

NATIONAL CONFERENCE OF BANKRUPTCY JUDGES TASK FORCE AMENDED AND  
UPDATED SUPPLEMENTAL REPORT ON BANKRUPTCY COURT COST SHARING  
EFFORTS

INTRODUCTION

The NCBJ Cost Containment Task Force (“Task Force”) submits the following compendium of summaries of cost sharing initiatives from bankruptcy courts in districts around the country. The summary reports from each district describe sharing arrangements that include historical programs as well as current and considered initiatives.

Our objectives through this amended and updated supplemental report are to reflect upon the continuing efforts of all court units to work creatively together to promote efficiencies and eliminate costs and ultimately, to serve the public effectively and well. We note that the process is not new, although current budgetary concerns have added a new urgency to the efforts to cut costs and search for ways to provide a high level of service more efficiently.

As we have gathered the information from many districts, as described in the report, we have been struck by the varying approaches to cost efficiencies that have been adopted in the different circumstances applicable in different districts. While there are many areas where similar cost sharing arrangements have been implemented, there also are a number of areas in which individual districts have adapted their own approaches to cost sharing that work in their unique circumstances. We all can learn from different cost sharing programs that have been adopted in districts around the country, but we also recognize that some cost sharing programs that work well in some places are not necessarily effectively transferable to all districts nationwide.

We hope that the information included in this amended and updated supplemental report is helpful in identifying fruitful areas for more comprehensive cost sharing efforts, as well as stimulating ideas for improving efficiencies in ways that work best in individual district circumstances.

Respectfully submitted,

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COST SHARING PROGRAMS IMPLEMENTED  
AND BEING IMPLEMENTED BY DISTRICT

1) Northern District of Alabama:

The Bankruptcy Court has initiated a program with Probation Services whereby the Bankruptcy Court HR officer will serve both the Bankruptcy Court and Probation Services with respect to Human Resources issues, and Probation Services' procurement officer will perform procurement functions for both the Bankruptcy Court and Probation Services. If the arrangement works well, it will continue for fiscal 2013 and will be memorialized in a Memorandum of Understanding. The Bankruptcy Court and Probation Services previously partnered informally in purchasing fingerprinting equipment, sharing the cost.

Court units are working on a Memorandum of Understanding regarding sharing of expenses, including server room utility expenses and telephone system expenses. To date, court units have shared such expenses on a more informal basis.

2) Southern District of Alabama:

The Bankruptcy Court currently is exploring possibilities for sharing services in the areas of procurement, quality assurance and human resources with other court units that have on-board personnel in these areas. The intent is to provide funds to the other court units so that the Bankruptcy Court can share personnel since the small size of the Bankruptcy Court does not lend itself to having full-time personnel to perform these functions.

3) District of Alaska:

The District and Bankruptcy Courts are sharing employees in remote areas where the courts have a presence. The District and Bankruptcy Courts share technology closets and/or DCN access through common infrastructure. Web server maintenance and web services for the District of Alaska are provided by the Ninth Circuit. The District and Bankruptcy Courts share EDR Coordinator services, and the Bankruptcy Court HR employee assists the District Court with HR issues. The District Court and the Bankruptcy Court share courtrooms and associated equipment. The District and Bankruptcy Courts also host each other's COOP servers.

4) District of Arizona:

The District and Bankruptcy Courts share technology closets and/or DCN access through common infrastructure. The District and Bankruptcy Courts share EDR Coordinator services. The District and Bankruptcy Courts share FAS4T security and vendor maintenance services. The District and Bankruptcy Courts collaborate on training and staff development programs. The District and Bankruptcy Courts also share courtrooms and associated equipment.

5) Eastern and Western Districts of Arkansas:

The Bankruptcy Courts in these two districts have the only combined bankruptcy clerk's office in the country. All administrative staff are located in the main office in Little Rock, with only operational personnel in the divisional office in Fayetteville and no duplication in staffing. The Bankruptcy Courts share EDR coordinators with the District Courts; use the Eastern District Court's FAS4T security and vendor maintenance services; and share use of the Lotus Notes server, which is maintained at the District Court for the Eastern District.

The Bankruptcy Courts share courtrooms, judicial chambers, and associated equipment and DCN network connections in nine of the eleven divisions across Arkansas. The bankruptcy judges and the Eastern District district court judges meet jointly once a month, and the bankruptcy clerk and the Eastern and Western District district court clerks meet multiple times per year to discuss administrative and operational issues. The Bankruptcy Court in Little Rock also makes courtroom space available to other federal agencies, as the need arises.

In Fayetteville, the Bankruptcy Court shares responsibility with the District Court for the Western District for hosting and maintenance of the DCN router and collaborated with the District Court for the Western District on the installation of a wireless network. The Bankruptcy Court also provides backup automation services for the District Court and Probation Services for the Western District in Fayetteville. Those court units also use the Bankruptcy Court's training room for training and interviews.

The Bankruptcy Court has coordinated with the District Court in the Eastern District for personnel training, including bringing in single speakers for Code of Conduct and Ethics training and Retirement and TSP training. The Bankruptcy Courts have facilitated joint COOP training for the District Courts and Probation Services. In addition, the Bankruptcy Courts' COOP Coordinator has conducted COOP training for bankruptcy courts in other districts. The Bankruptcy Courts also are coordinating horizontally with a number of other bankruptcy courts around the country in software and technology applications.

6) Central District of California:

Executives from all court units meet quarterly to discuss and collaborate on issues of mutual interest, including security, space and facilities, internal controls/audit, budget, information technology, employee relations and training/staff development. The District and Bankruptcy Courts also work closely together on COOP planning and emergency preparedness. Joint practice exercises for COOP are ongoing, with close collaboration on areas of mutual vulnerability.

Community outreach is an additional area of collaboration in the district. The District and Bankruptcy Courts operate a joint pro bono clinic in the Riverside division, providing both bankruptcy and civil assistance. The clinic is operated in Bankruptcy Court space. In addition,

the District and Bankruptcy Courts host “Federal Court Power Lunches” and other events, introducing students in the community to the federal judiciary.

Central District court units also work together to develop and conduct training programs. The Bankruptcy Court plans and hosts full-day judicial extern training on a quarterly basis for externs at the District and Bankruptcy Courts. Clerks’ staff conduct joint programs for employee benefits training, health fairs, and other Human Resources “open season” programs. Where appropriate, staff from all court units are invited to participate in training programs, including classes in automation. Court units share training room facilities and resources, as needed.

The Bankruptcy Court is collaborating with the AO and the Bankruptcy Courts for the Districts of New Jersey and New Mexico to develop and test an electronic bankruptcy filing system for self-represented debtors, known as the Pro Se Pathfinder. Participating court units have jointly shared costs of developing the program.

The Bankruptcy Court shares a variety of network infrastructure with the District Court. The Lotus Notes email server for both the District and Bankruptcy Courts is maintained by the Bankruptcy Court at the Los Angeles courthouse. The District Court maintains the Lotus Notes email server for both the District and Bankruptcy Courts in Santa Ana. All court units share the DCN router in the Bankruptcy Court’s Los Angeles courthouse server room. In accordance with AO standards, the Bankruptcy Court recently deployed wireless network access points throughout all five district divisions. The District and Bankruptcy Courts share FAS4T security and vendor maintenance services. Initial discussions to evaluate the potential for sharing software programming services in the district have started.

The District and Bankruptcy Courts share fitness centers in both the Los Angeles and Santa Ana courthouses. Central District court units also have jointly hosted after hours social events for all employees, including district-wide picnics and sports events.

#### 7) Eastern District of California:

The District and Bankruptcy Courts share telecommunications systems, services and support. A Bankruptcy Court staff member is the back-up contracting officer for the District Court. Additionally, the Bankruptcy, District, Probation and Pretrial Services units in this district extensively utilize the services of the District Court trainer for soft skill training, such as team-building, strengths assessments, change management, etc.

#### 8) District of Colorado:

Court unit executives, their seconds in command, and the supervisors of administrative departments meet regularly to review administrative operations and procedures, develop policy recommendations, and coordinate shared services. The court unit executives also meet every other month with the Chief District and Bankruptcy Judges to share information and coordinate efforts in the development of district-wide administrative policies and procedures. With respect

to IT, resources are shared between the District Court and Probation Services, with participation by the Bankruptcy Court generally limited to policy development and oversight, sharing of budget surpluses, sharing of common servers where applicable (Lotus Notes), temporary assignment of personnel between units, and sharing of infrastructure maintenance in those areas common to multiple units. More specific services sharing arrangements are as follows:

### **Human Resources (Personnel)**

Since 1995, resources and operations for human resource services (HR) have been combined into one shared department for the entire District of Colorado. Each court unit (district, bankruptcy and probation) contributes staff members to the HR department. At present, the Bankruptcy Court contributes 1.375 staff members to HR, the district court contributes 1.125 staff members, and the probation office contributes 1.0 staff members, for a total of 3.5 staff members. One of these HR department staff members serves as the department supervisor and reports directly to the three court unit executives, referred to as the “*chiefs’ group*.” All three court unit executives provide collective management oversight for the combined HR department while day-to-day oversight is provided by the chief probation officer. Over the years, the combined HR department has been located in office space provided by both the District Court clerk and the Bankruptcy Court clerk depending upon GSA building projects and space availability. In addition, on-site oversight is provided by a single chief on behalf of the chiefs’ group. When the HR department was located in the Bankruptcy Court building, the Bankruptcy Court automation department provided ongoing support for the HR department on behalf of the entire District of Colorado.

### **Information Technology**

Since 1995, information technology (IT) resources have been combined for the District Court and Probation office. Although the Bankruptcy Court continues to maintain a separate IT department, the two IT departments have a history of working together on a voluntary and cooperative basis. All three court unit executives share, through their chiefs’ group, collective management for the District Court IT department under the general oversight of the district-wide District Court Automation Committee, on which representatives from all units serve as members. Day-to-day oversight of the shared IT department is provided by the clerk of the District Court. The departments have assisted one another during emergencies by temporarily reassigning technology personnel. In early 2004, the Bankruptcy Court’s assistant chief deputy for IT and former CM/ECF pre-implementation Project Manager was loaned to the District Court on a full-time basis to assist with the District Court’s CM/ECF implementation effort. Eventually, this manager was hired by the District Court on a full-time basis.

With respect to new applications, the Bankruptcy and District Courts enjoy a history of cooperation and sharing of resources whenever possible during installation of new server platforms. For example, the Lotus Notes shared server is located in the Bankruptcy Court and maintained by the Bankruptcy Court IT department on behalf of the entire district while the FAS4T shared server is located in and maintained by the District Court IT department on behalf

of the entire district. The District and Bankruptcy Courts' Internet web pages are combined with a joint District of Colorado homepage.

### **Procurement:**

Beginning in 1995, all three unit chiefs share, through their chiefs' group, collective management oversight for the District Court Procurement Department (PD). Beginning in 2005, the Bankruptcy Court joined this shared procurement unit, and it was renamed the Procurement, Purchasing and Property Management Department (P3MD). In 2008, Probation withdrew its participation in this shared P3MD because it required greater management over its unique system of record-keeping of travel expenses of its officers. Nonetheless, the District and Bankruptcy Courts continue to participate in the shared P3MD unit with outstanding success. The Bankruptcy Court contributes 1.375 staff members to the shared P3MD while the District Court contributes 1.125. General policy oversight of the shared P3MD unit is provided by the clerks of the District and Bankruptcy Courts working jointly, with day-to-day oversight provided by the clerk of the Bankruptcy Court.

### **Other Administrative Services Areas:**

The District and Bankruptcy Courts have developed a district-wide *Employee's Policies and Procedures Manual* to facilitate consistency and uniformity in the application of internal administrative policies and procedures between court units. Nineteen separate policies are contained in the *Manual* covering such administrative areas as installing computer software, the earning of compensatory time, home use of court-owned personal computers, grievance and adverse action procedures, EEO/EDR Plans, Internet use, leave usage, credit card usage, and travel. Additionally, Bankruptcy and District Court judges and executive staff participate in a number of district-wide committees to share information, coordinate activities, and approve district-wide policies and procedures in a number of general administrative areas such as security committees, development of unit COOPs, space usage in the outlying areas, long-term space plans, courtroom sharing, training space sharing, sharing a single point of contact for FJTN broadcasts and downloads, coordinating staff transit subsidies, and evaluating and appraising administrative management staff, including sharing resources to administer surveys, collect data, and analyze results.

