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Hulcher Services Inc. has been in the business of providing professional field services to railroads, industry and governmental agencies for over 40 years. On an emergency or preplanned basis we offer a full range of services including: engineering, environmental, industrial mishap, train derailment, load adjusts/transfer and civil construction. Hulcher Services Inc. is owned by First Financial Resources Inc. of Denton, Texas. Hulcher Services Inc. has a strong financial base and an excellent Dunn and Bradstreet rating. Because of this financial strength, Hulcher has the capability to bond, insure and finance large remedial and construction projects anywhere in the United States, Canada or Mexico.

Hulcher has the resources to get the job done, regardless of size or location. We have a staff of experienced environmental professionals located at 11 environmental divisions in the United States and Canada. If necessary, these environmental professionals can be quickly supplemented with field personnel and equipment operators from Hulcher’s 38 other operating divisions.

Hulcher has an extensive inventory of heavy construction equipment including:

- Cat 330 track excavators
- Cat 325 track excavators
- Cat 977 track front-end loaders
- Cat 972 wheel front-end loaders
- Cat 966 wheel front-end loaders
- Cat 980 wheel front-end loaders
- Cat 988 wheel front-end loaders
- Cat D-4 thru D-7 bulldozers
- John Deere 310 wheel backhoes
- Hi-Rail vacuum trucks
- Motor graders
- Dump trucks

Each of these units has a dedicated tractor and trailer for transportation to the site. Additionally, if a specific unit of construction equipment is not available locally or is not currently in our fleet, Hulcher is able to quickly rent or lease construction equipment at very competitive rates.

Hulcher also has a large fleet of vehicles that are used for the transport of personnel, supplies and construction equipment, including:
• Ford automobiles
• Ford Explorers SUVs
• Ford F-150 thru F-450 trucks
• Peterbilt tractor-trailer units
• Kenworth tractor-trailer units
• Flatbed and lowboy trailers

Specialized Equipment

At Hulcher we understand that every project is unique, and preparation is critical to minimizing impact on a business or community. For that reason, Hulcher Services has invested in systems and specialized equipment to respond to the most demanding situations.

Emergency Response Trailers

Mobile Command Center

Food Van
II. Contact Information

HULCHER SERVICES INC.
ENVIRONMENTAL SERVICES DIVISION
LOCATION AND CONTACT INFORMATION

Twin Cities, MN Region
2300 Willis Miller Drive
Hudson, WI 54016
P (715) 386-5770

St. Louis, MO Region
2320 Sauget Ind. Pkwy
Sauget, IL 62206
P (618) 332-3200

Kansas City, MO Region
3821 N. Skiles Ave
Kansas City, MO 64161
P (816) 454-7774

North Texas Region
1200 Defiel Rd.
Saginaw, TX 76179
P (817) 306-0447
HULCHER SERVICES INC.
ENVIRONMENTAL SERVICES DIVISION
LOCATION AND CONTACT INFORMATION

Corporate Headquarters
611 Kimberly Drive
Denton, TX 76208
P (940) 387-0099
F (940) 382-4550

Hulcher Services’ environmental services are available 24-hours a day, 365 days a year.

1.800.637.5471
III. Environmental Remediation Capabilities

Hulcher Services Inc. is a provider of site remediation services for a wide variety of soil and groundwater contaminants and has successfully completed hundreds of remediation projects throughout the United States. Hulcher provides remediation services to railroads, industry and government agencies nationwide. Years of experience working on railroad derailment sites has given us the capability to remediate sites contaminated with highly toxic materials that are often located in remote and inaccessible areas. We have become experts at quickly, safely and cost-effectively mobilizing the personnel, equipment and supplies required for the remediation of large, difficult sites. We provide “rapid remediation” services that directly follow emergency response actions as well as conventional remediation services for sites impacted by historical discharges of contaminants.

