
Exhibit B

**Feasibility Study Work Plan
Chlor-Alkali Plant
Longview, Washington**

Prepared for
Weyerhaeuser Company

February 2001

Prepared by
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Introduction

This work plan outlines the suggested approach that will be taken in preparing the feasibility study report for the Weyerhaeuser Chlor-Alkali Plant located in Longview, Washington. The location of the facility is shown in Figure 1-1. This work plan presents the general approach that will be used to develop site cleanup levels and develop and select a cleanup action to mitigate the impacts of mercury-impacted media at the Chlor-Alkali Plant. Details of the feasibility study approach will be determined through working sessions held with Weyerhaeuser Company and the Washington Department of Ecology. This work plan has been prepared pursuant to the agreed order (Agreement No. X) entered between Ecology and Weyerhaeuser on September X, 1999. CH2M HILL has prepared this document on behalf of Weyerhaeuser in accordance with the Washington State Model Toxics Control Act (MTCA) and its implementing regulations specified in Washington Administrative Code (WAC) Chapter 173-340.

1.1 Purpose and Scope

The purpose of the remedial investigation and feasibility study (RI/FS) process is to collect, develop, and evaluate sufficient information to enable the selection of a cleanup action. The remedial investigation phase of the process identified and characterized the nature and extent of mercury-impacted media at the Chlor-Alkali Plant. In accordance with the RI/FS scope of work, the draft RI report (CH2M HILL, 1999) was prepared and submitted to Ecology in April 1999. The feasibility study will develop and evaluate cleanup action alternatives to enable a cleanup action to be selected for the site.

