

DESIGNING SUSTAINABLE LEGAL SERVICES

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Christian Legal Society Conference | October 7, 2023



Agenda

- 1 Following God into this Work
- 2 Human Centered Design Overview
- 3 Understanding the Problem
- 4 Small Group Design Exercise

Following God into this Work

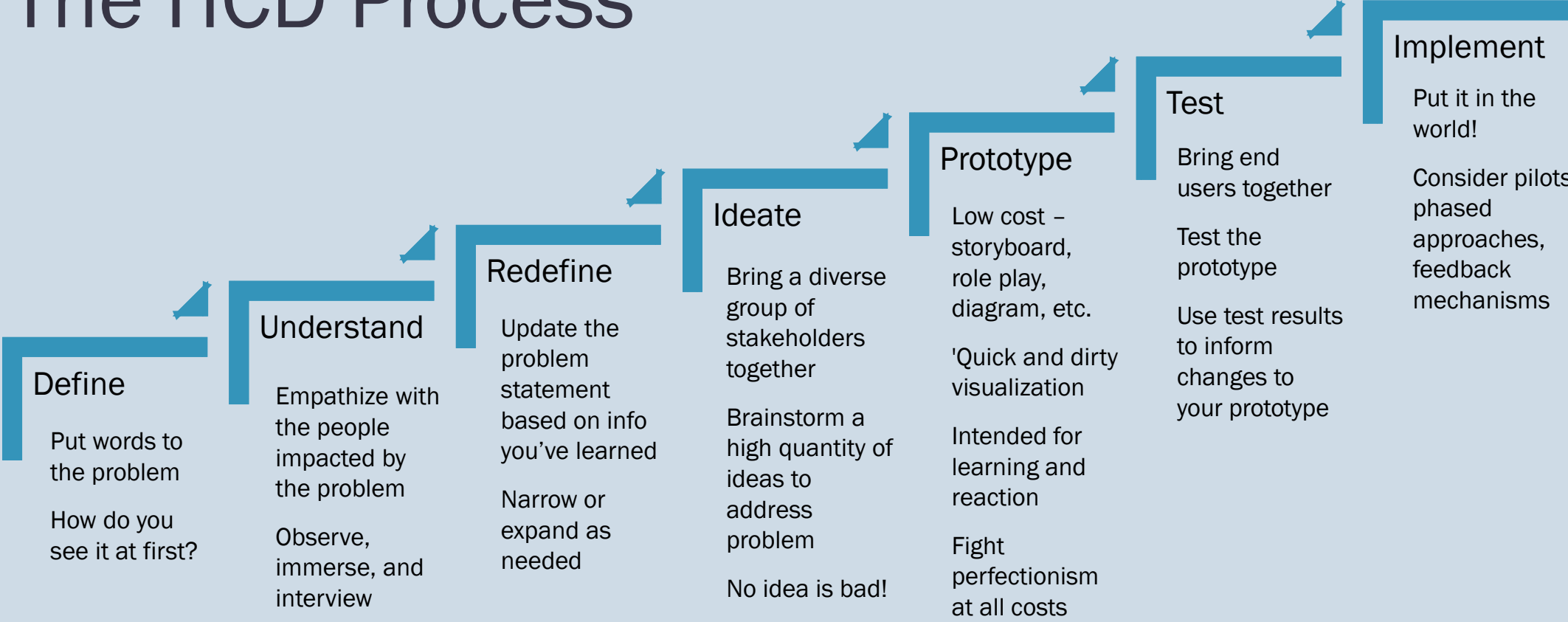
[T]hese three remain: faith, hope, and love. But the greatest of these is love.

- 1 Corinthians 13:13

- “To love him with all your heart, with all your understanding and with all your strength, and to love your neighbor as yourself is more important than all burnt offerings and sacrifices.”
- Mark 12:33 (NIV)
- Learn to do right; seek justice. Defend the oppressed. Take up the cause of the fatherless; plead the case of the widow.
- Isaiah 1:17
- Speak and act as those who are going to be judged by the law that gives freedom, because judgment without mercy will be shown to anyone who has not been merciful. Mercy triumphs over judgment.