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In addition to sharing administrative services within the District of Colorado, the Colorado Bankruptcy Court has horizontally shared services, primarily in the form of expertise, consultation, and automated programs, with bankruptcy courts outside the district. We imported, modified and adopted for our own use our financial operating system (FINSYS) from the Eastern District of Virginia, our CM/ECF cashing module from the Southern District of California, our CHAP program from the District of Utah, and our unclaimed funds module from the District of Arizona. After rewriting the District of Utah's PAC program (a predecessor of CHAP) in a web-based format, we shared that program with the Northern District of Florida and the Northern

District of Oklahoma and provided on-going assistance with their local development and implementation processes. We provided consultation to the Northern District of Illinois in their self-directed team development, and to the District of New Mexico in the development of their pro se resource center. We are currently hosting an ongoing strategic planning coaching session between the District of Delaware and a strategic planning consultant from Denver, and we anticipate adopting a CM/ECF quality control module from the District of Maryland.

9) Districts of Delaware, New Jersey, and the Eastern, Middle and Western Districts of Pennsylvania:

The districts of Delaware, New Jersey and all the districts of Pennsylvania, with the assistance of the Third Circuit, have met to discuss a program for shared services in the areas of Information Technology, quality control and procurement. The districts have begun the implementation of a shared virtualized computing environment. Savings from the Shared Automation Virtualization Environment (SAVE) Project for 2012 are estimated at \$73,500, and between 2012 and 2017, total savings from the SAVE Project are estimated at \$1,066,000. Memoranda of Understanding with respect to shared services and the SAVE Project are available on request.

10) Middle District of Florida:

The District and Bankruptcy Courts currently share services in the following areas:

E-Mail Lotus Servers – Shared in all divisions.

DCN/PACER Network Connections – Shared in the Jacksonville, Ft. Myers and Tampa Divisions.

Telephone Service – Shared in the Tampa, Jacksonville and Ft. Myers Divisions, with the Orlando Division to join shortly.

Technical Assistance/Sharing of IT Equipment – IT teams work together regularly on projects and share equipment, as needed.

EDR Coordinator – Shared EDR Coordinator for the entire district.

Court Vehicle – The District Court and Probation Services share their vehicle with the Bankruptcy Court, as needed.

Training – Joint programs are provided for the District Court, Bankruptcy Court and Probation Services.

Space – The Bankruptcy Court shares clerk's space at the Ft. Myers Division with the District Court. Also, the District Court regularly uses the Bankruptcy Court training space. The District Court shares space with the Bankruptcy Court in Ocala to conduct video conference hearings.

Shared Courtroom Deputy – The District and Bankruptcy Courts are finalizing arrangements to share a courtroom deputy position in the Ft. Myers Division.

A more detailed report with copies of agreements/Memoranda of Understanding is available on request.

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The Bankruptcy Court also has an agreement with the District of Columbia Circuit Executive's Office to share their Emergency Preparedness Coordinator.

11) Northern District of Florida:

Services are being shared in the following areas:

Human Resources – Each year, District and Bankruptcy Court representatives collaborate to provide fairs for health and wellness for all Northern District staff. In addition, District and Bankruptcy Court representatives and 11th Circuit HR personnel communicate, as needed, to develop position descriptions, respond to leave share requests, distribute job announcements, and support one another through the HR email ListServ.

Procurement/Financial – District Court employees provide FAS4T support to the Bankruptcy Court for security and vendor changes, as well as disbursements of funds. The Bankruptcy Court provides back-up for these roles. A program between the Bankruptcy Court and Probation Services has been developed for joint procurement purchasing. A copy of the Memorandum of Understanding is available on request. The Bankruptcy Court covers the cost and invoice processing for telephones and ISDN connections for Panama City and Gainesville for all court units.

Facilities/Space – The District and Bankruptcy Courts share courtroom and chambers space and related equipment in Gainesville and Panama City. District Court employees provide all technical, maintenance and end user support for the mainframe telephone systems at both locations. The District Court's space and facilities specialist assists the Bankruptcy Court with its space-related projects. In addition, District Court and Probation Services vehicles are made available to the Bankruptcy Court, as needed.

Emergency Services/COOP – All court units work together in developing and updating COOP and OEP plans. The Bankruptcy Court also maintains a back-up server for the Middle District of Pennsylvania Bankruptcy Court in Tallahassee.

Systems/IT – Court units cover for one another in the event of emergency/outage situations. In addition, the Bankruptcy Court connects with other bankruptcy courts throughout the country to collaborate on ListServes, SharePoint, Lotus Connections and other IT issues.

A more detailed report is available on request.

12) Southern District of Florida:

Historically, the Southern District of Florida formed an Inter-Agency Automation Committee (IAAC) in the mid 1990's, comprised of IT staff from the district, bankruptcy and probation units. As a result of this collaboration, the district has been sharing IT resources and

developing projects that have resulted in significant cost savings for all court units. Recently, the court unit executives have taken this concept to the next level by creating a formal IT committee comprised of senior court managers and IT staff from the three court units and will also include a liaison Bankruptcy Court judge and District Court judge. The goal of this committee is to share information and resources and collaborate in identifying, planning and prioritizing district-wide IT projects that will result in cost savings and benefit all court units.

In addition, the Bankruptcy Court is working on shared services in the following areas:

1. Horizontal Sharing of Services

- Finance and Budget: The Bankruptcy Court created an internal audit program through which it shares administrative staff with other bankruptcy courts within and outside our circuit to conduct required internal audits. The program has been implemented with the Alabama Northern, Florida Northern and New York Western Bankruptcy Courts, and has proved to be a cost-effective learning program for courts to share knowledge regarding administrative efficiencies and best practices.
- JFINSYS Application: FINSYS was originally developed by the Virginia Eastern Bankruptcy Court and was designed to allow bankruptcy courts to electronically record and monitor monies received, and to prepare a number of payment vouchers. All bankruptcy courts have been using the FINSYS application as their primary accounting tool since the 1980's. A replacement application that incorporates modern technologies was created by Virginia Eastern and is named JFINSYS. Virginia Eastern, California Southern, Texas Northern and Florida Southern Bankruptcy Courts have collaborated in the development, testing and deployment of this application. Our financial deputies serve as subject matter experts and beta testers, and provide feedback and recommendations for improvements and enhancements to the software.
- ESP (Electronic Scheduling Program)/ESPWeb: The ESP program was designed to meet the unique calendaring needs of several bankruptcy courts. It is a joint collaboration among the Florida Southern, Texas Northern, and Oregon Bankruptcy Courts. Our court is currently testing a new, browser-based calendar program called ESPWeb that will replace the legacy ESP product in all participating courts. This project required the collaboration of the court unit executives and the sharing of programmers, project managers and grant monies. Florida Southern is hoping to go live on the new calendaring program in 2012.
- CM/ECF Universal Login Project: In an effort to reduce the number of logins and passwords attorneys must maintain to access CM/ECF systems throughout the state of Florida, the three bankruptcy courts (Southern, Middle, and Northern) have collaborated to develop a new (voluntary) login structure that will allow

users to have the same login and password for all three bankruptcy courts. This joint project included creating a database for the equitable distribution of external registration requests, creating public outreach materials to interested CM/ECF registered practitioners, and training designated clerk's office staff on this new procedure.

## 2. Vertical Sharing of Administrative Services

- Procurement: Whenever possible, our district collaborates as one entity on large scale procurement projects.
- Space and Facilities: Whenever possible, the Bankruptcy Court uses the services of the district architectural team to limit design costs. We also have performed joint space renovations to achieve higher costs savings.
- Finance and Budget: The Bankruptcy Court works closely with the District Court, Probation and Public Defender's Office to manage the security aspects of the FAST system. We provide support for each other's users as needed and collaborate to resolve FAST problems. As an additional cost savings initiative, we have participated in joint procurements with the District Court to hire contracting services to perform district-wide internal audits prior to the AO's scheduled cyclical audits.
- Human Resources: The Bankruptcy Court collaborates with the District Court and Probation Services in sharing information regarding benefits and enrollment. In addition, we coordinate human resources training as one entity to provide more flexibility in scheduling to all court staff in the district.
- Education and Training: For the past several years, the Bankruptcy and District Courts have collaborated on a number of training initiatives, including: drafting a district wide performance management plan and the sharing of court trainer(s) for the design and delivery of training in the following initiatives: Managers' Symposium on Performance Management (Probation), Sexual Harassment (bankruptcy/district), Code of Conduct (bankruptcy/district), and Lotus Notes (bankruptcy/district).
- Metropolitan Area Network (MAN): This district has been operating a local data Metropolitan Area Network since 1996. The network team members from district, bankruptcy and probation collaborated on the planning, configuration and installation of the local area network in support of the MAN. Network team members from all units continue to monitor, maintain and support this data network that has become a crucial backbone to our data communications infrastructure. This wide area network was procured as a joint procurement, and the costs were shared by all units.

- Network Support: In the area of network infrastructure, the network teams from the three court units work closely together to monitor and support all the local resources as one entity. When a problem occurs, we share the responsibility for troubleshooting, servicing, repairing and/or contacting AT&T - NETWORX when needed for service. The support personnel from all court units have access to all units' routers and switches. They make the needed changes to systems as required and communicate those changes among one another.
- DCN: Similar to the network support, all court units in our district share responsibility for maintenance, support and communications with the AO. We collaborate on AO projects and pool local resources to implement our own solutions in response to AO requests.
- Telecommunications Systems (VOIP): Through a large collaboration and cost containment effort, the network teams from district, bankruptcy and probation designed, installed and upgraded new telephone systems throughout the Southern District of Florida. The AO provided funding for this effort at a fraction of what it would have cost had each court unit done its own procurement. Team members from all court units consolidated telephone systems and installed gateways throughout the district and continue to collaborate on system maintenance, enhancement and support. All team members have access to assist any user in the district with issues or changes on the telephone system regardless of the location or court unit.
- Training Room PC's: In the Miami, Fort Lauderdale and West Palm Beach courthouses, we share our training rooms. Any court unit member can login and access training materials throughout the district.
- Lotus Notes/Email: The support personnel from all units collaborate on the service and support issues related to servers and user issues in Lotus Notes. In addition, they work with the AO on issues that require Tier 2/3 escalation (higher level support).
- Virtualization and Cloud Computing: The Bankruptcy Court's network team is working closely with the District Court on future virtualization projects and resources. The Bankruptcy Court's IT staff has been included in the District Court's NetApp and Citrix VDI installation and configuration. The District Court has offered "space" on their local Citrix server for our team to test VDI units. At this time we have a local installation of VMware servers on multiple nodes and have been testing our own solutions using VMware view desktop technology. However, we are currently exploring setting up a joint redundancy infrastructure. We also are working with the District Court in testing and comparing the different virtual desktop and server solutions to determine the best course of action for our

district. This is an area we plan to expand to reduce cyclical hardware replacement costs and increase the mobility of resources through cloud computing using the MAN technology and share resources across the networks.

- PC Support: Although each court unit maintains its own support team and service model, we support each other as needed.

13) Middle District of Georgia:

The Bankruptcy Court participates in the sharing of audit responsibilities and oversight by conducting audits between bankruptcy courts in different districts within the Eleventh Circuit. Vertical sharing with the District Court is implemented in the following areas:

The District and Bankruptcy Courts maintain EDR coordinators so that disputes in the District Court will be handled by a Bankruptcy Court coordinator, and vice versa. HR training is coordinated district-wide. Courtroom space is shared as needed between the District and Bankruptcy Courts. Also, in shared locations, DCN/PACER network connections are shared. IT services and equipment are shared between the District and Bankruptcy Courts, as needed. The District Court provides FAST support and the servers necessary for Lotus mail services.

A more detailed report is available on request.

14) Northern District of Georgia:

The District and Bankruptcy Courts and Probation/Pretrial Services share telecommunications systems, services and support, as well as the DCN router. Telecommunications support for all court units is handled by Bankruptcy Court personnel, and the PBX equipment is maintained in Bankruptcy Court space in the Atlanta Division. Telecommunications equipment in the three other divisions is maintained in shared space. Non-employee costs related to telecommunications systems, service and support are shared among all court units. A PACERNet router is shared by the District and Bankruptcy Courts in all divisions.