Rapid remediation begins immediately following emergency response actions that are conducted by Hulcher. Once the incident commander has determined that the threat to human health and safety has been abated, Hulcher can initiate rapid remediation activities. Rapid remediation techniques can also be used at sites where historical discharges have occurred and the site owner needs the site cleaned up quickly to meet real estate transaction or regulatory deadlines. Rapid remediation techniques provided by Hulcher include:

- Removal, transport* and disposal of contaminated soil
- Removal, transport* and disposal of groundwater or surface water
- Physical stabilization
- Neutralization
- Chemical treatment
- Contaminant flushing
- Chemical oxidation
- Bioremediation

The goal of rapid remediation is to quickly address the source contaminant, thereby minimizing or eliminating further environmental impact to on-site or off-site properties. The obvious advantage to the rapid remediation approach is that a large percentage of a potential future liability can be eliminated in a very short period of time. Hulcher’s extensive resources of personnel, equipment and sub-contractors allow us to mobilize to a site quickly with the resources required to abate source contaminants in the shortest possible amount of time. Over the last ten years, Hulcher has successfully performed numerous rapid response actions at train derailments, chemical fires, plant explosions, floods and natural disasters. If requested, Hulcher can provide the interface with regulatory agencies and other affected parties, or alternately can work under the technical oversight of the site owner’s environmental consultant.

*Transported by qualified, licensed waste haulers
At remediation sites impacted by historical discharges of site contaminants, Hulcher can develop a remedial cure, or alternately can provide a competitive bid based on a remediation plan developed by the site owner's environmental consultant. Hulcher has experience in a wide variety of both conventional and innovative methods of site remediation, including:

- Removal, transport and disposal of impacted materials
- Physical stabilization
- Neutralization
- Chemical treatment
- Bioremediation (in-situ or ex-situ)
- Chemical oxidation (in-situ or ex-situ)
- Remediation system installation
  (dual-phase extraction, air sparging or SVE)
- Pond and lagoon dewatering and closure
- Landfill cell construction

Our staff of environmental professionals has the training and experience to deal with virtually every type of site contaminant. Our staff has hands-on experience with remedial actions ranging from small transformer PCB spills to major soil and surface water contamination resulting from a fire at a large chlorine manufacturing facility. Many of our environmental staff members have technical degrees in disciplines such as environmental science, emergency response management, geology and engineering. Our environmental staff members are all OSHA forty-hour trained and participate in annual OSHA refresher courses. We continually train our staff members using both seminars and hands-on experience to better prepare them for future remediation projects. We also leverage our remediation capability by routinely utilizing the strength and experience of our staff members on a company-wide basis based on the site contaminant and on a staff member's remedial specialty.

Hulcher's environmental professionals are committed to working safely, efficiently, effectively and cost-competitively for every remedial service that we provide. Hulcher's highly experienced staff, our remedial site experience and our large inventory of both field vehicles and heavy construction equipment provide our clients with benefits that are unequalled in the remediation industry!
IV. Emergency Response Capabilities

Hulcher Services Inc. can respond to emergency situations involving the release of petroleum products, hazardous materials, hazardous wastes and other hazardous material incidents. Hulcher can mitigate and clean up released materials in accordance with applicable federal, state and local regulations regarding the removal, storage, handling and disposal of all such materials. We can also arrange for the transportation and disposal of hazardous materials through our extensive sub-contractor network. Hulcher also advises our clients on the proper filing of forms and reports as required by governmental regulatory agencies after a response event has been successfully completed.

After initial notification by a client, Hulcher quickly evaluates the emergency situation, develops a response plan and a site-specific health and safety plan, dispatches the proper personnel and equipment, arranges for on-site delivery of required goods and materials, notifies the appropriate governmental agencies, initiates appropriate paperwork, provides on scene coordination and direction and provides overall project management to perform hazardous material response work in compliance with applicable federal, state and local laws and regulations. Hulcher also conducts on-site decontamination of personnel and equipment, monitoring and preliminary sample analyses of air, soil and water contaminants. If necessary, Hulcher can provide packing services and will oversee the pick up, transportation and approved disposal of all hazardous materials. Wherever possible, Hulcher provides for the salvage and recovery and repackaging of materials for reuse, waste minimization and/or recycling.

After the response action is complete, Hulcher prepares a comprehensive chronological report which is supported with documentation, including copies of all invoices, daily logs, time sheets, analytical monitoring logs, site safety plans and additional collateral material as required.

