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Justice For All

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Justice For All

Patricia Kay Oliver*

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I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

—The Pledge of Allegiance to the Flag of the United States of America[1]

Providing perfect justice for the few does not equate with justice for all. Those of us who can afford legal representation must care about those who cannot if we care about our society.

—Chief Justice of the California Supreme Court, Ronald M. George[2]

I. INTRODUCTION

I am the fifth of six children in a blended family, born just months after my mom watched the Watts riots from the balcony of our apartment in Compton. I am the lightest of the girls in my family with blonde hair, but I did not stand out where we lived. My little brother did. He was the first child in my family of mixed African and European ancestry. We moved often in those years, never really fitting in, as my parents married, divorced, and remarried. We were also very poor in those days, digging in the trash for books, toys, and trinkets. Poverty, however, was not our only hurdle. My mother suffered from serious mental health problems, either physically abusing us or talking of the violence she thought about inflicting. I cried often at night as I struggled to survive in the world into which I was born.

Children in my neighborhood did not have many things to hold on to, but we did have our words and our stories. I found strength in both. Words mattered because no one could take away my name or my honor except me. And stories mattered because they inspired me to believe. I found refuge in the Bible stories I learned at the Salvation Army. I loved to read about Joseph, David, Daniel, and Samson, and I vowed to follow the God who saved them.

No one would have imagined in those early years that I would go to college or law school, and certainly not to UCLA. Nor would they have imagined that I would end up at Heller Ehrman, ranked at the time by the American Lawyer as the Number 2 "A-List" law firm in the United States.[3] But I did both. With few exceptions, I enjoyed everything about my private practice as a lawyer. I served with some of the most brilliant lawyers in the country on some of the largest antitrust cases in history, and, in the process, tackled incredibly difficult legal issues.

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1. 4 U.S.C. § 4 (2006).
2. Ronald M. George, Opening Remarks at the Access to Justice Symposium (April 23, 2008).
3. Aric Press, *The A-List*, AM. LAW., Sept. 2004, at 3, *available at* http://jenner.com/system/assets/assets/5297/original/2004_amlaw_alist_jenner.pdf?1321401055.

Fourteen years into my career, no one would have imagined that I would walk away from my private practice to return to the world of my childhood. But I left my practice to serve as the President and Executive Director of Christian Legal Aid of Los Angeles (CLA-LA) in 2011. This is the story of my journey, which I was honored to share as a panelist addressing the lawyer's role as philanthropist at the *Pepperdine Law Review*'s *The Lawyer of the Future* symposium.

As I will explain in this article, lawyers and law students are uniquely qualified and prepared to serve in philanthropic organizations, especially those committed to improving society by bringing justice to all.[4] There is a crisis in our judicial system as the increasing specialization and heavy workload of private bar attorneys leaves a huge justice gap that disproportionately impacts those in poverty needing free legal advice.[5] If the words in my law school application mean anything, then I know that I must join the battle to bridge this gap—but I never realized how my antitrust experience would tie into legal aid. Now, as a lawyer and a philanthropist, I turn to the paradigms that informed my private practice in an effort to find ways to make justice for all a reality.

The facts are undisputed: the demand for legal aid vastly outweighs the supply of available attorneys if we follow the traditional model of providing ongoing representation for legal services.[6] It is likewise not economically feasible to raise all of the money needed for legal aid attorneys to provide ongoing representation to all in need. With that in mind, the principles of mass production may help us bridge the justice gap. CLA-LA seeks to standardize the legal services we provide and simultaneously expand our geographic reach through urgent care legal aid clinics.[7] This clinic model allows us to lower the barriers to entry by making it easier for private attorneys to serve while avoiding the costs associated with ongoing representation.[8] However, to increase the model's efficacy and support from volunteers and clients, we need to carefully track the data about our legal services and continually find new ways to improve those services.

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4. *See* MODEL RULES OF PROF'L CONDUCT R. 6.1 (2011).

5. *See generally* Gene R. Nichol, Jr., *Judicial Abdication and Equal Justice to the Civil Justice System*, 60 CASE W. RES. L. REV. 325, 327 (2010) ("Study after demoralizing study demonstrates, with daunting and repetitive consistency, that over eighty percent of the legal need of the poor and the near poor . . . is unmet.").

6. *See* Nichol, *supra* note 5 (recognizing "the exclusion from the effective use of our civil justice system of that huge portion of the American populace who cannot afford to pay the fare").

7. *See Services*, CHRISTIAN LEGAL AID OF L.A., http://www.cla-la.org/services (last visited Dec. 5, 2012) [hereinafter CLA-LA *Services*].

8. *See id*.

II. A PASSION FOR JUSTICE

When asked to be a part of the panel to address a lawyer's role as philanthropist, I first looked at the definition of philanthropy. The word "philanthropy" literally means "to love human beings,"[9] but Merriam-Webster currently defines it as "an organization distributing or supported by funds set aside for humanitarian purposes."[10] In one respect, organizations that provide free legal aid like CLA-LA fit well within this definition, because pursuing justice for the most vulnerable is a humanitarian deed. In another respect, however, the pursuit of justice can be seen less as an act of charity and more as a duty of those licensed to practice law. The ABA, therefore, recommends that lawyers provide fifty hours of free legal services to the poor each year, and, looking to that recommendation, the New York State Bar recently adopted rules requiring all new lawyers to satisfy the fifty hour requirement.[11] Whether seen as charity or duty, providing free legal aid gives all of us the opportunity to satisfy one of the noble passions of our profession: the pursuit of justice.

My passion for justice started at a young age. I lived in Compton and Santa Ana during the days of the Black Panther and Brown Power movements, but I must admit that I did not really understand the debates about racial injustice when I lived in those communities. I knew my little brother had brown skin, but I did not care about his skin color any more than I cared about the fact that my sisters had brown hair. In fact, I wished I looked more like them.

When we moved to Westminster, Colorado—an essentially all-white suburb of Denver—in 1975, I soon learned that race determined the privileges given to you by society, including the privilege of walking safely from school to home. This neighborhood was inhabited by white people hoping to avoid brown people. Not surprisingly, the children in our neighborhood would either threaten to beat up my brother or call him derogatory names. I stood as his sole defender.