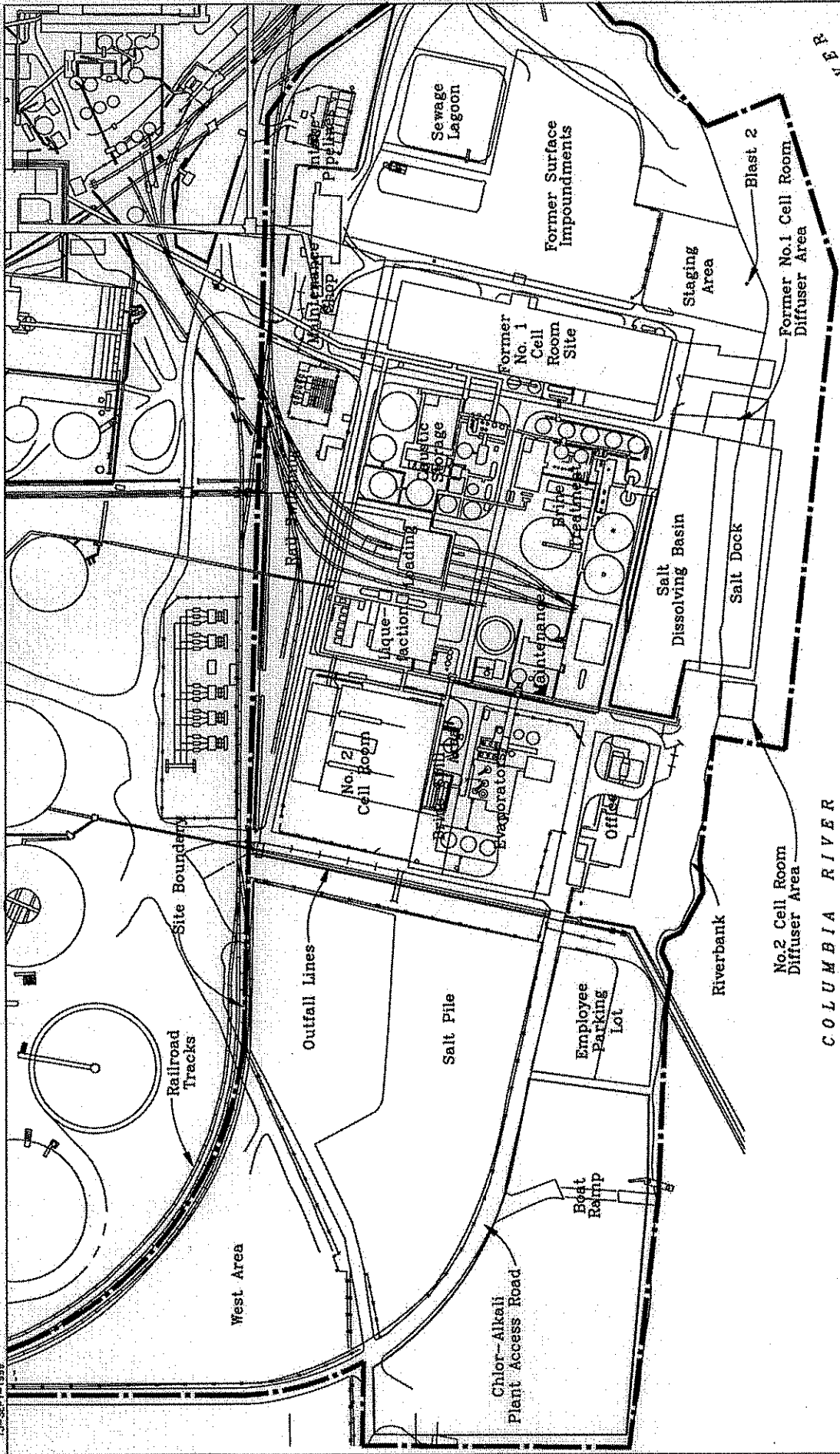
1.2 Background

In the mid-1950s, the Weyerhaeuser Company elected to begin production of chlorine and caustic for its pulp and paper mills. Construction of a chlor-alkali plant in Longview, Washington, began in 1956. A site map of the Chlor-Alkali Plant is shown in Figure 1-2. Facility operations commenced in the fall of 1958. The No. 1 Cell Room was constructed on a remnant of Mt. Coffin, an approximately 300-foot-high basalt promontory. The plant was expanded in 1966 with the addition of a second cell room (the No. 2 Cell Room) and a liquefaction building.

The technology that was available and used at this time (the late 1950s) to produce chlorine and caustic was the mercury electrolytic cell process. This two-part electrolytic process used a brine electrolyzer and an amalgam decomposer. Leaks from pumps, valves, and process lines from the former No. 1 Cell Room have resulted in mercury releases to onsite soils. The potential for mercury releases from the No. 2 Cell Room was considerably lower than from the No. 1 Cell Room because of differences in building construction and the duration of process operations. In the mid-1970s, the mercury electrolytic chlorine and caustic

Figure 1-1
Location Map

Figure 1-2
Feasibility Study Site Map



LEGEND
 --- Boundary of FS Study Area

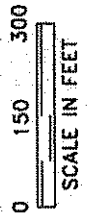
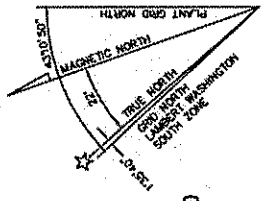


FIGURE 1-2
Feasibility Study
Site Map

WEYERHAEUSER CHLOR-ALKALI PLANT
 LONGVIEW, WASHINGTON

production cells were replaced with diaphragm cell technology. This change-out effectively ended the production-related loss of mercury to the environment.

The mercury that was released more than 20 years ago is currently detectable in soil and groundwater, and several removal actions have taken place to remove the highest mercury concentrations in soil at the plant. Groundwater at the plant, which discharges into the Columbia River, has been monitored for mercury since the 1970s. Currently, mercury concentrations in surface water in the river near the plant are similar to mercury concentrations upstream and downstream of the plant. Additional information on the background and history of the Chlor-Alkali Plant can be found in the remedial investigation work plan (CH2M HILL, 1995).

The Chlor-Alkali Plant is currently listed on Ecology's Hazardous Waste Site List (which is found within the site register for the Toxics Cleanup Program), based on past reviews by Ecology and submittals by Weyerhaeuser. A work plan for a remedial investigation and feasibility study for mercury in the environment at the Chlor Alkali Plant (CH2M HILL, 1995) was submitted and approved by Ecology in 1998.