All of Hulcher’s Hazardous Material Response Teams are staffed with personnel who possess many years of experience and training in the environmental and emergency response fields. Each team is
led by a Division Manager who performs the “Incident Commander” role at emergency spills. The Division Manager also functions as a Project Manager for “rapid response” remediation work that can be performed once the emergency response activities are complete. Assistant Division Managers supervise the majority of the field operations at both emergency response and rapid response remediation projects. Assistant Division Managers may also function as the Site Safety Officer or air monitoring specialist at larger incidents.

Emergency response fieldwork is accomplished by technicians who are HAZWOPER and WHMIS trained. These technicians are equipped with the latest clean up, spill containment and air monitoring equipment for handling a wide variety of environmental chemical and radioactive incidents. Standardization in training and equipment for each of Hulcher’s emergency response teams allows personnel to be cross-utilized and multiple teams to work effectively together at any incident. Supporting Hulcher’s response teams is a corporate staff of industrial hygienists, safety managers, estimators and tank car damage assessment/transfer specialists.

Throughout the past 40 years Hulcher has been fortunate to employ some of the most talented emergency responders in the industry. Our responders form the cornerstone of Hulcher’s hazardous material response teams and are currently members of numerous industrial professional organizations that are working to develop safer methods for loss prevention through leak, spill and fire control for all modes of transportation, storage and manufacturing of hazardous chemicals. In many instances our staff has pioneered the development of the response procedures and techniques currently used by North American railroads, industrial response teams and response contractors. Some of the techniques and procedures that Hulcher has helped develop include:

- Tank car damage assessments
- Field tank car transfer techniques
- Tank car hot and cold tapping
- Vent and burn operations
- Tank car decontamination
- Expedient right-of-way remediation techniques

New members of Hulcher’s Response Team, whether seasoned professionals or recent college graduates, participate in a six to eight week Hulcher orientation program that exposes them to every aspect of the environmental response services provided by our company. All of our team members also participate in Hulcher’s continuing education program and receive
advanced training in emergency response procedures and techniques.

Hulcher's Response Team members also participate in chemical industry, railroad and regulatory agency sponsored workshops which permit them to interact with responders from chemical manufacturers, transportation companies and government regulatory organizations. These workshops foster cooperative relationships and the development of standardized approaches to specific types of HAZMAT incidents. Training includes classroom discussions and numerous full-scale spill scenarios where Hulcher Response Team members demonstrate new transfer methods, spill mitigation and tank car/tank truck repair techniques. Hulcher's Response Team members have received HAZMAT and Advanced Tank Car Specialist training through the American Association of Railroads-Transportation Technology Center and also participate in numerous chemical manufacturer-sponsored workshops each year, including Chlorine Institute training, Fuming Acids training, Street Smart Chemistry and the Bureau of Explosives Conference.

All of Hulcher's Emergency Response Teams are equipped, staffed and trained to transfer all hazardous classes of static liquids as well as certain classes of compressed gases (including anhydrous ammonia and liquefied petroleum gases). An incident requiring the transfer of more hazardous commodities such as chlorine, sulfur dioxide, ethylene oxide or hydrogen fluoride requires more specialized transfer equipment which is housed and maintained at the Hulcher Chemical Transfer Divisions (in Fort Worth, Texas and Twin Cities, Minnesota). This equipment, along with specially trained staff members, can be rapidly transported to remote locations over the road or by using Hulcher's aircraft based in Denton, Texas. Hulcher's staff and equipment are regularly audited by chemical manufacturers and are constantly recertified to perform rail car and tank truck transfers of hazardous materials.
Hulcher Services Inc. can provide a wide range of industrial services to help keep your plant operating efficiently. Our professional staff has provided services at industrial operations throughout the United States, including fuel recycling facilities, railroad yards, petroleum refineries, chemical manufacturing facilities and chemical blending facilities. Hulcher can mobilize to your facility and provide services for a single event or can provide dedicated on-site crews for long-term industrial services.

