture. Personnel sorted these items, repurposing some at the San Fernando Valley and Northern Divisions, transferring some to other federal agencies, and disposing of some through General Services Administration public auctions. In combination with new components, the repurposed furniture brought a fresh new look and warm, inviting atmosphere to the offices of the San Fernando Valley and Northern Divisions.

In June, representatives of the Clerk's Office attended the 50th annual NeoCon trade show in Chicago to examine products from the cutting edge of interiorspace design and ergonomics. During the three-day conference, Office Services Manager Roland Blanco, Space and Facilities Supervisor Jennifer Harmon, and Facilities Project Coordinators Diana Tang and Alexandra Corey sought portable, cost-effective, height-adjustable solutions for retrofitting workspaces; compared new mechanisms for delivering power and data with minimal impact to existing infrastructure; and researched green plant walls and acoustic barriers for existing spaces.

MAY DAY ENS TEST ACHIEVES HIGH RESPONSE RATE

On Tuesday, May 1, the Court tested the Emergency Notification System (ENS), which sends a message to the Clerk's Office staff and prompts them to acknowledge receipt. After activation of the ENS, 91 percent of Clerk's Office staff throughout the Central District confirmed receipt within the one-hour time frame, a confirmation rate within the desired range of 90 to 100 percent. Events such as May Day provide an opportunity to test elements of the Court's Continuity of Operations (COOP) Plan.

Additionally, the Court's Continuity of Operations Coordinator, in collaboration with the Crisis Communication Team, sends out monthly ENS test throughout the district targeting different groups to familiarize staff with the kinds of messages they will receive during an emergency. Training and testing of teams and plans are essential steps in ensuring readiness before a disruption.

CPR AND FIRST AID TRAINING

Cardiopulmonary Resuscitation (CPR) and First Aid training held throughout the Central District encouraged staff members to be confident when an injury or life-and-death situation arises. The sessions reviewed the American Heart Association's updated guidelines, which emphasize the importance of taking immediate action. "Hands-Only" CPR, featured on the American Heart Association's website, has only two steps: call 911, and push hard and fast (at a rate of 100 compressions per minute). CPR, trainers said, can double or even triple a person's chance of survival. In 2018, 31 staff members attended the training.

A photograph of a building facade, likely a court building, with a light-colored wall and a dark sign that reads "EQUAL JUSTICE UNDER LAW". The building is flanked by tall palm trees. In the foreground, there is a red metal bench and two large potted plants. The sky is clear and blue.

Public Understanding, Trust, and Confidence

How can the Court increase public understanding, trust, and confidence in the judicial system?

—2014-2019 Strategic Plan, Issue 5

[BLANK PAGE]

COURT EVENTS AND COMMUNITY OUTREACH

BAR ADVISORY BOARD FACILITATES EXCHANGE OF INFORMATION AND IDEAS

Chaired by the Chief Judge, the Court's Bar Advisory Board was formed in 2009 as a means of exchanging information and ideas with local bar associations. In 2018, the members of the Bar Advisory Board provided input from the bar on matters such as improving court processes and modifying rules and procedures.

The members of the Bar Advisory Board for 2018 included: Chief Judge Bluebond, Chair of the Bar Advisory Board; U.S. Trustee Peter C. Anderson; Keith A. Higginbotham of the Central District Consumer Bankruptcy Attorneys Association (*cdcbaa*); Jenny L. Doling and Summer M. Shaw of the Inland Empire Bankruptcy Forum; Daniel A. Lev of the Los Angeles Bankruptcy Forum; Ashley McDow and Roksana D. Moradi of the Los Angeles County Bar Association; Anthony Bisconti and David M. Goodrich of the Orange County Bankruptcy Forum; Anerio V. Altman, Robert Goe, D. Edward Hayes, and Richard A. Marshack of the Orange County Bar Association; A. Lysa Simon of the San Fernando Valley Bar Association, Arturo M. Cisneros of the Riverside County Bar Association, and M. Wayne Tucker of the San Bernardino County Bar Association. The board's quarterly meetings are attended by its members, interested judges, Executive Officer/Clerk of Court Kathleen J. Campbell, and Chief Deputy of Operations Benjamin Varela.

GIRL SCOUTS AND BOY SCOUTS VISIT THE COURT

Relationships with Girl Scouts and Boy Scouts form an important part of the Court's community outreach. During the first week of January, Judge Klein welcomed Girl Scouts and Boy Scouts from five different troops to her courtroom and chambers in the Edward R. Roybal Federal Building and U.S. Courthouse. On January 3, more than 40 Scouts from four different troops and approximately 25 troop leaders, parents, grandparents, and siblings visited the Courthouse. This was the largest group to visit the Courthouse since the inception of the Girl Scouts of Greater Los Angeles' Justice Patch Program, which Judge Klein created after discovering that Boy Scouts had the



Girl Scouts and Boy Scouts at the Los Angeles Division



Brownies at the San Fernando Valley Division

opportunity to earn a badge or patch and learn about the law and the legal profession, but Girl Scouts did not have a comparable opportunity. On January 5, eight more Girl Scouts and approximately 10 troop leaders, parents, and siblings also met with Judge Klein.

On February 16, Brownie Troop 2576 toured the San Fernando Valley Division and visited with Judge Kaufman. The troop of third graders from Viewpoint School in Calabasas toured the Intake area, learned what happens after a debtor files a bankruptcy petition, and viewed Judge Kaufman's chambers.

Together with Loyola Law Professor Laurie Levenson, Judge Klein also formed a new Girl Scout troop for homeless girls this year: Troop 1085, whose members live at the Salvation Army Westwood Transitional Village, a 40-unit residential housing facility founded by the late Ninth

Circuit Judge Harry Pregerson. Judge Klein and Professor Levenson were inspired to form the troop after reading an article about a Girl Scout troop for girls living in a New York shelter. At the troop's first meeting, five girls between the ages of nine and 17 made "indoor s'mores," discussed their career plans, and planned activities for the year ahead. The troop's slogan is "Never Give Up!"



Left to Right: Jonathan Hayes, Barbara Sanchez (accepting for Mark Brenner), Jose Arias, Kathleen J. Campbell, Olivia Ventura, Kim Collins, Ryan Zick, and Anerio Altman

ANNUAL WILLIAM J. LASAROW AWARDS RECOGNIZE PRO BONO VOLUNTEERS

On the evening of October 25, Public Counsel hosted the 2018 William J. Lasarow Awards in the lobby of the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The ceremony was held during the American Bar Association's National Pro Bono Celebration Week. Approximately 60 guests were welcomed by Public Counsel Supervising Attorney Magdalena Reyes Bordeaux, who greeted the crowd with opening remarks.

Attorneys, court staff, and judges attended the awards ceremony, including Chief Judge Bluebond and Judges Zurzolo, Robles, Tighe, Kwan, Saltzman, and Klein. Keynote speakers took turns commending the volunteers. In his humorous remarks, Judge Zurzolo quoted Ambrose Bierce on the challenges litigants face. Chief Judge Bluebond thanked the volunteers for the outstanding service they provide and noted that although the Central District's percentage of pro se bankruptcy filings has fallen, it remains the highest in the nation at just over 17 percent.

Representatives of the pro bono organizations that staff the Court's self-help desks then presented awards to volunteer attorneys. The honorees were M. Jonathan

Hayes (Los Angeles Division/Public Counsel's Debtor Assistance Project), Ryan Zick (Northern Division/Legal Aid Foundation of Santa Barbara County), Anerio Altman (Santa Ana Division/Public Law Center), and Mark Brenner (San Fernando Valley Division/Neighborhood Legal Services of Los Angeles County).

Public Counsel President and CEO Margaret M. Morrow also presented a special award to the staff of the U.S. Bankruptcy Court. Ms. Morrow credited the Central District as an early advocate for pro se causes and praised the Court for establishing self-help desks at each division. Executive Officer/Clerk of Court Kathleen J. Campbell accepted the award on behalf of the Clerk's Office, expressing thanks to Public Counsel and the pro bono volunteers who partner with the Court to increase the public's access to justice. She asked all members of the Clerk's Office staff to stand and introduced three staff members from Los Angeles, Jose Arias, Kim Collins, and Olivia Ventura, as representatives of the Intake staff throughout the district. They spoke briefly about working directly with Public Counsel and pro se litigants.



COURT PERSONNEL STAY FIT TOGETHER

Fitness initiatives promote wellness and encourage staff to stay in shape. Over eight weeks in April, May, and June, the Court sponsored Kaiser Permanente's 10K-A-Day Challenge, encouraging employees to get in 10,000 steps per day. Numerous staff members participated in the Feds Get Fit program. Federal employees from U.S. District Court, the Federal Public Defender's Office, U.S. Probation and Pretrial Services, and the Internal Revenue Service joined their colleagues from the Bankruptcy Court. At the end of the eight-week challenge, Chief Judge Bluebond won the Court's individual competition, and the San Fernando Valley Division's "Holy Walkamole" was the top team.

Members of the Clerk's Office staff participated in the Run for Justice 5K, held in Los Angeles on March 17, and the 310 5K, held in Playa del Rey on April 21. Both "fun runs" aid Public Counsel's Debtor Assistance Project. In March and April, the Los Angeles Division also hosted the traveling BioMeasure machine. The device, which resembles a

scale, measures the user's weight, height, and body fat percentage, then uses these metrics to calculate body mass index. BioMeasure prints the data on a ticket at the end of each session.

FILL A BACKPACK DONATION DRIVE

The Riverside Division participated in Riverside County's annual "Fill a Backpack" donation drive, which collects backpacks filled with school supplies and distributes them to families in need through the Behavioral Health Department of the Riverside University Health System. Donations help relieve the stress of parents struggling to provide backpacks and basic supplies for their children's return to school. The Riverside Division staff collected 10 new backpacks and numerous school supplies.

CHINESE OFFICIALS VISIT LOS ANGELES DIVISION

Groups of Chinese officials visited the Court in January and November to learn about the American legal system and bankruptcy law. On January 8, 20 officials from the Local Taxation Bureaus of Jiangxi Province visited the Los Angeles Division as part of an eight-week program at California State Polytechnic University in Pomona on tax administration in the United States. Judge Kwan and Executive Officer/Clerk of Court Kathleen J. Campbell received the group for a PowerPoint presentation in Judge Kwan's courtroom, followed by a tour of the Los Angeles Division and a meeting with Chief Judge Bluebond. The visit concluded with a question and answer session with Assistant U.S. Attorney Jolene Tanner of the Tax Division of the U.S. Attorney's Office. Judge Kwan presented lapel pins with the logo of the U.S. Bankruptcy Court for the Central District of California to each of the officials.

On November 2, 25 members of China's National Tax Bureau also visited the Los Angeles Division. After Judge Kwan provided an overview of the bankruptcy process, the group toured the Clerk's Office and met with Chief Judge Bluebond. Each official received a token with the Court's official seal.