The District and Bankruptcy Courts share and maintain a training room in the Atlanta Division. The Bankruptcy Court houses COOP servers for the Alabama Southern and Alabama Middle Bankruptcy Courts, as well as providing on-site support for the servers.

15) Southern District of Georgia:

In September 2000, the District and Bankruptcy Courts and Probation Services entered into a shared services agreement for the provision of IT services through a shared Department of Computer Services (“DCS”). The DCS is responsible for managing all computer-related matters (software and hardware), telephone equipment, satellite and cable television equipment, technology training, and support for all three court units. In addition, for many years, the

District and Bankruptcy Courts have shared judicial chambers and courtroom space in nonstaffed divisional locations in Dublin, Statesboro and Waycross.

Bankruptcy Court administrative staff work closely with their counterparts at the District Court and Probation Services on matters of mutual concern. The court unit executives for all three units are discussing the possibilities for expanding shared administrative services within the district. The Bankruptcy Court participates actively in the Internal Audit Exchange Program within the Eleventh Circuit.

A more detailed report is available on request.

16) District of Hawaii:

The Bankruptcy Court provides IT support and equipment for the Ninth Circuit judge with chambers in Hawaii and further provides such support for all Ninth Circuit judges and their staffs when they hear appeals in Hawaii. The Bankruptcy Court houses the Court of Appeals in vacant space created by the implementation of CM/ECF, for a judiciary savings of \$500,000 per year. The Bankruptcy Court maintains the ELMR server for other court units. The District and Bankruptcy Courts share EDR Coordinator services. One court unit coordinates fingerprint checks for all court units, with equipment purchased jointly by all affected court units. The District and Bankruptcy Courts share FAS4T security and vendor maintenance services. In addition, the Bankruptcy Court is establishing a storage area network (SAN) for all units for COOP and a back-up SAN in another district. An employee of the Bankruptcy Court is the back-up contracting officer for another court unit.

17) District of Idaho:

The District and Bankruptcy Court Clerk's Offices for the District of Idaho have been consolidated since 1985. Governance of the consolidated Courts after 1985 has been, and remains, a collective and collaborative process. The Chief District Judge, Chief Bankruptcy Judge, and Chief Magistrate Judge meet regularly and work together to set policy, articulate goals, direct Court Unit Executives (CUEs), and address administrative and operational issues as they arise. In addition to collective Chief Judge management, certain issues and matters require the input from and concurrence of the Board of Judges, composed of all District Judges (currently 2), Bankruptcy Judges (2), and Magistrate Judges (2 active and 2 recalled) in the District. Such a governance model has proven effective given culture and history in the District, and the willingness of all Judges to commit fully to the collective decision-making process.

In 2004, the Clerk's Office and the consolidated Probation and Pretrial Services Office (Probation Office) began sharing Financial and Human Resources (HR) staff who provide services to all court units. The CUEs have oversight of the shared staff and jointly approve all hiring, disciplinary and termination actions for those staff, even though staff may technically reside on one unit's payroll. The CUEs work together on district wide administrative

(non-operational) policies and procedures and conduct joint staff meetings regarding administrative matters.

The Chief Deputy of Administration reports jointly to the CUEs and oversees the day to day administrative functions for the three court units. These shared functional areas include finance, procurement, budget, space & facilities, security, human resources (HR), audit/internal controls, and some information technology (IT) functions. The supervisors working in the shared administrative areas report to the Chief Deputy of Administration and belong to both the Clerk's Office and Probation Office's management teams. More specific information regarding the shared administrative services areas of IT, Financial Services, and HR is provided below.

### **Information Technology (IT)**

The IT Departments for the District and Bankruptcy Courts have been combined for over 20 years and staff from within the Court IT Department support all nationally and locally developed IT systems and provide services for the District and Bankruptcy Courts.

Although the Court and Probation IT Departments are not combined, many technological functions, systems and projects are shared between the two departments, for example: shared server rooms (also used by the Court of Appeals), power distribution systems, storage area networks, media and web servers, licenses for enterprise applications, DCN, wireless networks, network switches, telephone, and voice mail systems. Court and Probation IT staff share network administration and FAS4T security administration and share programming talent and some locally developed systems.

### **Financial Services (Finance, Procurement, Budget, Internal Controls, Space & Facilities)**

Finance, procurement, budget, internal controls, and space & facility services are combined for the District and Bankruptcy Courts. Eight years ago the Probation Office staff performing those functions joined with the Clerk's Office's staff to create a Financial Services Department serving all court units. For all applicable court units, the supervisor has responsibility for all of the budgetary functions; one Financial Specialist processes travel vouchers; one Financial Specialist and one Financial Technician process unclaimed fund disbursements; one Financial Specialist processes accruals and interpreter payments; one Procurement Specialist manages spending plans, establishes contracts, and processes procurement credit card payments, supply requests, and RWAs; the CUEs share in performing second level approvals in FAS4T. The Deputy Chief performs the role of disposal officer for all court units, and a Chief Deputy serves as the custodial officer for the District and Bankruptcy Courts. Courtrooms, conference rooms, jury assembly rooms, and other similar common areas are shared by all court units.

## **Human Resources (HR)**

For the past 8 years all court units have utilized the services of a combined HR Department that has included from one to two employees, including an HR Manager and/or Specialist plus a Technician. For all court units, the HR Manager serves as the EEO/EDR Coordinator, the HR Manager (or staff) fingerprints employees and creates ID cards, performs leave management, coordinates performance management, onboarding, benefits counseling, recruiting, training, employee relations, and other functions, and coordinates health fairs and/or employee appreciation events.

## **Other Shared Functions and Initiatives**

The CUEs report to the three Chief Judges (District, Bankruptcy and Magistrate) with whom they meet regularly to discuss administrative and operational issues. The CUEs also participate, along with their deputies, in Board of Judges' and other committee meetings. The CUEs have a shared email account "District of Idaho CUEs" under which they jointly send out communications to judges and/or staff and share an Executive Assistant.

The District and Bankruptcy Courts share operations management staff that includes a Chief Deputy of Operations, two Divisional Office Managers, and a Court Services Supervisor. The Clerk's Offices in the four court locations are combined, and Intake staff in all locations handle District and Bankruptcy cashing functions, process mail and assist the public, attorneys and others with both District and Bankruptcy Court questions.

The District and Bankruptcy Courts share Electronic Court Recording (ECR) staff who have been trained to support both District and Bankruptcy Court proceedings. In addition, several Courtroom Deputies in the divisional offices have been trained to support the District, Bankruptcy and Magistrate Judges. Very few of the Operational staff work solely for one court unit. The District of Idaho has established Generalist Clerk positions, which allow staff to provide a broad range of support (e.g., Intake, ECR, etc.) to both the District and Bankruptcy Courts.

### 18) Central and Southern Districts of Illinois:

The Bankruptcy Courts are sharing a Financial Specialist, splitting salary and benefits costs 50/50. Their Memorandum of Understanding is available on request. The Bankruptcy Courts in these two districts also are exploring the possibility of sharing an employee for their IT departments.

### 19) Northern District of Illinois:

The Northern District of Illinois District and Bankruptcy Courts and Probation and Pretrial Services have been informally sharing a variety of services over the past ten to fifteen years. Sharing arrangements have been implemented in the following areas:

Telecommunications – The District Court staff is responsible for all telecommunications services issues in the Chicago Downtown and Rockford offices in the district. Telephone maintenance and payment of bills is centrally managed via the District Court for all court units on the switch.

IT Support Services in Rockford – The Bankruptcy Court generally is relied on to provide IT support to all court units at the division.

Server Room Consolidation – When a new courthouse was planned, the court units decided to combine the server room to decrease the overall space requirements and save costs. Savings of approximately \$25,000 in overtime utility costs, as well as savings in rent, are contemplated.

Training – Court units coordinate training and share staff services to develop and present training programs.

Budget – The court units meet regularly to evaluate their budgeting needs and regularly transfer funds among court units to cover the costs of essential services.

Horizontal Sharing – The Bankruptcy Court shares expertise with the Wisconsin Eastern Bankruptcy Court via annual audits. Each court sends experts from the fiscal and procurement areas to conduct the annual internal audit for the other court. This arrangement has led to better internal control management, as well as improving efficiency in operations.

## 20) Southern District of Illinois:

The District and Bankruptcy Courts have used the Bankruptcy Court's training room as a courtroom, as the need has arisen. The Bankruptcy Court maintains the only training room in East St. Louis that is used by all court units. All court units also share training services. The District and Bankruptcy Courts and Probation Services coordinate and share in maintenance and procurement of equipment upgrades to the shared DCN and PACER Net infrastructure. The District and Bankruptcy Courts and Probation Services also share in the maintenance, repair and procurement costs for telephone services. The District and Bankruptcy Courts and Probation Services have pooled resources for a VOIP System for the district and will share in maintenance, repairs and training expenditures for the system. All court units share EDR Coordinators and share in performing FAS4T security and vendor maintenance. The Bankruptcy Court judges also share with the District Court judges performing naturalization ceremonies on a rotating basis.

## 21) Northern District of Indiana:

The District and Bankruptcy Courts and Probation and Pretrial Services share services and/or collaborate in the following administrative and operational areas:

- 1) Court unit executives meet at least monthly to discuss matters of mutual concern or district-wide impact.
- 2) Court units share an Emergency Preparedness Coordinator position.
- 3) Court units collaborate on emergency preparedness matters.
- 4) Court units collaborate on court policies, procedures and guidelines.
- 5) Court units conduct jointly administered training events and share training and conference rooms.

- 6) Court units share excess furniture and automation equipment.
- 7) Court units collaborate on HR policies and assist one another with respect to key personnel hires.
- 8) Court units share telecommunications equipment, services and support and also share the costs of district-wide telephone contracts.
- 9) Court units share VTC technology and share the costs of maintenance and support of necessary DCN equipment.
- 10) Court units back up one another on FAS4T user maintenance and security.
- 11) Court units share temporary office space and storage rooms and provide backup support for one another during district-wide events, such as training, weather-related disruptions, and broad equipment failures.
- 12) Court units collaborate on IT matters, including purchasing, and share programs, such as the ECF Cash Register System and the ELMO time and attendance program.

22) Southern District of Indiana:

Costs and services are shared in the following areas:

FAS4T – Support services are shared within the district and include: Security Administrator – Probation Services, with Bankruptcy Court as backup. Vendor Maintenance – Bankruptcy Court, with District Court as backup. Systems Maintenance – The District Court provides support for all court units.

Telephone Services – The Bankruptcy Court participates with other court units in planning for telephone services needs throughout the district and provides testing support for new telephone technologies. The Bankruptcy Court contributes pro rata in the sharing of costs and support for telephone services among all court units.

Wireless Services for Attorneys – The Bankruptcy Court installed and supports the wireless network in all divisions within the district with funding from the Attorney Admissions Fund.

Staff Coverage – District and Bankruptcy Court staff cover one another's offices for staff meetings and office-wide training events.

Space and Facilities – Whenever needed, the Bankruptcy Court provides in-house design services to the District Court. Joint space renovations are coordinated to achieve greater costs savings. The District and Bankruptcy Courts share clerk's space, judge's chambers, courtroom and hearing room space in the Terre Haute Division. All court units shared space, including intake counters, during the recent work (over two years) on the Indianapolis courthouse. All court units share the District Court's Indianapolis Jury Assembly Room for large meetings. The Bankruptcy Court provided funds and design support to refurbish the walls, carpeting and kitchen in the Jury Assembly Room over the last three years. Training rooms are shared with the District Court in all divisions, and technology support is shared by District and Bankruptcy Court staff.

Procurement – The Bankruptcy Court's level 3 Contracting Officer provides support to the District Court and Probation Services with large procurements (recently VOIP district-wide telephone system). Postage costs are divided among court units based on usage, with the Bankruptcy Court administering the program.

Human Resources – The District Court provides support to the Bankruptcy Court HR technician when needed.

Emergency Services/COOP – All court units work together in developing and updating COOP and OEP plans. The District Court COOP Coordinator provides support to the Bankruptcy Court.