Hulcher has the specialized equipment and experienced, trained personnel required for cleaning a wide variety of petroleum and chemical tanks. Hulcher personnel have cleaned rail and highway tank cars, process tanks, aboveground storage tanks, underground storage tanks, pressure vessels, oil/water separators, waste oil tanks and sludge pits. We are also experienced in tank product transfers, decommissioning of tanks, hazardous material transfer between tanks and the vapor flaring of residuals in tank cars.

**The industrial services that we offer also include:**

- Process line cleaning
- Process tank cleaning
- AST and UST sludge removal and cleaning
- Hydroblasting and pressure washing of tanks, pipelines and containment areas
- Surface decontamination
- Soil remediation from pipeline breaks
- Lab packing of hazardous waste and non-hazardous waste
- Hazardous/Non-hazardous waste consolidation and minimization
- Hazardous waste management, profiling, transport, recycling and/or disposal
- Cleaning of tanks and pipes
- Drain cleanouts
- Leaking tank and drum repairs
- Compressed gas, solid and liquid product transfers
- Railcar purging and cleaning
- Vacuum truck services
Hulcher Services Inc. utilizes a centralized Customer Service Center in the Corporate Office in Denton, Texas to coordinate the activities of all of its operating divisions. Satisfying the demands of our nationwide customers requires that we maintain a sense of urgency about the services we perform and a constant state of readiness to do that work. Our communication network is constantly monitored at the Customer Service Center, which is staffed on a 24-hours-a-day, 365-days-a-year basis. Hulcher's field personnel and equipment are on a 24-hours-a-day readiness status, with constant location updates of these resources communicated and maintained through our Customer Service Center.

Hulcher's policy is to be enroute with emergency response equipment and personnel within 60 minutes after a requesting order is made. Upon mobilization of personnel and equipment, Customer Service is able to provide our clients with an estimated time of arrival (ETA) to the incident location. Customer Service then provides continued updates on possible delays and cross checks for special requirements or additional needs that may have arisen (or become known) since the order was placed. The Customer Service Center is also responsible for routing and permit requirements necessary for truck transport throughout the continental United States and Canada. Historically, Hulcher has met its ETA within 15 minutes 96% of the time and within 30 minutes 98% of the time. These percentages are based on responses to over 8,000 calls per year (which includes both emergency response and train derailment responses). Because Hulcher mobilizes to thousands of sites on an annual basis, we are capable of acquiring transportation permits quickly and can therefore route our transportation equipment efficiently to any location in the United States, Canada or Mexico on a 24/7 basis (including weekends and holidays). Hulcher is also capable and prepared to fly relief crews to a work site if extra manpower is necessary very quickly. Hulcher maintains a company airplane and a full-time flight crew that can be dispatched by Customer Service as working situations warrant.

Communication plays a critical role in ensuring that a project is initiated, conducted and completed to our client's satisfaction. From the moment an order is placed, communication is maintained between Hulcher personnel who are dispatched to the incident location. All Hulcher vehicles and personnel are equipped with two-way radios, two-way pagers and cellular phones to allow real-time access to transport and field vehicles. Crew supervisors drive ahead of the transports to ensure the condition of the planned mobilization route and to secure alternate routes when necessary.

Hulcher's responding Division Manager, when possible, will arrive at the work site ahead of the emergency response equipment. This serves to verify the planned route into the site, confirm oversized vehicle access and establish areas for equipment set-up. This advance time also allows the Division Manager to discuss the scope of the project and all potential on-site hazards with our client's representative.

Hulcher emergency responders always arrive on site with the correct safety equipment, tools and equipment. The quality of our readiness to go to work when we arrive at the incident location is backed by more than 40 years of experience in satisfying our client's requirements for safety, equipment maintenance, efficiency and productivity.
VII. Project Descriptions

