A Nation of Do-It-Yourself Lawyers

By John T. Broderick Jr. and Ronald M. George

AMERICA'S courts are built on a system of rules and procedures that assume that almost everyone who comes to court has a lawyer. Unfortunately, the reality is quite different. An increasing number of civil cases go forward without lawyers. Litigants who cannot afford a lawyer, and either do not qualify for legal aid or are unable to have a lawyer assigned to them because of dwindling budgets, are on their own — pro se. What's more, they're often on their own in cases involving life-altering situations like divorce, child custody and loss of shelter.

As the economy has worsened, the ranks of the self-represented poor have expanded. In a recent informal study conducted by the Self-Represented Litigation Network, about half the judges who responded reported a greater number of pro se litigants as a result of the economic crisis. Unrepresented litigants now also include many in the middle class and small-business owners who unexpectedly find themselves in distress and without sufficient resources to pay for the legal assistance they need.

As judges, we believe more needs to be done to meet this growing challenge: an inaccessible, overburdened justice system serves none of us well. California took a major step forward in October when it became the first state to recognize as a goal the right to counsel in certain civil cases. (The state also committed to a pilot project, financed by court fees, to provide lawyers for low-income citizens in cases where basic human needs are at stake.)

But this is only a beginning. It is essential that we promote other efforts to close the "justice gap."

One such effort involves the "unbundling" of legal services. Forty-one states, including California and New Hampshire, have adopted a model rule drafted by the American Bar Association, or similar provisions, which allow lawyers to unbundle their services and take only part of a case, a cost-saving practice known as "limited-scope representation" that, with proper ethical safeguards, is responsive to new realities.

Traditionally, lawyers have been required to stay with a case from beginning to end, unless a court has excused them from this obligation. Now, in those states that explicitly or implicitly allow unbundling, people or businesses can hire a lawyer on a limited basis to help them fill out forms, to prepare documents, to coach them on how to present in court or to appear in court for one or two hearings.

> How can we help those who are left to represent themselves in court?

For example, a lawyer could advise a client in a divorce proceeding about legal principles governing the division of marital assets or provide assistance in calculating child-support obligations. A lawyer might also draft pleadings or legal memos or provide representation at a hearing to obtain a domestic-violence restraining order.

What could be wrong with this? Well, some lawyers have expressed concern that limited legal representation will encourage litigants to dissect their cases in an effort to save money, sacrificing quality representation that the litigant might otherwise be able to afford. We have also heard the argument that by offering too much assistance to self-represented litigants, the courts themselves are undermining the value of lawyers and the legal profession. Apparently, some are concerned that the court system will become so user-friendly that there will be no need for lawyers.

We respectfully disagree. Litigants who can afford the services of a lawyer will continue to use one until a case or problem is resolved. Lawyers make a difference and clients know that. But for those whose only option is to go it alone, at least some limited, affordable time with a lawyer is a valuable option we should all encourage.

In fact, we believe that limited-scope-representation rules will allow lawyers — especially sole practitioners — to service people who might otherwise have never sought legal assistance. We also believe that carefully drafted ethical rules allowing lawyers to handle part of a case give the legal profession an opportunity to help the courts address the ever-growing number of litigants who cross our thresholds. This cause has special relevance now as state courts are faced with serious cutbacks in financing, forcing some to close their doors one day a week or a month, lay off front-line staff members and delay jury trials. None of this bodes well for the judicial system or for those seeking to vindicate their rights through the courts, whether they have a lawyer or not.

We need members of the legal profession to join with us, as many have done, in meeting this challenge by making unbundled legal services and other innovative solutions — like self-help Web sites, online assistance programs and court self-help centers — work for all who need them. If we are to maintain public trust and confidence in the courts, we must keep faith with our founding principles and our core belief in equal justice under the law. □

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Standing Committee on
The Delivery of Legal Services

Unbundling Fact Sheet

What is unbundling?

Unbundling refers to the practice of breaking legal representation into separate and distinct tasks. Think of unbundling as an a la carte option for legal services, where, instead of handling an entire case from start to finish, a lawyer may handle only certain parts. For instance, a lawyer may provide legal advice and prepare pleadings, while a client handles all other tasks in the case, including filing court documents and appearing at hearings.
Unbundling is also known as "limited scope representation," "limited scope legal assistance," "limited assistance representation" and "discrete task representation." The terms are often used interchangeably, but all refer to the same practice. It is sometimes called "limited representation," but this term misses the point: it is the scope of the representation that is limited, not the legal assistance.