What good is it, my brothers and sisters, if someone claims to have faith but has no deeds? Can such faith save them? Suppose a brother or a sister is without clothes and daily food. If one of you says to them, “Go in peace; keep warm and well fed,” but does nothing about their physical needs, what good is it? In the same way, faith by itself, if it is not accompanied by action, is dead.
- James 2: 12-17 (NIV)

The HCD Process



DEFINE

92% of our low-income neighbors' substantial legal problems go unsolved

1.9 million requests for help:
Low-income individuals approach
LSC-funded organizations for help
with an estimated 1.9 million civil
legal problems in a year.

1 in 2 requests turned away:
These organizations must turn
away 1 out of every 2 (49%)
requests they receive due to
limited resources.

1 in 2 problems fully resolved:
Even when they can provide some
assistance these organizations have
the resources to fully resolve only 1
out of every 2 (56%) problems.

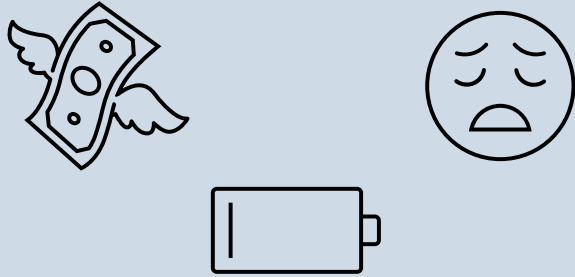
The legal aid funnel

DEFINE

As Christians, how might we address the access-to-justice needs of our low-income neighbors?

UNDERSTAND

	Income-Qualified, Capacity- Constrained	Income-Qualified, Cause-Constrained	Income-Qualified, Unable to Prove	Income- Disqualified, Unable to Afford	Unaware of Issue’s Legal Nature
Income Level	At or below 125% of Federal Poverty Level \$18,225 for Individual \$37,500 for Family of 4			Between 125–400% of FPL	Typically lower- and middle-income
Typical Legal Needs	Housing, Family (Abuse Victims Only), Education, Consumer, Health, Benefits	Family (Divorce, Custody), Bankruptcy, Traffic/Ordinance, Criminal, Employment, Immigration	Housing, Criminal, Mental Health, Guardianship, Elder Law	Criminal, Family, Education, Housing, Consumer, Wills, Immigration, etc.	Wills/Trusts/Estates, Guardianship, Education, Consumer, Employment
Key Demographics	High need, low luck Discrimination possible during assessment Hurdles to access	Complicated family or financial situations Some “blame” (discrimination)	High instability Cognitive or mental disability Minimal support	Consistent income Near financial distress (e.g., consumer debt, racial wealth gap)	Minimal exposure to/experience with law Immigrant/refugee
Core Access Issue	Not enough lawyers or staff to address all local demand/need (triage)	Politically unpopular to fund; nonprofit services limited	Population lacks paperwork or skills to navigate qualification	Population is or feels unable to afford legal services	Education, marketing, and awareness of legal options for resolution



There are not enough legal aid/affordable lawyers due to:

- limited compensation
- burnout/vicarious trauma
- legal education limitations



Policies and government budget priorities limit access to justice

- LSC funding restrictions
- minimal court resources



People often don't know they have legal issues, how important they might be, or where to go for help

Open Door Legal | San Francisco, CA

Practice Areas

Housing Law
 Elder Law
 Family Law
 Employment Law
 Immigration Law
 Consumer Law & Civil
 Litigation

Staff

Attorneys (specialized)
 Paralegals
 Administrative &
 Development Team

Funding Model

Corporations	\$165,000
Foundations	\$711,000
Law Firms	\$52,000
Households/ Individuals	\$710,000
LSOs	\$770,000
Public/ Government	\$3,237,074
Social Services	\$40,000

“Over the next few years we plan to expand citywide, making San Francisco the first city in the country with universal access. We also hope to become a model for national replication, and want to have a systemic impact on how we, as a society, ensure justice for the poor.”

“Like a general hospital, we are a single point of entry where everyone who needs can get help. We have a wide network of community and pro bono partners who help us ensure that nobody is turned away.”



