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*Counsel for the Debtor  
and Debtor in Possession*

**UNITED STATES BANKRUPTCY COURT**  
**NORTHERN DISTRICT OF CALIFORNIA**  
**OAKLAND DIVISION**

In re:

THE ROMAN CATHOLIC BISHOP OF  
OAKLAND, a California corporation sole,

Debtor.

Case No. 23-40523 WJL

Chapter 11

**DECLARATION OF CHARLES M. MOORE  
IN SUPPORT OF THE SEVENTH INTERIM  
FEE APPLICATION OF ALVAREZ &  
MARSAL NORTH AMERICA, LLC AS  
RESTRUCTURING ADVISORY TO THE  
DEBTOR, FOR ALLOWANCE AND  
PAYMENT OF COMPENSATION AND  
REIMBURSEMENT OF EXPENSES FOR  
THE PERIOD OF MAY 1, 2025, THROUGH  
AUGUST 31, 2025.**

Judge: Hon. William J. Lafferty

Date: December 11, 2024

Time: 10:30 a.m.

Place: United States Bankruptcy Court  
1300 Clay Street  
Courtroom 220  
Oakland, CA 94612

Objection Deadline: November 4, 2025



1 I, Charles M. Moore, do hereby declare as follows:

2 The following facts are personally known to me, and if called to do so, I could and would  
3 competently testify thereto.

4 1. I am a Managing Director with the applicant firm, Alvarez & Marsal North America, LLC  
5 (“A&M”).

6 2. I submit this declaration in Support of the *Seventh Interim Fee Application of Alvarez &*  
7 *Marsal North America, LLC as Restructuring Advisor to the Debtor, for Allowance and Payment of*  
8 *Compensation and Reimbursement of Expenses for the Period of May 1, 2025 through August 31, 2025*  
9 (the “Interim Application”).

10 3. I have personally reviewed the information contained in the Interim Application, and  
11 believe its contents to be true and correct to the best of my knowledge, information and belief.

12 4. A&M does not charge for photocopying expenses, print jobs, or scanned copies. However,  
13 it might sometimes be necessary for A&M to send large copying projects to an outside copy service that  
14 charges a reduced rate for photocopying.

15 5. A&M does not charge for local or long-distance telephone calls placed by consultants from  
16 their offices. A&M only bills its clients for the actual costs charged A&M by teleconferencing services in  
17 the event that a multiple party teleconference is initiated through A&M.

18 6. A&M believes the foregoing rates for expenses are the market rates that the majority of  
19 advisory firms charge clients for such services.

20 7. A&M has not been paid or promised any compensation from any source for services  
21 rendered in connection with this case, other than the Debtor’s funds and the retainer paid to it by the  
22 Debtor pre-petition.

23 8. A&M has not entered into any agreement or understanding with any other entity for the  
24 sharing of compensation received or to be received for services rendered and/or to be rendered in  
25 connection with this case.

26 9. A&M believes that the compensation and expense reimbursement sought herein is in  
27 conformity with the *United States Bankruptcy Court Northern District of California Guidelines for*  
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DECLARATION OF CHARLES M. MOORE IN SUPPORT OF A&M SEVENTH INTERIM FEE APPLICATION

1 *Compensation and Expense Reimbursement of Professionals and Trustees*, except to the extent that certain  
2 of the monthly billings are for amounts in excess of \$20,000 per category. Because those categories  
3 involve substantially similar issues, A&M has not attempted to break them into subcategories.

4 10. As made clear in the Interim Application, the compensation and expenses sought herein  
5 were billed at rates no less favorable than those customarily billed by A&M and generally accepted by the  
6 Firm's clients.

7 Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing is true and  
8 correct.

9 Executed this 15th day of October, 2025.

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12 /s/ Charles M. Moore  
13 Charles M. Moore  
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DECLARATION OF CHARLES M. MOORE IN SUPPORT OF A&M SEVENTH INTERIM FEE APPLICATION