Who benefits from unbundling?

Unbundling has the potential to benefit lawyers, their clients and the courts. Through unbundling, lawyers have the opportunity to obtain clients who would otherwise represent themselves; lawyers reach an untapped market and generate additional income. Unbundled legal services increase collectibles and reduce the risk of malpractice. Clients benefit from the legal expertise of lawyers, while paying only for those services that they most need. Courts also stand to benefit from unbundling: unbundling clients are often better prepared for court, saving staff time and resources compared to those who self-represent with no assistance from a lawyer.

Is unbundling ethical?

ABA Model Rule 1.2(c) governs unbundling. It states, "A lawyer may limit the scope of the representation if the limitation is reasonable under the circumstances and the client gives informed consent."

Over 41 states have adopted the Model Rule or a substantively similar rule. Nearly twenty states have adopted rules that provide additional guidance on unbundling, addressing issues related to ghostwriting, communications with opposing parties and their counsel, limited appearances and service. To see which states have adopted Model Rule 1.2(c), or have rules that provide additional guidance, see the web site of the Standing Committee on the Delivery of Legal Services (below).

Unbundled services are not a short-cut or second-class services. Lawyers who unbundle must provide competent representation, and must follow all other ethical and procedural rules in their jurisdiction.

When is unbundling appropriate?

Unbundling is not appropriate for every case or every client. The lawyer must determine if the representation is reasonable under the circumstances, and must ensure that the client fully understands the limits of the representation.

To find out more about unbundling (and to find a copy of this document with live links), check out the following resources at the web site of the Standing Committee on the Delivery of Legal Services, http://www.americanbar.org/groups/delivery_legal_services.html

- **Pro Se/Unbundling Resource Center**
- **Handbook on Limited Scope Legal Assistance**
- **Unbundling Training Video and Risk Management Materials**

Perspectives on Finding Personal Legal Services
The Results of a Public Opinion Poll
American Bar Association
Standing Committee on the Delivery of Legal Services
February 2011

In 2010, the American Bar Association Standing Committee on the Delivery of Legal Services commissioned Harris Interactive to conduct public opinion research examining aspects of decision-making when people seek services for personal legal matters.

The poll examined four issues:

- How do people with personal legal matters find their lawyers?
- How likely are people with personal legal matters to use various online models to assist in their search for a lawyer?
- What do people think about limited scope representation or "unbundled" legal services?
- What sources would self-represented litigants turn to for personal legal matters if not a lawyer?

Summary of Findings on Limited Scope Representation ("Unbundling")

- People are not familiar with limited scope representation, or unbundled legal services, that are provided by some practitioners.

- Once people are aware of unbundling, they show an interest in discussing this as an option with a lawyer who may represent them in a personal legal matter.

- People, particularly those who are younger and have limited incomes, believe it is important for lawyers they are considering using for personal legal matters to offer unbundled legal services.

Read the complete report on the poll at the web site of the Standing Committee on the Delivery of Legal Services,
http://www.americanbar.org/groups/delivery_legal_services.html

MCLE

Massachusetts Continuing Legal Education

Building Your Practice with Limited Assistance Representation

How to use LAR to serve your clients

CLE Credits: 2.75 substantive credits, 0 ethics credits

Why attend?

Limited assistance representation ("LAR"), often called "unbundling," is a hot topic in the legal community. If you are a solo or small firm lawyer serving middle class and moderate income clients, or if you would like to expand your client and referral base, or if you want to learn how to help more clients with limited funding, you should attend this program.

This seminar provides an overview of the rapidly changing practice of LAR in a family law context as well as in other emerging areas of the law where LAR can be appropriate.

You will learn...

- Why limited assistance representation is a key skill in reaching large numbers of currently unrepresented litigants
- How to identify the clients and cases which lend themselves to LAR
- How effectively to debunk common misconceptions about LAR
- How to respond to perceived barriers and challenges
- How to reach a currently untapped pool of paying clients
- How to market your limited assistance
- The ethical rules governing limited assistance representation
- How to limit risk, including malpractice and insurance coverage issues

Agenda and written materials

- Best Practices
- Risk Management
- Fee Agreements
- Office Forms
- Client Handouts
- How To Make LAR Safe and Profitable
- "Ask the Experts" Q&A Session