LOYOLA LAW SCHOOL PROGRAMS

Students at Loyola Law School visit the Court to observe hearings and participate in the Consumer Bankruptcy



Judge Klein Addressing Loyola Law School Students



Loyola Law School Students Participating in a Mock Trial

Practicum, a two-semester program that provides valuable experience. Under the supervision of local bankruptcy practitioners and attorneys from nonprofit organizations, students in the Bankruptcy Practicum interview, counsel, and assist self-represented parties.

On February 7, approximately 60 law students from Loyola Law School visited the Los Angeles Division to observe hearings before Judge Klein. After the hearings concluded, Judge Klein spoke with the students about the importance of setting goals and seeking out mentors.

On April 17, six Loyola students enrolled in the Consumer Bankruptcy Practicum argued a mock non-dischargeability action before Judge Klein. Judge Klein gave the students feedback on their arguments and answered their questions. At the reception following the arguments, Chief Judge Bluebond and Judges Kwan and Bason joined a crowd of about 40 bankruptcy practitioners and chambers and Clerk's Office staff members who assembled to greet the students.



Judge Russell and South Pasadena High School's Bildungsroman Club

HIGH SCHOOL AND COLLEGE OUTREACH

The Court invites students from local high schools and colleges to observe hearings and attend programs about the law, the Judiciary, and careers in government throughout the year.

Antelope Valley College Pre-Law Club

On March 23, four students from Antelope Valley College Pre-Law Club came to the San Fernando Valley Division for a writing seminar led by Peter Gurfein, a partner at Landau, Gottfried and Berger in Los Angeles. Mr. Gurfein explained the importance of writing well, how to present the facts in a case persuasively, and how a case may change as it proceeds from the trial court through an appellate court. He had the group use Palsgraf v. Long Island Railroad Co., a case well known among first-year law school students, to illustrate these principles. After the seminar, the students enjoyed lunch with Judge Tighe, law clerks Hilda Montes de Oca and Christian Torimino, and extern Sabrina Man Son Hing.

South Pasadena High School's Bildungsroman club

On April 3, seven students from South Pasadena High School's Bildungsroman club, which is dedicated to making the most out of life and gathering wisdom from guest speakers, visited the Los Angeles Division to observe hearings in Judge Russell's courtroom. Afterwards, Judge Russell met with the students, answered their questions, and invited them to tour his chambers.

College of the Canyons

On April 5, the San Fernando Valley Division hosted Federal Career Day for 25 students from Santa Clarita's College of the Canyons. Federal officers from various agencies shared insight and advice about pursuing careers in government. Agents from the Federal Bureau of Investigations, Federal Public Defender, U.S. Attorney's Office, U.S. Pretrial Services, Internal Revenue Service, Drug Enforcement Administration, U.S. Immigration and Customs Enforcement, U.S. Probation, U.S. Marshals Service, and the Federal Protective Service took part in a panel discussion moderated by Judge Tighe. The panel discussed preferred degrees and educational backgrounds, day-to-day activities in government careers, and job screening and application procedures. Following the panel, students and speakers continued the conversation over lunch.

Optimist Youth

Six high school students from the Optimist Youth home campus in Pasadena visited the San Fernando Valley Division on April 27. The visit provided an opportunity for the students, all young women with limited access to mentorship, to spend time with women who are professionally accomplished. The students met with Judge Tighe and her law clerk Hilda Montes de Oca, Operations Manager Fern Campbell, bankruptcy attorneys Yi Sun Kim and Robyn Sokol, family law attorney Kendra Thomas, and financial planner and former Marine Melissa Estrada. The professionals answered questions from the students and shared advice on succeeding in the workforce as women. Some of the professionals also shared stories of overcoming adversity and finding their strengths. The participants hoped to inspire the students to learn about the many career opportunities available to women, and the diverse ways in which each professional found her calling. The event was co-sponsored by the Court's Community Outreach Committee, the San Fernando Valley Bar Association, and Women to Women, a networking group that seeks to bring women from a variety of industries and professions together.

Samueli Academy

The Santa Ana Division invited 25 high school students from Samueli Academy to attend the Third Annual Federal Courthouse Exploration Day, or FED Day, held on April 10.



Federal Courthouse Exploration Day in Santa Ana Division

Hosted by Judge Smith, the event provided an opportunity to learn about bankruptcy and the federal government. Students observed the day-to-day operations of the federal agencies in the Ronald Reagan Federal Building and U.S. Courthouse and received tips on preparing for a career in government. Judges Albert, Clarkson, and Wallace spoke about the federal court system, the Constitution and Bill of Rights, and how judges uphold the rule of law. The keynote speaker, Judge Klein, recounted her journey to the bench. Judge Bauer attended the proceedings. The students also had an opportunity to meet professionals from the U.S. Attorney's Office, the U.S. Marshals Service, and other agencies.



Federal Courthouse Exploration Day in Los Angeles Division

Dorsey High School

On December 6, approximately 35 students from Dorsey High School participated in Federal Courthouse Exploration Day, or FED Day, at the Los Angeles Division. The event included a courtroom session, during which Chief District Judge Virginia A. Phillips, District Judge Suzanne H. Segal, and Bankruptcy Judge Klein discussed their favorite amendments to the Constitution and notable Supreme Court decisions interpreting those amendments.

Chief Judge Phillips focused on the First Amendment, Judge Segal on the Fourth Amendment, and Judge Klein on the Equal Protection Clause of the 14th Amendment. The students then shared lunch with more than 50 volunteers (judges, lawyers, and other professionals) who provided advice and guidance regarding the students' short-term and long-term career plans. Joining the judges mentioned above were Chief Bankruptcy Judge Bluebond and Magistrate Judges Maria A. Audero, Paul L. Abrams, and Karen L. Stevenson. FED Day ended with a jobs panel of federal employees from the Bankruptcy Court, U.S. Probation and Pretrial Services, the Federal Public Defender's Office, the U.S. Marshals Service, and the Drug Enforcement Agency. They provided the students with an overview of the job opportunities available with the federal government, and emphasized the importance of staying in school, working hard, and setting career goals.

CLERK'S OFFICE COORDINATES PANEL ON FINANCIAL ELDER ABUSE

Senior Legal Analyst Jennifer Kohout and other Clerk's Office staff coordinated a program on Financial Elder Abuse held at Southwestern Law School on February 24, hosted by the Central District Consumer Bankruptcy Attorney Association. Judge Jury joined Molly Davies, Vice President of Elder Abuse Prevention and Ombudsman Services at WISE & Healthy Aging, Allyson Young, Program Manager at the Los Angeles County Elder Abuse Forensic Center, and attorney James Preis, Executive Director at Mental Health Advocacy Services, Inc., for a two-hour panel discussion moderated by Judge Barash. The panelists talked about signs and symptoms of elder abuse, people who perpetrate financial abuse of the elderly, and the types of financial exploitation to which elderly people are vulnerable. The discussion also covered state-mandated reporting, resources available for reporting abuse, and regulatory agency contacts before turning to ethical considerations for attorneys whose clients show signs that they may be victims of elder abuse. The panel also discussed relevant bankruptcy rules and cases.

MOCK TRIALS

Mock trials bring elementary school students to the Court for interactive demonstrations of the judicial process. In February, the San Fernando Valley Division welcomed 127 fifth graders from Beckford Charter School. Following



Judge Barash Hosts Beckford Charter School for Mock Trial



Chief Judge Bluebond and Canfield Elementary Students



Judge Brand and Canfield Elementary Students

their mock trial, the students took part in a question and answer session with judges and staff members and a tour of chambers. Judges Mund, Tighe, and Barash were joined by retired Judge Kathleen Thompson.

Approximately 70 fifth grade students from Canfield Elementary School visited the Los Angeles Division in March to conduct a mock trial. Chief Judge Bluebond

greeted the students and spoke to them about the importance of the judicial system. After a short question and answer session, the students broke into two groups for mock trials: one with Chief Judge Bluebond, one with Judge Brand. Afterwards, Deputy Marshal Adam Crawford delivered a presentation about the responsibilities of the U.S. Marshals Service.



Haskell STEAM Magnet

In June, the San Fernando Valley Division hosted students from Haskell STEAM Magnet and Brawerman Elementary for a field trip to the Court, including the mock trial of The People v. Goldilocks. Judges Mund, Ahart, Kaufman, and Barash were on hand to welcome the group and answer questions, while law clerks, externs, and Clerk's Office staff members helped facilitate deliberations and gave a tour of chambers.

HIGH SCHOOL STUDENTS CONSIDER EQUAL PROTECTION IN ANNUAL CIVICS CONTEST

The U.S. Bankruptcy Court and U.S. District Court for the Central District of California hold an annual essay and video contest for high school students. The winners of the Central District Civics Contest receive cash prizes and advance to the Ninth Circuit Civics Contest, where they compete with top entrants from the other districts in the Ninth Circuit. This year's theme was "The 14th Amendment: 150 Years after Ratification, What Does Equal Protection Mean to Students?" Contestants were encouraged to consider relevant legislation, such as Titles VI and IX, the Civil Rights Act of 1964, the Rehabilitation Act of 1973, the Individuals with Disabilities Education

Act of 1990, and significant cases such as Mendez v. Westminster School District, Brown v. Board of Education of Topeka, Regents of the University of California v. Bakke, Jackson v. Birmingham Board of Education, and Endrew F. v. Douglas County School District.



Law Day Celebration

The Bankruptcy and District Courts kicked off the contest on March 2 with a Law Day celebration at the Richard H. Chambers U.S. Court of Appeals Building in Pasadena. Students from Blair High School in Pasadena shared lunch with judges, attorneys, and other professionals, discussing their post-graduation plans and their career goals. Chief District Judge Virginia A. Phillips and District Judge John A. Kronstadt participated in the event, as did Chief Bankruptcy Judge Bluebond and Bankruptcy Judges Russell, Donovan (Ret.), Smith, Kaufman, and Klein. Executive Officer/Clerk of Court Kathleen J. Campbell and members of the Clerk's Office staff also attended.

Following Judge Klein's remarks on the history of the 14th Amendment, Dr. Terrence Roberts, a member of the "Little Rock Nine" who is a recipient of the Congressional Gold Medal and the NAACP's Springarn Medal, joined Professor Kimberly West-Faulcon, the James P. Bradley Endowed Chair of Constitutional Law at Loyola Law School and former director of the NAACP Legal Defense and Educational Fund, for an engaging conversation about the significance of the Equal Protection Clause to our nation's history and our society today.