Catholic Legal Assistance Ministry | St. Louis, MO

Practice Areas

Family Law
Immigration Law
Veterans Advocacy
Housing Law
Municipal Courts

Staff

Attorneys (specialized)
Volunteer attorneys
Admin support

Funding Model

Contributions	16%
Catholic Charities of St. Louis	56%
Archdiocese of St. Louis	7%
Foundations	12%
Government	7%
United Way	1%
In-Kind + Other	1%

"We serve clients at 150% of the Federal Poverty Level or less."

"Because CLAM is a part of St. Francis Community Services, we can connect our clients to other services during their time of need such as counseling, financial education, rental assistance, job training, and more."



Chicago Advocate Legal | Chicago, IL

Practice Areas

Family Law
Housing Law
Preventative Law

Staff

Attorneys
Paralegals

Funding

Upfront and monthly
flat fee based on income
and legal issue

"CAL is a not-for-profit organization that provides traditional in-court legal representation to low and middle-income individuals while also preventing or mitigating legal issues outside of court through our Preventative Law Initiative (PLI)."

"PLI's goal is to prevent or mitigate negative involvement with Cook County's family courts through the widespread use of conflict resolution skills and legal knowledge in the form of workshops, clinics and psychoeducation group work primarily especially in low-income communities and communities of color."



RE-DEFINE

As Christians, how might we design an organization that fills the gaps left by existing legal services that is financially and practically sustainable?

IDEATE

Brainstorm!

- Problem Statement: As Christians, how might we design an organization that fills the gaps left by existing legal services that is financially and practically sustainable?
- Individually
 - *Spend 5 minutes silently brainstorming ideas*
 - *One idea per sticky note*
 - *Quantity over quality—no ideas are bad!*
 - *Consider different organization components:*
 - staff, service lines, funding mechanisms, operating models, etc.
- In groups of 3–5
 - *Share each of your ideas/stickies – aim for 5 minutes*
 - *“Yes, and” – not critiquing at this point*