Information Technology – The IT Managers for all court units meet regularly to keep one another apprised of projects and discuss common issues and goals. All court units share technology closets, DCN router equipment and band-width/access through common infrastructure. The District and Bankruptcy Courts share responsibility for service, support and costs of the VOIP telephone system, which also serves Court of Appeals judges and Probation Services. The District and Bankruptcy Courts also share support responsibilities for troubleshooting and servicing AT&T – NETWORX and Lotus Notes/Email servers for all court units. The District and Bankruptcy Court IT teams work together regularly on projects and share equipment.

In addition, the Bankruptcy Court's senior programmer provides support, including writing software code to solve specific problems, for bankruptcy courts nationwide dealing with CM/ECF issues. The Bankruptcy Court's Training Specialist provides support to all court units in the district and nationwide as an FJC trainer. The Bankruptcy Court's Chief Deputy is a member of the FJC's Education Advisory Committee.

### 23) Northern District of Iowa:

Court unit executives and their Chief Deputies meet regularly to review administrative operations and procedures, develop policy recommendations, and coordinate shared services/resources. Sharing has been implemented in the following areas:

Information Technology – The District and Bankruptcy Courts and Probation Services share technology closets and DCN access and generally share IT expertise. The District and Bankruptcy Courts and Probation Services also share telecommunications systems and a server room. The Bankruptcy Court houses the Inventory Control Server for all court units. A Bankruptcy Court Programmer/Analyst is designing a court calendar display for use by the District and Bankruptcy Courts. A Bankruptcy Court Programmer/Analyst also is providing Web Site development expertise to the District Court and Probation Services. The District and Bankruptcy Courts and Probation Services are entering into a Memorandum of Understanding for FY 2013 for a shared IT Support Technician for a divisional location.

Space and Facilities/COOP – The District and Bankruptcy Courts and Probation Services share a training room in the new courthouse in the district, and the Bankruptcy Court has shared training space with other court units. The Bankruptcy Court provides space for Senior Judge Chambers/Staff. All court units work together in the development of COOP and OEP procedures and plans.

Human Resources – The Bankruptcy Court's HR/Training specialist assists the District Court and Probation Services with HR issues and coordinates/facilitates training arrangements for all

court units. The District and Bankruptcy Courts also provide backup EDR Coordinator services for one another.

Finance and Procurement – The District and Bankruptcy Courts and Probation Services share FAS4T security and vendor administration services and further share procurement expertise.

24) Southern District of Iowa:

Cost sharing arrangements have been or are being implemented in the following areas:

Vertical Sharing

1. Mail management – The Bankruptcy Court clerk’s office manages all mail equipment for all court units. All such equipment was purchased by the Bankruptcy Court.

2. Telecommunications – PBX purchase costs are shared by all court units. The Bankruptcy Court IT Director manages the PBX and provides support to all court units.

3. Automation Support – The Bankruptcy Court IT staff provide automation support to the Circuit Court and the Marshals Service.

4. Grand Jury Support – The Bankruptcy Court Clerk enters the Grand Jury calendar, and the Bankruptcy Court IT staff assist the U.S. Attorney, as needed, to prepare for Grand Jury proceedings.

5. Fingerprint Checks – The Bankruptcy Court coordinates fingerprint checks for new employees for all court units, with equipment purchased by the Bankruptcy Court.

6. All court units cover one another’s offices for staff meetings, retreats and training events.

7. FAST – All court units perform FAST security and/or vendor maintenance services for one another, as needed. The District Court manages the FAST server shared by all court units.

8. Telecommunications Services – The Bankruptcy Court installed the wireless network, including creating a common key, at its cost. The DSL line is paid for out of the Attorney Admissions Fund.

9. Divisional Support Services – District Court employees provide some support services for bankruptcy judges holding court in divisional offices.

10. The Bankruptcy Court shares its conference room and computer training room with all other court units.

11. Training – The District and Bankruptcy Courts share training on retirement and benefits.

12. The District and Bankruptcy Courts collaborated and shared funds to furnish the ICN hearing room in Council Bluffs.

13. Shared Space – The Bankruptcy Court has released 3,498 square feet of space for use by other court units.

Horizontal Sharing – The Bankruptcy Court has participated in the development of a number of technical systems used in other districts and likewise has benefitted from the development of systems in a number of other districts.

A more detailed report is available on request.

25) District of Kansas:

The District and Bankruptcy Courts and Probation Services traditionally have shared services under loosely structured sharing arrangements. The court units worked together to implement district-wide telephone systems in 1997 and 2010, contributing both expertise and funding. The District and Bankruptcy Court IT departments consult and assist one another with service issues. The District Court operates the Lotus Notes servers for the entire district. The Bankruptcy Court's IT manager manages and coordinates FAST security, construction project assistance, telephone troubleshooting, property custodial duties, COOP cooperation, and upgrades for all software, including chambers applications.

The Bankruptcy Court funds training rooms and joint workout facilities in three courthouses, and contributes funding for courtroom construction and improvements for both the District Court and the Bankruptcy Court. The District and Bankruptcy Courts share mobile video carts and coordinate WiFi in the courthouses; share training; and share courtroom and conference room space. A copy of their Memorandum of Understanding is available on request.

26) Eastern District of Kentucky:

The executives from all court units meet four-five times a year and otherwise are in frequent contact to discuss ways to share services and cut costs. In Lexington, the Bankruptcy Court, Probation Services and the Sixth Circuit Court of Appeals (for resident judge chambers) each leases commercial space, and they share a telephone system that the Bankruptcy Court maintains. The Bankruptcy Court in Lexington provides complete support services for the resident Sixth Circuit judge and staff. The Bankruptcy Court also shares their satellite dish for FJTN programs and various IT services with Probation Services.

In Covington, the District and Bankruptcy Courts share the telephone system, and the Bankruptcy Court shares its office space, chambers and courtroom with a recalled magistrate judge. In London, the Bankruptcy Court shares its T-1 line with a representative in Congress. In Ashland and Pikeville, the Bankruptcy Court shares its video conferencing equipment with Probation Services. In Pikeville, the Bankruptcy Court also shares office space, chambers and a courtroom with a magistrate judge.

In addition, the Bankruptcy Court is in frequent communication with other bankruptcy courts around the country exploring additional avenues for cost savings.

27) Eastern District of Louisiana:

In a cost saving measure, the Bankruptcy Court has released 3,137 square feet of office space, formerly occupied by the clerk of court and court managers for annual savings of \$55,421.

Court unit heads meet regularly to discuss budget needs and other matters of interest. Sharing of services occurs in the following areas:

Information Technology – The District and Bankruptcy Courts share the DCN router and FJTN access. They also share a courier service for sending backup tapes to the Middle District of Louisiana. The District Court maintains the Lotus Notes email servers. The Bankruptcy Court was assisted by the Bankruptcy Court for the Middle District of Louisiana in setting up a virtual backup server.

Telephone Systems – All court units share a telephone system.

Finance – District and Bankruptcy Court employees provide FAS4T support on security and vendor changes for all court units. The Bankruptcy Court conducts the internal audit for the Bankruptcy Court for the Northern District of Texas.

EDR and Training – The District and Bankruptcy Courts share EDR Coordinators and employees to serve on Boards of Survey. Court units also share training programs.

Emergency Services/COOP – The District and Bankruptcy Courts coordinate on emergency planning. The Bankruptcy Court is in the process of setting up a backup server for the Western District of Louisiana.

28) Western District of Louisiana:

Management for all court units communicate regularly with one another about policies, administrative and operational procedures. Shared services and cost savings initiatives have been implemented in the following areas:

Information Technology – The District and Bankruptcy Courts and Probation Services share telecommunications systems, maintenance, and support in Shreveport, Monroe and Lake Charles. Technology closets, the main DCN router, the PACER-Net router, and core switches also are shared between the District and Bankruptcy Courts. Personnel from the District and Bankruptcy Courts provide each other with technical assistance in trouble shooting, servicing, transporting and repairing equipment in each other's divisional offices. The District and Bankruptcy Courts also share technical assistance on web site maintenance/design and audio/video systems in the district. The Bankruptcy Court's Shreveport office houses the replication servers for both the Louisiana Middle Bankruptcy Court and the Louisiana Eastern Bankruptcy Court.

Human Resources – The Bankruptcy Court's EDR Coordinator assists other court units throughout the district and has provided assistance to the Louisiana Eastern Bankruptcy Court. Benefits and retirement training is coordinated for the benefit of all court units. Currently, the Bankruptcy Court provides the lead contact for coordination of the FJC Work Place Harassment Workshop for the entire district. Forms and personnel policies are shared among the court units.

Technical assistance concerning the Projection Payroll System (PPS) and Electronic Leave Management Program (ELMO) is shared between the District Court and Probation Services. Property/Procurement/Space and Facilities – The District Court uses storage space in the Shreveport office that is paid for by the Bankruptcy Court, and the Bankruptcy Court lends furniture to the District Court on an “as needed” basis. The District Court and Probation Services share the Bankruptcy Court’s mail processing equipment in the Shreveport divisional office. The District and Bankruptcy Courts have coordinated efforts in disposals of excess equipment to UNICOR. The Bankruptcy Court shares its training rooms in the Shreveport and Alexandria divisional offices with the District Court and other court units. The District Court shares its jury lounge with the Bankruptcy Court to host large functions. The Bankruptcy Court has assisted the District Court in the design of modular furniture units.

Finance – The Bankruptcy Court provides the FAS4T security administrator for all court units. The District Court conducts cash audits for the Bankruptcy Court divisional offices in Alexandria and Lafayette. The District and Bankruptcy Court management act as backup for one another for the approval of travel vouchers and check signing.

Training – The District and Bankruptcy Courts and Probation Services all participate in an annual Court Support Seminar that is planned for all court units. The Fifth Circuit Librarian uses the Bankruptcy Court’s training room to conduct various training sessions.

#### 29) District of Maine:

Administrative sharing has been or is being implemented in the following areas in the District of Maine:

Human Resources – One HR Specialist serves the entire district, with compensation paid 90% by the District Court and 10% by the Bankruptcy Court.

Procurement – The Bankruptcy Court and Probation Services have a combined procurement services program, with the District Court and Public Defender Services planning to join with them shortly.

Property Management (custodial and disposal) – Currently, the Bankruptcy Court and Probation Services share a single custodial officer. The district plan is for all four court units to share one or two custodial officers and one or two disposal officers.

Accounts Payable and Travel Administration – The Bankruptcy Court and Probation Services share accounts payable and travel voucher administration, with the District Court and Public Defender Services planning to join in the near future.

Space and Facilities – The district objective is for all four court units to share a single employee to deal with space and facilities issues.

#### 30) District of Maryland:

The Bankruptcy Court collaborates closely with other court units in exploring sharing opportunities to achieve mutual goals. All court units have worked together to develop a Joint Automation Training program. Further shared services have been implemented in the following areas:

The Bankruptcy Court joined with other court units in installing a VOIP telephone system, including the purchase of shared equipment, contracting for the installation of new network cabling in each facility, and renovations to shared communications closets. The District and Bankruptcy Courts have shared in equipment purchases and support for a shared courtroom and chambers in Salisbury. Likewise the District and Bankruptcy Courts have shared the costs for public seating for a common courthouse lobby and for public ceremonies in each ceremonial courtroom in the district. The former Chief Judge of the Bankruptcy Court sits in a District Court judge's chambers and hears matters in a District Court courtroom.

The District and Bankruptcy Courts' technology departments frequently share knowledge and assist one another in resolving issues on common platforms and programs and on occasion, have staffed one another's help desks. To continue to build on the existing strong foundation of court unit collaboration, the District and Bankruptcy Courts are jointly exploring how best to support and maintain the network infrastructure of the Greenbelt, Baltimore and Salisbury courthouse facilities. The required support will be provided by existing staff of the Bankruptcy Court.

### 31) District of Massachusetts:

Vertical Sharing – In the two divisional offices in which the District and Bankruptcy Courts both are located, they share computer rooms, data closets and a common infrastructure, as well as training space and equipment used for training. In addition, the District and Bankruptcy Courts share two (2) IT positions within one of those divisional offices, each court paying 50% of the employees' salaries. The Bankruptcy Court provides time and attendance monitoring, as well as day-to-day supervision, while both IT managers coordinate assignments and projects.