Left to Right: Arcadia High School Teacher Megan Leahy, Third Place Video Winner Arianna Togelang, Judge Klein, Third Place Video Winner Max Li, Dr. Terrence Roberts, and Second Place Video Winner Cindy Law

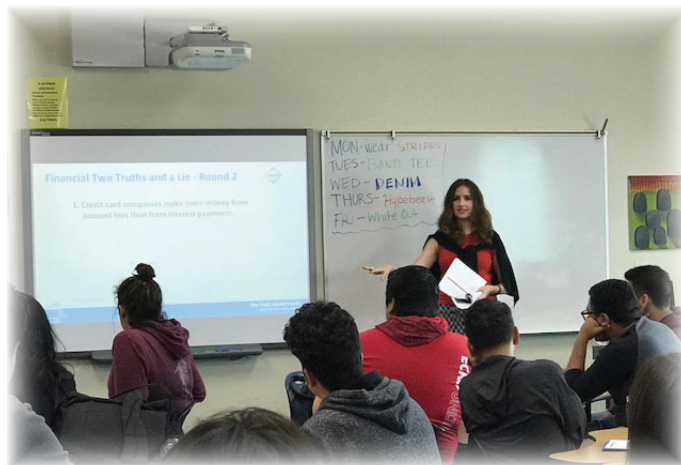
On June 13, the District and Bankruptcy Courts hosted the annual Civics Contest Awards Ceremony at the Edward R. Roybal Federal Building and U.S. Courthouse in downtown Los Angeles. There were a record number of entries in 2018: over 300 essays and 18 videos.

Chief District Judge Virginia Phillips welcomed the guests, and Chief Bankruptcy Judge Sheri Bluebond introduced the judges in attendance, including Bankruptcy Judges Russell, Kwan, Klein, and Bason. Bankruptcy Executive Officer/Clerk of Court Kathleen J. Campbell also attended with senior members of her staff. Dr. Terrence Roberts spoke about learning to "navigate the racial maze" of integration while sworn to a "vow of nonviolence," despite constant harassment and aggression. The audience listened to the first- and second-place essays, by Veronica Yu and Emily Thomas, respectively, and watched the first-place video submission, by Cindy Law, Karen Thai, and Veronica Yu, and the second-place video, by Sabrina Huang and Jingyi Zhou.

The ceremony closed with Judge Klein thanking the attorneys who volunteered to review the essay submissions, the judges who selected the contest winners, and the Clerk's Office employees who worked behind the scenes.



Judge Brand at Naturalization Ceremony



CARE Presentation to High School Students



Judge Barash at Naturalization Ceremony

BANKRUPTCY JUDGES PRESIDE OVER NATURALIZATION CEREMONIES

Six bankruptcy judges from the Central District presided over naturalization ceremonies in 2018. Judges Russell, Jury, Kwan, Bauer, Klein, Brand, and Barash 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 Pasadena Convention Center.

CREDIT ABUSE RESISTANCE EDUCATION AT CENTURY HIGH SCHOOL

Credit Abuse Resistance Education (CARE) is a national program founded by Retired Bankruptcy Judge John C. Ninfo to educate high school and college students about how to responsibly use credit and avoid getting into too much debt. On the morning of September 24,

Senior Legal Analyst Jennifer Kohout, representing the Court's Community Outreach Committee, partnered with bankruptcy attorney Jeffrey Pomerantz to make a CARE presentation to approximately 80 Century High School seniors in Santa Ana. Mr. Pomerantz has been working over the past several years to activate a Southern California CARE Chapter, and the Court has supported these efforts through the participation of Judge Klein, Chair of the Community Outreach Committee. Thanks to attorney and financial professionals who volunteer for CARE, such as bankruptcy trustees Jeffrey Golden and Russell Clementson, high school students in Los Angeles, Orange, and Riverside Counties are learning about how to use credit responsibly. More than 175 students attended one of the five CARE presentations at Century High School, and a majority of the students rated the program "very useful" or "useful" on the evaluation form.

SPEAKING ENGAGEMENTS, EVENTS, AND PROGRAMS

JANUARY

- January 19: Judge Kaufman was a panelist on the Bankruptcy Section of the San Fernando Valley Bar Association's program.
- January 25: Judges Albert and Bason were panelists on the Orange County Bankruptcy Forum's brown bag program.
- January 26: Judge Smith participated in the Orange County Bankruptcy Forum's lunch program.
- January 27: Judge Brand participated in the *cdcbaa's* 12th Annual Ninth Circuit Case Review.
- January 30: Judges Smith, Jury, Wallace, Clarkson, Houle, and Yun were panelists at the Inland Empire Bankruptcy Forum's "Ask the Judges" Night.

FEBRUARY

- February 14: Judge Klein was a guest speaker at Loyola Law School Ethical Lawyering class.
- February 17: Judge Klein participated in a panel discussion at University of California, Los Angeles's Anderson School of Management regarding women in leadership positions.
- February 27: Judge Klein organized a program for Women Lawyers Association of Los Angeles.

MARCH

- March 6: Judges Smith, Kaufman, Saltzman, Clarkson, Yun, and Barash attended the American Bankruptcy Institute's Annual Bankruptcy Battleground West.
- March 12: Judge Barash was a panelist at the Los Angeles Bankruptcy Forum's educational program.
- March 16: Judge Klein participated in an Ethics Panel at the Federal Judicial Center's Workshop for Bankruptcy Judges.
- March 17: Judge Tighe was a panelist on the American College of Bankruptcy's Judges' Roundtable.
- March 20: Judge Klein was a guest speaker at Loyola Law School's Ethical Lawyering class.
- March 27: Judges Jury, Saltzman, and Brand participated in the Inland Empire Bankruptcy Forum's program.

APRIL

- April 13: Judge Klein hosted a visit for approximately 15 international LLM students from Loyola Law School.
- April 16: Judge Klein participated in the Los Angeles County Bar Association's lunch program.
- April 21: Judge Klein judged a moot court competition for high school students at Loyola Law School.

MAY

- May 8: Judge Bason moderated the Inn of Court's program.
- May 11 – 13: Judge Smith participated in the Bankruptcy Bar Association of South Florida's Annual Retreat.
- May 18–19: Chief Judge Bluebond and Judges Kaufman, Saltzman, Brand, and Bason attended the California Bankruptcy Forum's conference.



Judge Klein with Loyola Law Students

JUNE

- June 1: Judge Klein presided over swearing-in ceremony for Law School graduates who passed the California bar.
- June 4: Chief Judge Bluebond and Judges Russell, Smith, Kaufman, Kwan, Clarkson, Klein, Brand, Bason, and Barash were panelists at the Los Angeles Bankruptcy Forum's Annual Night with the Judges.
- June 6: Judge Bauer swore in new admittees at Whittier Law School.
- June 12: Judge Brand participated in the Los Angeles County Bar Association's Remedies and Commercial Law & Bankruptcy Sections' program.
- June 12: Judge Bason moderated the Inn of Court's program.
- June 14: Judge Jury was a panelist at the Orange County Bankruptcy Forum's brown bag program.
- June 28: Judge Zurzolo was a panelist at Public Counsel's program.



Left to Right: Judges Smith, Kaufman, Barash, Russell, Klein, Bason, Brand, Kwan, and Chief Judge Bluebond at the LABF's Annual "Night with the Judges"

JULY

- July 12: Judges Smith, Tighe, and Klein participated in the Federal Judicial Center's National Workshop for Bankruptcy Judges II.
- July 21: Judge Smith participated in the *cdcbaa's* Fifth Annual James T. King Bankruptcy Symposium.
- July 24 – 25: Judges Bauer and Brand were panelists at the Ninth Circuit Judicial Conference.
- July 27: Chief Judge Bluebond participated in District Court's law clerk and extern training program.



Left to Right: Attorney Magdalena Reyes Bordeaux, Judge Zurzolo, Attorney Selena Rojhani, and Attorney Christian Cooper at the Public Counsel's Program

SEPTEMBER

- September 5: Judges Wallace, Clarkson, and Yun were featured guests at the SoCal International Women's Insolvency & Restructuring Confederation and Inland Empire Bankruptcy Forum's fall social hour.
- September 7: Judges Wallace, Clarkson, Brand, and Barash participated in the American Bankruptcy Institute's 26th Annual Southwest Bankruptcy Conference.
- September 25: Judge Klein participated in a panel at Loyola Law School.
- September 26: Judge Saltzman was a panelist during the Santa Barbara County Bar Association's lunchtime discussion.
- September 29: Judge Bason participated in the *cdcbaa's* discussion.



Chief Judge Bluebond and Chief Magistrate Judge Walsh at the Extern Training Program



Judges Albert, Smith, Bauer, Bason, and Wallace at the OCBF Program



Judge Yun at the LABF Annual Dinner Program



Judges Houle, Yun, and Johnson at the IEBF Program

OCTOBER

- October 2: Judge Klein co-wrote and filmed "Handling Trials" video for the Federal Judicial Center.
- October 9: Judge Bason moderated the James T. King Bankruptcy Inn of Court's discussion.
- October 11: Judges Smith, Albert, Bauer, Wallace, and Bason participated in the Orange County Bankruptcy Forum's program.
- October 13: Judge Houle participated in the *cdcbaa*'s program.
- October 15: Chief Judge Bluebond and Judge Yun participated in a panel discussion during the Los Angeles Bankruptcy Forum's annual dinner program.
- October 25: Judge Clarkson discussed "Rembrandt: The Bankrupt Printmaker—His Life and Bankruptcy Proceedings of 1656."
- October 30: Judge Klein moderated a panel discussion during the National Conference of Bankruptcy Judges' conference.

NOVEMBER

- November 5: Judges Johnson, Houle, and Yun participated in the Inland Empire Bankruptcy Forum's program.
- November 6: Judge Bason moderated the James T. King Bankruptcy Inn of Court's discussion.
- November 9: Judge Kaufman was a panelist during the Bankruptcy Section of the San Fernando Valley Bar Association's discussion.
- November 16: Judges Russell, Kwan, and Barash participated in the Los Angeles Bankruptcy Forum's ethics symposium.
- November 28: Judge Klein organized a program for Women Lawyers Association of Los Angeles.
- November 30: Judge Clarkson discussed "Rembrandt: The Bankrupt Printmaker—His Life and Bankruptcy Proceedings of 1656."

DECEMBER

- December 4: Judge Bauer swore in new admittees at Whittier Law School.
- December 6: Judge Klein hosted a lunchtime mentoring event in Los Angeles.
- December 7: Judge Barash participated in the American Bankruptcy Institute's Winter Leadership Conference.
- December 31: Judge Klein wrote and submitted an article to Loyola Law School International and Comparative Law Review.

[BLANK PAGE]

The image shows the exterior of a modern, multi-story building with a light beige facade and large windows. Several tall palm trees are planted in front of the building. An American flag flies on a tall pole to the left. In the foreground, a low wall features a sign that reads "UNITED STATES BANKRUPTCY COURT RIVERSIDE, CALIFORNIA". A large, semi-transparent white box with the word "Appendices" in black text is overlaid on the center of the image.