In the spring of 1978, I found myself walking home from school, on crutches after breaking my leg a week earlier. My brother ran up to talk to me because one of the boys wanted to beat him up. The next thing I knew, we were surrounded by twenty white boys. These boys seemed to think I

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9. GEORGE MCCULLY, PHILANTHROPY RECONSIDERED: PRIVATE INITIATIVES—PUBLIC GOOD—QUALITY OF LIFE 2 (Catalogue for Philanthropy Publication, 2008) (tracing the etymology of the Greek root words "philos," meaning love, and "anthropos," meaning mankind).

10. *See Philanthropy*, MERRIAM-WEBSTER, http://www.merriam-webster.com/dictionary/philanthropy (last visited Nov. 9, 2012).

11. *See* Michael Virtanen, *NY to Require New Lawyers to Provide Free Legal Services: Top Judge*, ASSOCIATED PRESS, May 1, 2012, http://www.nbcnewyork.com/news/local/New-York-Free-Legal-Services-Requirement-Bar-Pro-Bono-Law-Students-Chief-Judge-Jonathan-Lippman-149712235.html; *see also* MODEL RULES OF PROF'L CONDUCT R. 6.1 (2011).

would back down now that my leg was broken, but instead, I told the ringleader that "he would have to kill me first." He snickered in response and started to come after me. I immediately tossed one of my crutches to my brother, used the other as a shield, and pulled my broken leg back to kick him with my cast. The ensuing threats out of my mouth matched my actions, and when the other boys realized I would fight, they left. My opponent, however, did not back down until he saw that he would be fighting alone.

When he left, my brother and I walked home without a scratch on our bodies, but the psychological scars and memories should not be underestimated. Any bullying—whether race-based or otherwise—leaves the victims with terrible scars.[12] I personally abhorred the fact that I could go about life in relative safety because I was white.[13] My brother and I were as close as any children could be in age, stature, intelligence, and kindness. But I always saw my brother as the more beautiful, talented, and athletic one. If anything, he should be treated more kindly.

A few months later, in the summer of 1978, we heard on the news that the United States Supreme Court decided *Regents of the University of California v. Bakke* and ordered the University of California to admit a white man into the medical school.[14] This was my first awareness of the impact of the Court's decisions on the lives of ordinary citizens. I did not know about the cases that preceded this decision, like *Plessy v. Ferguson* or *Brown v. Board of Education*, and thus I admittedly did not have a full understanding of the plurality opinion and the historical significance of judicial decisions governing racial segregation and desegregation.[15] But I did feel like the Supreme Court was out of touch with reality, and I began to dream about becoming a lawyer to right the wrongs I perceived in the decision.

Going to college and law school would not be easy. My first hurdle was getting through high school. I was involved in a serious automobile accident my senior year, one day before I was to take my SATs. I had to postpone college and began to work. During that time, I met and married a young

12. *See* David Farrington & Maria M. Ttofi *Reducing School Bullying: Evidence-Based Implication for Policy*, 38 CRIME & JUST. 281, 281–83 (2009) (detailing, for the uninitiated, "the serious short-term and long-term effects of bullying on children's physical and mental health").

13. A law review article I read during law school was the first and only article that ever captured some of the experiences I felt in my childhood when I witnessed the differences between how my brother was treated and how I was treated. *See* Cheryl I. Harris, *Whiteness as Property*, 106 HARV. L. REV. 1707 (1993).

14. Regents of the Univ. of Cal. v. Bakke, 438 U.S. 265 (1978).

15. Plessy v. Ferguson, 163 U.S. 537 (1896); Brown v. Bd. of Educ., 347 U.S. 483 (1954).

college graduate and officer in the Army. He grew up with the opposite experience to my own: a white boy living in a predominantly black neighborhood and facing racism in that world. His experiences taught me how to think more broadly about race and justice. Also during that time, I received a full scholarship to Cornell College, and he encouraged me to accept it. I confess to being excited but afraid of college. While my grandmother had long told all of us to go to college, no one in my family had yet graduated from a four-year college—and some did not even graduate from high school. But off I went, determined to make the world better.

The economy was in a depression that first year of college, and I soon found myself moving back to California, where I continued my education at a local community college. In the process, I helped to raise three children when their mother got into trouble with drugs. We soon ran out of money, and I could not afford to both go to school and take care of the children. We sent them back to their mother. I spent the next year studying hard to transfer to UCLA and feeling guilty that I could never be as good as George Bailey in *It's A Wonderful Life*.[16]

When UCLA accepted me as a transfer student, I interviewed for a Regent's scholarship. During the interview, someone commented on the hardships I had faced and asked, "Given the hardships you faced, how do you know that you can make it through UCLA?" This question made me feel ashamed, and I answered in the only way I could, "I don't know." I lost the scholarship. I still went to UCLA, only on faith that the money would come. It did, and I made it through UCLA, graduating with the highest academic honors available in the College of Letters & Science.

When I went to law school, also at UCLA, I thought my path as a lawyer was clear—I would study constitutional law and then work for a government agency where I would help enact and enforce just laws. My first job as a lawyer was for a highly-regarded law firm that specialized in representing municipalities and local agencies. It seemed like the perfect way to harmonize my professional dreams with my need to pay off my law school loans.

Soon after graduating from law school, I began to second-guess my decision. Before law school, I had worked for two years at a firm that represented banks and other commercial institutions. I enjoyed business litigation much more, but there were no opportunities where I worked to do business litigation. I then joined Heller Ehrman, where I enjoyed working on large cases. I knew that when we succeeded, we helped our clients employ tens of thousands of people, all of whom could support their families and live in either a middle-class or better community.

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16. *See* IT'S A WONDERFUL LIFE (Liberty Films 1946).

My desire for public service, however, remained. One day, I learned that the Christian Legal Society wanted us to organize Christian attorneys in Los Angeles to provide free legal aid to the poor. It reminded me of a similar message from one of my law school professors, Michael Asimow, only he had said that every temple, church, and synagogue should offer free legal aid after their worship services. Hearing a similar message years later, I agreed to help and reached out to my colleagues at Heller Ehrman to form Christian Legal Aid of Los Angeles. I served on the CLA-LA board in those early years, leaving the operations to the executive director.

While every part of me wanted to see justice happen, I did not want to actively provide legal aid because the injustices and losses in my life haunted me. The face of poverty reminded me of the child I had been, the children I wanted to help, and the lives that were forever scarred by injustice. I preferred the lifestyle of a successful attorney: a beautiful home overlooking the Annandale Golf Course, a nice car, wonderful vacations, fine hotels, spa appointments, and visits to the Chanel counter. There were no thoughts of Compton, Santa Ana, or Westminster in my new world; there were no pictures of hungry or hurting people; and there was no digging in trashcans. I felt safe from the world of my childhood and yet satisfied in the knowledge that I was doing something to help by serving on the board of CLA-LA.