Weyerhaeuser completed the remedial investigation fieldwork at the plant in the summer of 1998 as an independent action. Additional sampling was conducted in 1999 to fill data gaps identified during the preparation of the remedial investigation report. RI activities focused on obtaining and analyzing the additional data needed to fully characterize the risk to human health and the environment posed by the site and to support selection of appropriate cleanup actions. The draft RI report (CH2M HILL, 1999) combined previous site information with additional site information obtained during the RI to complete characterization of the site and allow the evaluation of cleanup actions.

The draft RI was submitted to Ecology for review in April 1999. Based on the results of the RI, the primary medium of concern at the site is groundwater, though there are some localized areas with concentrations of mercury in soil that will be evaluated.

1.3 Previous Investigations

Since the 1960s, numerous geotechnical and environmental investigations have been conducted at the Chlor-Alkali Plant. These investigations have helped Weyerhaeuser determine where cleanup actions could be applied at the site so that early actions could be implemented. Data from these previous investigations have been incorporated into the remedial investigation and will be used, where possible, in the feasibility study to develop cleanup action alternatives. Previous investigations conducted at the Chlor-Alkali Plant include the following:

- A 1966 geotechnical investigation in the central, process portion of the plant
- A 1973 geotechnical investigation in the caustic storage area
- A 1977 geotechnical investigation in the caustic storage area
- A 1977 and 1978 sampling of concrete and wood in the No. 1 Cell Room for mercury
- Two 1980 geotechnical engineering investigations near the salt dock

- A 1985 sampling of asphalt, concrete, wood, soil, and sediment for mercury throughout the plant
- A 1986 environmental assessment of surface water, groundwater, soil, sediment, and biota for mercury in the vicinity of the plant and in the Columbia River
- A 1987 sampling of soils for mercury in the former surface impoundment area
- A 1987 sampling of soil and groundwater for mercury in the west area and sampling of surface water and sediment for mercury along the Columbia River shoreline
- A 1988 through 1991 groundwater monitoring study for mercury in the west area
- A 1989 investigation of the No. 1 Cell Room building to determine mercury concentrations in trench debris, sump water and sludge, dust, concrete, wood, and roofing materials
- A 1990 soils investigation for mercury in the former surface impoundment area
- A 1990 soils investigation to confirm the effectiveness of soil removal in the brine spill area
- A 1990 soils investigation for mercury along the west and south sides of the No. 1 Cell Room
- A 1990 sampling of concrete, soil, and wood for mercury in the No. 1 Cell Room building
- A 1991 groundwater investigation for mercury prior to demolition of the No. 1 Cell Room building
- A 1991 soil investigation for mercury in the No. 2 Cell Room area, caustic storage area, brine treatment area and staging area; sampling of concrete for mercury in the No. 2 Cell Room basement; and installation of monitoring wells in the central, process portion of the plant and the former surface impoundment area
- From 1991 until the present, monitoring of mercury concentrations in groundwater throughout the plant
- A 1992 sampling of soil and sediment for mercury before and after removal of the abandoned No. 1 Cell Room diffuser
- Investigations in 1998 and 1999 to implement the RI work plan. This work included the collection of soil, groundwater, surface water and sediment samples, water level monitoring, and topographic surveys. Detailed descriptions of the work performed and results obtained from this investigation can be found in the remedial investigation report (CH2M HILL, 1999).

1.4 Previous Removal Actions

Since the discovery in the early 1970s of mercury releases from the No. 1 Cell Room, Weyerhaeuser has worked independently and in collaboration with Ecology to implement a

number of cleanup actions at the Chlor-Alkali Plant to reduce the risk to human health and the environment. These actions have resulted in the removal of approximately 54,000 tons of mercury-contaminated sludges, pond liners, dust, debris, water, concrete, wood, transite siding, and soil. It is estimated that 1,500 pounds of elemental mercury was recovered and recycled through past cleanup actions. Previous cleanup actions implemented at the site include the following:

- Removal from the former surface impoundment area of approximately 11,000 tons of brine sludges in 1972, 1973, and 1974 and removal of another 24,000 tons of brine sludges, pond liners, and subsoils in 1976 and 1977.
- Removal of 61 55-gallon drums of mercury-contaminated dust, debris, water, sludge, and elemental mercury from the No. 1 Cell Room in 1990.
- Removal of approximately 2 tons of soil containing visible mercury from the brine spill area in 1990.
- Removal of 1,308 tons of concrete and rebar following demolition of the No. 1 Cell Room mezzanine floor and interior concrete columns in 1990.
- Removal of 4,912 tons of concrete floor slab and decomposer pads and underlying soils from the No. 1 Cell Room building in 1991. An estimated 1,485 pounds of elemental mercury was recovered.
- Additional removal of approximately 117 tons of soil from the brine spill area in 1991, along with the recovery of 10 pounds of elemental mercury and removal of 15 feet of concrete drainage ditch and abandoned pump bases.
- Recovery of approximately 5 pounds of mercury from the interior of the instrument shop, located in the maintenance area, in 1991.
- Demolition of the No. 1 Cell Room building shell and roof with the removal of 4,305 tons of concrete, wood, transite siding, and soil in 1991.
- Removal of 8,148 tons of soil and concrete from outside and beneath the No. 1 Cell Room building in 1991.
- Closure of the former No. 1 Cell Room area through placement of clean backfill, construction of a rainwater collection system, and polymer-modified asphalt (PMA) pavement under a 1991 agreed order with Ecology.
- Removal of approximately 36 tons of soil and concrete following the 1991 demolition of a sump in the basement of the No. 2 Cell Room building.
- Removal of approximately 36 tons of soil near the No. 2 Cell Room and in the brine treatment area identified as mercury hot spots in 1991.
- Removal of approximately 1,166 tons of soil in the former diffuser area as part of the No. 1 Cell Room diffuser removal action in 1992.

These removal actions have been consistent with the MTCA preference for permanent solutions and the use of cleanup technologies that reuse or recycle wastes. Additionally, in

the former No. 1 Cell Room area, PMA pavement was placed over soils containing residual mercury concentrations under an agreed order with Ecology. As a result of these efforts, mercury concentrations at the Chlor-Alkali Plant have been substantially reduced, exposure pathways to residual mercury have been limited, and the associated human health and environmental risks at the site have been decreased.

1.5 Overview of Chlor-Alkali Plant Feasibility Study Process

The approach for completing the Chlor-Alkali Plant feasibility study will consist of the following:

1. Revise the draft FS work plan to incorporate Ecology comments and submit the final FS work plan.
2. Sign the agreed order.
3. Conduct working sessions with Weyerhaeuser and Ecology to do the following:
 - Review remedial investigation results.
 - Develop cleanup action objectives.
 - Select applicable or relevant and appropriate requirements (ARARs).
 - Determine cleanup levels.
 - Select cleanup alternatives to be evaluated for each affected medium.
 - Select the cleanup alternative evaluation and ranking process.
 - Conduct an evaluation of the cleanup alternatives and select the recommended alternative.

The intent of the working sessions is to allow Weyerhaeuser and Ecology to come to a consensus on the various objectives and approaches of the FS prior to physical preparation of the document. This approach will minimize the review and comment period and streamline the process overall.

4. Prepare a draft FS report and submit to Ecology for review.
5. Revise the draft FS report and RI report to incorporate Ecology comments and submit the final RI/FS report.

Regulatory Requirements and Cleanup Levels

2.1 Identification of Applicable or Relevant and Appropriate Requirements

This section presents the approach for identifying applicable or relevant and appropriate requirements that will be used in the Chlor-Alkali Plant feasibility study. Under MTCA, all cleanup actions must comply with applicable local, state, or federal laws (WAC 173-340-710). The development of ARARs ensures that cleanup actions evaluated for site cleanup are consistent with local, state, and federal laws.

Ecology and Weyerhaeuser have agreed to implement this project under the authority of MTCA and its implementing regulations specified in WAC Chapter 173-340. All cleanup actions conducted under MTCA must comply with legally applicable local, state and federal requirements (WAC 173-340-710). In addition, Ecology may determine that other requirements, criteria, or limitations are relevant and appropriate. These requirements are consistent with Section 121(d)(2)(A) of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), which requires that Superfund cleanup actions meet or exceed any federal standards, requirements, criteria, or limitations that are determined to be ARARs, as well as any state requirements that may be more stringent. Therefore, both applicable and relevant and appropriate requirements will be used in the feasibility study.