Faculty

- Hon. Cynthia J. Cohen, Cochair, Appeals Court, Commonwealth of Massachusetts, Boston
- Hon. Edward M. Ginsburg, Cochair, Senior Partners For Justice, Boston
- Jill Louise Crockett, Esq., Volunteer Lawyers Project of the Boston Bar Association (VLP), Boston
- John G. Dugan, Esq., Doherty, Ciechanowski, Dugan & Cannon, PC, Franklin
- Ilene Mitchell, Esq., Probate and Family Court, Commonwealth of Massachusetts, Boston
- Edward Notis-McConarty, Esq., Hemenway & Barnes, LLP, Boston
- Laura M. Unflat, Esq. , Wellesley

STATE BAR OF CALIFORNIA
LIMITED SCOPE LEGAL ASSISTANCE (UNBUNDLING) RESOLUTION

(Adopted by the Board of Governors of the State Bar of California at its May 15, 2009 Meeting)

Whereas, limited scope legal assistance is defined as a relationship between an attorney and a person seeking legal services in which it is agreed that the scope of the legal services will be limited to the defined tasks that the person asks the attorney to perform;

Whereas the need for legal services for all Californians continues to increase and limited scope representation can help fill that need by providing legal assistance and specific representation at critical points in the legal process;

Whereas limited scope practice has been recognized by the State Bar Board of Governors as well as by the Judicial Council through the adoption of Rules of Court and Court Forms to facilitate providing legal services;

Whereas the Standing Committee on the Delivery of Legal Services has promoted the use of limited scope legal assistance as a way to address the unmet legal need of low and moderate income Californians; they have sponsored or co-sponsored multiple trainings on Limited Scope Representation at numerous conferences and local bar associations statewide to educate State Bar members on the ethical and competent practice of Limited Scope Legal Assistance;

Whereas various segments of the legal profession can play an important role in promoting and expanding limited scope practice and State Bar members can enhance their practices by providing services on a limited scope basis;

RESOLVED that the State Bar supports the expansion of limited scope legal assistance as part of the ongoing effort to increase access to legal services; that it is important to continue to identify ways in which attorneys can appropriately provide "unbundled" legal services to provide limited and specific services to litigants without undertaking full case representation;

RESOLVED FURTHER that limited scope legal assistance must be performed with a sound understanding of the ethical obligations, and that all education programs must clearly explain that limits on the scope of legal assistance do not limit the ethical obligations of the attorney to the client nor the obligations of counsel to other parties or to the court, the attorney's exposure to liability for the work he or she agreed to perform is not limited, and that the attorney continues to have an obligation to warn a client about issues outside the scope of representation which the client should address, and for which the client should consider seeking counsel, Attorneys and clients must be thoughtful in their approach to establishing the scope of services, and an attorney should not undertake such an engagement without a careful analysis of the client's capabilities, the complexity of the case, as well as the alternatives available.

THEREFORE the following steps should be pursued:

- **State Bar Section members**, particularly the Family Law, Solo and Small Firm Practice, Business Law, Real Property and Trusts & Estates Sections, should be encouraged to develop education for their membership and to expand the use of limited scope representation in their

respective practice areas, and should emphasize the benefits to their members if they offer limited scope legal assistance;

- **Law schools** should be encouraged to expand their efforts to raise awareness of limited scope legal assistance, particularly through their legal clinics, so that their students can competently incorporate it into their private practices after graduation. Law schools can also help by developing a quality teaching curriculum including the concept of limited scope representation to supplement their clinical offerings;

- **State Bar Certified Lawyer Referral Services** should be encouraged to create and expand subject matter panels to include limited scope representation in a greater number of practice areas and to provide additional training for increased participation of panel attorneys;

- **Errors and Omissions insurance carriers** should be encouraged to offer training on limited scope representation;

- **The Judicial Council** should continue to be involved with the coordination of strategies for educating the legal profession and the judiciary as to the need for and implementation of increased limited scope representation; and

- **The State Bar** should continue to coordinate with experts in the field and with legal training providers to present training programs on limited scope representation on a statewide and local basis, with programs offered live and online to maximize training opportunities and the expanded limited scope practice.

The State Bar Board of Governors will continue to review the efforts to expand the use of limited scope representation on an annual basis to further support and promote these efforts.

MONTANA'S NEW LIMITED SCOPE RULES SET THE GOLD STANDARD

M. Sue Talia

On March 15, 2011 the Montana Supreme Court approved changes to their Rules of Professional Conduct (Rules 1.2, 4.2 and 4.3), and Rules of Civil Procedure (new Rules 4.2 and 4.3 and amendment to Rule 11). The changes are designed to facilitate limited scope representation ("unbundling"). While nearly forty states have adopted some form of the ABA's Model Rule 1.2(c), or similar rules which authorize unbundling, the Montana task force has gone farther, fleshing out the standard of care, and addressing limited scope representation in the context of their competence rules, rules governing communication with represented parties, and Rule 11 considerations.