It would take several years before I could move from behind the curtain. This transformation came only through a series of events that started four years ago. I had spent much of my career working with the same lawyer, and when he left the practice of law to move to Arizona in 2008, I went to work with extended family members at a Long Beach law firm. I had worked at this firm as a paralegal before law school when I was saving to go to law school and also helping to raise one of the children who lived with me in college. I planned to adopt her this time, but when puberty hit, she rebelled and returned to Colorado where life was very hard. It devastated me to see what happened. I ran away from Long Beach in 1995, moved to Westwood, and did not return until 2008 when I finally felt strong enough to return and face my losses. The tears I had bottled up poured freely when I returned, and out of the tears came peace. I no longer feared my childhood. Instead, I embraced the fact that God had guided me out of the poverty of my childhood: I could proclaim that miracles do happen.

Now more than ever, I wanted my son Aaron to know and understand God because then Aaron would also have the faith needed to survive in the face of insurmountable odds. When Aaron started boasting about who was the richest or smartest student, I knew I was not teaching him the lessons he

needed to know. I went to the Bible and found a passage by the prophet Jeremiah teaching us not to boast about being rich or strong or smart. Jeremiah instead reminds us that if we are going to boast, it should be about knowing and understanding that God "exercises kindness, justice and righteousness on earth."[17] Remembering the importance of justice to the God of Abraham, Isaac, and Jacob, I prayed that I could teach Aaron that God calls us to "act justly," to "[d]efend the cause of the fatherless [and to] plead the case of the widow."[18] This God cares so much for the poor and underserved; he told us to speak up for "all who are destitute." [19] Not the good ones. Not the pretty ones. All.

A year later, the student became the teacher, leaving me with no option but to make career choices I never anticipated. CLA-LA's executive director resigned in 2011, and I started to consider whether to apply for this position. I also made the mistake of watching one of my favorite sermons by Dr. Tony Campolo, *It's Friday but Sunday's Coming*.[20] In that famous sermon, Dr. Campolo looks at the character of God, and, in particular, God's concern for the poor, the prisoner, the naked and the hungry.[21] I felt like I had a narrow window of opportunity to help, but it would require that I quit my job, sell my house, cash in my only retirement account, and sell some jewelry. I spent many weeks praying and seeking counsel from dear friends.

Finally, I knew what I thought God wanted me to do, but I had to talk to Aaron. I bought our grey beach cottage in Seal Beach for his birthday, and asking him to sell it would be very difficult. I sat Aaron down in the kitchen and told him that I had an opportunity to "help the poor." But I needed to ask him a question. Aaron kept eating his snack and did not react. I then added that taking this job would require that we sell our home, and I wanted to ask him if that was okay. Aaron responded quickly, "That's not a fair question." I reassured him that it was fair "because no decision had been made." Frankly, I thought I had my get out of jail free card. After all, I could not sell the house if he said no. Without hesitating, Aaron replied, "There is no decision. How can I say no to the homeless?" I must confess I had never expected him to respond in that way. We talked, and we cried.

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17. "[L]et not the wise boast of their wisdom or the strong boast of their strength or the rich boast of their riches, but let the one who boasts boast about this: that they have the understanding to know me, that I am the LORD, who exercises kindness, justice and righteousness on earth, for in these I delight." *Jeremiah* 9:23–24.

18. "And what does the LORD require of you? To act justly and to love mercy and to walk humbly with your God." *Micah* 6:8. "Defend the cause of the fatherless, plead the case of the widow." *Isaiah* 1:17.

19. "Speak up for those who cannot speak for themselves, for the rights of all who are destitute. Speak up and judge fairly; defend the rights of the poor and needy." *Proverbs* 31:8–9.

20. Audio Recording: Tony Campolo, It's Friday but Sunday's Coming (Jan. 1, 2000), *available at* http://tonycampolo.org/sermons/2000/01/its-friday-but-sundays-coming/.

21. *Id*.

But the decision was made. We agreed to sell our home, and together, we stepped out in faith.

III. LEGAL AID CRISIS

When I took over as the Executive Director of CLA-LA, the volume of need overwhelmed me. In 2005, the California State Bar estimated that there was one legal aid attorney for every 8,361 potential clients below the poverty line.[22] As daunting as those statistics sounded, they seemed out of date just seven years later in the aftermath of the economic downturn.[23] My own outreach to local churches suggested that CLA-LA could serve 500,000 people each year if we simply found a mechanism for reaching all of the potential clients. One New York legal aid organization made similar estimates, noting that it turned away *eight out of every nine potential clients,* leaving some 352,000 clients without assistance.[24]

In the wake of these staggering numbers, how can we not, as a profession, dedicate more resources to figuring out a solution to this crisis? It will only increase in magnitude if we do not take immediate action. If we take the words "justice for all" seriously,[25] and if we believe God calls us to speak up for "all who are destitute,"[26] we must reconsider the face of legal aid and find more cost-effective approaches to meet the growing need.[27]

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22. CAL. COMM'N ON ACCESS TO JUSTICE, ACTION PLAN FOR JUSTICE, 9 (April 2007) [hereinafter ACTION PLAN], http://www.calbar.ca.gov/ LinkClick.aspx?fileticket=2ytHUrqEBHs %3D&tabid=738.

23. *See* LEGAL AID FOUND. OF L.A., PARTNERSHIPS: ANNUAL REPORT 2010, at 22 (2010), *available at* http://www.lafla.org/pdf/LAFLA_AR_2010.pdf ("The continuing economic crisis that struck in 2008 has pushed more individuals and families to the brink of poverty and homelessness . . . . [D]emand for free legal services . . . has grown exponentially.").

24. *See* Michael Virtanen, *NY to Require New Lawyers to Provide Free Legal Services: Top Judge*, 4 N.Y. (May 1, 2012, 5:29 PM), http://www.nbcnewyork.com/news/local/New-York-Free-Legal-Services-Requirement-Bar-Pro-Bono-Law-Students-Chief-Judge-Jonathan-Lippman-149712235.html ("'We're turning away eight clients for every nine that come in for help,' Steven Banks, attorney-in-chief for the Legal Aid Society of New York City, said afterward. He said they take about 44,000 civil cases a year. 'This initiative will certainly help,' he said.").

