FLEISHMAN HILLARD INC

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Robert L. Peirce
Senior Vice President

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Memorandum

TO: Loren W. Wassell

FROM: Robert L. Peirce

Marjorie Brooks and I are looking forward to working with Monsanto on the Sauget sites projects. As you requested, we have put together the following list of activities to be undertaken by Fleishman-Hillard.

General Research/Background

As we discussed last week, our first steps will be to review the Krummrich plant's community relations plan and mailing list and to meet with Andi Smith and Max McCombs to get background information on the landfill. This information will be needed to help prepare written materials about the landfill study, once the consent decree is finalized.

Simultaneously, we will research the experience of Cerro Copper in working with the Illinois EPA on the company's voluntary cleanup of a portion of Dead Creek and in garnering favorable publicity for this action. We will analyze the benefits of a similar cleanup to Monsanto.

Detailed Public Relations Plan

- Writing a detailed public relations/community relations plan, with timetables, audiences, strategies, etc.
- Conceptual overall plan for all project segments
- Detailed plan for landfill consent decree
- Detailed plan for voluntary cleanup of Dead Creek

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Landfill Consent Decree

- Being briefed on landfill issues
- Conducting research on external community factors that could affect landfill study
- Developing sample news release and messages
- Developing Q & A's
- Developing list of who to brief, in conjunction with Monsanto
- Developing copy points to make in briefings
- Attending briefing of Community Advisory Council
- Developing list of key media, in conjunction with Monsanto
- Providing media training on specific issues
- Attending public hearings
- Developing strategy and copy points to be ready on downstream water issues
- Providing general counsel

Voluntary Cleanup of Dead Creek

- Analyzing benefits of cleanup
- Researching Cerro Copper experience with IEPA
- Researching Dead Creek issues
- Developing a strategy
- Preparing written materials as required
  -- News release
  -- Copy points
  -- Q & A's
  -- Media kit

- Providing media training on specific issues
- Attending public hearings
- Providing general counsel

Waste Minimization at Krummrich Plant

We also envision being involved in helping publicize waste minimization efforts at the Krummrich plant. Although the exact scope of these activities are unknown, they are likely to include:

- Conducting research
- Writing a background paper
- Developing publicity strategies
- Preparing written materials as required
  -- Media kit
  -- Copy points
  -- Q & A's
- Providing media training on specific issues
- Providing general counsel

We believe it is too early to pinpoint specific activities by Fleishman-Hillard related to remediation work at the landfill, study and remediation of other Area 1 sites and study and remediation of the Area 2 pits and lagoons.

Budget

Professional Fee: $4,500 a month for the first year, subject to review after that.

Out-Of-Pocket Expenses: Approximately $1,000 a year for basic expenses, including local travel to Sauget and Creve Coeur; telephone, postage and photocopying.

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For media training, we will need to rent cameras and other equipment at a cost of $800-$1,000 a day for as many as three separate sessions, for a maximum total cost of $3,000. If Fleishman-Hillard produces media kits for Monsanto, there will be additional costs for design, materials and production.

Please call if you have questions or comments.

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