The Bankruptcy Court supports the Voice Over IP (VOIP) telephone network for the District Court and Probation and Pretrial Services in both the Springfield and Worcester divisional offices, as well as for the First Circuit Bankruptcy Appellate Panel in Boston. Expenses for any hardware that is purchased for the system are shared among the court units, but otherwise, the Bankruptcy Court manages and maintains the system entirely.

The District Court Budget Committee and the District Court IT Committee include Bankruptcy Court judge and unit head representatives at their monthly meetings in order to share information and coordinate projects within the district.

Bankruptcy Court space and facilities issues are handled largely by the First Circuit. The circuit executive's office has an outstanding staff that does the bulk of the work with regard to acquiring new federal or leased space, dealing with the GSA, architects and other service providers.

Horizontal Sharing – The Bankruptcy Court collaborates with other bankruptcy courts with respect to programs used daily by the court, including the following:

FINSYS (Financial Program) from the Eastern District of Virginia

Cash Register System from the Southern District of California

ELMO (Time and Attendance Program) from the Northern District of New York

32) Western District of Michigan:

The District and Bankruptcy Courts share an IT employee for Marquette operations, with the Bankruptcy Court carrying his entire salary of \$73,400 per year.

33) District of Minnesota:

Sharing of services and collaboration have been implemented in the following areas:

Courtroom Space – The District and Bankruptcy Courts share a courtroom in Fergus Falls and have worked together to install an electronic evidence presentation system used by both court units in that courtroom. During the renovation of the District Court courtroom in Duluth, the District Court used the Bankruptcy Court courtroom in Duluth for hearings and trials. The Bankruptcy Court Deputy in charge coordinated all District and Bankruptcy Court scheduling for that courtroom during the renovation.

Information Technology – All court units jointly purchased a VOIP telephone system and share system maintenance and service costs. In addition, the courts' telecommunications specialists work in close collaboration to address service issues and changes. All court units also share Lotus Notes and FAS4T servers, technology closets, DCN access through a common infrastructure, and the costs of switch maintenance. The IT staffs for all court units share information on software innovations, network security and new technology.

Human Resources – The Human Resources specialists for all court units meet regularly to coordinate 1) health education presentations; 2) dissemination of employee benefits and other HR related information; 3) benefits research; and 4) knowledge sharing on all aspects of HR administration.

COOP/Lapse in Appropriations – The Bankruptcy Court conducted a COOP exercise in which all court units participated and provided important feedback. The judges and unit executives in the district devised a district-wide plan for operations in the event of a lapse in appropriations.

Fingerprinting and Background Checks – The District Court collects and submits electronic fingerprints for all new Bankruptcy Court employees and externs. Probation and Pretrial Services conducts background checks on contractors hired to work on Bankruptcy Court renovation projects.

Shared Training and Training Facilities – The Bankruptcy Court's Training Specialist frequently provides training for all court units and throughout the judiciary. The Bankruptcy Court shares its training room with Probation and Pretrial Services and the Federal Public Defender.

Fitness Centers – All court units, including the Eighth Circuit Court of Appeals, shared the costs of building out and purchasing equipment for the fitness centers at the Minneapolis and St. Paul courthouses, and a committee of representatives from all court units continues to operate the facilities and address maintenance issues.

Internal Audit – Bankruptcy Court employees participate in conducting the annual internal audit for Probation and Pretrial Services.

34) Southern District of Mississippi:

Sharing of administrative services has been implemented in the following areas:

Finance – Internal audit controls. A single accounting system (FAS4T) security administrator serves all court units in the district.

Human Resources – Implementation of HRMIS time/leave system. One court unit handles fingerprinting for all new employees in the district.

Space and Facilities – The District and Bankruptcy Courts share a courtroom and video conferencing equipment and space in Hattiesburg. All court units use the Bankruptcy Court's training facility and share parking under a lease in Jackson.

Information Technology – All court units share in the following areas: computer network maintenance contracts; implementation of the VOIP telephone systems; telephone system maintenance, including contracts; courtroom audio/video maintenance, including contracts; and conference bridge lines in Gulfport.

Procurement – Consolidated service and purchase requests reduce vendor charges and take advantage of volume/shipping discounts. All court units also are working together to develop a program for joint procurement for cyclical replacement of standard IT equipment (pc's, monitors, printers, etc.).

In addition, all court units are working to implement staffing backup arrangements in a number of areas. Consolidated training programs are being developed. The court units also are working on sharing expertise to apply to cyclical maintenance and tenant alterations projects for space and facilities.

35) Eastern District of Missouri:

Sharing of costs and services includes the following:

Vertical Sharing

1. IT Services – The Bankruptcy Court contributes pro rata in the sharing of costs for telephone services among all court units. The Bankruptcy Court also participates with other court units in planning for telephone services needs throughout the district and provides testing support for new telephone technologies.

2. Training – The Bankruptcy Court works with other court units to provide software training for the entire district. The Bankruptcy Court IT staff also work with the AO to assist in implementing technical training in multiple districts.

3. Infrastructure Coordination – The Bankruptcy Court works with other court units to share equipment and expenses and maintain/upgrade technology.

4. Software Development – The Bankruptcy Court IT staff works to develop software applications and to provide support for the use of such applications by other court units.

5. Networks – The Bankruptcy Court collaborated and shared expenses with the District Court for the installation of wireless networks in district courtrooms. The Bankruptcy Court

shares the Lotus Notes server with the Eighth Circuit Court of Appeals and the FAS4T server with the District Court. The District and Bankruptcy Courts share courtroom technology equipment and office equipment in the Cape Girardeau and Hannibal courts. Mutual technology support services are provided, as needed. The District and Bankruptcy Courts also share the use and expenses of videoconferencing equipment.

6. EDR Services – All court units share EDR coordinators.

7. Human Resources – Court units work together in coordinating background checks and in conducting staff interviews.

8. FAS4T Security – The Bankruptcy Court collaborates in performing FAS4T security and vendor maintenance.

9. Furniture/Equipment Procurement – Court units share furniture and equipment as needed among them. The Bankruptcy Court shares in procurement of wellness/fitness items used in the shared Employee Fitness Center.

10. Training – The Bankruptcy Court participates in shared training arrangements with other court units. Training facilities likewise are shared.

### Horizontal Sharing

The Bankruptcy Court shares IT and human resources expertise with a number of other bankruptcy courts around the country. A more detailed report is available on request.

### 36) District of Montana:

The District and Bankruptcy Courts provide IT support for one another in remote locations. The District and Bankruptcy Courts and Probation/Pretrial Services share one or more HR positions. The District and Bankruptcy Courts collaborate on training and staff development programs. Also, the District and Bankruptcy Courts share courtrooms and associated equipment in various locations.

### 37) District of Nebraska:

Court unit executives and their seconds in command meet regularly to review administrative operations and procedures, develop joint policies, and coordinate joint training and services. Court unit executives meet monthly with the Chief District and Bankruptcy Judges to share information and coordinate efforts to develop district-wide administrative policies and procedures. All District and Bankruptcy Court judges, as well as court unit executives and their seconds in command, meet quarterly to discuss issues of mutual interest and approve policies and procedures. The Bankruptcy Court has a representative on the District Court's Docket and Local Rules Committee. In addition, the active Article III judges, the Chief Bankruptcy Judge and court unit executives meet quarterly to review budgets and spending plans.

Cost sharing and savings have been implemented in the following areas:

Procurement/Finance – Bankruptcy Court employees provide FAS4T security services for the Federal Public Defender’s office and serve as backup for the District Court. All court units share purchases for joint use rooms, including the fitness center, training, conference and video conference rooms.

Human Resources – District and Bankruptcy Court representatives collaborate to provide annual Health Fairs. There is a district-wide EEO/EDR plan and Coordinator services, as well as a shared Diversity Committee.

Emergency Preparedness/COOP/Security – All court units work together in developing and updating COOP and OEP plans. There is a COOP working group (chaired by the chief bankruptcy clerk) which develops and supervises COOP training exercises. The Building and Facilities Court Security Committee has representatives from all court units and is chaired by the Chief Bankruptcy Judge.

Space/Facilities – The District and Bankruptcy Courts and Probation Services share courtroom/chambers space and associated equipment in North Platte.

Training – All court units share training costs for retirement, diversity and sexual harassment training. Staff from all court units are invited to participate in shared training of mutual interest.

Information Technology – All court units share technology closets, telecommunication and video conferencing system services and support, common servers (Lotus Notes, FAS4T), switches and routers and DCN/PACER network communication. In addition, the Bankruptcy Court shares WAP devices with the Eighth Circuit, District Court, Probation and Pretrial Services. All court units share the cost of the LAN room overtime utilities, and collaborate on service and support related to Lotus Notes user issues and internet usage policies.

The Bankruptcy Court collaborates with a number of other bankruptcy courts with regard to various technical operating programs, including FINSYS, the CM/ECF cashing module, the WebCATS travel program and the JICS inventory program. In addition, the Bankruptcy Court has an agreement with the Bankruptcy Court for the Northern District of Iowa to receive procurement services on an as needed basis.

### 38) District of Nevada:

In the District of Nevada, court unit executives meet at least quarterly to discuss budget and other matters of mutual concern. The Bankruptcy Court’s Human Resources manager is the EDR Coordinator for the entire district. The Bankruptcy Court has assisted Probation and Pretrial Services on interviews for various positions. All court units participate in joint training, employee appreciation events and health fairs. Probation Services uses the Bankruptcy Court’s “ID maker” to produce ID’s for its staff. Data tapes for the Bankruptcy Court and Probation and Pretrial Services are sent together for offsite storage at the Bankruptcy Court’s cost.

In fiscal 2010, the Bankruptcy Court purchased a new telephone system that is used both by the Bankruptcy Court and Probation Services. The Bankruptcy Court manages the system. The District Court maintains the Lotus Notes server to which all court units have access. IT staff for all court units meet quarterly to share expertise and discuss problem solving. The FAST Security Administrator is a District Court employee but shares information with all court units.

The District and Bankruptcy Courts' staff serve as mutual back-ups for FAST security and vendor maintenance.

The District and Bankruptcy Courts share courtrooms, as needed. The District and Bankruptcy Courts coordinate procurement decisions. All court units currently share some contracting work and have "piggybacked" with one another on numerous orders. The Bankruptcy Court and Probation Services have shared furniture and equipment. In addition, the Bankruptcy Court and Probation Services share conference rooms and have shared the costs of equipment in their fitness facilities. Probation Services purchased tents that are used by all court units for joint functions outdoors. The Bankruptcy Court has a Space and Facilities employee who assists all other court units, as needed, in reviewing plans and design projects with the GSA. The Bankruptcy Court maintains the OEP plan in the Foley Courthouse (Las Vegas) and the Clifton C. Young Courthouse (Reno).

39) New Hampshire:

The District and Bankruptcy Courts are discussing implementing shared services to support basic computer network operations and maintenance. Sharing of costs and functions has been implemented in the following areas:

The Bankruptcy Court provides FAST security and vendor maintenance services for all court units. This service is provided by two members of the Bankruptcy Court's administrative staff.

The Bankruptcy Court shares audit responsibilities with the Bankruptcy Court for the District of Rhode Island and has provided similar services in the past to the Bankruptcy Court for the Western District of New York.

The Bankruptcy Court is deploying its COOP remote replication server at the District Court. The Bankruptcy Court performs all duties relating to docketing of bankruptcy appeals directly into the District Court database.

40) District of New Jersey:

There has been a consistent and longstanding policy among the District and Bankruptcy Courts and Probation and Pretrial Services of sharing of resources among the court units. The Bankruptcy Court collaborated with the AO's Office of Public Affairs to develop a national web site template available for district and bankruptcy courts nationally. A fully "customizable" template has been available for courts nationally as of October 5, 2011. The Bankruptcy Court clerk's office is serving a consulting role with courts around the country for implementing new and updated web sites. In cooperation with the AO, the District of New Jersey also has piloted the central hosting of web site servers that eventually will assist in further reducing the number of servers around the country, as well as reducing the costs of local maintenance.

The Bankruptcy Court has developed an electronic bankruptcy package to be used by pro se debtors through access to the Bankruptcy Court web site. The project works as a bridge

between current CM/ECF functionality and Next Gen CM/ECF and also utilizes products of the Forms Modernization Committee. A national rollout is expected in 2012.