25. The Pledge of Allegiance to the Flag, 4 U.S.C. § 4 (2006).

26. *Proverbs* 31:8–9.

27. In addition to the increased number of citizens in need of legal aid due to the economic downturn, the Legal Services Corporation (LSC) recently confirmed that local legal aid programs are expected to significantly reduce staffing in 2012 due to funding cuts. *See* Press Release, Legal Servs. Corp., Funding Cuts Expected to Result in Nearly 750 Fewer Staff Positions at LSC-Funded Programs (Aug. 15, 2012), *available at* http://www.lsc.gov/media/press-releases/funding-cuts-expected-result-nearly-750-fewer-staff-positions-lsc-funded. According to a recent LSC survey, within those legal aid programs experiencing a decrease in federal funding, "91 percent (87 programs) expect to serve fewer clients and accept fewer cases, and 73 percent (70 programs) will

Justice should not be treated like some outdated fashion—lest we risk the very freedoms we all cherish.

A. The Principles of Mass Production May Increase Access to Justice and Thereby Bring Us Closer to Living in a Nation with Justice for All

As an antitrust lawyer and business litigator, I initially did not understand how any of my training would be relevant to legal aid. I have yet to give any advice about alleged violations of the Sherman Act or any other business-related issue. But law school trained me to do more than specialize in one area of the law—it trained me to think.

I could not sleep at night as I took in the full magnitude of the current crisis. CLA-LA needed to substantially increase the number of clients served, but ongoing representation would be too costly. CLA-LA could not offer traditional legal representation whereby we would handle all of each client's communications and negotiations from the moment we were retained until the close of each matter. I also realized that it would be almost impossible for CLA-LA, or any other legal aid organization, to raise enough funds to meet the demand.[28] The model for CLA-LA would have to be different.

One night, it hit me. Access to justice should be approached like any product or service. We should determine how it can be standardized and then make that product ubiquitous. Providing perfect justice should not be the goal. "Providing perfect justice for the few does not equate with justice for all. Those of us who can afford legal representation must care about those who cannot if we care about our society."[29]

Like all of the existing legal aid programs in Los Angeles, CLA-LA provides the best legal aid possible given our resources—but thus far, none of us have made justice ubiquitous.[30] For example, despite the vast size of this county, most of the legal aid programs in Los Angeles are located near downtown or in Koreatown.[31] In addition, existing legal aid programs

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restrict the types of cases accepted." *Id.*

28. *See* Carrie Johnson, *Legal Aid for the Poor in 'State of Crisis'*, NAT'L PUB. RADIO (June 15, 2012), *available at* http://www.npr.org/2012/06/15/154925376/legal-help-for-the-poor-in-state-of-crisis (reporting that all traditional government and private funding streams for legal aid programs are at "record lows" and "under attack").

29. George, *supra* note 2.

30. There are other mechanisms that improve access to justice for those who cannot afford to hire an attorney. For example, class action lawsuits and contingency lawsuits are effective in many cases. These methods do not, however, address many small matters that greatly impact the lives of homeless families, disabled veterans, and the working poor. This is one of the many justice gaps that legal aid providers, like CLA-LA, seek to bridge.

31. There are, however, valuable self-help materials prepared by the California courts that are available on the internet. *See Online Self-Help Center*, CAL. CTS., http://www.courts.ca.gov/selfhelp.htm (last visited Oct. 24, 2012).

generally fall into one of the following categories: (1) full service law firms, (2) specialized programs that provide assistance on specific legal issues, and (3) court programs that offer some specialized self-help service in limited areas.[32]

Given the overwhelming need for free legal aid, the answer to the growing crisis is not simply expanding fundraising to offer more ongoing representation. Such representation is extremely cost-prohibitive and cannot satisfy the overwhelming demand. The state of California recognized this weakness in recruiting volunteers to handle ongoing representation and, in 2008, adopted ethics rules that increase lawyers' ability to provide limited-scope representation.[33]

CLA-LA thus proposes a model whereby legal aid organizations offer (or increase) their legal urgent care services. For purposes of this discussion, legal urgent care refers to legal aid offerings at clinics staffed by volunteer attorneys trained to advise and equip clients to handle the legal dispute on their own (or with limited return trips to the urgent care clinic). Such urgent care services can be standardized to ensure the legal aid organization serves the highest number of clients possible, in the most efficient manner and with the best possible care. While ongoing representation is the preferred and traditional model for legal advice, the justice gap requires alternative measures to competently serve more clients. Indeed, ongoing care probably works better in medicine too, but given the high costs, the medical profession meets a patient's needs in our communities by extending the available options for urgent and emergency care.

CLA-LA recognizes that some clients simply cannot speak for themselves, but also believes that we can and should—through urgent care clinics—equip people to speak for themselves when possible. Corporations

32. The full service law firms offer everything from self-help clinics to ongoing representation, but their emphasis tends to be legal education programs or assistance in ongoing matters. The specialized programs also provide legal education and ongoing representation, and seem to create many opportunities for volunteers to step in on a limited basis. These programs, however, are usually located in Downtown Los Angeles or Koreatown, and they do not reach all in need. Nor is there any effective mechanism for meeting with clients with multiple legal issues, helping to prioritize those needs, and then either assisting on the spot or advising about other legal aid programs. This is a gross oversimplification of the legal aid programs available in Los Angeles, but it helps to begin the dialogue about the barriers to justice and what can be done to remove them.

33. The California Supreme Court approved limits on the scope of the conflict rules set forth in Rule 3-310 of the California Rules of Professional Conduct, and the modifications enacted in Rule 1-650 now enable more attorneys to offer advice in limited legal services program. *See* CAL. RULES OF PROF'L CONDUCT R. 1-650 (2009).

regularly train their people to speak up, knowing that there are certain barriers to speaking out in a corporate environment.[34] Legal aid should be approached in the same manner. When we educate clients about their legal rights and equip them to speak out in a positive manner, we truly give clients a "hand-up," not a hand-out.

In some ways, my suggestion that we standardize is not novel to legal aid or civil litigation. Experienced business litigators know they should not duplicate work done for their client, or they will not get paid. And most legal aid programs create standardized materials to use internally in serving their clients.