Appendices

UNITED STATES BANKRUPTCY COURT
RIVERSIDE, CALIFORNIA

[BLANK PAGE]

2014-2019 COURT STRATEGIC PLAN ACCOMPLISHMENTS

ISSUE 1: ADMINISTRATION OF JUSTICE

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

GOALS:	ACCOMPLISHMENTS:
1.1.1 Confirm that court procedures conform to relevant statutes, rules, and policies.	<p><u>Local Bankruptcy Rules</u> The Court's Rules Committee and the Clerk's Office review all pending changes to national rules and forms and revise the Court's Local Bankruptcy Rules (LBRs) and forms as needed. Amendments to the LBRs were approved by the Board of Judges and were submitted for public comment, to take effect January 3, 2019.</p>
1.1.2 Promote the education of judges and court personnel on issues of diversity.	<p><u>Diversity Celebrations</u> Throughout 2018, the Court participated in celebrating African American Heritage Month, LGBTQ Pride Month, Women's Month, Asian and Pacific Islander Month, and Hispanic Heritage Month.</p> <p><u>Court Hosts Law Day Celebration</u> Building on the Ninth Circuit's Civics Contest theme, "The 14th Amendment: 150 Years after Ratification, What Does Equal Protection Mean to Students?," the 2018 Law Day program educated judges, court staff, and over 100 high school students on the experience of Equal Protection.</p> <p><u>Diversity Training</u> The Federal Judicial Center facilitated "Meet on Common Ground: Speaking Up for Respect in the Workplace" at this year's Winter Education Seminar to promote the benefit of mutual respect in the workplace and the importance of personal responsibility in promoting respect in the workplace.</p>
1.1.3 Foster diversity in the court's workforce by maximizing efforts to attract and retain employees of differing backgrounds, foreign language capabilities, and experiences.	<p><u>Recruitment Expansion</u> The Court expanded recruitment efforts to law schools, minority bar associations, and other organizations. Judges participated in speaking engagements at local law schools to promote diversity in the recruitment of externs and law clerks. The Court continued its partnership with Loyola Law School to provide bankruptcy law students with hands on experience in working with Public Counsel and the Court. The Court hosted high school and grade school students for mock trials, Law Day, and court visits at which attorneys and court staff discussed their career paths and how those paths led to a career in the Judiciary.</p> <p><u>Chief Deputy of Administration</u> The Court welcomed new Chief Deputy of Administration John Hermann, who brings over 18 years of experience in IT and administration to the position.</p> <p><u>Organizational Changes</u> After completing an organizational assessment, the Clerk's Office implemented several structural changes in 2018, including the creation of new positions and departments. The Clerk's Office selected Beryl Dixon for the new Director of Human Resources and Court Services position and Steve Hill for the new Administrative Services Manager position.</p>

<p>1.1.4 Make sure the court's community outreach efforts include all of the district's diverse community.</p>	<p><u>Diverse Community Outreach Efforts</u> Throughout the year, with the assistance of the Community Outreach Committee, the Court continued to ensure that its community outreach efforts, including Power Lunches, Law Day, and other activities, included representatives of the Central District's diverse community.</p> <p><u>Clerk's Office Promotes Pro Se Resources</u> Clerk's Office staff continued to publicize the Court's pro se resources throughout the Central District.</p> <p><u>iPads for Translations Assistance</u> This new intake program was implemented to communicate with visitors who have limited English proficiency.</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 public webpage.</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 2018, 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>LBR 3015-1 Procedures Regarding Chapter 13 Cases</u> See the Speaking Engagements and Programs section of 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. (cont.)</p>	<p><u>Bar Advisory Board</u> Initially formed in 2009, the Court's Bar Advisory Board meets quarterly with the Chief Bankruptcy Judge, other interested judges, and the Executive Officer/Clerk of Court. In 2017, the Bar Advisory Board members provided substantial input from their respective bar associations in response to the Court's request for ideas to improve court operations.</p> <p><u>Judges Speaking Engagements and Programs</u> See the Speaking Engagements, Events, and Programs section of this report.</p>
<p>1.2 Structure court operations in a manner that best facilitates the expeditious, economical, and fair resolution of disputes.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.2.1 Build and maintain an effective executive management structure that guarantees the court's ability to achieve its mission, vision, and strategic goals.</p>	<p><u>Executive Team Performance Appraisal</u> The Court continued to use the performance appraisal system for the Executive team that was initiated in 2014.</p> <p><u>Chief Deputy of Administration</u> See 1.1.3.</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> 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, initiated in April 2014.</p> <p><u>Tapeless Backup</u> The Clerk's Office continued supplementing its backup of users' data files on magnetic tape with a tapeless backup. Under this 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 this system, the Clerk's Office can quickly and easily restore users' data.</p> <p><u>Case Management Assist (CMA)</u> In 2018, the Court continued to maximize case processing efficiency through use of Case Management Assist (CMA). Developed by the U.S. Bankruptcy Court for the Western District of Oklahoma, CMA enables management to automatically distribute case processing duties to Clerk's Office staff. Additionally, CMA provides 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 CMA to increase productivity.</p> <p><u>Updates to Case Management Assist (CMA)</u> The new version of CMA implemented by the Court in 2018 provided staff with better access, improved accuracy, and a reduction in docketing errors.</p> <p><u>Debtor Electronic Bankruptcy Noticing (DeBN) Auto Activation</u> The Court implemented an enhancement to the DeBN program to make DeBN activations automatic.</p> <p><u>Electronic Proof of Claim (ePOC) Program Reactivated</u> The online system for creating, filing, and amending proofs of claim was reactivated.</p>
<p>1.3 Administer the court according to sound management practices, and seek ways to create efficiencies through streamlining processes and implementing new technology.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>1.3.1 Implement "vertical" sharing of administrative services consistent with 28 U.S.C. §§ 154(b) & 156(d), provided that shared administrative services result in measurable savings to the court and no degradation in the quality and timeliness of service to the judiciary and the public.</p>	<p><u>District Court Partnership</u> The Court continues to share emergency preparedness services with the U.S. District Court for the Central District of California. At the Northern Division, Clerk's Office staff provides mail and facility assistance for Magistrate Judge LaMothe. Additionally, the Clerk's Office provided support to the U.S. Probation Office for the Central District of California in the areas of office services, interior design, emergency preparedness, and space planning.</p>

<p>1.3.2 Identify and market opportunities for sharing administrative services with other court units nationwide on a cost reimbursable basis in core business areas including Human Capital, Information Technology, and Space Planning.</p>	<p><u>Shared Administrative Services</u> In 2018, the Court fulfilled shared administrative services agreements in the Central District of California and nationwide. See the Shared Administrative Services section of this report.</p> <p><u>Shared Services Plan</u> The Shared Services Plan has been implemented and a court catalog of shared services was developed. Individual service offerings were updated on Jshare, the Judiciary's SAS webpage and catalog. The Court also used services from other courts by transferring funds or by trading services.</p>
<p>1.3.3 Participate in national committees and programs to develop court technology and implement best practices.</p>	<p><u>NextGen Development</u> The Court's staff continued to provide technical support for the development of NextGen CM/ECF and the national NextGen version of Electronic Self-Representation (eSR).</p> <p><u>Judges and Clerk's Office Staff Participate in National Committees and Programs</u> See the "Committee Appointments" section of this report.</p> <p><u>Temporary Duty Assignments with the AO</u> Training Specialist Kimberly Rubal and Applications Developer Keith Klein assisted the AO with various projects. For more information, see the Temporary Duty Assignments with the AO article in 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>Check Capture</u> The Court continued processing checks, money orders, and cashier's checks electronically using Check Capture.</p> <p><u>Internal Review</u> Internal Controls Analyst Jose Ramirez reviewed the Court's Financial Services and Budget, Procurement, Human Resources, IT Security, and Office Services Departments. Mr. Ramirez also reviewed receipting and collections at the Court's five divisional offices. The reviews ensured the overall efficiency and reliability of the Court's control mechanisms and jump-started planning for the automation of frequently used business processes.</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 the Case Management Assist (CMA) entry in section 1.2.3, above.</p>

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

NCBC Conference

From August 12 to August 15, 2018, the U.S. Bankruptcy Court for the Central District of California was represented by 29 delegates at the National Conference of Bankruptcy Clerks (NCBC) Conference hosted by the U.S. Bankruptcy Court for the Southern District of New York. 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.

Internet Telephone and Fax

The Central District migrated to the National Internet Protocol Telephony (NIPT) and National Fax (NFAX) systems. The features of the new systems and phones were demonstrated to Clerk's Office and chambers staff in training sessions.

ATCoP

Select court staff attended the Automatic Training Community of Practice Conference to learn about the latest and greatest technologies being implemented in the Judiciary.

KACE

IT Security Officer Mary Dyer attended a training class on KACE, the Judiciary's national patch and asset management solution.

Ninth Circuit Enterprise IT Security Training

Network Specialist Alfred Hui attended the training, which addressed common security challenges and brought administrators and engineers together to share knowledge and experience.

ITC-West

From August 21 to August 24, a team of Clerk's Office staff attended the IT Conference West (formerly known as TUG) in Phoenix, Arizona. A variety of breakout sessions addressing cybersecurity for international travel, the dark web, and cryptocurrency were offered throughout the week.

Desktop Applications

Classroom training on desktop applications was offered at all divisions.

Judges Training

Throughout 2018, the Information Technology and Training Manager trained judges on iPhone technologies. The Information Technology and training Manager also provided judges with Windows 10, Surface Pro, and Microsoft Office training.

Legal Research

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

1.4 Ensure informed judicial decision-making.	
GOALS:	ACCOMPLISHMENTS:
1.4.1 Provide accurate, timely, and complete procedures and rules to judges, court personnel, and other court participants.	<u>Revised Local Bankruptcy Rules</u> See section 1.1.1, above.
1.4.2 Make certain that court proceedings are recorded accurately and completely, and that high quality transcripts are produced timely.	<u>Court Recorders</u> The Court's court recorders ensure that all hearings are properly recorded into digital files by listening to the actual recording of a court hearing and monitoring the digital recording application while the hearing is underway. At the end of each day, the court recorder copies their digital files from the Court's server to the national server in San Diego. The Court's recorders and supervisors compare files in both locations to ensure that the digital recordings on the national server are an exact copy of digital recordings on the local server. Transcript quality is ensured as parties requesting court transcripts can only do so from transcription agencies that meet the Court's quality standards and are listed on the Court's website. After a party has requested a transcript, court recorders review the applicable digital recording before making it available to the transcription agency.
1.4.3 Promptly implement changes in law and procedure.	<u>Revised Local Bankruptcy Rules</u> See section 1.1.1, above.
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.	<u>Strategic Planning Council Continued</u> In 2018, the Strategic Planning Council continued to meet. The Strategic Planning Council meets on a quarterly basis to review and provide status updates on the Court's high priority initiatives, which directly impact the achievement of the goals identified in the 2014-2019 Strategic Plan. The Strategic Planning Council's membership expanded in 2017 to include non-supervisory staff representation.
1.5.2 Develop procedures to meet changing conditions.	<u>eSR</u> Since its implementation, the locally developed Electronic Self-Representation (eSR) application has been accessed by approximately 1,500 debtors. The application is now ready to enter its second phase, which involves the use of enhanced case upload in CM/ECF to decrease debtors' wait time when their cases are being created in CM/ECF. Enhancements are also being implemented to make it faster and more efficient for Clerk's Office staff to locate submitted petition packages in eSR for case creation in CM/ECF. <u>IT Security</u> IT Security Policies and Plans were reviewed and updated to ensure they meet all current requirements and best security practices and procedures. <u>Centers of Excellence</u> The Centers of Excellence for Process Improvement developed an online course called "Understanding Bankruptcy" so that court staff may improve or refresh their knowledge. Self-quizzes were also updated and became available online for further study.

