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"Having Done a Few Things..."

Richard Waters

General Counsel's Office

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Outside Engineers/Consultants

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Outside Legal Counsel

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And it doesn’t matter.

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You are a cost.

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What does your client want to accomplish?

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- Are you adding value?
- Do you understand what your client is seeking to accomplish?

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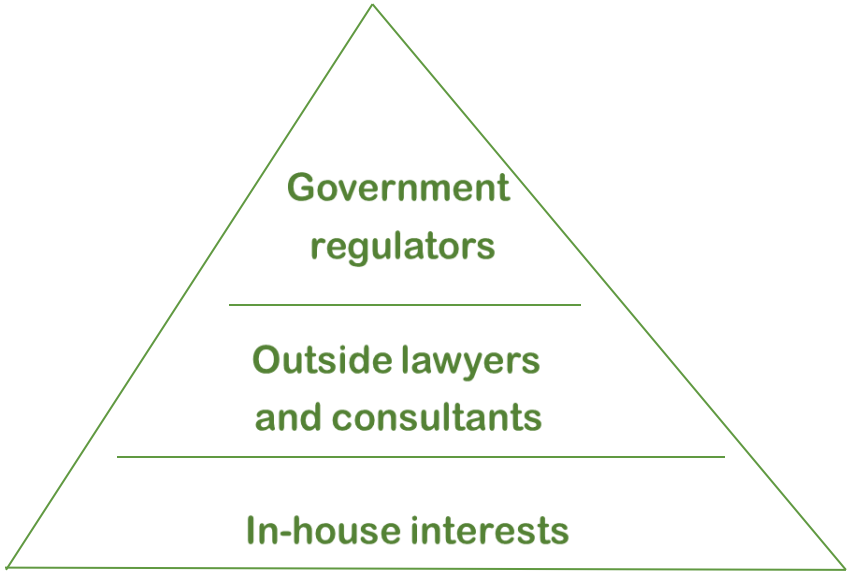
Do you know who has an interest in your representation?



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Government

- Who is across the table?
- Statutes and regulations to enforce.

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Outside

- Lawyer
- Consultant/technical person
- Company person
  (lawyer, business person, environmental manager)
- Regulator/permit writer/ enforcement

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In-House

- In-house lawyer(s)
- In-house environmental person(s)
- Plant manager / Field manager
- V.P. / Manager for the business unit
- Risk Manager / Insurance
- Finance Officer
- Chief Executive Officer / Board of Directors

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In-House, continued

- Public Information Officers - "Public Perception"
- Shareholder Information Officer - "Shareholder Perception"
- Shareholders
- Security and Exchange documents – "materiality"
- Wall Street Security Analyst – "Stock Price"
- Peer Group Comparison
- Litigation / Enforcement Risk

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In-House, continued

- Precedent
- Other Business Units
- Employees
- Joint Venture Partners
- Co-defendants
- The Budget

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Have a plan

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$101,439

vs.

$10,000

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STUPID HAPPENS

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“This is a billion dollar problem for us.”

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You have to deal with stupid, whenever and however it appears.

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Summary

- Know the goals of your client
- Determine how you are providing value
- Have a plan

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Questions