What I am suggesting is that standardization goes hand-in-hand with the development of urgent care clinics that are spread throughout the community. I am not aware of this type of legal care being done on a broad scale. Widespread legal urgent care centers provide significant cost savings along with protective mechanisms to prevent litigation. In addition, the very presence of multiple legal aid clinics may serve as a deterrent no different than the impact of seeing a police officer patrolling a neighborhood. Effective programs, however, require proper record-keeping and continual analysis so that we learn from the advice being given and improve the standardized materials used at clinics.[35]

B. An Urgent Care Model Requires a Different Approach

Just as medical urgent care programs require a different approach than medical care proper, legal urgent care requires different skills than ongoing representation. There are three key characteristics that must exist to provide adequate legal urgent care on a broad scale: (1) there must be increased efficiency to serve more clients in the shortest possible period of time, (2) volunteers must develop unusual sensitivity to build trust with new clients in a short amount of time, and (3) clinics must offer multi-

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34. For example, VitalSmarts—an innovator in corporate and organization training—provides, among other items, training on how to confront colleagues at work, and, in doing so, create better products and companies. *See, e.g.*, *Products + Solutions*, VITALSMARTS, http://www.vitalsmarts.com/products-solutions/ (last visited Oct. 16, 2012).

35. Unbundled services are attractive because they appear to be a mechanism for more efficiently allocating inadequate resources, but according to some commentators, the efficacy of self-help programs has not been rigorously studied. *See* Jessica K. Steinberg, *In Pursuit of Justice? Case Outcomes and the Delivery of Unbundled Services,* 18 GEO. J. ON POVERTY L. & POL'Y 453, 457, 464, 470–71 (2001). Leaving aside the admitted limitations in empirical data, it is important to note that the legal urgent care offered by CLA-LA is not directed solely at matters that go to court. For example, the cost of small claims proceedings exceeds the cost of the security deposits sometimes recovered by CLA-LA clients, and since the clients do not have the funds needed for litigation, it is impossible to weigh the efficacy of urgent care services solely by looking at the results in court. This understandably limits objective analysis, but as we test the urgent care model, we hope to develop more empirical data to determine its efficacy.

disciplinary services to handle clients needing mental health care or social work.

First, to serve as many clients as possible at an urgent care clinic, clinics must offer efficient legal services from the moment the client walks in the door until he or she leaves. Walk-in clients have legal issues that run the gamut, and at the intake stage, CLA-LA must immediately identify the most likely legal issue and assign the client to attorneys capable of assisting with that issue. The assigned attorneys must then carefully interview the client to untangle the legal issues, determine whether the initial case assessment about the legal issue was correct, and then prioritize those issues that can be addressed at the clinic. Attorneys must have access to standardized checklists in order to focus the interview on the legal and factual information needed to determine quickly what legal service to provide.

In this model, it can be difficult to quickly or accurately provide advice because clients often lack access to basic and necessary documents. For example, many homeless clients lose their documents as a result of evictions, divorce, and theft. In such cases, attorneys must guide the client on how to obtain new documents and, to the best of their ability, how to proceed to protect their legal interests. Finally, attorneys must identify the issues that require ongoing care and provide immediate referrals.

Second, legal urgent care does not only require greater efficiency, it also requires a delicate dance by lawyers assisting clients with very sensitive issues in a short period of time. Trust is critical to any attorney-client relationship, and there is little time to develop trust at an urgent care clinic. In addition, clients needing urgent legal aid are often more distrustful than corporate clients, and attorneys must look for ways to build a client's trust quickly. More often than not, I have been called to share personal anecdotes to encourage clients to open up during interviews. An opening prayer, humor, or kind smile may also work. In any case, CLA-LA volunteers must act in a compassionate manner to both decrease the time needed for the interview and increase the client's candor.

Third, urgent care clinics benefit greatly when other professionals are on site to assist. In a three-hour clinic, we regularly see at least one or more clients with mental health problems, but the attorneys do not have the time or skills necessary to handle these issues. In such cases, it helps to have other professionals present to assist clients. In some cases, these clients are not only the most vulnerable, they are also among the most deserving of free legal aid. For instance, we see many veterans in this category. The presence of other professionals who can address the non-legal problems greatly increases the efficiency and compassion of the care provided.

In sum, the urgent care model requires that we train and equip volunteers to be as efficient as possible while simultaneously showing extraordinary compassion and guiding clients to the appropriate professionals to assist with non-legal matters. As described in more detail below, this model will allow us to expand geographically and overcome the barriers now impeding volunteers from serving.

C. An Urgent Care Model Can Reach More People by Expanding Geographically

Standardization alone is not new in the legal field, but it is novel when combined with an outreach program designed to vastly increase geographic distribution of legal service programs. For example, there are 4,084 square miles in Los Angeles County, but CLA-LA, like most legal aid organizations in this community, provides services primarily in or near the downtown area.[36] In general, individuals who live outside of the downtown region cannot obtain free legal aid without first finding the right legal aid organization, traveling to an unfamiliar part of the city, and then hoping to be one of the lucky 8,361 potential clients.[37]

These barriers can be lowered if urgent care clinics are offered across the county. The model as suggested by Michael Asimow when I went to law school[38] provides the natural distribution method—through places of worship. Churches, synagogues and temples are spread throughout the community, and they are places of refuge and salvation for many who have no other place to go. They are a natural conduit for legal aid.

Some of the best legal aid organizations in this county, like Neighborhood Legal Services and the Legal Aid Foundation of Los Angeles, have offices that bridge the geographic gap, but these offices bridge the gap primarily through self-help centers at local courthouses.[39] The court-based self-help model indisputably increases access to justice in the relevant geographic regions, but given the demand, there is room for more.[40] Self-

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36. *See About LA County*, LACOUNTY.GOV, http://www.lacounty.info/wps/portal/lac/about (last visited Oct. 16, 2012) (Los Angeles County "is one of the nation's largest counties with 4,084 square miles, and has the largest population of any county in the nation. Approximately 27 percent of California's residents live here. . . . If it were a nation, the County would have the 19th largest economy in the world.").

37. ACTION PLAN, *supra* note 22, at 9.

38. *See supra* p. 515.

39. *See* Neighborhood Legal Servs., *Contact Us*, NLSLA, http://www.nls-la.org/contact.php (last visited Oct. 16, 2012); *Contact/Find Us*, LEGAL AID FOUND. OF L.A., http://www.lafla.org/contact.php (last visited Oct. 16, 2012).

