

Promoting Diversity in the Courts: Hon. Jeffrey K. Oing

John Caher: Welcome to Amici, News and Insight from a New York Courts. I'm John Caher.

For this Asian American and Pacific Islander Heritage Month Diversity Dialogue, we are honored to have an opportunity to chat with the Hon. Jeffrey K. Oing, an Associate Justice of the Appellate Division, First Department, in Manhattan.

Justice Oing is a native of Hong Kong whose parents brought him to the United States at the age of four and raised him in East Harlem. As a student at Columbia in the 1980s, Justice Oing realized he had the "gift of gab" -- we'll get into that later--and decided to pursue a career in law rather than medicine. That led him to New York University School of Law. He was admitted in 1990 and has spent nearly his entire career in the courts, starting as a court system attorney in 1993 and serving as a judge in three different courts.

Last year, he was on the short list of candidates for Chief Judge. As a jurist on a very busy appellate court, Justice Oing seems universally regarded as a consensus builder.

Justice Oing, thank you for coming on the program. Let's begin with your roots. Is your family Han Chinese like I guess most people in Hong Kong?

Justice Oing: Well, thanks for inviting me, John. Happy to be here. And to quite frankly tell you, I'm not sure. I know my mom came from Shanghai and my dad came from Wenzhou. So Shanghai is sort of in the north, and I think my dad's province is in the South. In terms of what they actually are, I have no clue. So I'm embarrassed to say I don't know the answer to that question.

John Caher: Tell me about your parents.

Justice Oing: Well, my dad, before he came to the States, he actually worked as a cook on those big boats, those big shipping boats that they had back in the day where they were transporting stuff and everything. So he was a cook. He was always away. And my mom, she was a homemaker. They left China and got to Hong Kong. He was working on these boats as a cook and that's how he learned how to be a cook. And my mom was taking care of business. I think she was sort of a landlord of sorts in Hong Kong in a building. And I was born there with my sister, who's nine years older than me. And I came to this country when I was four years old.

The funny story is that they told me, and I don't know if this is true, my sister would tell me that I was so spoiled that I guess at three-years-old when I was going to grade school, the bus driver had to come off the bus to come carry me to the bus because I refused to go. I don't know how true that is. That could be totally embellished. They all said, "You were a prince even way back when." I'm the boy in the family and in Chinese culture, the boys always they get the leg up. They get whatever they want from the chicken that's cooked.

John Caher: Oh, that's kind of inconsistent with your reputation as a judge, I believe. Your reputation as a judge isn't someone who's stubborn. Your reputation as a judge is someone who is conciliatory and builds consensus, so somewhere along the line you learned that.

Justice Oing: Somewhere along the line there was a pivot! There was a definite pivot, I like to think my wife did that.

John Caher: Let's give her the credit.

Justice Oing: I give her a total credit for that!

I got here to the States when I was four-years-old. My parents came to this country for a better life. They wanted something better for themselves. They wanted something better for the kids. But it was a hard life for them. My dad continued cooking, he worked in restaurants as a cook. My mom was a seamstress and she worked in a garment factory. The unions were great. That was the whole mobility process in terms of coming to America and being part of a union. Unions are special. They did a lot for my mom and for the family in terms of healthcare and all that kind of stuff, even back then-

John Caher: That's interesting because the unions have not always been receptive to immigrants. At a certain point, they thought they were a threat to their jobs.

Justice Oing: Right. Well, the garment industry I think had a different makeup. Back in the late '60s, early '70s, you had an influx of Chinese immigrants coming in. And a lot of these factories were downtown in Chinatown, some were in Midtown. So my mom was traveling back all over the place in terms of doing work and everything. But she was a seamstress, she knew how to get things done. And on the side, and I'm proud to say this, she also was a housekeeper. She took care of people's apartments. She did everything she could to put food on the table, a roof over their head. Dad working in the restaurants would seem like 24/7 in terms of just getting a paycheck

at the end of the day. When you watch your parents work and struggle, you kind of appreciate everything you have.

I never once thought I was poor. They always made sure there was food on the table, roof over their head. And it resonates with me, even to this day. I'm always wanting to make sure there's enough in the bank.

John Caher: I understand that. Now, why did your parents come to New York City?

