



Pamela E. Barker

Environmental Compliance Practice Group Leader

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Pam Barker is a nationally recognized environmental attorney with decades of experience guiding clients through complex regulatory, transactional, and litigation matters.

Pam leads Lewis Rice's Environmental Compliance Practice Group and brings decades of experience in environmental law. She is a nationally recognized leader in her field, having served as Chair of the American Bar Association (ABA) Section of Environment, Energy, and Resources, and currently serving in the ABA's House of Delegates. Pamela is also a Fellow of both the American Bar Foundation and the American College of Real Estate Lawyers (ACREL), where she serves on the Member Selection Committee.

Her practice focuses on advising clients on the environmental aspects of real estate and corporate transactions, as well as regulatory compliance. Pamela has extensive experience in real estate development, including environmental due diligence, land acquisition, construction contracts, and leasing agreements. She is highly skilled in negotiating environmental terms in mergers and acquisitions, providing invaluable support to clients navigating complex deals.

Pamela has also led the legal strategy for numerous brownfield redevelopment projects, worked closely with federal and state agencies on compliance and enforcement matters, and represented clients in environmental litigation.

Education

- University of Wisconsin at Madison (J.D., *magna cum laude*)
 - Dean's list, Dean's Outstanding Academic Award
 - American Jurisprudence Award, Contracts
 - Member, *Wisconsin Law Review*
 - Order of the Coif
- Beloit College (B.A., *cum laude*)
 - Phi Beta Kappa
 - Mortar Board

Services

- Environmental Compliance
- Opportunity Zones

Special Honors

- AV® Preeminent™ Peer Review Rated by Martindale-Hubbell
- *Missouri Lawyers Media* Top 100 POWER List (2023, 2024)
- Lawdragon Green 500: Leaders in Environmental Law (2023)
- *Missouri Lawyers Media* The POWER List: Environmental and Energy Law (2022-2023)

Legal Background

- Chief environmental and regulatory counsel, assistant general counsel and assistant secretary, Appvion, Inc. (2014-2015)
- Executive director of environmental health and product safety, assistant general counsel and assistant secretary, Appvion, Inc. (2007-2013)
- Shareholder and co-chair of Environmental Energy Practice Group, Godfrey & Kahn, S.C. (1981-2007)

Professional Affiliations

- Fellow, Wisconsin Bar Foundation (2021-present)
- Fellow, ACREL (2017-present)
- House of Delegates, ABA (2017-present)
 - Past chair, Section of Environment, Energy, and Resources
- Member, ABA Task Force on Sustainability Financial Disclosures (2016)
- Member, Board of Directors, Wisconsin Paper Council (2012-2015)
- Member, Board of Directors, Wisconsin Sustainable Business Council (2008-2015)
- Appointed court commissioner for the Honorable Dennis P. Moroney, Milwaukee County Circuit Court (2002-2016)
- Member, Board of Visitors, University of Wisconsin Law School

Admissions

- Missouri Bar
- Wisconsin Bar

Representative Experience

- Served as chair of the American Bar Association Section of Environment, Energy, and Resources.
- Managed 20 team members as leader for the Environmental and Energy Practice Group at a major Milwaukee law firm.
- Successfully launched one of the first Employee Stock Ownership Plans for a major corporation.
- Resolved potentially deal-breaking environmental issues for a large paper company.
- Developed the first outlet mall in the state of Wisconsin, handling the acquisition of land,

construction contracts, leasing, and environmental due diligence.

- Achieved a groundbreaking decision for a client under the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), dismissing the client from being a Potentially Responsible Party for a \$1 billion clean-up.
- Negotiated a \$600 million liability in multi-party litigation to \$25 million.
- Saved more than \$500,000 in remediation costs on one project and \$400,000 on another.
- Negotiated \$2.5 million of government fines and penalties to \$90,000.
- Resolved various superfund demands totaling \$6 million for \$100,000.
- Convinced the chair of the Ohio Environmental Protection Agency (EPA) to use his discretion to grant emergency permitting, which had never been achieved before.
- Achieved first-time collaboration between Montgomery County, City of West Carlton, and Miami Valley Planning Commission to allow a client to use the Miami-Dade County Water Supply and Treatment facility, saving \$700,000 annually.
- Invited by the United States EPA to participate in the Design for the Environment Program, which looked for alternatives for the use of BPA.
- Developed and launched a REACH program for a client, saving them more than \$500,000 in fees.
- Transformed a Kenosha, Wisconsin, brownfield into a vital lakefront recreation and housing area.
- Won a partner dispute case, which was the longest trial in the state of Wisconsin at the time.
- Supervised more than 100 environmental investigation or remediation projects with an emphasis on cost containment and meeting tight deadlines.
- Successfully completed multi-million-dollar mergers and acquisitions.
- Served as one of two legal resource members to the United States EPA's All Appropriate Inquiries Negotiated Rulemaking Committee, which was tasked with developing the All Appropriate Inquiries Rule under the Superfund and Brownfields legislation.