In addition, the Bankruptcy Court hosted an advanced Java class in April 2012, focusing on technologies to be used by Next Gen CM/ECF. IT staff from the bankruptcy courts for the Eastern, Middle and Western Districts of Pennsylvania, the Eastern and Southern Districts of New York and the District of Delaware attended. The cost was absorbed by the Bankruptcy Court.

The Bankruptcy Court shares responsibility for hosting and maintenance of the DCN with the District Court and Probation and Pretrial Services. The router is located at the Bankruptcy Court. The District and Bankruptcy Courts jointly conduct health benefits and other HR-related “open season” programs and various training programs. All court units have actively participated in the drafting and implementation of the district’s Consolidated EEO/EDR Plan. All court units also cooperate and participate in formulation and maintenance of the district’s COOP/Emergency Preparedness Plan. Each court unit shares dedicated staff, resources and expertise in maintaining the FAS4T accounting system. The Bankruptcy Court produces the ID/building access cards for all court units. The District Court provides jury and court interpreter services for the Bankruptcy Court, as needed. In addition, chambers and courtroom space are shared between the District and Bankruptcy Courts, as needed. Court units also share mail services.

#### 41) District of New Mexico:

The Bankruptcy Court shares a telephone system with the District Court and Probation Services. The Bankruptcy Court purchases telephone maintenance and support services from the District Court. Probation Services provides automation support to the Bankruptcy Court when bankruptcy judges travel to divisional locations. Probation Services also provides the Bankruptcy Court with automation support and equipment for video conferencing in divisional locations. This arrangement has saved the judiciary money and has saved the bankruptcy judges many hours of driving time.

All court units have shared procurement duties on purchases where shared procurement makes sense (e.g., automation equipment and supplies that are in common use and/or are less expensive when purchased through shared procurement). In such instances, the Bankruptcy Court contracting officer has been responsible for procurement after the procurement has been authorized by the unit heads for all concerned court units.

The District and Bankruptcy Courts have assisted one another in internal controls and auditing. Financial administrators from each court unit audit the other using an approved internal audit process.

All court units share training resources. Recent examples include combined training for harassment awareness, employee security and EDR coordinator training.

42) Western District of New York:

Sharing and cost savings have been implemented in the following areas:

Human Resources – The District and Bankruptcy Courts and Probation Services collaborate as needed on any issues that arise. All court units participate in the planning of health fairs, flu shots and retirement programs. The District Court HR Specialist has volunteered to perform internal audit functions for the Bankruptcy Court in the area of Human Resources. Probation Services provides assistance and support for all fingerprinting for all court units, using equipment that was purchased by the Bankruptcy Court.

Training – Bankruptcy Court staff participate in training offered by the District Court and Probation Services, as applicable. The Bankruptcy Court accepts filings for the District Court at both the Buffalo and Rochester divisions at any time the District Court is closed for training or weather related conditions.

Information Technology – The Bankruptcy Court purchased the telecommunications system for the Rochester office and shares this system with the District Court and Probation Services. The Bankruptcy Court has moved its server room from Bankruptcy Court space to a shared server room in District Court space in Rochester. The District Court shares its Lotus Notes server with the Bankruptcy Court and provides support, as needed. District and Bankruptcy Court IT staffs communicate regularly on telecommunications, virtual management and IT procurement related issues.

Procurement/Finance – The Bankruptcy Court purchased fingerprinting equipment for use by all court units and spearheaded the acquisition of a multi-year telecommunications contract with one vendor for all court units, allowing for large cost savings for each court unit. All court units collaborate on procurement. The Bankruptcy Court has entered into a Memorandum of Understanding with the District Court, whereby District Court court reporters will provide transcribing services for the Bankruptcy Court.

COOP/Emergency Services – All court units collaborate on all COOP and OEP related topics and procedures in both the Buffalo and Rochester locations.

In addition, the Bankruptcy Court collaborates with other bankruptcy courts with regard to technology programs, including the Inventory Database Program and ACQAM, the Courts QC program, the CR/ECF Cash Register program, and FINSYS. The Bankruptcy Court also participates with other bankruptcy courts in an internal audit program, whereby administrative staff share expertise to provide for more thorough audits.

43) Eastern District of North Carolina:

The Bankruptcy Court for the Eastern District provides various services to the Office of the Bankruptcy Administrator, particularly in the IT area. Recently, when the Bankruptcy Court decided not to fill a vacant property and procurement/space and facilities position, it entered into a memorandum of understanding with the Bankruptcy Administrator (BA) to share their property and procurement/space facilities employee. The time and cost of the employee are shared 90%/10%, respectively, by the Court and the BA. It has been a very successful arrangement

resulting in savings of clerk's office time and money inasmuch as the employee had already trained and possessed a level 3 contracting officer certification.

The Bankruptcy Court also frequently collaborates with the Bankruptcy Court in the Middle District. Both courts are transitioning to VOIP phone systems, and the Middle District allowed the Eastern District to shadow their on-site evaluations with AT&T. The extra preparation made the Eastern District transition and on-site visits more efficient. The Eastern District also employs many of the automatic docketing interface (ADI) programs written by the Middle District to increase docketing efficiency. In addition, the Eastern District plans to exchange internal auditors with the Middle District to handle the yearly internal audit.

The Eastern District Bankruptcy Court is investigating the possibility of sharing services with other court units in the areas of human resources and procurement. The three Bankruptcy Courts for North Carolina are considering horizontal sharing with respect to the internal audit function and internal review process. In December 2011, representatives of the Bankruptcy Court clerks' offices for the three North Carolina districts and the District of South Carolina met to identify areas where the subject courts currently share information, services and resources and where future sharing may be warranted and feasible.

The Eastern and Middle District Bankruptcy Courts maintain back-up servers for one another for COOP situations. The North Carolina Bankruptcy Court IT directors have met to identify possible sharing initiatives and future opportunities for collaboration. The District and Bankruptcy Court clerks in the Eastern District have met to discuss and further investigate cost sharing opportunities. A more detailed report on that subject is available upon request.

Finally, the Eastern District Bankruptcy Court is responsible for the AO approved CourtSpeak program. CourtSpeak is a national product that places digital audio hearings on the court docket. The program was written in the district, and Eastern District Bankruptcy Court employees assist other courts with the installation and use of the program. To date, the program has been fully implemented with nineteen bankruptcy courts and two district courts. The Eastern District is in the process of installing the program with twenty-three bankruptcy courts, four district courts and the Court of Federal Claims.

#### 44) Middle District of North Carolina:

In addition to the shared services among districts in North Carolina discussed in the foregoing report for NC-E, NC-M shares a telephone system and facilities with the Bankruptcy Administrator in all three of its divisions. NC-M also recently has begun providing procurement services to the District Court and Probation Services.

#### 45) Western District of North Carolina:

Again, in addition to the shared services among districts in North Carolina discussed in the foregoing report for NC-E, NC-W shares internal audit functions with the Bankruptcy

Administrator, and from time to time, has provided Human Resources and IT assistance to the Bankruptcy Administrator.

NC-W is the only district among the three North Carolina districts that shares a courthouse with the District Court. In their shared facilities, the District and Bankruptcy Courts share one IT staff member, the telephone system, servers, network and switch maintenance.

#### 46) District of North Dakota:

Sharing of services and cost savings have been implemented in the following areas:

Information Technology – The Bankruptcy Court funds equipment and furniture for a training room in Fargo that is shared with the Eighth Circuit Court of Appeals, the Eighth Circuit Librarian, the District Court and Probation and Pretrial Services. The Bankruptcy Court also provides routine IT maintenance and support for this shared space. The Bankruptcy Court installed and maintains a wireless network, creating a common key for use by other agencies in the facility. Bankruptcy Court IT staff were primary points of contact and instrumental players regarding the procurement and installation of a new district-wide telephone system. The Bankruptcy Court contributed funding for the project. The Bankruptcy Court IT staff provide maintenance on the court-owned telephone switch for all court units and further provide training in the use of telephone equipment to all court unit employees. Bankruptcy Court IT staff provide day-to-day automation support to all court units. All court units share co-located automation space, including a shared server room. The Bankruptcy Court maintains the ELMR server for Probation and Pretrial Services.

Administration – All court units perform FAS4T security and vendor maintenance services for one another, as needed. The Bankruptcy Court Unit Executive provides EDR Coordinator services for the District Court and Probation and Pretrial Services. Court unit executives meet regularly to discuss administration, operations, policy, procedures and other topics of mutual interest. Court units worked together to develop and administer COOP plans during two recent weather-related disasters. The Bankruptcy Court hosts the COOP server for the district, providing maintenance, as necessary.

Training – Court units routinely hold joint training sessions (e.g., retirement; benefits; sexual harassment; Code of Conduct; soft skills). Bankruptcy Court personnel conducted training sessions for Probation and Pretrial Services personnel regarding conversion from WordPerfect to Word. Bankruptcy Court personnel also conducted computer security training for personnel from all court units.

In addition, the Bankruptcy Court serves as a beta court for the JFINSYS project and provides subject matter experts, testing and feedback for recommendations regarding improvements to the related software. A Memorandum of Understanding is in place to provide limited assistance to the Bankruptcy Court for the Northern District of Iowa as part of its COOP plan. The Bankruptcy Court collaborates with other bankruptcy courts regarding use of the following programs: JFINSYS; Cash Register; CHAP; ELMR; JICS; ICE; and FAS4T mentor.

47) Northern District of Ohio:

Sharing of services and cost savings have been implemented in the following areas:

Information Technology – The District and Bankruptcy Courts traditionally have shared IT services. Areas where sharing has been implemented include: computer room and mechanicals (air conditioning, UPS); purchase and maintenance of telephone systems; network infrastructure (DCN router equipment and bandwidth); back-up tape storage; and planned UPS purchase. The District and Bankruptcy Courts also share information on virtualized servers and desktops; an attorney wireless system; and disposition of excess equipment. The IT staff meet quarterly to discuss current projects, problems and solutions, and other technical issues. Jim Doubrava (Bankruptcy Court) and Lynn Zart (District Court) serve as one another’s back-ups to support all of the district’s telephone systems. The District and Bankruptcy Courts have shared installation and support duties with respect to the attorney wireless network at all five court locations.

Procurement – The District and Bankruptcy Courts work together on the armored car contract(s) to achieve a volume discount for all seven court locations. The District Court takes the lead for the district-wide Court Reporter contract and includes the Bankruptcy Court for emergency needs.

Training – The District and Bankruptcy Courts typically share training events related to retirement seminars and coordinate employee scheduling for such events. The District and Bankruptcy Courts currently are coordinating a district-wide FJC program on preventing Workplace Harassment.

In addition, the District and Bankruptcy Courts are considering additional initiatives including scrutiny of the transit subsidy program, a leased car rental program, postage usage/maintenance, cyclical maintenance and tenant alterations with sharing the services of a court architect, wireless and A/V maintenance, supplies, software and collaboration in other procurement areas. The Bankruptcy Court has shared its local financial program and Unclaimed Funds program with other bankruptcy courts and has been active in spearheading improvements to other technical programs and software.

A more detailed report is available on request.

48) Southern District of Ohio:

Court unit executives meet quarterly to discuss policy issues, budgets and district priorities. The Bankruptcy Court clerk serves as an alternate EDR Coordinator for Grievances and EDR Complaints filed in District Court. A Bankruptcy Court staff member serves as backup for the District Court’s FAS4T Administrator. All court units collaborate on diversity, staff development and retirement training programs and human resources workshops. The District and Bankruptcy Courts provide staff coverage for one another (including IT support) during meetings, training events and retreats. The District and Bankruptcy Courts share courtroom space and associated equipment, as needed. The District and Bankruptcy Courts also share Lotus Notes server(s). The District and Bankruptcy Courts share fingerprinting equipment.

Whenever possible, the Bankruptcy Court uses the services of the district architectural team to limit design costs. The Bankruptcy Court also has performed joint space renovations with other court units to achieve higher cost savings.

In addition, the Bankruptcy Court has adapted a number of programs developed by bankruptcy courts throughout the country for local use, including FINSYS, Cash Register System, Inventory Management, and CHAP.