Justice Oing: They didn't want to get transplanted to California. We had a lot of relatives in California but we flew right to New York. We came right to New York. We didn't even stop off in California. And the first landing spot we had was we lived in a tenement on, I'm trying to think now, 115th Street between 2nd and 1st Avenue. I remember that. We lived in a tenement. I was four years old. We moved from that tenement all the way to 550 West 125th Street, which was all the way uptown. They had NYCHA [New York City Housing Authority] housing there. And I lived there for several years. And then I ended up for the last 50 years over at Franklin Plaza, which is at 1941 Third Avenue—107th Street and Third Avenue. Franklin Plaza which was a Mitchell-Lama Housing Complex, and it was great.

My parents just lived there until a couple of years ago when my father passed away because of COVID. My mom lived there until last year when we finally had to move her into a rehab facility. But growing up there, there was a large contingent of Shanghainese people in Franklin Plaza. It was almost a little small Chinatown in a sense. Everybody from my mom's province was there. They were all Shanghainese. It was amazing. We had all these friends, all these relatives planted in Franklin Plaza. It was the funniest thing.

John Caher: So you didn't feel like an outsider as a young-

Justice Oing: No, I never felt like an outsider at all. No, not at all. In the summer months we'd go downstairs and all the elders were all sitting around talking, speaking in their dialect and everything. Never thought twice about where I was.

John Caher: Now, how did you end up with such an Americanized name as "Jeffrey?"

Justice Oing: So when we got here, my father's godfather gave me that name and that's how I got it. And I kept it. I didn't know anything at four or five. They gave it to me and that was it. That's how I got that name, my father's godfather gave me the name.

John Caher: What was your name before then?

Justice Oing: It was the Chinese name. The Cantonese pronounce it as "Kakui," K-A-K-U-I. So if you pronounce it in Mandarin, now, I'm not perfect at Mandarin, but I think it's "Jajui." It's more of a "J" sounding and less of a "K" sounding in the dialect. But don't hold me to that. I'm not good at that.

Here's the funny story about my Chinese. I'm struggling with Chinese, I try to speak the language at home. And one night, this had to be when I was probably a teenager and I'm speaking at the dinner table in Chinese, in the Cantonese because I did go to Sunday school for a few years and I just cried my way out of that. And my mom said, "Fine, don't go anymore." So at the dinner table when I'm trying to speak the language, the Cantonese language, my mom stopped me and said, "Please speak to me in English. I can't understand you."

And I just sat there and my sister was laughing so hard and my dad was shaking his head and I'm like, okay, I get it. But that didn't dissuade me. I've always tried to speak the language. And here's another funny story. something that is good about me that I don't give up, even if I'm embarrassed, I'll continue to do it. So I go into a tea shop in Chinatown called Hop Sing. It's off the Bowery. And my brother-in-law said to me, "Go inside Jeff and get me a tea with milk with extra sugar." I said, "Okay, fine." I run inside a tea shop. It's lined up. It's the old-fashioned coffee shop. You got a counter, you got some stools there. You have all the elders sitting there drinking their tea, having their breakfast.

I go in and I ask for the tea with milk and extra sugar. And the server looked at me. He says, "Okay." And then the old guys, the elders were all chuckling. They're laughing. What are they laughing at? It's a simple thing, I just asked for tea, milk and sugar. So then when the guy gave me the order, I repeated to him and I said, "Did you put extra sugar?" So he repeated exactly what I said, and then all the old guys fell off the chair. And I'm like, why are they laughing? I don't understand that. So as I walk out the door, it dawned on me, instead of asking for sugar I asked for salt! And I said, oh my God, I can't believe I did that. So they're all laughing. I'm looking back, they're still laughing and I said, "Okay, I got it." But it didn't dissuade me. I still continue to speak Chinese or try to speak. It's the dialect, the Cantonese dialect.

John Caher: But what did he put in the tea, sugar or salt?

Justice Oing: He put sugar, but he just had to imitate what I was saying and it was like, okay, I get it. But I didn't understand why was everybody laughing? They got a great roaring laugh that morning. I entertained them for like five minutes.

John Caher: Was it important for your parents, for their children to retain and understand their heritage, and if so, how so?

Justice Oing: I never got that sense. I know that every Chinese New Year, particularly my mom, we tried to retain the customs of the old ways in terms of welcoming in the new year. We would have midnight meal. I'd be fast asleep and I'd be awakened at midnight to a table full of food, and there's burning incense and you have seats around the table. And I asked my sister, I go, "What's going on?" She goes, "Oh, that's for all the ancestors. They come back, they eat from beyond."

