



## 907:From Problems to Opportunities: A Multidisciplinary Approach to Managing Environmental Liabilities

**Suzanne Y. Echevarria**  
*General Attorney*  
Union Pacific Railroad Company

**Lucas J. Narducci**  
*Managing Partner-Phoenix Office*  
Bryan Cave LLP

**David P. Young**  
*Environmental Counsel*  
Union Pacific Railroad Company

## Faculty Biographies

### **Suzanne Y. Echevarria**

Suzanne Y. Echevarria is a general attorney for Union Pacific Railroad Company in Houston. Her responsibilities include handling a variety of environmental matters including compliance, administrative, and litigated issues in Texas, Oklahoma, Louisiana, Arkansas, and New Mexico. She is also responsible for handling general law matters in these states.

Prior to joining Union Pacific Railroad, Ms. Echevarria served as environmental counsel for Browning-Ferris Industries, Inc. in Houston. While at BFI, she provided legal advice to corporate and district offices regarding compliance and enforcement issues relating to CERCLA, RCRA, and Clean Water Act issues. She also assisted in maintaining, renewing, and permitting new or existing BFI facilities throughout the country.

She is currently the committee cochair for the environmental section of ACCA's Houston Chapter, a member of the Houston Bar Association, a member of the Hispanic Bar Association, and formerly on the board of directors for the American Red Cross.

Ms. Echevarria received a BA from Southwest Texas State University in San Marcos, Texas and is a graduate of Texas Tech University School of Law in Lubbock, Texas.

### **Lucas J. Narducci**

Lucas J. Narducci is resident managing partner of the Phoenix office of Bryan Cave LLP, leader of the firm's environmental client service group, and a member of the firm's executive committee. His practice is dedicated to various aspects of environmental, natural resources, safety, and health law, including environmental and toxic tort litigation, environmental insurance coverage, air, water, and waste regulatory counseling, and permitting, remediation, workplace exposure issues, workplace safety, as well as administrative and legislative matters. He actively counsels clients in business and real estate transactions that involve environmental liabilities. His practice is multi-state and international. He has written many articles and is a frequent speaker at seminars and conventions on environmental topics.

Prior to joining Bryan Cave LLP, Mr. Narducci was a partner at O'Connor Cavanagh in Phoenix and leader of that firm's environmental topics.

Mr. Narducci received his BA and JD with distinction from the University of Arizona.

### **David P. Young**

*Environmental Counsel*

Union Pacific Railroad Company

## **From Problems to Opportunities**

David P. Young, Suzanne Echevarria, Lucas J. Narducci

## **A Multi-Disciplinary Programmatic Approach to Managing Historic Environmental Liabilities**

## **Program Components**

- Assessment
- Team Building
- Goal Setting
- Strategies
- Management & Implementation
- Measurement & Evaluation

## **Program Components (Continued)**

- Adjustment
- Coordination
- Scorecard

## **Assessment**

- **Portfolio Evaluation**
  - Location
  - Constituents of Concern
  - Regulatory or Legal Status
  - Asset Value
  - Costs
  - Team
  - Strategy
  - Community awareness/needs

## **Team Building**

- **Identify Needs**
- **Cast a Wide Net**
- **Interview Everyone**
- **Look For Processes**
- **Coordination of parts**
- **Appreciation of goals**

## Goal Setting

- Define Win Points
  - Regulatory Modification
  - Understand regulatory regime
  - Remedial Strategy
  - Cost Recovery
  - Legal Defense
  - Asset Disposition
  - Risk Mitigation
  - Community Relations

## Goal Setting (Continued)

- Look at the Program Not Just the Project
  - Repetitive Problems
  - Bundling

## **Strategies**

- Legal
- Regulatory
- Risk Transfer
- Technical Innovation
- Public Relations
- Community

## **Management & Implementation**

- Focus on Life Cycle
- Less is More
- Seek Alignment
- Regulatory Support
- Community Support

## **Measure & Adjustment**

- Measure Against Goals  
Continuously and Adjust
- Scorecard
- Betterment of the whole

## **Summary**

- Historical Situations
- Current Impacts
- Corporate Citizen
- Community Awareness
- Win/Win
- Reputation/Goodwill