#### 49) Eastern District of Oklahoma

The judges and unit executives of all court units meet monthly to discuss issues of individual and mutual concern. Staff of all court units are invited to participate in shared training of mutual interest. The District and Bankruptcy Courts work together in selecting speakers dealing with such matters as retirement planning, and retirement planning sessions are held together for all court units at the District Court.

The Bankruptcy Court's financial administrator is the security administrator for the Financial System (FAST) for the District and Bankruptcy Courts and Probation Services. The District and Bankruptcy Courts share the Lotus Notes server and network services at a satellite location. In addition, the Bankruptcy Court hosts a COOP server for another bankruptcy court and works with two other bankruptcy courts on audit services.

#### 50) Northern District of Oklahoma:

In the Northern District of Oklahoma, the District and Bankruptcy Courts have shared services informally for many years. Sharing has encompassed funds, personnel and property. Currently, the District Court manages the telephone system for both the District and Bankruptcy Courts. The court units have conducted joint training sessions. In addition, the clerks of both courts confer regularly, as do the IT staffs. The judges of both courts meet for lunch monthly to discuss issues of mutual interest.

#### 51) Western District of Oklahoma:

The Bankruptcy Court has merged its HR department with the District Court's HR department, using the District Court's HR specialist.

An ongoing project is the Bankruptcy Court clerk's Case Management Assist program ("CMA"), which was developed by the IT staff. CMA currently has been fully implemented in 15 courts; has been installed in 10 additional courts; and is in some stage of installation at another four courts. Bankruptcy Court staff have lent their assistance to other courts installing the CMA program. The Colorado Bankruptcy Court advises that CMA is being modified for use by the Colorado District Court. Three other district courts have expressed interest in modifying the CMA program for their use.

52) District of Oregon:

District and Bankruptcy Court, Probation and Pretrial Services court unit executives and chief deputies, as well as other unit personnel, meet regularly to discuss and collaborate on issues of mutual interest, including security, facilities, IT, COOP strategies, and opportunities for shared services and cost efficiencies. The four court units share technology closets, DCN access through common infrastructure, telecommunications systems, services and support staff in the Wayne Morse Courthouse in Eugene. The District and Bankruptcy Courts and Probation Services share an attorney advisor position. The District and Bankruptcy Courts share a courtroom in Medford and the associated equipment. The Bankruptcy Court uses the District Court's courtroom in Pendleton, as needed. The various court units also share IT expertise and solutions. For example, the District and Bankruptcy Courts collaborated on installation of a wireless network in all of the district's courtrooms, including a common key. The District and Bankruptcy Courts exchange back-up tapes. The court units also collaborate on training and staff development programs.

53) Middle District of Pennsylvania:

There is a lengthy history of cooperation and sharing among all court units in the Middle District of Pennsylvania. Sharing of space and services and cost savings have been implemented in the following areas:

Space and Facilities – A number of spaces currently are shared, including: Using existing Bankruptcy Court space, a new shared District/Bankruptcy Court courtroom was constructed in Wilkes-Barre, and joint use began in October 2010. Other shared spaces include the Bankruptcy Court training room in Wilkes-Barre, the District Court training and Grand Jury rooms in Williamsport, the Bankruptcy Court training room in Harrisburg, the District Court Grand Jury rooms in Harrisburg and Scranton, and the District Court Jury Assembly room in Scranton. A construction project manager position is funded by the District Court and used by all court units. Human Resources – The District Court's Director of Human Resources provides expertise and assists other court units, as needed.

Finance/Budget – The District Court assists the Bankruptcy Court and probation Services with FAS4T procedural issues and problems. The Bankruptcy Court's Financial Administrator performs the annual internal audit for the Federal Public Defender's Office. The District and Bankruptcy Courts share telephone and video line costs in Wilkes-Barre for the VOIP telephone system and for the shared District/Bankruptcy Court courtroom.

Procurement – All court units share knowledge regarding procurement regulations. The District and Bankruptcy Courts work together on court reporter contracts.

Information Technology – District Court staff maintain the telephone switch in Harrisburg, which is shared with the Bankruptcy Court and Probation Services. Bankruptcy Court staff maintain the telephone system in Wilkes-Barre, which is shared with the Third Circuit Court of Appeals, the District Court and Probation Services. The district's video conferencing system in Scranton and the FJTN system in Harrisburg are shared among all court units. The Bankruptcy

Court video conferencing system and FJTN broadcasts in Wilkes-Barre are shared among all court units.

District Court staff maintain the LAN network and DCN router for Scranton, as well as the Lotus Notes and FAS4T servers for all court units throughout the district. Bankruptcy Court automation staff assist other court units with desktop and emergency IT problems, as needed. Bankruptcy Court automation staff manage the LAN network and DCN router for Wilkes-Barre. The LAN network and router in Harrisburg are jointly managed by all court units. District Court staff in Williamsport provide support services as needed for the Chief Bankruptcy Judge when hearing matters at that location.

Training – The District Court plans and sponsors a program of speakers for a biennial Employee Conference for all court units, as funds are available. The Bankruptcy Court Training Coordinator provides assistance to the District Health and Safety Committee. Employee training events, such as for retirement planning and health and safety training, are coordinated among all court units.

Operations – All court units provide emergency backup services and telephone/counter coverage for one another, as needed.

In addition, the court units are taking steps to make sure that internal policies, procedures and programs (including Leave, Parking Reimbursement, Transit Subsidy, Cash Awards, Telecommuting and Internal Controls) are as consistent as possible. Court units will consult with one another before filling vacancies to determine if services can be absorbed by a position(s) in another court unit.

More detailed reports and agreements/Memoranda of Understanding are available on request.

#### 54) District of Puerto Rico:

Sharing of services and cost saving arrangements have been implemented as follows:

All court units have entered into a three-year agreement to fund an architect position for the ARRA construction project. In addition, the Bankruptcy Court shares services with other court units in the following areas:

- 1) Shared telephone services and management of those services with the District Court.
- 2) Shared technology closets with all local court units.
- 3) Shared DCN access with all local court units.
- 4) Shared LAN/WAN infrastructure with all local court units.
- 5) The Bankruptcy Court manages the FAS4T, Lotus Notes and Property Management servers for the district.
- 6) The Bankruptcy Court provides automation staff support for the Circuit and Senior District Judges in the Old San Juan Building.
- 7) The Bankruptcy Court provides space, facilities and property management support for the First Circuit Court of Appeals.

- 8) The Bankruptcy Court provides training support for the First Circuit Court of Appeals and District Court regarding benefits.
- 9) The District and Bankruptcy Courts assist one another with regard to employee fingerprinting.
- 10) The District and Bankruptcy Courts share the maintenance contract for telephone services.

In addition, the Bankruptcy Court has shared with other bankruptcy courts in developing automated solutions to technical issues confronted by many courts, such as a case closing program, web site applications, etc.

55) District of Rhode Island:

Sharing of services has been implemented in the following areas:

The District and Bankruptcy Courts and Probation Services participate together in planning and presenting joint training programs for all court unit staff. A Bankruptcy Court employee serves as the FAST security officer for all court units. The Bankruptcy Court houses and maintains the Lotus Notes server for the Bankruptcy Court and Probation Services. (The District court does not use Lotus Notes.)

The Bankruptcy Court shares the responsibility for conducting the annual internal audit with the Bankruptcy Court for the District of New Hampshire, and vice versa.

The Bankruptcy Court shares a COOP/pandemic partnership with the Bankruptcy Court for the Northern District of Iowa.

56) District of South Carolina:

Sharing of services and cost saving measures have been implemented in the following areas:

Shared Administrative Personnel – Beginning in fiscal 2013 and subject to budget allocations, the Bankruptcy Court has proposed to share administrative services staff in the primary areas identified by the Judicial Conference Executive Committee, including core Human Resources related functions and associated training; space and facilities management; procurement; IT; and COOP planning. The Bankruptcy Court and the District Court have agreed to a preliminary draft of a sharing agreement in these areas and further have discussed exchanging personnel to complete annual internal audits. The Bankruptcy Court also has discussed sharing of certain administrative services with the Bankruptcy Court for the Eastern District of North Carolina. Presently, all court units share staff to administer the FAST system.

Information Technology/Linux Administration – As a result of the expected retirement of the Bankruptcy Court's Systems Administrator, the Bankruptcy Court has discussed entering into a sharing agreement with the Bankruptcy Court for the Southern District of West Virginia, whereby the two courts would share administration of the Bankruptcy Court's CM/ECF server. If such agreement is implemented, the Bankruptcy Court would not have to fill its Systems Administrator position.

Telephone Systems – All court units share a telephone system in the Spartanburg Division. Pursuant to a Memorandum of Understanding, the Bankruptcy Court shares the cost of the system, and the District Court has assumed certain maintenance functions. Over the next six months, the Bankruptcy Court will transition to a voice-over IP based telephone system that will reduce staff time associated with telephone system management.

WiFi Access – The District Court has funded WiFi access for the Bankruptcy Court’s Charleston and Columbia locations from the library fund, which receives substantial contributions from the pro hac vice fees collected by the Bankruptcy Court. The Bankruptcy Court’s Spartanburg Division currently uses the District Court’s equipment for WiFi access.

Lotus Notes Server – The District Court houses and maintains the Lotus Notes “A” server that the Bankruptcy Court uses for email communication.

Training – Bankruptcy Court staff have participated in training sessions coordinated by the District Court on the subjects of ethics, retirement and security. In addition, Bankruptcy Court staff have been asked to speak at new employee training sessions on the mission and purpose of the Bankruptcy Court.

Other Sharing Areas – The Bankruptcy Court shares DCN access with the District Court and the FAST system with all other court units. The Bankruptcy Court benefits from and uses systems developed and maintained in other courts, including JFINSYS, CR/ECF, and ELMO.

A more complete report and Memorandum of Understanding are available on request.

#### 57) Eastern District of Tennessee:

The Bankruptcy Court in the Eastern District of Tennessee has been sharing administrative services for a number of years in the following areas:

Telephone Systems – Probation Services piloted a Voice Over IP (VOIP) system for their Knoxville office in 2007. With aging telephone systems, the District and Bankruptcy Courts joined Probation Services in upgrading the entire district to the VOIP system. Maintenance and administration of the system is shared among all court units.

Video System Procurement – The District Court, later joined by the Bankruptcy Court and Probation Services, began a procurement action to purchase new videoconferencing equipment in 2007. Consequently, numerous backup systems are available to all court units in the event of a hardware failure. The joint acquisition also reduced the networking and video management hardware required.

Training – All court units coordinate IT training for judges and chambers staff. The program has greatly improved chambers productivity. The Bankruptcy Court and Probation Services share staff training resources.

FAS4T – All court units share FAS4T administration. System security is administered by the Bankruptcy Court, while system maintenance is administered by the District Court.

Joint Facility – The District and Bankruptcy Courts share a facility in Winchester. There is one District Court deputy clerk domiciled there. Judges of both courts share the courtroom, and the telephone, network and computer work stations are maintained jointly by the IT departments of both courts.

58) Middle District of Tennessee

The Chief District Judge and the Chief Bankruptcy Judge, together with their respective clerks of court, met in May 2012 to develop a program for shared administrative services. The District and Bankruptcy Courts previously have collaborated on, among other things, staff training programs and retirement planning and open season health fair programs for the entire district. The Bankruptcy Court's Human Resources Director assists the District Court with resolution of Human Resources issues as they arise. The District and Bankruptcy Court clerks both serve as EDR coordinators for the district, which enables the court units to avoid conflicts of interest. In the district's divisional office, the District and Bankruptcy Courts share a router and one network switch.

The Bankruptcy Court provides to three judges of the Sixth Circuit Court of Appeals and their twelve staff members 1) all hardware and support for their telephone system, 2) installation and support for all of their information technology needs (excluding hardware), and 3) all network feeds.

In addition, in December 2011, the clerks for all three Tennessee bankruptcy courts met to discuss the feasibility of sharing administrative services in the future among them.