Project Name: Remediation
Project Location: Mississippi
Site Description: Pond Closure at a Chemical Plant
Project Duration: 2 months
Project Completion Date: July/August 2007
Project Revenue: $460,000
Project Description: Hulcher was competitively awarded an engineered pond closure at a chemical manufacturing facility on the Gulf Coast. The scope of work consisted of stabilization of pond bottoms, placement and regarding of site fill material, placement of sand and clay to designed elevations, construction and installation of a treatment amendment delivery system, reconstruction of a drainage sewer and outfall, topsoil placement and seeding. Work was completed under budget, on time and without incident.
Project Name: Emergency Response Followed by Remediation
Project Location: Kentucky
Site Description: Train Derailment
Project Duration: 5 months
Project Completion Date: May 2007
Project Revenue: $2,500,000
Project Description: Hulcher responded to a mainline derailment of 29 cars of a freight train in Kentucky, including numerous hazardous materials cars containing butadiene, MEK, malaic anhydride, Lubrizol and other chemicals. Hulcher first performed a liquid vent wherein the contents of three butadiene cars were nitrogen-purged into a pit and destroyed in a controlled burn. Additionally, Hulcher assisted other contractors in performing clean and purge operations on several rail tank cars. Simultaneously, Hulcher assisted in cleaning contaminants from three miles of impacted creek bottom and performed removal and restoration efforts on numerous properties adjacent to the derailment site. Removal and restoration included scraping impacted soil from approximately 12 acres of rural residential property, erecting soil containment areas, solidifying recovered liquid products for disposal, application of organic peroxides to impacted areas, constructing and maintaining an SVE system, fence repair, 1500 feet of utility installation support, care and feeding of livestock and restoration/seeding of impacted areas. In August of 2007 Hulcher returned to the site and relocated the staged rail cars, remediated and restored 75% of the 5-acre staging area.
**Project Name:** Emergency Response and Remediation  
**Project Location:** Illinois  
**Site Description:** Oil Products – Derailment  
**Project Duration:** 2 months  
**Project Completion Date:** January 2007  
**Project Revenue:** $75,000  
**Project Description:** Hulcher responded to a derailment including three oil cars and one phenolic acid car. Initial response included approaching the derailment site with emergency personnel to determine potential hazard conditions and assessing damages. During assessment, Hulcher personnel noted one oil car having been breached with the loss of over half its contents. The remaining cars, although damaged, were not leaking. Hulcher proceeded to provide initial containment and oversight during track clearing and rebuilding. The track was cleared and open for traffic within 24 hours.

Following the emergency phase of the event, Hulcher worked closely with railroad personnel to recover product and remediate the site. Product recovery required the transfer of two oil cars and the phenolic acid car. Working within a wooded area along a mainline during the winter, the jacketed cars were steamed and the product was transferred to tank trailers and transported for transfer into receiving railcars located approximately ten miles from the derailment site. Following transfer, the cars were cleaned in the field for scrapping. During the recovery operation and following scrapping, Hulcher remediated the site and prepared a closure report for the state agency.

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**Project Name:** Emergency Response  
**Project Location:** Idaho  
**Site Description:** Phosphate Processing Plant  
**Project Duration:** 8 Days  
**Project Completion Date:** January 2007  
**Project Revenue:** $88,000  
**Project Description:** Hulcher was contacted by a major agricultural fertilizer manufacturer requesting regulatory and technical assistance in managing the release of ten million gallons of acidic (pH 1.8) water (Bevelle Exempt) resulting from the failure of a gypsum stack in southeast Idaho. Hulcher responded and was airborne within two hours of the initial call and arrived at the remote site five hours later. Hulcher provided heavy equipment and critical technical assistance in removing the water in both a liquid and frozen state across an area that extended almost two miles across plant and third-party property. Hulcher worked closely with plant management in engaging other technical resources and regulatory personnel for the State and the EPA, including preparing documentation for regulatory personnel, developing a sampling plan, executing the sampling plan and interpreting results. All spilled material was reintroduced into plant processes within eight days and statutory penalties were mitigated.
**Project Name:** Emergency Response Followed by Remediation
**Project Location:** Mississippi
**Site Description:** Train Derailment
**Project Duration:** 2 weeks
**Project Completion Date:** March 2007
**Project Revenue:** $85,000
**Project Description:** Hulcher responded to a mainline derailment of 17 cars of a freight train in Mississippi, including a tank car of hydrochloric acid that had released its load and a car containing sodium hydroxide that released its load on the side of the main opposite the acid car. Hulcher re-railed and/or cleared all of the cars, including loaded box cars and assisted in laying new rail panel. Hulcher cleared approximately two acres of wooded swampland and assisted in the remediation of the impact from the caustic soda release.