The Montana rules, which borrowed heavily from Washington, Wyoming and Iowa, serve as a model for rule amendments in other states. Some of the states which were early to catch the limited scope train had little practical experience on which to base their deliberations. Many anticipated problems and potential abuses which didn't materialize, while offering limited guidance on the practical day to day issues limited scope raises for attorneys. The Montana rules go far beyond the early iterations to recognize not only the realities but the nuances of the practice.

It isn't enough for a rule to say that limited scope is permissible in a jurisdiction. Lawyers need guidance on how it works in practice. The ABA Model Rule requires that the limitation on scope be reasonable under the circumstances and that the client gives informed consent. In my opinion, that doesn't go far enough either. In order to protect both the lawyer and the consumer, the limitation in scope should also be in writing. Montana's rule does that.

Equally importantly, Montana's Rule of Professional Conduct 1.2(c) specifically references the evolving delivery models for limited scope, and refers to the various forms it might take: telephone consultation, legal services, limited court appointments and the like in addition to traditional private representation. Most state's rules are silent on these issues, and I would strongly recommend amending them to reflect the changing delivery models being developed by lawyers and demanded by the public. Lawyers are inherently conservative when it comes to ethics, liability and discipline issues, and the Montana form of Rule 1.2(c) goes far to give them not only the permission, but the practical guidance they need to have the confidence that they are acting in a professionally appropriate way which will not expose them to increased risk of liability or discipline.

However, Montana didn't just stop at fleshing out 1.2(c). They also looked to their other rules to make them both clearer and consistent. They added a provision to Rule 1.1 on Competence that defines competence as "the knowledge, skill, thoroughness, and preparation reasonably necessary for the limited representation."

Then they went several steps further and amended their Rules of Professional Conduct 4.2 and 4.3, regarding communications with represented counsel and dealing with unrepresented parties, again giving lawyers valuable guidance in the application of limited scope to these important practical issues.

On the Civil Procedure side, the amendments to Rule 4.2 addresses the sometimes thorny issue of whether limited representation constitutes a general appearance, with all its complications (it doesn't in Montana), and who should be served when an attorney is making a limited appearance for a client. Most states' rules are silent on service issues, which often causes confusion as a lawyer who is opposing a limited scope attorney wrestles with how to effect proper service without serving everyone with everything.

My favorite part of the new Civil Procedure Rule 4.3 is the simplified procedure for a notice of limited appearance, followed by the filing of a notice of completion at the conclusion of the limited appearance. While most limited scope arrangements do not require an attorney to physically appear in court, this simplified procedure is of real importance in giving lawyers the confidence to offer these services without fear that they will have to face an expensive and cumbersome process, including court permission, to withdraw at the end of the agreed services. Contrast the extremely cumbersome and unwieldy process contained in California's Rules 5.71 and, to a lesser extent, Rule. 3.36(c).

Finally, Montana knocked down the straw man. The possibility of potential Rule 11 violations is often cited as a reason why stand alone document assistance shouldn't be allowed or won't work in practice. Taking the common sense approach, Montana's Rule 11 provides that when a lawyer's services are limited to document assistance, that lawyer need not sign the pleading. More importantly, it provides that the lawyer can rely on the client's representation of the facts, unless the lawyer has reason to believe them untrue, without the necessity of conducting a protracted and expensive independent review, which would effectively defeat the purpose of the document assistance.

I strongly recommend the amended Montana rules to any jurisdictions which are considering issuing unbundling rules for the first time, or expanding existing rules, and offer my sincere compliments to the Montana Supreme Court Equal Justice Task Force, the Montana Supreme Court Commission on Self-Represented Litigants, the State Bar Access to Justice Committee, and the Supreme Court itself for a fine and thoughtful piece of work. Kudos to all who worked so hard on this.

M. Sue Talia is a private family law judge in California and a national expert on limited scope representation who writes and lectures frequently about the issue.

The above article appeared on Richard Zorza's Access to Justice Blog, accesstojustice.net, March 21. 2011.

Anchorage Volunteer Lawyer-Assisted Early Resolution Project

The Alaska Pro Bono Program (APBP) and the Alaska Court System's Family Law Self-Help Center (FLSHC) have partnered together to create the Volunteer Lawyer Assisted Early Resolution Project (ERP), which is designed to offer early settlement and case closure to domestic relations cases involving two pro se litigants.