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 FY 2018 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 (AO) for participation in national initiatives, projects, and shared administrative services, the Court was able to end the year without layoffs. The Court was able to secure supplemental funding from the AO this year for participation in the Automatic Docketing Interface initiative (ADI), space reduction, 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> Executive Officer/Clerk of Court Kathleen J. Campbell submits a monthly spending plan to the Executive Committee for review and approval. The monthly spending plans ensure that the Court remains a good steward of public funds and support the Court's mission.</p>
1.6.3 Identify and pursue grant funding opportunities.	<p><u>Records Digitizing Project and Space Reduction Funding</u> As part of the Roybal Realignment Project, the Court received funding from the Administrative Office of the U.S. Courts for labor costs needed to digitize, scan, and process all paper records in the Los Angeles Division. Scanning and disposing the documents freed up space where paper records were stored and enabled the Court to reduce space that was returned to General Services Administration.</p> <p><u>Automatic Docketing Interface (ADI) Funding</u> The Court received funding for its participation in the Automatic Docketing Interface (ADI) initiative, which reduces the error rate for docketed events in CM/ECF and provides significant labor savings in quality control and case tracking of docketed events.</p>
1.6.4 Establish performance criteria and measurement systems that link budgetary resources to strategic goals.	<p><u>Performance Management Program</u> In 2018, the Court continued to utilize its Performance Management Program, allowing Clerk's Office Staff to receive direct feedback from supervisors on performance and to promote and plan continual opportunities for professional development.</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 its 23rd year in 2018 and remains the largest and most robust bankruptcy mediation program in the nation. The mediation panel consists of attorneys and non-attorney professionals, such as accountants, real estate brokers, physicians, and professional mediators.</p> <p><u>Loan Modification Management Pilot Program</u> Chief Judge Sheri Bluebond and Judges Vincent P. Zurzolo, Maureen A. Tighe, Victoria S. Kaufman, and Deborah J. Saltzman became participants in the Court's LMM.</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 2018, Judge Deborah J. Saltzman heard Northern Division matters from the Los Angeles Division by videoconference. Judges Mark S. Wallace and Scott C. Clarkson also continued to hear cases by 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>During the renovation of the Roybal Building, the Court introduced multiple collaborative spaces with videoconferencing capabilities. The new spaces allow staff to initiate conference calls on their own, without the need for an IT representative to establish the connection. The same use of technology, furniture, and space was also later introduced in the Riverside Division.</p>

<p>2.1.3 Develop simplified procedures to encourage electronic filing by self-represented parties.</p>	<p><u>eSR Promotion</u> The Court continues to promote the use of Electronic Self-Representation (eSR) software through various mediums including videos, flyers, and other informational materials distributed throughout the Central District.</p> <p><u>Auto-Activation Implemented for DeBN</u> Since the implementation of the auto-activation feature, the number of new DeBN accounts opened in the Central District has increased.</p> <p><u>Online Chat Program</u> The Clerk's Office has offered its online chat program continuously since 2014. Through this chat program, visitors to the Court's website can conduct a real-time, online conversation with a Call Center representative. Online chat is available in both English and Spanish.</p>
<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><u>Self-Help Desks</u> Self-help desks are available in all five divisions. The Court actively works with pro bono organizations to provide staffing for the self-help desks.</p> <p><u>DAP</u> Debtor Assistance Project (DAP) is an association of pro bono organization representatives, bar associations, volunteer attorneys, judges, court staff, and trustees, who meet bimonthly 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><u>Self-Help Desk Honor Roll</u> In order to encourage volunteer participation by attorneys at each self-help desk location, the Court has continued to recognize pro bono volunteers by posting the annual Honor Roll and hosting a reception for volunteers. The publication of the Honor Roll coincides with the American Bar Association's National Pro Bono Celebration week.</p> <p><u>Lasarow Awards Honor Self-Help Desk Volunteers</u> Public Counsel hosted the 2018 William J. Lasarow Awards and reception to honor volunteers serving the pro se bankruptcy population throughout the Central District at the Edward R. Roybal Federal Building and U.S. Courthouse. At the 2018 Lasarow Awards, Public Counsel President and CEO Margaret M. Morrow presented a special award to the Clerk's Office staff.</p>
<p>2.1.5 Explore opportunities for partnerships with educational institutions to increase access to justice by underserved populations.</p>	<p><u>Consumer Bankruptcy Litigation Practicum</u> The Court continued to partner with Loyola Law School through the Consumer Bankruptcy Litigation Practicum (CBLP). Judge Sandra R. Klein, chair of the Court's Community Outreach Committee, launched the CBLP for Loyola Law School students. CBLP is a year-long course that provides students with an understanding of the law governing consumer bankruptcies and an opportunity to develop practical legal skills through engaging in skills-based simulations and providing assistance to consumer debtors. This course is comprised of two four-unit semesters, offered in the fall and spring.</p>

2.2 Provide the public with information that is easily understandable and readily available.

GOALS:	ACCOMPLISHMENTS:
<p>2.2.1 Improve and expand services, assistance, and information for self-represented parties.</p>	<p><u>Website</u> The Court continually adds to and updates the resources for self-represented parties on its public website (www.cacb.uscourts.gov). In 2018, the Court updated the website's instructional videos for eSR users, bilingual Bankruptcy Timeline displaying the sequence of events in a chapter 7 case, information about managing student loans, directions to the Los Angeles Self-Help Desk, schedule for the free Bankruptcy Litigation Clinic at the San Fernando Valley Division, and bankruptcy-related pamphlets and flyers. The Court's biennial report on pro se parties' access to justice in the Central District is also published on the website.</p> <p><u>Clerk's Office Promotes Pro Se Resources</u> See section 1.1.4, above.</p> <p><u>eSR</u> See section 1.5.2, above.</p> <p><u>Bankruptcy Mediation Program</u> See section 2.1.1, above.</p> <p><u>DeBN</u> See section 2.1.3, above.</p> <p><u>Online Chat Program</u> See section 2.1.3, above.</p> <p><u>Self-Help Desks</u> See section 2.1.4, above.</p>
<p>2.2.2 Continue to develop a variety of informational materials, such as brochures and checklists, for debtors and other court users.</p>	<p><u>Public Use Computers</u> The Court continued to make public use computers available in each division for users of Electronic Self-Representation (eSR), the Court's software program for preparing bankruptcy petitions electronically. Additional computers were also available in each division for researching bankruptcy information or finding credit and financial management courses.</p> <p><u>Printed Materials and Videos</u> Throughout 2018, the Court continued to produce educational videos and distribute 341(a) printable brochures with directions to 341(a) meetings 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>2.2.2 Continue to develop a variety of informational materials, such as brochures and checklists, for debtors and other court users. (cont.)</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 section 1.5.2, above.</p> <p><u>eSR Promotion</u> See section 2.1.3, above.</p>
<p>2.2.3 Maintain court forms and informational materials in plain, understandable language.</p>	<p><u>Plain English</u> The Court's Rules Committee ensures that all LBR and LBR form revisions are in plain English. Other documents, such as the <i>Court Manual</i>, Court website, Public Notices, etc., are also published in plain English.</p>
<p>2.2.4 Expand the availability to the public of automated court information and data through internet technologies and the court's website.</p>	<p><u>Statistics Webpage</u> The Court designed and tested a statistics dashboard for its website.</p> <p><u>Website</u> The Court continues to improve and update its website with current information and resources.</p> <p><u>Twitter</u> The Court continues to utilize Twitter as a social medium for communication.</p>
<p>2.2.5 Regularly review and update court forms as needed.</p>	<p><u>LBRs Forms</u> The Court's Rules Committee, with input from the Court's Chapter 13 Committee and Case Management Committee, reviews the Court's Local Bankruptcy Rules (LBRs) forms on an ongoing basis to ensure they reflect amendments to the local and national rules and other relevant changes. The Court's website enables the public to provide suggested revisions, which are reviewed by the appropriate Court committee, to the Court's forms, Local Bankruptcy Rules, and the Court Manual. During 2017, the Chapter 13 Committee and Board of Judges reviewed pending national rule amendments that standardized Chapter 13 Plan forms in all courts. The Chapter 13 Committee worked closely with Chapter 13 Trustees, the local bar, and judges to revise the Court's Chapter 13 Plan to comply with the new requirements that became effective on December 1, 2017. In 2018, the Chapter 13 Committee incorporated input on the Chapter 13 Plan form and developed a refined version of it that will become available in 2019.</p>

2.3 Make certain that court rules, procedures, and processes are free of unnecessary barriers to access.	
GOALS:	ACCOMPLISHMENTS:
2.3.1 Identify and revise court rules, procedures, and processes that are unreasonable barriers to access.	<p><u>eSR</u> See section 1.5.2, above.</p>
2.3.2 Develop mechanisms to improve proceedings involving non-English-speaking persons and others with communication or language challenges, including the expanded use of interpreter/translator services.	<p><u>Online Chat Program FAQs</u> The Court maintains and updates FAQs for the Online Chat program in English and Spanish. See section 2.1.3, above.</p> <p><u>Educational Videos in Spanish</u> The Court produced several videos in Spanish to promote understanding and improve service for Spanish speakers.</p> <p><u>Website Translation</u> The Court provides a Google Translate feature on its website to enable visitors to translate webpage content into several languages.</p> <p><u>Spanish-speaking Customer Service Representative</u> In 2018, the Court continued to provide a Spanish-speaking Customer Service Representative to answer phone calls in the call center.</p> <p><u>iPads for Translation Assistance</u> See section 1.1.4, above.</p>
2.3.3 Provide periodic training to judges and court staff on issues of fairness and diversity to increase cultural awareness and sensitivity.	<p><u>Workplace Conduct, Diversity, and Respect Education</u> In 2018, Clerk's Office and chambers staff attended "Sexual Harassment in the Workplace: Understanding, Prevention, and Response" sessions; Clerk's Office managers and supervisors participated in "Personal Accountability: It's All on Me," covering the importance of accountability and integrity within an organization; the Court's EDR coordinator, EDR alternate coordinator, and additional staff attended Employment Dispute Resolution (EDR) Training in Omaha, Nebraska; staff attended training on the Court's updated Personnel Handbook, which added a new policy on workplace violence, harassment, and bullying; and the plenary session at the Winter Education Seminar, "M.E.E.T. on Common Ground: Speaking up for Respect in the Workplace," introduced techniques for encouraging respect for cultural and ethnic diversity in the workplace.</p> <p><u>Diversity Celebrations</u> See section 1.1.2, above.</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 2018, the Court filled several key positions in both Operations and Administration, including a Chief Deputy of Administration, Director of Human Resources and Court Services in Los Angeles, a Courtroom Deputy in Santa Ana, a Case Management Administrator in Los Angeles, a Team Leader in Northern, an Administrative Manager in Los Angeles, an Inventory Specialist in Los Angeles, a Senior Legal Analyst in Los Angeles, and a Space and Facilities Supervisor in Los Angeles.</p> <p><u>Chief Deputy of Administration</u> See section 1.1.3, above.</p>
3.1.2 Attract and retain personnel of varying experiences and backgrounds to promote diversity.	<p><u>Diversity Celebrations</u> See section 1.1.2, above.</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>Central District Judicial Education Committee Annual Conference</u> In 2018, the Central District bankruptcy judges convened for their Annual Educational Conference. The educational program, designed by the Court's Judicial Education Committee, addressed a number of relevant topics, including updates on bankruptcy issues. The annual conference provided an excellent opportunity to acquire new information and to promote dialogue among the judges to support the public.</p> <p><u>Training Courses and Programs</u> In 2018, the Staff Development Department offered over 90 training courses and programs. A total of 1,644 student seats were filled across the five divisions. Annual programs, including Law Clerk/Extern Training, IT Security Training, and the Winter Education Seminar, returned, and new programs, such as Sexual Harassment Prevention, Respect in the Workplace, and Strategic Planning, were introduced.</p> <p><u>Winter Education Seminar</u> The 2018 Winter Education Seminar, "Together Towards Tomorrow," was held on December 14, 2018 at the Edward R. Roybal Federal Building and U.S. Courthouse in Los Angeles. The topics covered included diversity in the workplace.</p> <p><u>Law Clerk/Extern Training Sessions</u> In 2018, 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>Director of HR and Court Services Serves as Faculty for the Federal Judicial Center's Management Development Program</u> Director of Human Resources and Court Services Beryl Dixon continued to serve on the national Committee on Management and Professional Development Education, a Federal Judicial Center (FJC) advisory committee.</p>