So it's like you have the meal out there and then on midnight strikes or a little before midnight, we sit down, we partake in the meal after the ancestors have eaten their meal.

We don't have that anymore and I kind of miss that. That was something that was unique, and my mom really put a lot of effort into that. That was a big deal for her. We'd have the chicken, we'd have the fish, we'd have every single item that was necessary to welcome in the new year.

John Caher: It sounds like in general, your parents are very, very intense on becoming American.

Justice Oing: They held onto the old stuff, but for the most part they never didn't really pass along those things to me. My sister still does a little bit of it, but not as much. And my kids never experience that. They never experienced that midnight dinner. My wife did. My wife's Chinese also, and she experienced it the first year after we got married. She goes, "I can't do this. I can't eat a meal at midnight. That's crazy." I'm like, "Okay."

John Caher: Let's fast-forward a bit. I mentioned earlier that as a teenager you realized you had the "gift of gab."

Justice Oing: Right.

John Caher: Explain please!

Justice Oing: I remember being in high school, I went to La Salle Academy which is down here on Lower East Side—2nd Street and 2nd Avenue. And I just

love chatting away. I just love talking. If you would stick me in a room with people that I didn't know, you come back a half an hour later, I'd be gabbing with at least 10 of them. And not so much "chatting," but I really wanted to find out about the other person. So I oftentimes ask them what their interests are, what they do, what's going on because I was just curious. And I carry that to this day. Every time I'm in a room with new people, I'm always interested to learn about them because they can read about me, they know about me but I'm really interested about them. I want to know what their story is.

We all live six degrees of separation. And there's a connection there and it's really nice for that to happen. So that's where I think the gift of gab comes from.

John Caher: That's fascinating. Now, as a law student, what was your plan? Was it always your thought that I'm going to go to law school and become a judge?

Justice Oing: The plan was to cradle to the grave, go to a law firm, become a partner and that's it. It never dawned on me to become a judge. Never even thought about it. Even after I did a clerkship after I graduated law school, I clerked for the Chief Justice in New Jersey, Robert Wilentz, which was an eye-opening experience. The guy was brilliant. He used a Dictaphone to dictate his decisions. I'm like, how do you write a decision like that? And one time he wrote this massive decision on educational funding in New Jersey. And he dictated a 60, 70-page decision by Dictaphone. And then he gives it to us, he says, "I want you guys to look it over and edit it."

And we read it. It's like, how do you edit something that's already flawless? We all kind of shook our heads like, I don't know what to do with this. But that was an eye-opening experience. And I think that kind of spoiled me in the sense that I saw what that's like and I thought, this is something interesting. This is good, you actually don't have the skin in the game. You're just trying to get it right. And that was something that kind of stuck in my head going forward, but still not thinking ever becoming a judge. Never even thought of becoming a judge.

John Caher: How did you position yourself to become a judge?

Justice Oing: Well, I think I started when I started working for Judge Tolub in 19... I'm trying to think now, in 2000. I was up here at the Appellate Division. So my career path was I was practicing law. I went to the Governor's office in New Jersey for a little bit, and I went back to private practice. And then I found my way to 60 Centre Street, which has a law department. They

have pool court attorneys that help draft decisions for judges. And I got a job there and it was nirvana, John. It's like, this is what I want to do. This is great. I'm researching and writing, which, going back to my clerkship, was what I enjoyed doing.

It was fun dealing with clients. But after a while, client contact is highly overrated, so to speak. So I started doing what I enjoyed doing and I did that for two years. And then I guess my work was good enough that a judge called me. I got a call from a judge saying, "Would you want to work for me because my law clerk's leaving?" And I said, "Okay, great." And I took that opportunity. I went to work for her, and I got to work on some incredible decisions.

One of the decisions that I worked on was in '95, '96. That's when Rudy Giuliani was mayor. And they had just passed the new zoning regulation to zone all the sex shops out of Times Square. So she ended up getting the case.

And I worked on that case. I worked on the First Amendment aspects of that case, and it was a thrill to work on that case. And then from there, just to give you an idea of why I decided to become a judge, I went to the Appellate Division up here, law department, and started working on bench memos for the panels for their appeals. And that was eye-opening because I started doing criminal work. And then from there, I went back down to the trial courts to work for Judge Tolub, who then gave me the idea: "You can do this. You can be a judge. You got to think about that. You got the talent. Did you ever think about that?" I never thought about it until then. And I thought, okay, I could do that. So then I joined a political club. I started using my gift of gab and just go out there and start chatting with people, talking... People all know when you start going to these events, they know you want to be a judge. You don't have to tell them anything because they know it right away.