The purpose of performing the ARARs analysis is to identify the requirements for assessing soil, groundwater, sediment, and surface water contamination and identifying cleanup levels appropriate for cleanup, monitoring, and institutional controls at the Chlor-Alkali Plant. ARARs that will be considered in the feasibility include chemical-specific, location-specific, and action-specific ARARs.

2.1.1 Types of ARARs

There are three types of ARARs:

- Chemical-specific ARARs are laws and regulations that identify health- or risk-based numerical values that, when applied to site-specific conditions, result in the establishment of concentration cleanup limits for specific hazardous substances. These limits establish the acceptable amount or concentration of a chemical that may be found in, or discharged to, the ambient environment.
- Location-specific ARARs are requirements that are driven by the geographical or physical position of the site, rather than the nature of the contaminants or the actions at the site. Location-specific ARARs are typically restrictions or requirements placed on the concentration of hazardous substances or the conduct of activities solely because they occur in a specific location. However, they may also address culturally significant or

environmentally sensitive areas that might affect the selection and/or implementation of a cleanup action.

- Action-specific ARARs are requirements that define acceptable performance, design, or other similar action-specific controls or restrictions on particular kinds of activities, including identification and management of solid waste and/or hazardous substances. Action-specific ARARs are usually technology- or activity-based requirements.

In general, chemical- and location-specific ARARs provide the basis for determining the objectives and goals of cleanup action, whereas the action-specific ARARs provide the basis for determining how the cleanup action will be implemented.

2.1.2 Ecology Input to ARARs Analysis

As stated above, Ecology may determine that other requirements, criteria, or limitations are relevant and appropriate. Obtaining consensus on ARARs early in the feasibility study process is critical to ensure that the expectations of Ecology and Weyerhaeuser are consistent. To obtain this consensus, feedback from Ecology on the ARARs analysis will be solicited at a workshop and will be incorporated into the feasibility study early in the process.

2.2 Development of Site Cleanup Levels

One of the requirements of the MTCA cleanup regulation (WAC 173-340) is to establish cleanup standards for individual sites. The two primary components of cleanup standards are cleanup levels and points of compliance. Both must be established for each site.

2.2.1 Cleanup Level Development

Cleanup levels determine at what concentration a particular hazardous substance does not threaten human health or the environment. The goal is to address all substances having concentrations above those levels with some remedy that prevents exposure to those materials. This section discusses how the cleanup standards for the Chlor-Alkali Plant will be developed in the feasibility study following the requirements of MTCA.

Developing cleanup levels involves several steps: determining which method to use; determining the reasonable maximum exposure scenario; developing cleanup levels for individual substances in individual media, taking into account potential cross-media contamination; determining what substances contribute to overall risks at the site (indicator hazardous substances); evaluating levels for single substances in single media for indicators; and adjusting individual levels downward to meet site risk and hazard limits specified in MTCA.

As identified through previous investigation and in the RI report, mercury is the contaminant of concern (COC) at the Chlor-Alkali Plant, so the determination of cleanup levels will be limited to mercury. There are three methods used to determine cleanup levels under MTCA: Methods A, B, and C. Method A is used for routine sites or sites that involve relatively few hazardous substances that have available numerical levels. Method B is the standard method for determining cleanup levels and is applicable to all sites. Method C is a

conditional method used when a cleanup level under Method A or B is technically impossible to achieve or may cause greater environmental harm. Method C may also be applied to qualifying industrial properties. Cleanup level methods are established in MTCA for groundwater, surface water, soil, and air. Cleanup standards for sediments will be developed from regulations found in WAC 173-204.

Weyerhaeuser and Ecology will seek consensus on the approach for developing site cleanup levels for mercury during the proposed working sessions. Possible approaches for developing cleanup levels include a standard MTCA approach, a site-specific approach, or the acceptance of MTCA cleanup levels with the recognition of the inherent problems in this approach and the flexibility to negotiate appropriate higher levels.

2.2.2 Determination of Points of Compliance

Points of compliance designate the locations on the site where the cleanup levels must be met. Points of compliance may vary for the different media depending on how the site cleanup levels are developed. Appropriate points of compliance will be developed in conjunction with media-specific cleanup levels for all media of concern at the site. Points of compliance will be discussed with the cleanup level approach during a workshop.