59) Western District of Texas:

The District and Bankruptcy Courts share technology closets and/or DCN access through common infrastructure. The District and Bankruptcy Courts also share FAS4T security and vendor maintenance services. The District Court manages the FAS4T server shared by all court units. The District and Bankruptcy Courts provide coverage for one another's offices for retreats and training events. The Bankruptcy Court hosts, operates, funds and maintains the video conferencing bridge for all court units in the district. In addition, the Bankruptcy Court shares a courtroom and TVC equipment with other court units and federal agencies. All court units share the telephone system in the Waco courthouse that is supported and maintained by the District Court. The District and Bankruptcy Courts collaborate on training and staff development programs, including providing fairs for health and wellness. The courts have a joint-use training facility in San Antonio. The Bankruptcy Court uses the District Court's Midland courtrooms for hearings/trials. The District Court provides IT assistance to the Bankruptcy Court's Midland and El Paso divisions. The District Court issues ID cards for all court units.

The Bankruptcy Court developed the E-orders program that is shared with many other courts nationwide. The Bankruptcy Court's Administrative Services Manager has provided internal audit services to the Bankruptcy Court for the Northern District of Texas.

The Bankruptcy Court has implemented the following cost savings measures: 1) reducing consumption of office supplies; 2) recycling and reuse of paper; 3) using early outs and buyouts to cut compensation obligations; 4) removed postage machines and used on-line postage instead; 5) used TVC and Ichat to conduct staff meetings; 6) reclassified vacant positions within AO

suggested benchmarks at lower grades; and 7) used e-exhibits in some court trials, reducing the binder production costs for attorneys and space required for storage by the court.

60) District of Utah:

The Bankruptcy Court developed the CHAP calendaring program, which has been endorsed by the AO. During the early stages of the CHAP project, the Bankruptcy Courts in Massachusetts and Utah collaborated for approximately five years to expand the CHAP program to encompass additional functions, including a paperless work flow between the clerk's office and chambers; document management within chambers and in the clerk's office; note taking capability; and an order signing program.

61) District of Vermont:

Vertical Sharing – Court units in Vermont are sharing resources in the following areas:

Finance and Budget – The Bankruptcy Court's systems manager serves as alternate security officer for the district FAS4T system, and the Bankruptcy Court collects *pro hac vice* application fees from bankruptcy practitioners and posts those fees to the District Court's financial accounts.

Information Technology – The Bankruptcy Court shares technology server rooms and closets with the District Court in Rutland and Burlington, including shared DCN access. Bankruptcy Court IT staff provide technical assistance to the District Court in Rutland regarding the courtroom evidence presentation system, and provide technical assistance to the Second Circuit Court of Appeals in Rutland, setting up video conferences for oral arguments and for law clerk training. In addition, the District and Bankruptcy Courts' IT staffs are doing cross-training to provide back-up for one another.

Space and Facilities – The Bankruptcy Court uses the District Court's courtroom and associated equipment in Rutland, pursuant to a Memorandum of Understanding. The Bankruptcy Court's fitness center is available for use by District and Circuit Court staff; and under the district COOP plan, the District Court will provide office space to the Bankruptcy Court in the event that the Bankruptcy Court's clerk's office is not functional.

Training – The District Court has provided training to Bankruptcy Court staff with respect to use of the courtroom electronic evidence presentation system, and the District and Bankruptcy Courts are conducting joint training sessions on workplace security and the Code of Conduct.

Horizontal Sharing – The Vermont Bankruptcy Court has a Memorandum of Understanding with the Bankruptcy Court for the Northern District of New York for use of space in the event that sufficient space is not available in Vermont in an emergency. In addition, the Bankruptcy Court's financial administrator is on temporary assignment with the Office of Budget and Finance at the AO, working on developing JIFMS (Judiciary Integrated Financial Management System), a "next generation" accounting system for the federal courts; and the Bankruptcy Court's IT manager provides MR assistance that benefits courts all over the country.

62) Eastern District of Virginia:

Executives from all court units meet on a regular basis throughout the year (typically bimonthly) to discuss issues of interest. In addition, administrative services staff members for all court units frequently confer to discuss human resources, internal controls, training and property management policies and procedures. All three court units utilize one another's conference rooms, other assigned space and video/teleconferencing equipment. Shared services arrangements have been implemented as follows:

- 1) A shared District Design Manager position was created to provide administrative support for all court units in the site selection, design and construction of the Spottswood W. Robinson & Robert R. Merhige, Jr. courthouse at Richmond (now completed and occupied) and later the courthouse at Newport News (now completed and occupied). The District Design Manager now is providing administrative support for site selection, design and construction of the new Hoffman Courthouse Annex project at Norfolk and general space design and related support for all court units.
- 2) Shared armored car service for the District and Bankruptcy Court clerks' offices at the Richmond division is funded from both courts under rotating two-year service agreements. The District Court clerk's office provides for armored car services to the Bankruptcy Court without charge at its Norfolk and Newport News divisions.
- 3) All court units share in funding courier services for the Richmond division.
- 4) Shared copy center services for the District and Bankruptcy Court clerk's offices in Norfolk are administered by the Bankruptcy Court clerk's office.
- 5) Overtime utilities are shared and funded pro rata annually among the court units for the Richmond division's joint computer room.
- 6) All court units use the same telecommunications system, services and support district-wide and share maintenance costs proportionately on an annual basis.
- 7) The Bankruptcy Court clerk's office developed and maintains, supports and enhances an automated leave administration and time and attendance application known as ELMR (Electronic Leave and Management Resource) that is used by all court units. No charges are assessed by the Bankruptcy Court to other court units for use of the ELMR system.
- 8) The District Court and Probation and Pretrial Services merged their IT departments in 2005. Bankruptcy Court IT staff actively collaborate with the District Court's merged IT department.
- 9) All court units coordinate and share training and education opportunities, as appropriate.
- 10) Shared mail rooms are used by all court units in the Norfolk and Richmond courthouses.
- 11) The District and Bankruptcy Courts share courtroom and chambers space and related equipment in the Newport News courthouse. The District and Bankruptcy Court clerk's offices also share space in the Newport News courthouse.

The Bankruptcy Court clerk's office developed the FINSYS (Financial System) that is used by courts nationwide. While the FINSYS program is being retired from service, the Bankruptcy Court clerk's office is hard at work on a successor program, JFinSys 1.0 (Java Financial System) that currently is being deployed.

63) Western District of Virginia:

The District and Bankruptcy Courts share courtrooms and visiting judges' chambers, as needed. The District and Bankruptcy Courts also share use, maintenance and management of network DCN equipment, including switches, and video conference services. Both courts use each other's equipment and share data transmission lines and costs. The District and Bankruptcy Courts also share in staff training and the use of training facilities. The courts collaborate in the disposition of excess equipment.

The District Court maintains and supports the Lotus Notes email server for the district, and the IT staffs of both courts coordinate trips to facilitate on site services and repair of equipment throughout the district. The District and Bankruptcy Courts share use of computer rooms in Lynchburg, Abingdon and Harrisonburg. In addition, the District and Bankruptcy Courts share use and management of telephone systems district-wide. The District Court uses the Bankruptcy Court's WiFi system in Abingdon, Harrisonburg and Lynchburg. The Bankruptcy Court, in turn, uses the District Court's WiFi system in Charlottesville and Danville. The Bankruptcy Court maintains the postal meters for both courts in Harrisonburg and Lynchburg. In addition, in Lynchburg, a Bankruptcy Court deputy clerk receipts and accounts for funds for the District Court.

A more detailed report is available on request.

64) Eastern District of Washington:

Court units share telecommunications systems, services and support. In the HR area, the Bankruptcy Court has assisted other court units in arranging and conducting interviews for various positions. The District and Bankruptcy Courts collaborate on training and staff development programs. Court units share a computer training room.

65) Western District of Washington:

The District and Bankruptcy Courts share technology closets and/or DCN access through common infrastructure. The Bankruptcy Court maintains the server for automated kiosks used both by the District and Bankruptcy Courts. The Bankruptcy Court also shares video conferencing equipment with other court units. The District and Bankruptcy Courts share IT expertise and solutions. The District and Bankruptcy Courts share EDR Coordinator services. One court unit coordinates fingerprint checks for all court units, with equipment purchased jointly by all affected court units. The District and Bankruptcy Courts also share FAS4T security and vendor maintenance services. Court units collaborate on selected contracting processes and purchase orders. The District and Bankruptcy Courts coordinate and share a service that picks up and meters outgoing mail. The court units also share an armored car service contract for bank deposits. The District and Bankruptcy Courts collaborate on training and staff development programs, with the Bankruptcy Court sharing a trainer with other court units. Court units share a computer training room. The District and Bankruptcy Courts share

one or more courtrooms and associated equipment and share fitness facilities. Court units share and coordinate COOP and other emergency activities and supplies. Court units also jointly participate in Benefits Health Fairs and have worked cooperatively on some aspects of CFC campaigns.

66) Southern District of West Virginia:

Sharing of costs and services has been implemented and/or is being implemented in the following areas:

Sharing with Funds Transfers – All court units share the costs of yearly maintenance for Cisco IP convergence equipment and the DCN router telephone lines in Huntington and Charleston. The District and Bankruptcy Courts share the cost of the PACER router telephone line in Charleston. The Bankruptcy Court pays the District Court for the use of a parking space for a member of the clerk’s staff in Huntington. In addition, the District and Bankruptcy Courts have agreed, but not yet implemented, an agreement to share the costs for carpet replacement in the Beckley courthouse.

Sharing without Funds Transfers – The District and Bankruptcy Courts share courtrooms and visiting judges’ chambers in divisions other than Charleston. The District and Bankruptcy Courts also share parking spaces. The District Court maintains and supports servers and equipment for several national programs for the district, including Lotus Notes, FAS4T and VOIP.

Prospective Sharing – The Bankruptcy Courts for the Northern and Southern Districts of West Virginia have drafted a Memorandum of Understanding to share resources to develop programs, projects and activities in pursuit of shared service goals. Among other things, the Memorandum of Understanding provides for backup services in the areas of human resources, training and office coverage for all-staff meetings, COOP, and annual internal audit services. There also are provisions in the agreement to enhance each court unit’s IT services, including shared on-line CM/ECF training modules and live training sessions, standardized CM/ECF registration to allow simultaneous registration between districts, and a combined listserv.

67) Eastern District of Wisconsin:

Current cost sharing programs are being documented so that they can be analyzed for possible improvements. The Bankruptcy Court is providing all IT support and training, as well as hardware from stock, to the local Seventh Circuit librarian, pursuant to a recent Memorandum of Understanding. The Bankruptcy Court also is completing a Memorandum of Understanding with the Bankruptcy Court for the Northern District of Illinois in Chicago, whereby the two courts will handle each other’s internal audits. In addition, the various court units in the district are meeting to discuss, develop and implement further cost sharing initiatives. Further sharing initiatives include the following:

- 1) Increased cooperation between the District and Bankruptcy Courts in processing appeals.
- 2) Continuous cross-training to be conducted cooperatively between the District and Bankruptcy Courts.
- 3) Pooled personnel resources for the upcoming Facility Access Card (FAC) project initiative. (A central representative will operate as registrar and credential issuer.)
- 4) Cooperative IT sharing when the Bankruptcy Court conducts proceedings in Green Bay, where the District Court has a permanent presence.
- 5) Exploring district-wide educational opportunities.
- 6) Shared district EEO/EDR and COOP plans.
- 7) Joint health/wellness fairs.
- 8) Shared procurement of fitness center equipment and sharing the costs of maintenance of all such equipment.

68) District of Wyoming:

All court units in the District of Wyoming have a lengthy history of collaboration, focusing on cost containment and shared services. Sharing of services and cost savings have been implemented in the following areas:

Courtroom Technology – The District and Bankruptcy Courts share technology and IT support in the Casper courthouse.

IT Costs – All court units share the costs of telephone switches, videoconferencing lines and miscellaneous equipment.

Remote Office Coverage – District and Bankruptcy Court personnel cover for one another when employees are out on leave.

Telecommunications – All court units share the costs and support obligations.

Training – All court units coordinate and share training, as applicable.

Human Resources – The courts share EDR coordinators, with representatives from the District and Bankruptcy Courts serving as EDR coordinators for their opposite number courts to eliminate potential conflicts of interest. Since there are no Human Resources staff employed in the District of Wyoming, these duties are assumed by Chief Deputies and Financial staff.

ID Badges – ID badges are created by the Bankruptcy Court for all court units.

Finance and Budget – All court units share FAST Security Administrators and FAST Vendor Database Managers.

Information Technology – All court units share IT equipment and support services, as needed. All court units also share DCN connections, and Lotus Notes is supported by the District Court for all court unit users.