APBP recruits, trains, coordinates and supports volunteer attorneys in the courtroom who do unbundled legal services at a mass pro se calendar setting to facilitate the settling of these cases. Calendars of 6-8 cases are held twice monthly on Friday afternoon from 1:30 pm - 4:30 pm. APBP sends out a reminder e-mail to all trained volunteers three days before the calendar, including a list of the parties' names for conflict checks and an inquiry into everyone's availability. On the day of the calendar, available volunteers come to the courtroom and take clients for a brief 15-30 minute consult as the cases are called. Court staff (trial court staff attorney, child support analyst, FLSHC staff) support the project by screening cases, and assisting the parties in the courtroom with the preparation of child support calculations and final paperwork (such as divorce decree, custody judgment, findings of fact and conclusions of law, and child support order). If the case does not settle within two hearings, the judge issues appropriate interim orders as agreed by the parties (e.g., interim visitation and child support orders, interim payment orders) and the case is sent to the assigned trial judge for further proceedings.

Screening considerations

The screening considers the type of issues to be resolved, how complicated the issues are, whether there are present or past allegations of domestic violence between the parties. Likely case candidates include:

- The parties appear to agree (complaint and answer matches).
- If the parties do not agree on all issues, but the disagreements are relatively simple and a workable solution seems obvious (e.g. legal custody, uncomplicated physical custody issues, few/low value assets/debts), the case will be accepted into ERP.
- The parties agree on the custody and visitation arrangement but the obligor for child support does not want to pay very much; basically the question is how much the child support amount will be.
- Minor property issues (e.g. car loan, credit card debt, some medical bills).

Cases that are likely to be screened out as not appropriate include:

- Both parties cannot appear in person and need to be telephonic.
- Current and serious domestic violence.
- Extensive criminal case history.
- Unaddressed serious drug or alcohol abuse allegations.
- Unaddressed serious mental health allegations.
- Issues requiring evidentiary findings (e.g. paternity disestablishment).
- Parties have complicated financial situations (own a business that needs to be divided).

Outcomes

Since this program began in November 2009 with Anchorage Superior Court Judge Stephanie Joannides' caseload, there has been a 70% settlement rate of cases heard through this special mass pro se calendar using volunteer attorneys. The remaining 30% of the cases that did not reach full settlement resulted in the entry of appropriate interim orders and the scheduling of either a trial or individual settlement conference. In December 2010, the project expanded to include a screening of all double pro se contested family law cases in Anchorage for possible inclusion on this calendar. Since that time approximately 45% of the newly filed cases have been screened into the Early Resolution Program. Of those 72.1% have settled and are now closed files. 8.2% received an interim order and have another ERP hearing scheduled to finalize the order. 16.4% of the cases have been returned to the assigned trial judge for further proceedings and 3.3% have been removed from ERP because one party hired

private counsel. Significantly, since the program began in November 2009, there is almost 100% appearance rate, with only one party that failed to appear and did not participate in their hearing.

Benefits to volunteer lawyers, litigants and the court

Hallmarks of this project from the perspective of the volunteer lawyers include:

- Immediate gratification – lawyers work as real time problem solvers
- Collegial experience – calendars have 2-6 lawyers available who regularly debrief about techniques to improve this form of service delivery
- Training and experience in providing unbundled services – APBP trains and supports volunteers in this work at whatever level they require
- Discrete opt-in pro bono obligation – responsibilities last only so long as the consult lasts
- No preparation or follow-up required - APBP and the Court System provide all administrative support
- Regular Scheduling – calendars run once or twice a month on Friday afternoons
- Opportunity to make a significant contribution to access to justice

The benefits of this calendar from the litigant's perspective are numerous, and include:

- Parties get the reality check conversation in private
- Parties have access to early resolution
- Interim or final child support orders are issued (support is not left "brewing")
- Retirement and health insurance issues are not "overlooked"
- Private consult with a lawyer can unveil issues such as coercion, or hidden legal issues that parties do not think are relevant - pregnant by someone else, disclosure of all property, retirement, tax and medical benefit issues
- Parties get a mini-legal diagnosis and can make an informed choice of whether hiring a lawyer for further assistance would make a difference in their case
- All of the above helps triage the case to the proper resolution method
- Consults with lawyers include enforcement analysis, resulting in orders crafted to avoid obvious enforcement pitfalls
- Parties get advice on post-judgment issues, most importantly child support modifications, which hopefully will reduce the number of preclusion requests or unwieldy arrearage matters down the road