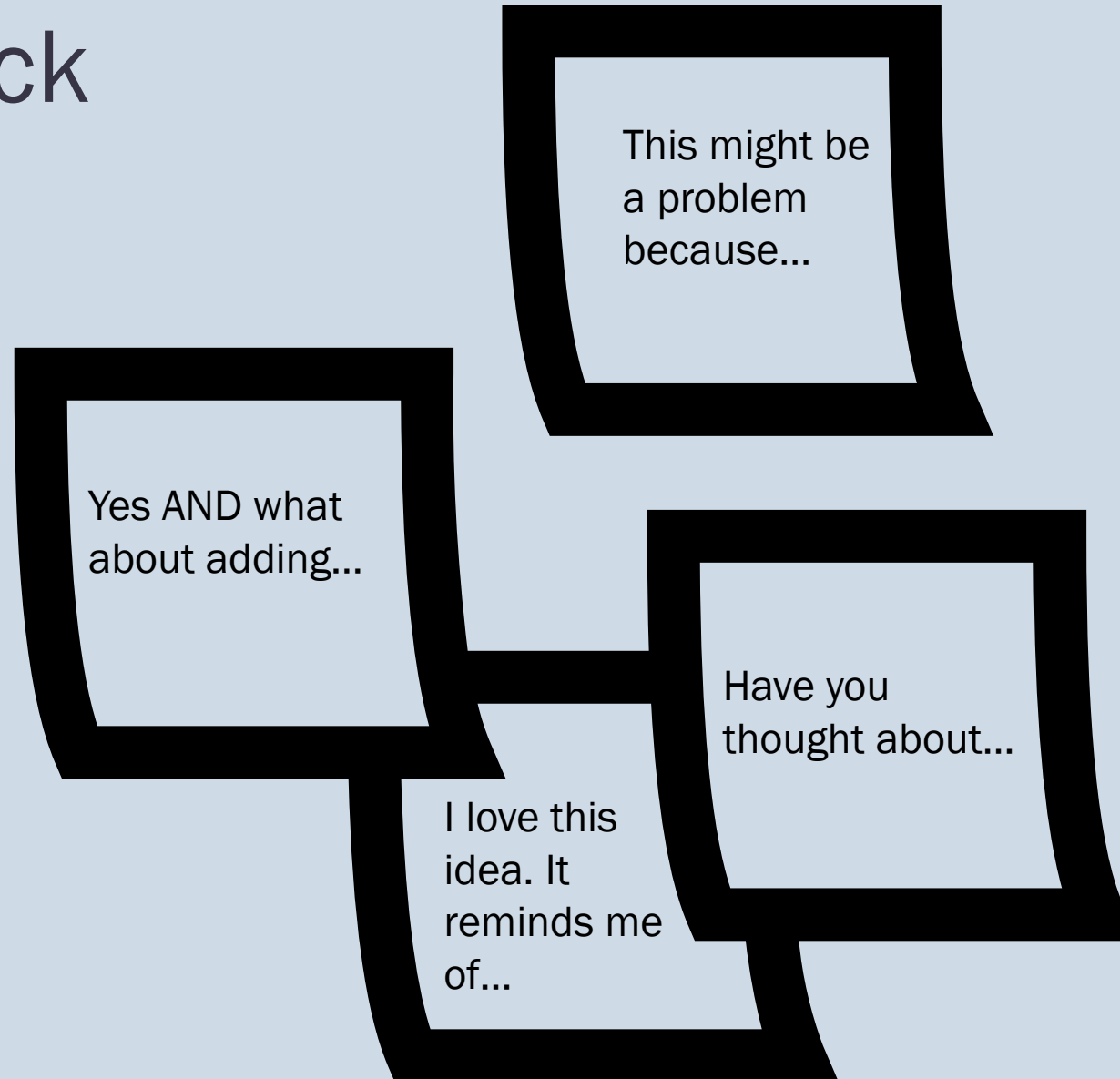
PROTOTYPE

Let's get designing!

- Problem Statement: As Christians, how might we design an organization that fills the gaps left by existing legal services that is financially and practically sustainable?
- In groups of 4-5:
 - *Distill and narrow to the “best” ideas; combine ideas to create a cohesive, sustainable legal services organization*
 - step up, step back: everyone speak twice!
 - (IRL, diverse stakeholders would decide)
 - *Storyboard/diagram your organization on the posterboard*
- Your group member with the closest upcoming birthday will report back in 10 minutes (think ~2 min explanation)

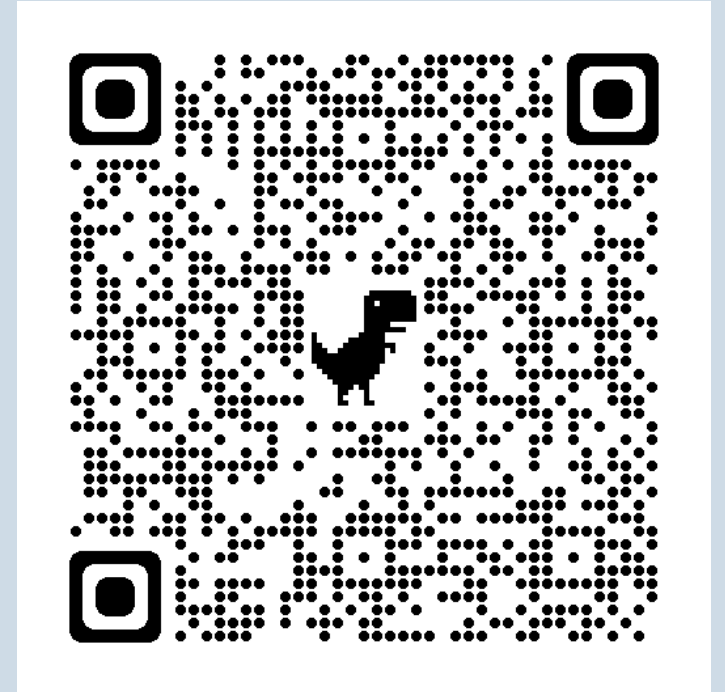
REPORT BACK

Feedback



Keep journeying with us!

- Fill out the presenters' survey for:
 - *a copy of this presentation*
 - *options to stay connected*
- tinyurl.com/CLS10723 or QR code:



APPENDIX

Resources & Works Referenced

- [LSC The Justice Gap Report 2022](#)
- [The Case for Universal Access to Legal Help](#) – Open Door Legal

The legal issues at play

Figure 3E. Percent of low-income Americans experiencing substantial impacts from civil legal problems, by problem type²⁹