And for me, I was a rarity. There weren't many Asians running for judge back in 2000. At the time, who was it? It was Peter Tom and Doris-Ling Cohan, who were the elected judges in New York County. They were elected. You had a handful that were appointed by the Mayor. None appointed by the Governor at that time back in 2000. So it was lonely. So when I went to all these meetings and these dinners and everything, I was the only guy. So it was great. Everyone knew my name, so it was perfect. And I got to talk to people, chat with people. And then from there, I just kept going and going. And then I ended up working for Gifford Miller [then Speaker of the New York City Council] and his general counsel's office, which is sort of how I really expanded my outreach in

terms of getting to know people and people getting to know me. So when the time came in 2003, I was able to secure a judgeship getting elected to Civil Court in New York County.

So all those points that I described to you were building blocks for me along the way, both of my legal ability as well as my being able to build a community of support for me. So that's how I got there.

John Caher: So it sounds like being Asian was somewhat of an advantage in that you stood out among the other people in the room.

Justice Oing: Yep, absolutely. Back in 2000, yep, it did. So after Peter Tom and Doris Ling-Cohan, and I think there was another judge who was elected, Dorothy Chin Brandt, I was the fourth judge of Chinese descent to get elected in New York County, which was a pretty big deal. That was a real big deal.

John Caher: Certainly.

Justice Oing: And then when I got to elected as a Supreme, that was even a bigger deal in 2010, because at that time only Peter Tom and Doris-Ling Cohan were elected Supremes in New York County. So when I got to be elected, I was number three. That was a big deal.

John Caher: What did it mean to you and other Asian Americans when Justice Randall Eng, now the retired PJ of the Second Department, became the first Asian American ever to serve as a Presiding Justice in State history?

Justice Oing: I think that shattered all the myths. There's this myth out there, or at least a perception, and I think it's wrong, that Asians can't be leaders, that Asians don't have the ability to come up with ideas. We're kind of hard workers, and we kind of just put our nose to the grindstone. We're not viewed as management capability. And so then when Randall became the Presiding Justice, he shattered that myth right away. That's something that I sense sometimes, that we're viewed as the hard-working guy, hard-working person and less as a person who can run or manage a company. And it's sort of the docile image that we have.

John Caher: Kind of the worker bees, huh?

Justice Oing: Yeah, the worker bees. Correct. Absolutely. Not the guys that can run the outfit, but the workers.

John Caher: Now, there has not ever to this day been an Asian American on New York's highest court, the Court of Appeals. A little over a year ago, you were on the short list for Chief Judge. You were bypassed by the Governor at that time as were five other people. How big of a disappointment was that to you, on both a personal level and in terms of what that might've meant to the Chinese community, the Asian community?

Justice Oing: No, it wasn't a disappointment. I got to tell you, when I got the call to tell me I was on the list, the short list, it was right before Thanksgiving dinner. I remember this because we were cooking the turkey. And I jokingly said to Hank Greenberg, who called me, I said, "You almost made me drop Turkey. You know that?" And he's laughing. I wasn't disappointed at all by not getting nominated by the Governor. I looked at getting on that short list like Randall. I kind of shattered that image saying that we're not capable of leading or we're not capable of being managers.

Being on that short list demonstrates we're here, we can do it. Folks that look like me can be managers and can run a company. So I was very, very happy to be on that list to at least show to folks behind me that we are moving up the ladder, because now the Asian representation on the bench is larger. It's getting close to the percentages of population that we have. It's not quite there yet, but it's a heck of a lot better than when I got first elected back in 2003, no question. So we're making headway. We're making strides. It takes a generation to do that, that's just the way it is. So no, I wasn't disappointed not getting it. I was very happy to be on the short list, and I'm hoping somebody someday will be there. We'll get there.

John Caher: I'm sure that will happen. I think it'll be sooner than later. But the last I checked, there were 40 states with no Asian representation on their high court, which may go back to that worker bee image we discussed a moment ago.