40. *See* Jud. Council Cal., *News Release: Self-Help Legal Centers Improving Access to Justice, State Report Finds* (Mar. 2, 2005), http://www.glenncourt.ca.gov/general_info/press/docs/Self_Help_centers_improving.pdf; *see also* Margaret Martin Barry, *Accessing Justice: Are Pro Se*

help clinics are not available in every courthouse. More importantly, courthouse self-help programs do not cover every legal issue and typically serve as the last stop before a court filing.[41]

There is a great need for geographic distribution of services to assist people before litigation ensues or when litigation does ensue. CLA-LA often sees clients who cannot be served by existing programs because there is no litigation pending (e.g., when a landlord threatens to evict the client but no eviction proceeding has yet been brought).[42] Offering clinics at places of worship substantially increases the geographic reach of legal aid and also allows lawyers to assist clients in avoiding litigation in the first place.[43]

At CLA-LA, we hope to work closely with faith-based charities and churches to substantially increase the geographic reach and serve more people than possible under the current system.[44] We are developing all of our services to be mobile so that we can easily transport all of our supplies from one clinic to another and reach clients across Los Angeles County. In fact, communities of faith provide greatly needed social services and connections that make access to justice a much more fulfilling experience, allowing us to provide legal services and refer clients to appropriate places for food, clothing, and shelter. This ability to meet a client's non-legal needs increases volunteer satisfaction, and, more importantly, it increases client satisfaction. Thus, offering urgent care clinics at local churches or other places of worship is a natural fit for legal aid.

IV. RECRUITING PRIVATE VOLUNTEERS TO SERVE

One of the difficulties facing any legal aid program is the recruiting of attorneys to provide free legal services. The barriers to recruiting range

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Clinics a Reasonable Response to the Lack of Pro Bono Legal Services and Should Law School Clinics Conduct Them?, 67 FORDHAM L. REV. 1879 (1999).

41. *See, e.g.*, *Self Help Resource Centers Guide*, L.A. SUPERIOR CT., http://www.lasuperiorcourt.org/familylaw/ui/pdfs/SelfHelpCentersLocations.pdf (last visited Oct. 16, 2012) (providing a breakdown of the different legal issues covered in different self-help resource centers across Los Angeles county); *see generally Clinics and Workshops*, LEGAL AID SOC'Y ORANGE CNTY & CMTY. LEGAL SERVICES SE. L.A. COUNTY, http://www.legal-aid.com/Home/Hotline (last visited Oct. 16, 2012) (providing an example of the types of legal issues covered by self-help clinics).

42. *Home,* CHRISTIAN LEGAL AID OF L.A., http://www.cla-la.org/home (last visited Dec. 5, 2012) [hereinafter CLA-LA *Home*].

43. *See generally Clinics*, CHRISTIAN LEGAL AID OF L.A., http://www.cla-la.org/clinics.html (last visited Dec. 5, 2012) (providing an example of how offering clinics at places of worship such as Christian churches increases the geographic reach of legal aid).

44. *See* CLA-LA *Services*, *supra* note 7.

from increased specialization and overwork to conflicts, improper training, and lack of resource materials. The urgent care model removes some of these barriers.

A. Private Bar Attorneys Are Too Specialized or Overworked to Help

There are simply not enough legal aid attorneys to provide access to justice for our most vulnerable citizens, and there are not enough volunteers to make up the difference.[45] Private bar attorneys are too busy to handle legal aid matters, and they often specialize in handling legal issues rarely faced by the poor and working poor. Thus, any effective cure for the legal aid crisis must take into account the ability to recruit and properly equip private bar attorneys.

The legal urgent care model relies upon standardizing all intake materials and checklists in such a way that volunteers can assist clients with all of their basic legal needs. It also relies upon training programs that volunteers can use at any time. For instance, CLA-LA now provides training through YouTube videos.[46] The standardized checklists and the training materials not only educate attorneys, they also ensure a basic level of service and certain legal advice for all clients. By utilizing these mechanisms, volunteers become more confident in providing effective and valuable services. This is key because volunteers must feel like they are doing something important and effective.

Finally, the urgent care model is self-contained in terms of the time commitment. Volunteers select clinics when they want to serve and then serve for a discrete period of time.

B. Existing Legal Resources Are Often Too Confusing for Urgent Care

As discussed above, the clinic model requires more efficiency than the ongoing representation model, but there are several problems with published reference materials when it comes to offering legal urgent care.

First, these legal reference materials are too voluminous for urgent care models. For example, CLA-LA has a three-inch binder on landlord tenant issues. That binder's purported purpose is to educate lawyers on how to assist clients with landlord-tenant disputes, but one look will cause the ordinary volunteer to run away in fear. The self-help materials created by the California Judicial Council on this same topic are much simpler, and our

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45. Rabiah Alicia Burks, *States Differ Greatly on Access to Civil Legal Aid, Study Shows*, A.B.A. NEWS SERV. (Aug. 8, 2011), http://www.abanow.org/2011/08/states-differ-greatly-on-access-to-civil-legal-aid-study-shows/.

46. *See Christian Legal Aid of Los Angeles*, YOUTUBE, http://www.youtube.com/user/claofla?feature=results_main (last visited Oct. 17, 2012).

volunteers regularly use these materials.[47] These website materials, however, are still quite voluminous when printed out, and they generally contain more information than needed in our clinics.

In addition, most of the existing written materials are written from the wrong perspective—most reference materials are written to instruct lawyers on how to handle all negotiations, communications, and filings for a client. These materials miss the fundamental building blocks when lawyers must educate and inspire clients to help themselves. Teaching is different from advocacy. There are reference materials written from a self-help perspective, but they too fail to set forth the building blocks needed to educate and inspire clients.[48] It is also difficult to locate concise materials and handouts to give to clients to explain the steps they should follow after leaving a clinic (e.g., how to serve or file documents).

When I began looking at the sheer volume of information available, and the elements missing from almost all of those resources, I could not help but recall my days in private practice. We were trained to prepare some of the top attorneys in this country for oral argument, and those litigators had a simple philosophy: put everything on one page. "If it is any longer, we lose before we started." With a plethora of materials all written from the wrong point of view, the available legal resources increase the complexity rather than decrease it. I could not help but believe that CLA-LA had lost before it started.

In the wake of this conclusion, we recruited a team of ten interns from four different law schools, all of whom were tasked to become experts in one of ten different legal arenas.[49] We asked the interns to look at all of our client files from the last six years and create standardized checklists comprising both the pertinent legal information and the necessary factual questions required to handle each of the various legal issues. Each intern reported directly to an expert in that area of the law to determine whether he or she accurately and adequately identified the legal and factual issues that usually arise in an urgent care clinic. With feedback from these experts, CLA-LA intends to utilize the checklists in training volunteers to handle and treat the most basic legal problems encountered at our clinics. Based upon early estimates, CLA-LA is able to assist 70% of our clients at the clinics

47. Materials available at *Online Self-Help Center*, *supra* note 31.

48. *See, e.g.*, *id*.

