Monsanto

FROM
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DATE: July 28, 1993 cc: L.W. Wassell

SUBJ: Carondelet -- Start-up

RE:

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Pursuant to the July 27 briefing session at the Carondelet plant to discuss start-up issues, below please find an analysis of some of the risk associated with start-up scenarios as described at our meeting from a public affairs standpoint.

Discharge to Sewers

Discharge of flood waters that are currently inside plant property, non-contact cooling water and process waste to the Metropolitan Sewer District (MSD) utilizing the interim wastewater system presents a very low public affairs risk. This takes into account that all infrastructure systems are stressed due to the flood conditions, including potable water, and sewer lines, and that failure could occur. We have developed message points that speak to MSD's ability to handle the flow rates, and that the district has not asked any industrial user to curtail access to the sewer system.

Discharge Directly to the River Des Peres

Discharge of flood waters, non-contact cooling water, and process waste directly to the River Des Peres where there is no visible evidence of pumping directly to the river would also present limited public affairs risk.

Visible discharge directly to the River Des Peres, such as a piping system which traverses the Monsanto dike and Germania, would likely cause neighbors to question whether Monsanto activity is raising the water level, and prolonging the high water, and causing further damage to their homes or businesses. Although not optimal, this scenario is manageable.

The message would be that extraordinary conditions created by the flood require limited, short-term extraordinary measures to deal with the situation. As a subset of the extraordinary measures message, we would likely enter a discussion regarding the protection of 250 high wage jobs, and the economic benefits of an operating facility to the city and the immediate community. The general message would be that the worst is over and we are attempting to restore a sense of normalcy by returning the plant to productivity. We believe that our neighbors are also anxious to put the flood behind them, get on with the clean up, and return to their normal lives.

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Discharge over the Monsanto Dike into the Community

The discharge of flood water, non-contact cooling water, or process waste over the dike and into the community, either visibly or invisibly, could cause serious damage to the Carondelet plant's reputation, and right to operate, as well as the Monsanto Company image. The charge would be that Monsanto pursued profit at the expense of the community when the community could least afford it. We do not recommend this action.

Potential Community Relations Effort

An option for off-setting community ill-will could be to provide two or more pumps to assist in the effort to dry out the community. The pumps could be made available to either home owners or organizations such as the Carondelet Betterment Association.

I have attached a few likely questions and potential answers resulting from pumping over the dike.

Should you have any questions, please do not hesitate to inquire.

Kevin S. Cahill

Enclosure

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