Cleanup Action Alternatives

3.1 Cleanup Action Objectives

Cleanup action objectives will be established for the site to address potentially complete exposure pathways. As described in the U.S. Environmental Protection Agency's RI/FS guidance, "remedial action objectives consist of medium-specific or operable-unit-specific goals for protecting human health and the environment. The objectives should be as specific as possible but not so specific that the range of alternatives that can be developed is unduly limited" (U.S. Environmental Protection Agency, 1988). After the cleanup action objectives have been developed, the areas, volumes, and characteristics of materials exceeding cleanup levels will be identified. The cleanup action objectives will guide the screening of suitable technologies and the development of cleanup action alternatives that meet MTCA requirements and are consistent with Ecology expectations.

3.2 MTCA Cleanup Technology Preference

Cleanup action alternatives developed for the Chlor-Alkali Plant will follow MTCA guidance (WAC 173-340-360) that specifies the criteria for approving cleanup actions. MTCA requires that permanent solutions be used to the maximum extent practicable, that the site be restored in a reasonable time frame, that public concerns be considered, and that certain cleanup technologies be given preference.

The emphasis on permanent solutions is conveyed in the preference that MTCA assigns to technologies that address hazardous substances. These technologies are listed below in order of descending preference, as specified in MTCA:

- Reuse or recycling
- Destruction or detoxification
- Separation or volume reduction followed by reuse, recycling, destruction, or detoxification of the residual hazardous substance
- Onsite or offsite disposal at an engineered facility designed to minimize the future release of hazardous substances and in accordance with applicable state and federal laws
- Isolation or containment with attendant engineering controls
- Institutional controls and monitoring

Where combinations of technologies are appropriate at a site, MTCA specifies that the cleanup alternatives should maximize the use of higher preference technologies.

A permanent solution, as defined by MTCA, is one in which no further action is required to meet cleanup standards, other than disposal of residues from preferred treatment technologies. Technologies that reuse, recycle, destroy, or detoxify hazardous substances are generally considered permanent solutions if the residual hazardous substance concentrations are below the cleanup levels established through the MTCA process (Method A, B, or C). Containment of hazardous substances and the implementation of institutional controls are not recognized as permanent solutions.

3.3 Preliminary Screening of Cleanup Technologies

If cleanup levels are exceeded at the site, a preliminary screening of applicable remedial technologies will be developed. The purpose of this technology screening is to identify technologies potentially applicable to the site that will result in attainment of the cleanup action objectives. These technologies will be screened based on their applicability and technical feasibility. Retained technologies will be used to develop detailed cleanup action alternatives that will be evaluated in the feasibility study. Ecology has the authority to determine which alternatives must be evaluated in the feasibility study, but MTCA provides for the elimination of alternatives or alternative components if the cost involved is clearly disproportionate or if the alternative or component is not technically possible at the site.

3.4 Development of Cleanup Action Alternatives

No cleanup alternatives need to be developed if concentrations of hazardous substances at the site do not exceed the cleanup level at a point of compliance throughout the site. Otherwise, cleanup actions must be evaluated and a cleanup action selected.

Cleanup action alternatives will be proposed that protect human health and the environment by eliminating, reducing, or otherwise controlling risks posed through each exposure pathway and migration route. Alternatives will be developed from the technologies retained in the preliminary screening and will be developed with the point of compliance throughout the site. Alternatives with conditional points of compliance may also be developed.

MTCA requires that the most practicable permanent alternative be developed and evaluated in the feasibility study to serve as a baseline to determine whether the preferred cleanup action is permanent to the maximum extent practicable. However, this permanent alternative need not be included if a permanent alternative is not technically possible or if the cost of such an alternative is clearly disproportionate.

All cleanup alternatives retained for detailed evaluation will meet the following minimum requirements specified in WAC 173-340-350(8)(d). These threshold requirements for cleanup actions not subject to waiver or qualification include the following:

- Protection of human health and the environment
- Compliance with cleanup standards
- Compliance with applicable state and federal laws
- Provision for compliance monitoring

Cleanup alternatives for each affected medium will be discussed with Ecology to obtain consensus on the alternatives that will undergo detailed evaluation. Selection of a final preferred cleanup alternative will be based on MTCA guidance, as described in the following section.