<p>3.1.3 Support the professional development of judges and court personnel to improve their service to the court and the public. (cont.)</p>	<p><u>Professional Development Opportunities</u> The Court created professional development opportunities in the Communications and Planning & Research Departments. These one-year development opportunities are scheduled to start in January 2019.</p> <p><u>Seminars, Conferences, and Other Programs</u> The staff takes advantage of learning opportunities throughout the year. In 2018, staff members attended the Ninth Circuit Enterprise IT Security Training Seminar in San Antonio, Texas; IT Conference West in Phoenix, Arizona; Employment Dispute Resolution (EDR) Training in Omaha, Nebraska; the Administrative Office of the U.S. Courts' 2018 Financial Forum in New Orleans; the Automatic Training Community of Practice Conference in San Antonio, Texas; the Bankruptcy Operational Practices Forum in Minneapolis, Minnesota; the 2018 Bankruptcy Court Data Conference in San Antonio, Texas; and the NeoCon Trade Show in Chicago, Illinois.</p> <p><u>NCBC Conference</u> See section 1.3.5, above.</p>
<p>3.1.4 Examine workforce demographics, assess future human capital needs, and formulate a workforce succession plan.</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> <p><u>Human Resources Professional Handbook</u> The Human Resources Manual Working Group was formed in 2017 and met on several occasions throughout 2018 to discuss issues and propose changes, updates, and corrections to the handbook. The final version of the handbook was approved in September 2018 and distributed to Court employees in October and early November 2018.</p>
<p>3.1.5 Provide outreach and information to potential judicial applicants to encourage highly qualified individuals to apply for future judicial openings.</p>	<p><u>Court Vacancies</u> The Court advertises vacancies on the Court's website, on Twitter, and in its bimonthly newsletter. Additionally, vacancies are published on the Ninth Circuit's website.</p> <p><u>Judges Reach Potential Applicants</u> Judges provide outreach and information to potential applicants through various speaking engagements on an ongoing basis.</p>
<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>	<p><u>Mid-Term Evaluations</u> Bankruptcy judges for the Central District of California voluntarily request midterm evaluations offered by the Ninth Circuit.</p>

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

GOALS:	ACCOMPLISHMENTS:
<p>3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention.</p>	<p><u>“Great Place to Work” Campaign</u> The “Great Place to Work” campaign continued throughout 2018. The purpose of the campaign is to build on past successes, promote upcoming programs, and provide all employees with an opportunity to offer new ideas. A broad-based initiative, Great Place to Work includes the use of CACBtv (the Court’s private YouTube channel which addresses the Strategic Plan, pertinent court updates, and community outreach), the Talent Management Program, Centers of Excellence Open Forums, and various wellness initiatives.</p> <p><u>Talent Management Program</u> In 2018, the Court continued to offer its Talent Management Program. The program hosted a series of informational sessions, where 100 staff attended to learn more about how they can develop within a current position, prepare for potential future opportunities as they arise, and support the Court’s ongoing effort to build the workforce of the future. Highlights of the Talent Management program include the development of three certificate programs in the areas of Business Essentials, Business Communication, and Leadership and Management, as well as the creation of the Talent Management webpage, which contains resources and information regarding career management and planning.</p> <p><u>Centers of Excellence Open Forums</u> In 2018, 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 have an open arena to provide feedback, ideas, and suggestions, so that the Court’s programs, processes, and procedures consistently improve.</p> <p><u>Annual Awards Ceremony</u> The 2018 Annual Awards Ceremonies, held at all five divisions in September, honored Clerk’s Office employees throughout the Central District for outstanding service to the public and dedication to the Court.</p> <p><u>Employee Recognition Programs</u> The Center of Excellence for Employee Engagement and Communication developed an informal, “on-the-spot” employee recognition program: MAD PROPS (Making a Difference through Positive Recognition of Outstanding Performance and Success). This recognition program will reward Clerk’s Office staff for their outstanding contributions in the following areas: customer service, performance, teamwork, suggestion, special service, and special act.</p> <p><u>Sexual Harassment Training</u> The Court partnered with the U.S. District Court, U.S. Pretrial Services, and the U.S. Probation Office to offer 20 training sessions on “Sexual Harassment in the Workplace: Understanding, Prevention, Response.”</p> <p><u>Wellness Campaign Events</u> In 2018, the Human Resources Department offered monthly wellness communications, as well as programming throughout the year to share health-related information and encourage employees to live a healthy lifestyle.</p>

<p>3.2.1 Implement programs, policies, and initiatives to enhance employee performance, satisfaction, and retention. (cont.)</p>	<p><u>Training Courses and Programs</u> See section 3.1.3, above.</p> <p><u>Winter Education Seminar</u> See section 3.1.3, above.</p> <p><u>Law Clerk/Extern Training Sessions</u> See section 3.1.3, above.</p>
<p>3.2.2 Develop an organizational culture that increases the joint involvement of judges and court personnel in court planning and operations, and facilitates increased communications between judges and court personnel.</p>	<p><u>Appreciation Days</u> The judges hosted staff appreciation days throughout the Central District.</p> <p><u>Judges' Meetings</u> The Clerk's Office staff met regularly with the judges throughout the year to discuss operational and administrative issues and concerns</p> <p><u>Judicial Committee Participation</u> Chambers and Clerk's Office staff continued to enhance communication through judicial committee participation.</p>
<p>3.3 Promote high standards of conduct and personal behavior among participants.</p>	
<p>GOALS:</p>	<p>ACCOMPLISHMENTS:</p>
<p>3.3.1 Enforce adherence to codes of professional conduct, ethical practice standards, and civility standards for judges, court personnel, and members of the bar.</p>	<p><u>Ethics Training</u> In an effort to support adherence to professional conduct, the Court continues to offer online ethics training annually to all Clerk's Office and chambers staff. New employees also take the "Avoiding Ethics Pitfalls" course as part of their orientation process at the Court.</p> <p><u>Reporting Allegations of Fraud, Waste, and Abuse</u> In 2018, the Court continued to remind Clerk's Office staff of the methods available to report allegations of fraud, waste, and abuse by employees or contractors who have engagements with the Court.</p>
<p>3.3.2 Require appropriate and respectful conduct, dress, and behavior by judges, court personnel, and those appearing in court.</p>	<p><u>Communication of Mission and Vision</u> Throughout the year, the Court continued to communicate its mission and vision to staff, focusing on the importance of customer service and meeting the strategic goals of the Court.</p> <p><u>Dress Code Reminders</u> Throughout 2018, the Clerk's Office sent out dress code reminders by email on every casual dress occasion.</p> <p><u>Excellent Customer Service Encouraged</u> Throughout the year, the Court continued to encourage staff to provide excellent customer service to the public. The importance of good customer service was emphasized in presentations, exercises, and team meetings. Employees providing excellent customer service were recognized throughout the year.</p>

<p>3.3.2 Require appropriate and respectful conduct, dress, and behavior by judges, court personnel, and those appearing in court. (cont.)</p>	<p><u>“Great Place to Work” Casual Dress Fridays</u> In an effort to promote uniformity and increase morale and in furtherance of the “Great Place to Work” campaign, the Court offered casual dress Fridays throughout 2018. During the designated months, staff were permitted to wear court-branded shirts, along with appropriate jeans, slacks, or skirts. This initiative was in alignment with fundraising efforts of the Holiday Committee, who sold court-branded shirts in each division to support the Court’s annual Holiday Party.</p> <p><u>Human Resources Personnel Handbook</u> See section 3.1.4, above.</p> <p><u>Ethics Training</u> See section 3.3.1, above.</p>
---	--

ISSUE 4: A SOLID INFRASTRUCTURE

4.1 Court facilities must be safe and accessible.

GOALS:	ACCOMPLISHMENTS:
4.1.1 Make certain that court facilities are accessible to all persons, particularly those with disabilities.	<p><u>Ongoing Monitoring</u> The Office Services Manager monitors physical access to court buildings and court improvements as needed.</p> <p><u>Access to eSR and Online Chat Program</u> The Electronic Self-Representation (eSR) software and Online Chat Program continues to provide additional convenience to parties in remote locations or disabled parties who have difficulty visiting the Court's onsite self-help desks.</p> <p><u>ADA Accommodations</u> On its ADA accommodations webpage, the Court maintained maps for entry to each court location to assist disabled parties. Mothers rooms have been designated at the Los Angeles, Riverside, and Santa Ana Divisions to give privacy to lactating mothers.</p> <p><u>Accommodations for Deaf and Hearing Impaired</u> Judicial Conference policy requires federal courts to provide reasonable accommodations to the deaf or hearing impaired, or persons with other communication disabilities. Applicants with hearing impairments may request auxiliary aids and services such as qualified sign language interpreters, assisted listening devices or systems, or other effective assistance. Portable headsets are available for each courtroom.</p> <p><u>Mothers' Room</u> A jury room at the Edward R. Roybal Federal Building and U.S. Courthouse was converted to a Mothers' Room, or Lactation Room, for the public and staff. The room features comfortable seating, electrical outlets, a refrigeration unit, a self-locking door, and washroom.</p>
4.1.2 Identify and address needed safety improvements.	<p><u>Ongoing Safety Improvements</u> The Office Services Manager and staff conducted inspections and surveys and the Court obligated funding 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 redesigned 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 2018, the Court continued to archive case records to free up valuable space.</p>