Justice Oing: Right. You also have to think about demographics, too. Of the 40 states, not all 40 states are going to have a large Asian population. I don't know how many Asians or attorneys are in these 40 states. I would imagine some don't have any. So it's almost when the numbers are not there, it's kind of hard to figure that out. I'll point out one thing, I am an Asian of Chinese descent sitting here on the First Department. When I retire... I don't know if you know this, but I'm retiring at the end of this year. I've decided to retire-

John Caher: Well, I didn't know that.

Justice Oing: Yeah, I've decided to retire at the end of the year. I have the years and the age. And I thought, you know what? I think it's time to do something else. And if my mom were here, I could hear her tell me in my ear, "You're lazy!" She would tell me, I'm lazy. But I don't want to work like them to the bone. They worked to the bitter end. I don't want to do that.

But in terms of feeding the Appellate Division, you can only get to the Appellate Division if you're an elected Supreme Court judge. And New York County only has one remaining elected Asian American Supreme Court judge of Chinese descent, and that's Margaret Chan. So I'm really hopeful that the Governor sees this and brings her up, because I'm a true believer in its optics. If you look at the bench, you want to maintain that sort of balance.

And I'm really hopeful that that's the case. And again, this goes to your point about how the 40 states that don't have Asians on highest court, it may be because the pipeline's not there for that to happen.

John Caher: There's no one else in the pipeline.

Justice Oing: There's nobody else in the pipeline at all, exactly. So that's where we're at. Whereas in Brooklyn, the Second Department, there's a nice pipeline on that side. They've got a few elected Supremes who have Asian descent, which is great. So they're doing very well on that side of the river. So that's where we're at at this point.

John Caher: I'd like to segue into a couple of your extracurricular activities. One, language access, and the other, an organization that's kind of dear to my heart, the Franklin H. Williams Judicial Commission. Let's start with Language Access, why is that important to you?

Justice Oing: Language Access was very important to me because of my parents. They struggled with the language. The Sunday school that I went to for four years, that I cried my way out of, when I went to Sunday school to learn Cantonese, my mom went to Sunday school to learn English. That was for her. She wanted to learn the language, and I saw the struggles that she had.

And the other thing I didn't mention to you is at one point in their lives, my dad decided to open up his own Chinese takeout. So my mom, because she learned the language, she was able to run the counter as best as she could with me there and with my sister there. And my dad was cooking. So language is a real big deal for me. And that's another

reason why I knew I had to do well in school because I didn't want to work in the Chinese restaurant business.

I knew exactly where I was going to be every summer of every year, it was slaving away in a hot restaurant kitchen. And I said, I can't do this. This is not my life. And my parents didn't want that life for me. But that's also another part of me in terms of who I am and my makeup, because I know what hard work is. And to tell you, being a judge, I love what I do. It doesn't do damage to your hands or your back.

So, language is very special to me because I watched folks struggle, not just Chinese people but any person who doesn't speak the language, and when I was a judge in civil court, I was always very cognizant of folks who didn't speak the language to make sure that there was an interpreter there to help them or assist them.

And the other thing about that, the flip side of that is I'm also part of the Chinese American Planning Council. I'm on their board, which is a social service organization that addresses Asian needs. But we've expanded to address all needs for all people in low-income areas. We provide for housing, educational facility. We're located in Chinatown. Now we have reach in Brooklyn and Queens, and language is a big deal. We want to ensure that all people, all the folks who come to our services, get that assistance that they need. So language is a big deal for me, just because of who I am.

John Caher: I can understand that. Imagine having to go to court and not being able to communicate, and how terrifying that would be for someone.

Justice Oing: Yep, absolutely. And when I was in civil court, lower civil, I tried to make sure that the people who came in without lawyers understood. Everyone's nervous, scared, and I try to put folks at ease, just try to do the best we can. And I think the attorneys appreciated that because it's hard work for the attorneys who are there representing a client, but the other side doesn't have an attorney. And I'm trying to work things through and trying to take a lot of pressure off the lawyers, which helps them too. I think they appreciated that. So that time on the Language Access Committee was very educational for me, and I learned a lot. I hope I did some good too.

John Caher: I'm sure you did. Franklin Williams?

Justice Oing: Yes, dear to my heart.

John Caher: The commission is the first court-based entity in the nation committed to racial and ethnic fairness in the courts. Why did you want to become a commissioner? Why'd you want to be involved with that?