3.5 Selection of Preferred Cleanup Action Alternative

This section presents the approach for evaluation and selection of cleanup alternatives that will be conducted as part of the feasibility study at the Chlor-Alkali Plant. Detailed alternatives developed in the feasibility study after the initial screening of applicable technologies will be evaluated to determine whether they meet all of the requirements in WAC 173-340-350(8)(d). In addition to the threshold requirements listed in the previous section of this document, cleanup action alternatives will be judged on how well they meet the following additional requirements:

- Use of permanent solutions to the maximum extent practicable
- Restoration of the site in a reasonable time frame
- Consideration of public concerns

Using the MTCA definition of a permanent solution found in WAC 173-340-200 and the criteria in WAC 173-340-350(8)(e)(ii), the cleanup alternatives presented will be ranked from most to least permanent. The most practicable permanent solution will be selected as the baseline cleanup action. The incremental costs and benefits of the other alternatives will then be compared against this baseline. The baseline alternative will be discarded from further consideration and the next most permanent alternative will become the new baseline alternative if the alternative fails a disproportionate cost analysis. Costs are judged to be disproportionate "if the incremental costs of the alternative over that of a lower cost alternative exceed the incremental degree of benefits achieved by the alternative over that of the lower cost alternative" (WAC 170-340-360(3)(c)).

The costs and benefits of the alternatives evaluated in the disproportionate cost analysis will be judged relative to the following criteria outlined in WAC 173-340(8)(e):

- Protectiveness
- Permanence
- Cost
- Long-term effectiveness
- Management of short-term risks
- Technical and administrative implementability
- Consideration of public concerns

Through this process, the most permanent and cost-effective cleanup alternative will be selected.

3.5.1 Alternative Evaluation Using Decision Science

The comparison of costs to benefits will be performed using decision science tools that incorporate Weyerhaeuser and Ecology values into the decision process. The decision tools will include a multi-attribute utility (MAU) analysis, followed by a risk-based sensitivity

analysis, if necessary. The implementation of the tools will be discussed with Ecology during a workshop to promote communications and to validate the decision process.

The MAU analysis will be conducted in four steps: decision model setup, data collection, alternative evaluation, and preliminary sensitivity analysis. The preliminary sensitivity analysis will provide meaningful data on the leading alternative's sensitivity toward specific project values or criteria.

If the results of the MAU analysis suggest that the alternatives are relatively sensitive to changes in criteria, a more detailed risk-based sensitivity analysis will be used. The risk-based sensitivity analysis will include the development of risk profiles for each of the evaluation criteria. These profiles will be developed with Ecology input by assigning the probability of an alternative achieving the criteria.

3.5.2 Recommended Cleanup Alternative

After the cleanup action alternatives have been compared using the disproportionate cost analysis, a final cleanup action alternative will be recommended. This recommended cleanup alternative would result from the incorporation of Weyerhaeuser and Ecology values into the decision science model used to evaluate the benefits and costs of the alternatives. The input of Ecology and Weyerhaeuser values into the decision model is expected to lead to a recommended alternative that is acceptable to both parties. The alternative evaluation process will be presented and discussed during a workshop to ensure that both Ecology and Weyerhaeuser agree on the recommended alternative.

SECTION 4

Schedule

The proposed schedule for preparation of the feasibility study is presented in Appendix A. The schedule is considered draft pending completion of the agreed order process.