4.2.1 Review the utilization of existing space to optimize cost effectiveness. (cont.)	<p><u>Records Shredded and Disposed</u> Significantly reducing the total volume of storage space required, the Los Angeles, San Fernando Valley, and Northern Divisions shredded boxes of petitions, subsequent documents, claims, financial records, paper documents, old transcripts that were already disposed of by Federal Records Center, and miscellaneous folders. Along with these paper records, the Court was able to dispose of shelving units, storage boxes, and file cabinets.</p> <p><u>Records Digitizing Project</u> In an effort to maximize the utilization of existing space and reduce the Court's footprint in the Los Angeles Federal Building and the Edward R. Roybal Federal Building and U.S. Courthouse, the Records team scanned boxes of documents for both Operations and Administration.</p> <p><u>Roybal Realignment Project</u> The Court continued to participate in an extensive space planning effort with the Administrative Office of the U.S. Courts and its contractors, Ninth Circuit Space and Facilities staff, General Services Administration, and other Central District court units. In 2017, the Court released 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> In alignment with the goals of its high priority initiatives and Strategic Plan, the Court drafted a Long-Range Space Utilization Plan (LRSUP) to document current district-wide space and facility utilization, as well as future space needs based on caseload, judgeship, and personnel projections. The LRSUP also served as a key resource to prepare for and participate in the discussions held with the Administrative Office as part of the Central District Asset Management Planning (AMP) site visit in October 2018.</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 courtrooms of the Edward R. Roybal Federal Building and U.S. Courthouse. Once completed, the upgraded courtrooms will serve as a model for improving technology in courtrooms throughout the district. 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. In 2018, the Court's internal website was redesigned to be more user-friendly and include additional features. In March, the Clerk's Office upgraded the Court's intranet for enhanced security.</p>

<p>4.3.3 Ensure the court has adequate skilled technology staff to support court operations.</p>	<p><u>IT Security Officers Attend Online Training and Live Webinars</u> The IT security officers attended webinars on a vulnerability scanning tool the Administrative Office of the U.S. Courts (AO) uses to scan outward-facing court sites. In conjunction with the AO Security Operations Center, the IT Department also implemented the use of Host Intrusion Prevention System (HIPS) software on all outward-facing servers to provide increased protection of these servers. In 2018, IT security personnel attended training on security tools and KACE patch management training in San Antonio, Texas.</p> <p><u>ITC West Conference</u> See section 1.3.5, above.</p>
<p>4.3.4 Investigate and implement technologies and strategies to reduce costs, eliminate waste, maximize efficiency, minimize environmental impact, and protect the privacy of litigants and employees.</p>	<p><u>IT Security Training</u> In accordance with the <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. In response to the IT Security Scorecard, the Court created new IT security policies and procedures in 2016 and 2017. All new employees, including non-paid employees, and all who requested new remote access (VPN) accounts completed the appropriate training.</p> <p><u>IP Telephony</u> The Central District migrated to the National Internet Protocol Telephony (NIPT) and National Fax (NFAX) systems, which will result in substantial savings in annual recurring maintenance costs.</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>Secure Print</u> The Clerk's Office continued to use the Secure Print function on the Court's printers. The Secure Print function allows users to store password-protected print jobs in the copiers' memory until the password is entered at the copier control panel. Greater use of networked copiers reduces the need to maintain and purchase toner for personal printers.</p> <p><u>IT Awareness Tips</u> The IT security officers emailed awareness tips throughout the year to all employees.</p> <p><u>GovDelivery</u> The Court uses GovDelivery to communicate to all CM/ECF users and others.</p> <p><u>Technology and Innovation</u> See the Technology and Innovation section of this report.</p> <p><u>Case Management Assist (CMA)</u> See section 1.2.3, above.</p> <p><u>Check Capture</u> See section 1.3.4, above.</p>

4.3.5 Continually evaluate and update the court's information technology strategic plan.	<p><u>IT Strategic Plan Update Approved</u></p> <p>The IT Committee reviews and approves technology improvements and monitors the initiatives to ensure IT Strategic Plan alignment. A review of IT strategic goal progress and an update to the plan was completed in November 2018.</p>
4.3.6 Allow proof of claims to be filed electronically.	<p><u>ePOC</u></p> <p>In May, the Clerk's Office reactivated electronic Proof of Claim (ePOC), the online system for creating, filing, and amending proofs of claim. Originally launched in September of 2017, ePOC had been disabled by compatibility issues with a CM/ECF upgrade.</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></p> <p>Throughout 2018, the Court continued to meet regularly with representatives of the U.S. Marshals Service and Federal Protective Service to discuss court security practices and procedures.</p> <p><u>Facility and Security Committees</u></p> <p>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></p> <p>In 2018, 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></p> <p>In 2018, 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 30 days. Members of the ERG participate in additional periodic continuity exercises and receive further training to validate the COOP.</p> <p><u>Court Tests the Emergency Notification System</u></p> <p>Throughout 2018, the Crisis Communication Team conducted monthly tests of the Court's Emergency Notification System to familiarize staff with emergency notifications and the steps that should be taken to confirm receipt of notifications.</p> <p><u>Risk Management Process Training</u></p> <p>As required for participation on the Interagency Facilities Security Committee, Executive Officer/Clerk of Court Kathleen J. Campbell and key members of the Court's Emergency Preparedness team completed the annual Risk Management Process Training.</p>

4.4.2 Conduct systematic training on security and emergency procedures. (cont.)	<p><u>Annual Continuity of Operations (COOP) Training</u> In 2018, all members of the Clerk's Office staff attended mandatory Continuity of Operations (COOP) training, which reviewed the basic elements of the Court's COOP and familiarized staff with the sequence of events that follow a COOP activation.</p> <p><u>Community Emergency Response Team (CERT) Training</u> In collaboration with the Los Angeles Fire Department, the Court offered Community Emergency Response Team (CERT) training to all staff. CERT training teaches basic disaster response skills, including fire safety, light search and rescue, team organization, and disaster medical operations.</p> <p><u>Facilities, Security, and Emergency Preparedness</u> See the Facilities, Security, and Emergency Preparedness section of this report.</p>
4.4.3 Review and update the court's Continuity of Operations Plan ("COOP").	<p><u>COOP Plan Updated</u> COOP personnel continued their efforts to revise the Court's COOP plan, including the Pandemic component. COOP personnel conducted meetings with staff; consulted local representatives from city, county, state, and other federal agencies; and analyzed COOP plans from other bankruptcy courts that have faced severe and long-term COOP plan activations, such as New York and Louisiana.</p> <p><u>COOP Training</u> Throughout 2017, the Court's Continuity of Operations (COOP) Coordinator conducted various COOP training, testing, and exercises, including a May Day Emergency Notification Exercise, Onsite Support Official Training, COOP Refresher, and a Great California ShakeOut Exercise.</p> <p><u>COOP Webpage</u> The Court continued to maintain its Continuity of Operations (COOP) webpage.</p>
4.4.4 Confirm that the court's COOP is communicated to, and coordinated with, other court units and appropriate public safety agencies.	<p><u>Collaboration with District Court</u> The Court's COOP Coordinator collaborated with the U.S. District Court's Emergency Preparedness and Security Officer.</p> <p><u>Federal Executive Board</u> The Court's Continuity of Operations Coordinator continued to collaborate with the Federal Executive Board (FEB), serving on their Greater Los Angeles Area Federal Executive Board (GLAFEB) Continuity Working Group (CWG) Steering Committee.</p> <p><u>COOP Webpage</u> See section 4.4.3, above.</p>

ISSUE 5: PUBLIC UNDERSTANDING, TRUST, AND CONFIDENCE

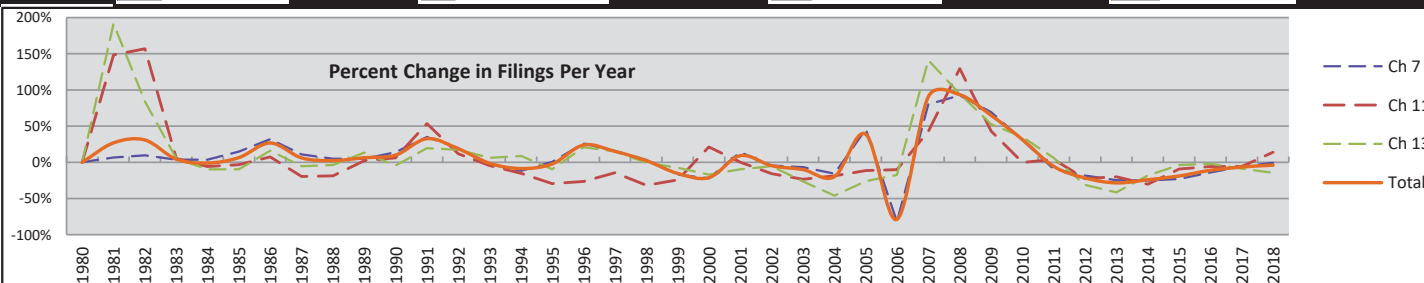
5.1 The court must increase its community outreach.	
GOALS:	ACCOMPLISHMENTS:
5.1.1 Establish an Office of Public Communications and designate an Officer of Public Communications.	<p><u>Office of Public Communications and Officer of Public Communications</u> The Court developed a media strategy to publicize the Court's service offerings in furtherance of its goal to establish an Office of Public Communications.</p>
5.1.2 Through the court's Community Outreach Committee, identify opportunities and craft seminars, outreach programs, and publications to educate the public on the role of the courts and the importance of the rule of law.	<p><u>Community Outreach Committee</u> The Court maintained an active Community Outreach Committee led by Judge Sandra R. Klein, chair of the Court's Community Outreach Committee.</p> <p><u>Girl Scouts Visit the Court</u> Throughout the year, Girl Scouts and Boy Scouts visited various divisions.</p> <p><u>CARE Program</u> In conjunction with Law Day, the Court's Credit Abuse Resistance Education (CARE) Program provided financial literacy to assist students with managing finances, using credit wisely, saving money, and avoiding financial problems. Additionally, the CARE program materials were updated, posted, and made available to judges for future presentations.</p> <p><u>Court Events and Community Outreach</u> See the Court Events and Community Outreach section of this report.</p>
5.1.3 Collaborate with educational institutions, legal service providers, bar associations, and organizations that promote excellence in the judicial system to develop outreach programs and to promote community awareness of the court and its mission.	<p><u>Ninth Circuit Courts & Community Committee</u> Judge Sandra R. Klein serves on the Ninth Circuit Courts & Community Committee, which focuses on circuit-wide initiatives.</p> <p><u>Public Counsel</u> The Court continued to partner with Public Counsel to co-sponsor events aimed at educating practitioners on the Court's policies and procedures.</p> <p><u>Judges Speaking Engagements and Programs</u> See Speaking Engagements and Programs section of this report.</p> <p><u>Bar Advisory Board</u> See section 1.1.5, above.</p> <p><u>Consumer Bankruptcy Litigation Practicum</u> See section 2.1.5, above.</p>
5.1.4 Increase the use of technology and online resources to communicate more effectively with the public.	<p><u>Online Chat Program</u> See section 2.1.3, above.</p>
5.1.5 Design and implement an activity in conjunction with Law Day.	<p><u>Court Hosts Law Day Celebration</u> See section 1.1.2, above.</p>

5.1.6 Create educational programs to increase financial literacy and understanding among all age groups.	CARE Program See section 5.1.2, above..
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.	Speaking Engagements and Programs 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 section 1.1.5, above.
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 section 2.3.2, above.
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 2018 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 2018, the Court publicized procedures to comment on the reappointment of bankruptcy judges. <u>Bar Advisory Board</u> See section 1.1.5, above.