The benefits of this calendar from the court's perspective include:

- Parties get some legal advice which provides satisfaction and confidence in settlement outcomes
- Early resolution of straightforward cases, freeing judicial resources for more complex cases
- Reduced administrative time as file is only handled once
- Accurate child support orders issued at hearing
- Final documents fully completed at hearing and service perfected in person eliminating the need to mail orders
- Lawyer assisted triage eliminates tension on court's neutrality

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Virtual Law Practice

delivering legal services online professionally and securely with a web-based virtual law office

3 May 2011

by slkimbro

1 Comment »

Unbundling Ebook

Serving the DIY Client: A Guide to Unbundling Legal Services for the Private Practitioner

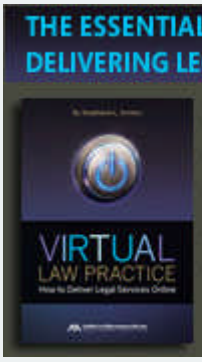
Full Ebook Here. Below is an excerpt from the Introduction.

Introduction

We live in a do-it-yourself (DIY) society. Consumers are comfortable going online to handle business and professional transactions. They shop, conduct banking and investing, earn degrees and communicate with family and friends over the Internet. The public has gotten used to controlling online interactions and many individuals see the benefit and convenience of handling business on their own time.

The DIY consumer also understands that when a product or service has a DIY component, it tends to be more affordable. This is seen as an acceptable tradeoff for doing a little or a lot of the footwork. In the current economy, many lower to moderate income individuals are more than willing to do the extra work to save money on their legal needs.

For at least the past five years, online legal service companies, such as LegalZoom, have educated consumers about DIY legal services. Consumers fill out questionnaires and purchase automated legal forms for



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sale online that they must then be responsible for executing and filing at the courthouse. DIY legal form kits are also for sale at most office supply stores. Other consumers make the dangerous choice to cut and paste together legal forms from samples they have found online on various free legal resource websites. Countering this trend, some non-profits and court systems have taken steps to create self-help centers and to work with private practitioners who volunteer in court-sponsored limited services programs. However, these resources are not available for all individuals and may pertain to assistance in only certain areas of the law.

While some law firms have provided unbundled legal services for years, it is not a practice that private practitioners have widely embraced. Some non-profit legal aid organizations still carry reservations about unbundling based on the philosophy that everyone is entitled to full service representation, whether or not that ideal will ever come to pass and in spite of the growing number of pro se litigants flooding the court systems.

Private practitioners, if aware of how to unbundle, may not see how to integrate it into their practice in a way that would be cost-effective, either with technology and/or alternative forms of billing, such as value or fixed fee billing methods. They may also believe there are too many malpractice risks for the private practitioner in limited scope representation and additional administrative burdens to make sure it's handled correctly. Guidelines and best practices are for law office management are not often taught in law schools, much less alternative forms of delivering legal services, such as providing limited scope assistance.

Yet, forty-one states have either adopted the ABA Model Rule 1.2(c) permitting unbundling of legal services or have adopted a similar rule. Combine that with the fact that the number of pro se individuals in the United States continues to rise steadily along with increasing numbers of individuals going online to seek out unbundled legal services from non-attorney companies. Our profession needs to renew enthusiasm for unbundling by private practitioners.

There are benefits for the professional as well as the public in unbundling legal services. Unbundling may be seen primarily as a service to be handled pro bono or "low" bono. However, private practitioners may also provide limited scope representation to serve another segment of the population in need of basic legal services while making it cost-effective for their firm. Adding unbundled legal services to a traditional law firm structure can be used to market a law practice to an entirely new client base and give the firm a competitive advantage.

The ABA Standing Committee on the Delivery of Legal Services has created a well-stocked library of resources on unbundling on its Pro Se/Unbundled Resource page. In November 2009, the Delivery Committee published its white paper entitled "An Analysis of Rules that Enable Lawyers to Serve Pro Se Litigants."

This ebook will refer to these resources while focusing on providing a basic, easy-to-digest introduction to unbundling for private practice lawyers. The ebook will cover ethics concerns and best practices for unbundling and provide practical suggestions for implementation. This ebook will not go into ethics issues involved in an attorney's participation in court-sponsored legal services programs. Instead, it will focus on solos and small firm's potential to provide limited scope services. As a side goal, this ebook will hopefully start a renewed dialogue between the private and public sectors of the legal profession about using unbundling as an alternative solution for chipping

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