49. Our interns came from Pepperdine University School of Law (Jordan Goldberg, Elaine Kim, Sandra Nguyen and Katherine Schober), Loyola Law School (Bernadette Johnson, Joshua Ramirez, Matt Robinson and Hee Jae Yoon), UCLA Law School (James Lou), and the University of Washington School of Law (Jennie Chen).

and refers out approximately 30% of all clients. The checklists provide information for both services.

CLA-LA is now tracking data from our clinic services. We require strict recordkeeping for all clinic appointments so that we can review the checklists and materials prepared this summer and amend them in future years to better serve our clients. For mass production to work properly, it must be continuously studied and improved. This capturing of intellectual capital will allow CLA-LA to improve the services provided and improve volunteer satisfaction.

C. An Urgent Care Model Facilitates Resolution of Conflicts Checks

Another difficulty faced in the ongoing representation model is the application of rules governing conflicts of interest. In large firms, clearing a conflicts check can be difficult if not impossible.[50] In response to the need to recruit more attorneys from the private bar to provide legal aid, many states—like California—have adopted rules to minimize the difficulties with conflicts checks. The comments to Rule 1-650 of the California Rules of Professional Conduct explain the reasons for these new regulations:

> Courts, government agencies, bar associations, law schools and various nonprofit organizations have established programs through which lawyers provide short-term limited legal services—such as advice or the completion of legal forms—that will assist persons in addressing their legal problems without further representation by a lawyer. In these programs, such as legal-advice hotlines, advice-only clinics or pro se counseling programs, whenever a lawyer-client relationship is established, there is no expectation that the lawyer's representation of the client will continue beyond that limited consultation. Such programs are normally operated under circumstances in which it is not feasible for a lawyer to systematically screen for conflicts of interest as is generally required before undertaking a representation.[51]

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50. Some large firms have developed a work-around to conflicts issues that allows for a minimal conflicts check and prefers cases referred from established organizations. *See* Scott L. Cummings, *The Politics of Pro Bono*, 52 UCLA L. REV. 1, 72 (2004). *See generally* Ursula Furi-Perry, *Avoiding Conflicts of Interest: Experts Speak Out on Conflict Checks,* EMP. CROSSING, http://www.lawcrossing.com/article/806/Avoiding-Conflicts-of-Interest-Experts-Speak-Out-on-Conflicts-Checks/# (last visited Oct. 17, 2012) (discussing the difficulties large firms face while performing conflicts checks).

51. CAL. RULES OF PROF'L CONDUCT R. 1-650 cmt. 1 (2009). Rule 1-650 limits the conflict of interest as outlined in rule 3-310 in limited legal services programs; Rule 1-650 was the adoption of rule 6.5 from the *Model Rules of Professional Conduct*. *See id.* R. 1-650; MODEL RULES OF PROF'L

CLA-LA seeks to offer services that fall primarily, if not entirely, under this Rule.[52] In doing so, we believe that the conflict barrier is lowered for private bar attorneys.

V. EXCELLENT TRAINING FOR LAW STUDENTS AND NEW LAWYERS

Because of the low barriers to entry, law students and young lawyers serve as key components in the urgent care model. In fact, legal urgent care clinics are ideal places to train law students and new lawyers.[53] Volunteers improve several skills needed not only to pass the bar examination, but also to better serve clients.[54]

First and foremost, lawyers and law students improve their oral communications skills.[55] In the age of the internet and electronic communication, it is easy to hide behind written words and avoid learning how to interview a client and identify the relevant, missing, and hidden facts. Such skills are best attained by listening and communicating directly with clients. The interns who serve with CLA-LA have more client contact in three months than an associate would have in the first three years at a large firm.

Interns and volunteer lawyers also greatly improve their ability to analyze and spot legal issues. With sixty to ninety minutes in each clinic meeting, volunteers must sift through overlapping legal issues, prioritize the issues requiring immediate care, and find real answers to real problems. There is simply no room for academic or theoretical answers, and CLA-LA interns develop the skills of a can-do attorney. They think on their feet in client meetings and are better equipped in court. In addition, the speed within which they must operate at a legal clinic is almost identical to the speed required to answer essay questions on the bar examination, an added perk.

Having successfully learned how to communicate and issue spot, the interns and lawyers develop poise and confidence. They communicate well with more senior volunteers, attorney mentors, and clients, and their substantive advice carries much greater weight. They serve as subject

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CONDUCT R. 6.5 (2011). Discussion note 1 is the logical reason for adopting rule 1-650. CAL. RULES OF PROFESSIONAL CONDUCT R. 1-650 cmt. 1.

52. *See About Us*, CHRISTIAN LEGAL AID OF L.A., http://www.christianlegalaid-la.org/about-us.html (last visited Sept. 17, 2012).

53. Barry, *supra* note 40, at 1918–25.

54. *Id.*

55. *Id.* at 1919.

matter experts, educating lawyers about legal issues outside of their normal area of expertise.[56] The growth in the interns' and young lawyers' composure cannot be overstated, and with increased connections in the legal community, they must surely have a much better chance of finding employment.

VI. THE FINAL BARRIER TO LEGAL AID: DEFINING JUSTICE

A few months ago, I asked my ten-year-old son what he thought about "justice for all." He responded that he had "never heard of it." I then asked him if he knew the Pledge of Allegiance. He looked surprised: "Oh yes mommy, I forgot about that. What does it mean?"

My son's question led me to examine the history behind these three words. I looked at how the author of the Pledge of Allegiance, Francis Bellamy, described the Pledge. It turns out that these three words were always in the Pledge (as originally drafted): "I pledge allegiance to my flag and to the Republic for which it stands—one Nation, indivisible, with liberty and justice for all."[57]

Mr. Bellamy, however, did not offer much of an explanation of "justice for all."[58] He instead wrote that this phrase, "liberty and justice for all," captured our "past, present, and future."[59]

Mr. Bellamy never anticipated that children would understand these words.[60] He instead intended to capture a child's heart:

> What are the elements in it which have made it survive through generation after generation of school classes? What is the grip in it? Nobody can tell. . . . While it has a rather stately rhythm which may make it fairly easy to swing into, yet it is a plunge into historical doctrines and aspirations.
>
> In that latter characteristic of national doctrine and aspiration, this pledge would seem far better adapted to educated adults than to children. Yet somehow it has taken hold of the imagination of the successive school generations before they can possibly understand

56. *Get Involved: Service Opportunities for Lawyers and Law Students*, CHRISTIAN LEGAL AID OF L.A., http://www.christianlegalaid-la.org/get-involvedcontact.html (last visited Oct. 17, 2012).