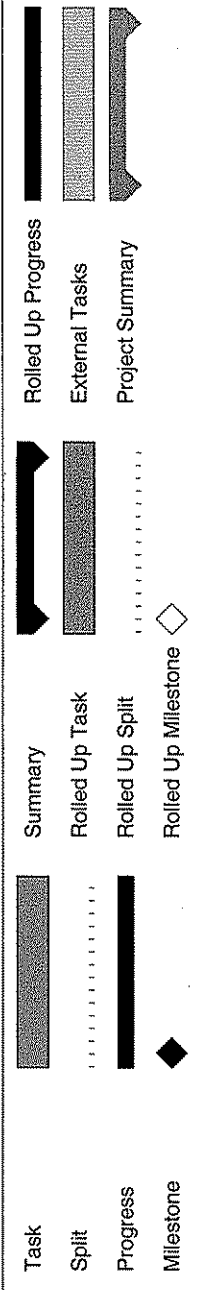
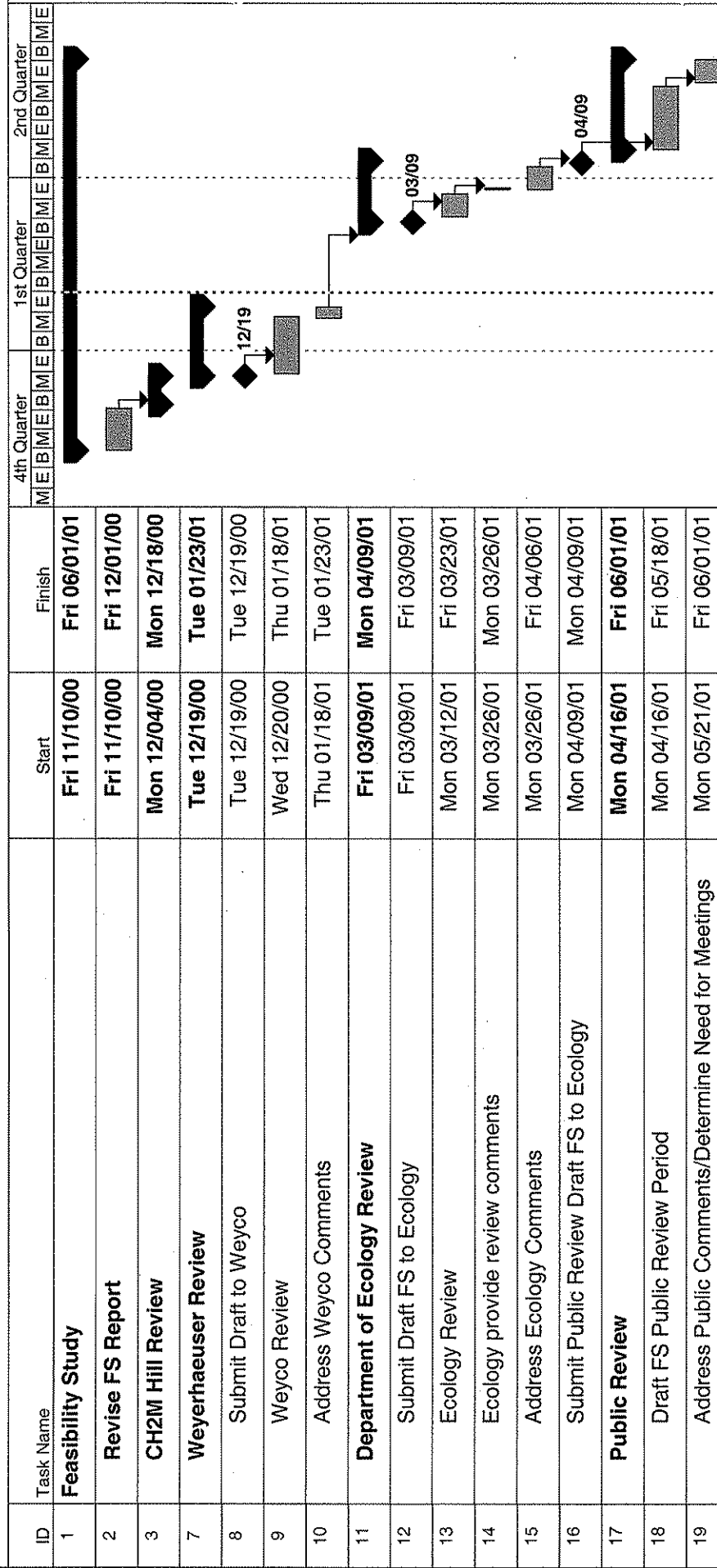
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APPENDIX A
Feasibility Study Schedule

Attachment A Weyerhaeuser Chlor-Alkali Plant Feasibility Study Schedule



Project: Chlor-Alkali Plant
Date: Wed 01/31/01