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018*

CENTRAL DISTRICT OF CALIFORNIA

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

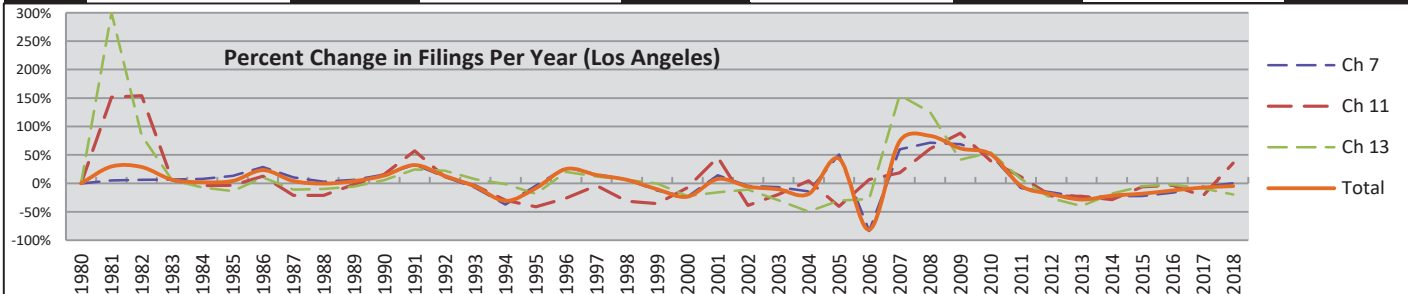


*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018*

LOS ANGELES DIVISION

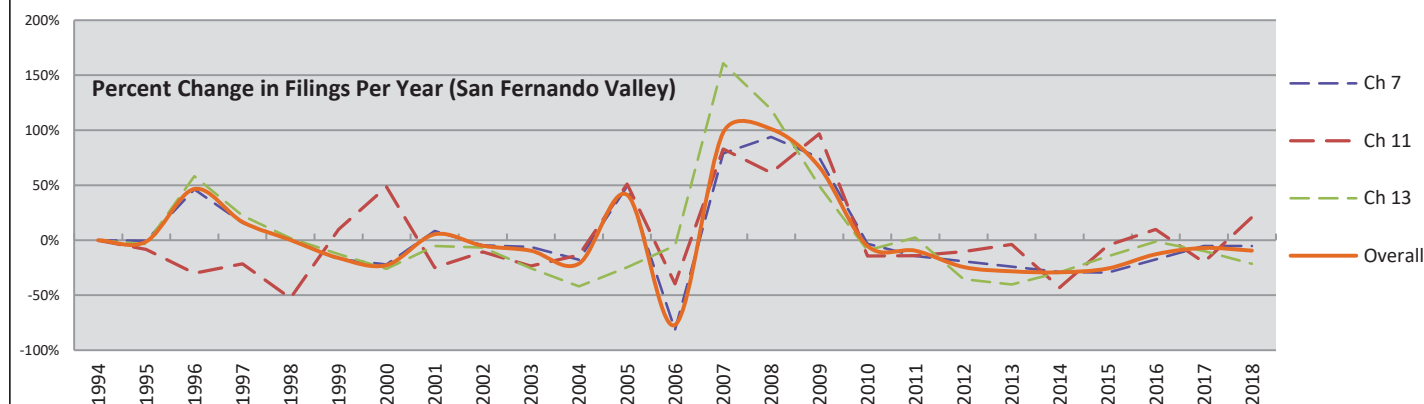
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	12,430	N/A	202	N/A	1,041	N/A	13,673	N/A
1981	13,055	5.0%	508	151.5%	4,162	299.8%	17,725	29.6%
1982	13,868	6.2%	1,291	154.1%	7,655	83.9%	22,814	28.7%
1983	14,825	6.9%	1,361	5.4%	8,074	5.5%	24,260	6.3%
1984	15,950	7.6%	1,309	-3.8%	7,484	-7.3%	24,743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



*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018***SAN FERNANDO VALLEY DIVISION****(Filings prior to 1994 were included in Los Angeles Division)**

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

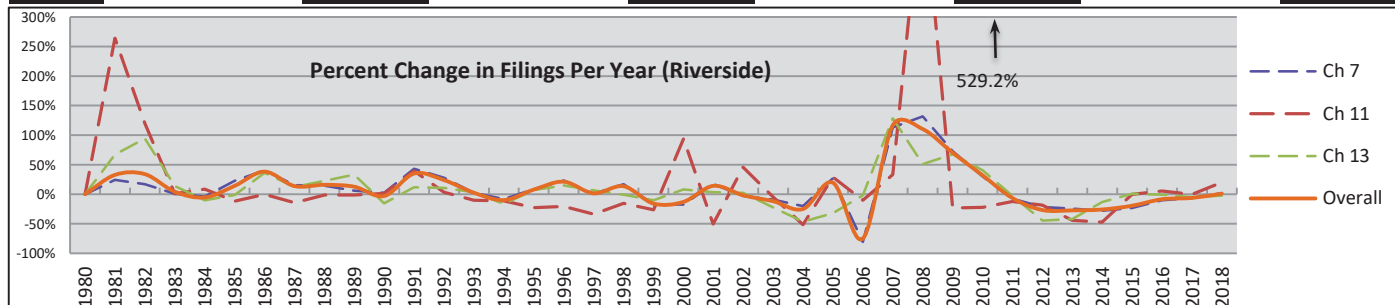


*Based on CA Central District Internal Filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018*

RIVERSIDE DIVISION

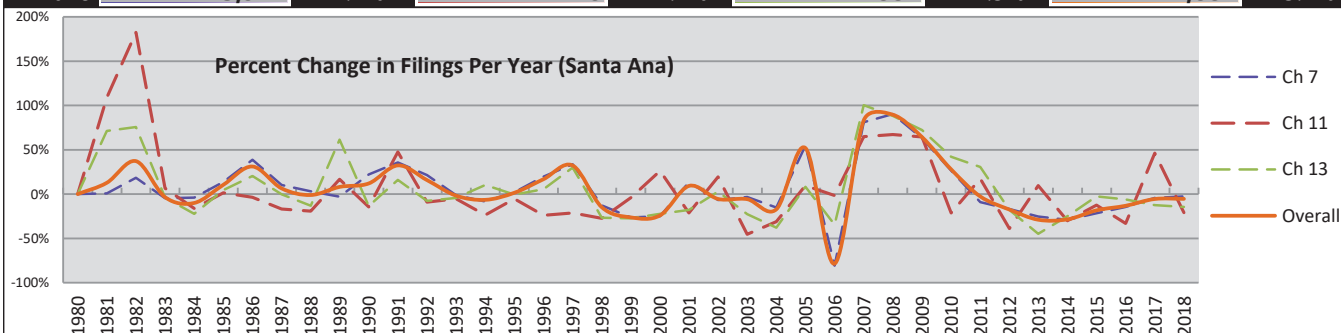
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	2,324	N/A	25	N/A	417	N/A	2,766	N/A
1981	2,886	24.2%	91	264.0%	696	66.9%	3,673	32.8%
1982	3,370	16.8%	200	119.8%	1,354	94.5%	4,924	34.1%
1983	3,394	0.7%	202	1.0%	1,540	13.7%	5,136	4.3%
1984	3,255	-4.1%	220	8.9%	1,384	-10.1%	4,859	-5.4%
1985	3,994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



*Based on CA Central District Internal filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018***SANTA ANA DIVISION**

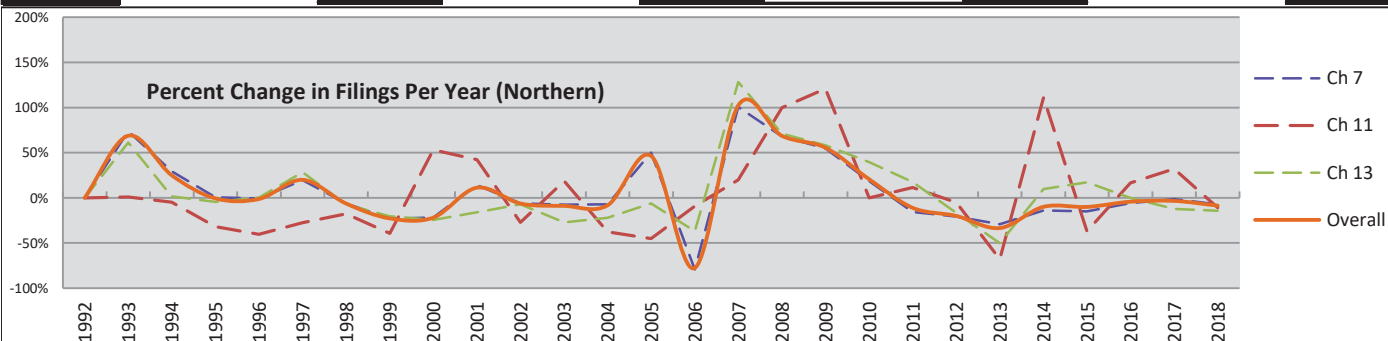
Year	Ch 7	% Chg	Ch 11	% Chg	Ch 13	% Chg	Total	% Chg
1980	3,181	N/A	90	N/A	505	N/A	3,776	N/A
1981	3,204	0.7%	188	108.9%	865	71.3%	4,257	12.7%
1982	3,789	18.3%	531	182.4%	1,519	75.6%	5,839	37.2%
1983	3,612	-4.7%	565	6.4%	1,460	-3.9%	5,637	-3.5%
1984	3,464	-4.1%	474	-16.1%	1,133	-22.4%	5,071	-10.0%
1985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



*Based on CA Central District Internal Filings data

BANKRUPTCY FILINGS AND PERCENTAGE CHANGES 1980-2018***NORTHERN DIVISION****(Filings prior to 1992 were included in Los Angeles Division)**

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



*Based on CA Central District Internal Filings data

ABOUT THE COURT

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

Kathleen J. Campbell
Executive Officer/Clerk of Court

Benjamin Varela
Chief Deputy of Operations

John C. Hermann
Chief Deputy of Administration

LOCATIONS



Los Angeles Division
255 East Temple Street
Los Angeles, CA 90012



Riverside Division
3420 Twelfth Street
Riverside, CA 92501



Santa Ana Division
411 West Fourth Street
Santa Ana, CA 92701



San Fernando Valley Division
21041 Burbank Boulevard
Woodland Hills, CA 91367



Northern Division
1415 State Street
Santa Barbara, CA 93101

(855) 460-9641
www.cacb.uscourts.gov