57. Francis Bellamy, *The Story of the Pledge of Allegiance to the Flag*, 8 UNIV. ROCHESTER LIBR. BULL., no. 2, 1953, http://www.lib.rochester.edu/index.cfm?PAGE=3418.

58. *Id.*

59. For example, Mr. Bellamy considered adding "[l]iberty, equality, fraternity" but rejected it as "too fanciful." *Id.*

60. *Id.*

> its historical significance. They shout it with shrill enthusiasm: and they regard it kindly as they grow up.[61]

So what is "justice for all?" Leaving aside the commercialism that inspired its drafting, these three words are more than patriotic propaganda.[62] They represent the fundamental building blocks of a just and civilized nation where governments exist by virtue of the written law, and the rights and responsibilities of citizens are determined according to the rule of law.[63] In other words, justice does not depend upon the whim of the local officials or the sovereign, nor does it depend upon whether you are a citizen or an alien.[64]

The rule of law and justice can be seen as great equalizers. They help ensure that success or failure is determined by each person's own work ethic. The ability to buy a home, raise a family, work, and otherwise pursue happiness is determined by each citizen's hard work in a just society. We can beat the odds when we are treated justly and when we have remedies to address instances of injustice.[65] Individuals who live in a just society need a "hand-up," not a hand-out, in order to live a fulfilling life.[66]

I do not mean to diminish the "differences of opinion about what justice actually" looks like.[67] But many of those differences likely arise from varying spiritual beliefs: "Underneath all notions of justice is a set of faith assumptions that are essentially religious, and these are often not acknowledged."[68]

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61. *Id*.

62. *Id*.

63. The United States judicial system is "distinctly American in concept and function." *See The Court and Constitutional Interpretation*, SUP. CT. U.S., http://www.supremecourt.gov/about/constitutional.aspx (last visited Oct. 17, 2012). This

> stems, in large part, from the deep commitment of the American people to the Rule of Law and to constitutional government. The United States has demonstrated an unprecedented determination to preserve and protect its written Constitution, thereby providing the American 'experiment in democracy' with the oldest written Constitution still in force.

Id.

64. The importance of fair and consistent application of the written law pre-dates the founding of this country and the adoption of the United States Constitution. This concept was part of Torah, the law governing Israel. Chapter Twenty-Four of the book of Leviticus provides as follows: "You are to have the same law for the alien and the native-born." *Leviticus* 24:22.

65. CLA-LA *Services*, *supra* note 7.

66. *Id*.

67. TIMOTHY KELLER, GENEROUS JUSTICE 150 (2010).

68. *Id*. at 154.

For the most part, however, the academic and religious debate about the definition of justice has little to do with what actually happens in an urgent care clinic. CLA-LA does not seek to advocate for new laws, protest existing laws, or bring high profile litigation to advance our organization's communication or presence in the community.[69] Instead, we simply seek to identify the myriad legal issues facing the poor in our community, and then educate these individuals as to their legal rights and remedies and empower them to handle the dispute or negotiation on their own.[70] CLA-LA seeks to unite people from all political parties and all walks of life behind a common good—defending the cause of the poor, the alien, the fatherless, and the widow.[71] That being said, at our urgent care clinics, the religious aspect of justice does arise, and volunteers offer spiritual care to clients who want and need it.[72] The reason is simple—legal answers do not always bring comfort, but a kind word and prayer often will.[73]

There may come a time when an attorney at one of our clinics does, however, believe it is necessary to counsel a client on a moral issue that impacts the client's legal rights. For instance, if the client wants to avoid his or her obligations under a valid contract, our volunteers may explain why such conduct is wrong from both a legal and a moral perspective. The American Bar Association recognizes that attorneys may counsel clients on "moral, economic, social and political factors," and in the comments to Rule 2.1, the ABA notes: "[A] lawyer is not a moral advisor as such, [but] moral and ethical considerations impinge upon most legal questions and may decisively influence how the law will be applied."[74]

Indeed, this approach is consistent with well-established legal ethics. David Hoffman published the first course on ethics over 160 years ago.[75] In that seminal work, Hoffman expressed concern that as advocates, lawyers easily fall prey to immoral conduct by seeking to win for the client at any cost.[76] Hoffman provided detailed descriptions of proper moral conduct to counterbalance this temptation.[77]

Thus, while we may not all agree on how to define justice, it is important to look at the moral factors underlying the legal advice we

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69. CLA-LA *Services*, *supra* note 7.

70. *Id*.

71. "Defend the cause of the fatherless, plead the case of the widow." *Isaiah* 1:17. "[D]efend the rights of the poor and needy." *Proverbs* 31:9.

72. CLA-LA *Home*, *supra* note 42.

73. CLA-LA *Services*, *supra* note 7.

74. MODEL RULES OF PROF'L CONDUCT R. 2.1 cmt. 2 (2011). In Model Rule 2.1, the ABA recognizes that attorneys may counsel clients on "moral, economic, social and political factors" relevant to the legal issue presented. *Id*. R. 2.1 (2011).

75. DAVID HOFFMAN, A COURSE OF LEGAL STUDY (2d ed. 1836).

76. *Id*. at 745–46.

77. *Id*. at 746–48.

provide, and in the process, we should be able to find enough commonality to work together to bring justice to all in need.[78]

VII. CONCLUSION

There are several words that stand out from my childhood, including the three words in this article—"justice for all." If our words mean anything, if the oath we take as lawyers means anything, then justice for all should matter, and access to justice should not depend upon whether you can afford it.[79] This is especially true when the justice at issue is directly tied to protecting people who have no voice: the elderly, disabled veterans, homeless families, political refugees, and fatherless children.[80] If Henry Ford brought cars to the masses and Steve Jobs and Bill Gates brought computers to the masses, surely all of us who take the Pledge can actively seek ways to bring justice to the masses—so that we may live in a country which truly has justice for all.

78. CLA-LA *Services*, *supra* note 7.
79. *Id*.
80. *See id*.

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