Justice Oing: I think it's a great organization. I just wanted to be a part of something that was special. It was an honor to join them and they do great work. The Williams Commission is a force to be reckoned with. It holds everybody's feet to the fire, which is what you need because otherwise you sort of regress and you forget.

John Caher: Well, Franklin Williams was a force to be reckoned with.

Justice Oing: Absolutely. I'm a strong believer that you have to be constantly reminding people, because if you don't remind people of the past they'll forget it. And that's not a good thing.

John Caher: No, it isn't. Do you have a family?

Justice Oing: Yes, wife and two kids. My oldest, we lost our oldest to an accident back in 2004.

John Caher: Oh, no. I'm so sorry.

Justice Oing: Yeah, so David's still with us but that was pretty traumatic. But then Laura is with us, and then Kevin came later on. So we have two kids. And you know what? They're my pride and joy. They keep me going. They keep me young. Our pediatricians put it best, "Little kids, little problems. Big kids, big problems" And my wife is great. I've known her since she was a senior in high school, and I met her when I was at Columbia. I was a freshman at Columbia. Columbia at that time in 1982, was still all male. So she would've been in the coed class coming in. I met her at a recruitment drive when she was a senior in high school. And we sort of stayed in touch all throughout the years.

I kind of kid with her because she let slip that with the first time she saw me, she thought she could marry me. So we got married in '89, and we're almost 35 years married now. And it's been an absolute joy. It just blew right by, I can't believe 35 years blew right by. And to go back to an earlier point, she really transformed me as to who I am. She would be my conscience. I wouldn't sort of agree with her right away, but she knows that later on I'd come back and say, "You're right."

John Caher: I think it's similar in my house.

Justice Oing: Yeah, "Jeff, you can't do that. That's not a good thing." I'm like, "Okay."
And she's very good with the kids.

John Caher: What's her name?

Justice Oing: Her name is Mary. It's Laura, Kevin, and Mary. And she's a real good listener. The kids all gravitate to her. And I am a firm believer that there has to be at least one parent that the kids are going to want to run to and talk to. And they always run to talk to mom, which is a good thing. Mom sometimes gets tired of it, but she says, "You know what? I'd rather them come to me and talk to me than I don't know what they're going to do." And I say, "Okay, that's a fair point."

Dad's old school because I was raised with parents who were like, you figure it out on your own. Her dad ran a laundromat, and this is why we are who are in terms of character and in terms of disposition. Her dad ran a laundromat in the South Bronx in the shadow of Yankee Stadium, and put five kids through college through that laundromat. That's how amazing that is.

Her dad wanted to be such an American that when the wife was pregnant with their first child in Hong Kong, he made her get on the plane nine months pregnant to get to the US because he wanted that child be born here in the States. And my mother-in-Law, God bless her, will complain bitterly to me about that. "Your father-in-law he made me get on the plane nine months pregnant to have the child here in the United States. I can't believe he did that."

John Caher: What is the one thing you wish native-born Americans better understood about immigrants in general and Asian Americans in particular?

Justice Oing: I think native-born Americans need to understand that immigrants are no different than the native-born. They all want the same thing. They want a better life for themselves, for their children. They want to capture that American Dream, which for me, I'm living the American Dream, if not exceeding the American Dream.

I have to tell you, John, when I got elected to civil court that was an amazing moment for me. My parents wanted me to be a doctor, but I couldn't pass chemistry. I couldn't do it. So this was the next best thing. When I got elected to Supreme, it really hit me hard because they gave me the part in the courtroom that I was a law clerk. So when I got back to my courtroom as a judge now sitting behind the desk, my law clerk comes in and she saw me.

She said, "Are you okay?" I said, "This is an incredibly moving experience I'm sitting on the other side of the desk now. I'm actually signing orders." And my first day there, I just had to sit there and take it all in. And they gave me the chambers that I was a law clerk in, too. That it was an incredible moment for me.

I think we all have the same goals. We want the best for our families. I think there's enough of the pie to go around for everybody, and I think people have forgotten that. I wish that the folks that are higher up, that are doing things, would tell people, at least explain to them, the pie is pretty big. We all don't need to have the largest slice, but if everybody can get a slice, I think that will be a good thing. So that's what I would like for folks to realize and understand.

John Caher: What a wonderful way to end. Judge, thank you so much for your time and your insight, and your wonderful stories.

Justice Oing: Well, thanks so much, John, for doing this. I really enjoyed meeting you and doing this.