**Project Name:** Emergency Response Followed by Rapid Remediation
**Project Location:** Illinois
**Site Description:** Chlorinated Product – Chemical Manufacturing Plant
**Project Duration:** 1 week
**Project Completion Date:** April 2007
**Project Revenue:** $19,000
**Project Description:** Hulcher responded to a chemical reaction in a processing tank containing a chlorinated and shock-sensitive material. The local fire department had provided initial response, however recommended Hulcher for immediate removal and alternative containment of the product. Hulcher responded to the site, met with plant personnel, reviewed all health and safety requirements, obtained a tank for alternative containment and treatment and proceeded to remove the product from the process vessel. Upon alternative containment, Hulcher assisted plant personnel in treatment and final stabilization.

**Project Name:** Train Derailment
**Project Location:** Pickering, Ontario
**Site Description:** Derailment
**Project Duration:** 4 Days
**Project Completion Date:** April 2007
**Project Revenue:** $32,000
**Project Description:** Hulcher responded to a 30-car derailment located in Pickering Ontario. Hulcher Services was on standby for a car that contained corrosive liquids in small containers. Once the car was deemed safe, Hulcher employees then completed the transfer of ten intermodal cars.

**Project Name:** Emergency Response and Product Transfer
**Project Location:** Missouri
**Site Description:** Nitric Acid – Derailment
**Project Duration:** 1 week
**Project Completion Date:** May 2007
**Project Revenue:** $33,000
**Project Description:** Hulcher responded to a derailment of four nitric acid cars located on a rail spur leading into a chemical plant. Although initial reports indicated the cars not to be leaking,
Hulcher emergency response personnel were dispatched to provide additional review and services in case of need. One car remained on the track, one car was partially off the track and two cars were down an embankment on their sides adjacent to a small wetland area. Upon further assessment, Hulcher noted minor leakage from the protective housing of one of the cars. Personnel donned Level B personal protection and approached the car in an attempt to tighten the leaking flange. With the leak minimized, personnel regrouped and worked closely with equipment operators to right the cars for transfer and cleaning in place. Following clearing and rebuilding of the track for service, Hulcher transferred the product from the damaged cars to receiving cars for shipment and off-loading in the chemical plant. Upon transfer, the cars were cleaned for scrapping.

**Project Name:** Kingston Derailment  
**Project Location:** Kingston, Ontario  
**Site Description:** Railroad Mainline  
**Project Duration:** 6 Days  
**Project Completion Date:** April/May 2007  
**Project Revenue:** $800,000.00  
**Project Description:** Hulcher Toronto Environmental Division was called by the railroad to respond to a 50-car derailment in Kingston ON. Upon arrival, Hulcher crews contained the spill in the creek with absorbent booms and pads and emptied a tank car of cutting oil using vacuum trucks. Once completed, Hulcher Toronto emptied 12 cars of bulk materials & offloaded 2 tank cars of molasses. Hulcher Services then proceeded to clean up the spill that had made its way into the creek. Hulcher coordinated the entire project, including disposal of both liquid and solid waste.

**Project Name:** Emergency Response Followed by Site Remediation  
**Project Location:** Texas  
**Site Description:** Fire at a Chemical Storage, Repackaging and Distribution Facility  
**Project Duration:** 5 months  
**Project Completion Date:** December 2005  
**Project Revenue:** $2,234,000  
**Project Description:** Hulcher assisted in fire-fighting efforts and made an initial entry to the facility to determine the location and disposition of high-hazardous chemicals. Hulcher then worked with city environmental officials to determine the location and flow paths of off-site drainage canals and then blocked these canals at strategic points to minimize down-stream impact. Hulcher then placed 74 21,000-gallon frac tanks to impound runoff water generated during fire-fighting activities. Of the total of 1.4 million gallons pumped from drainage canals, 95% were treated on-site to remove heavy metals and volatile organic solvents, with the remaining 5% disposed off as hazardous waste off-site. Hulcher developed Health and Safety Plans and performed all work in the appropriate level of personal protection. Hulcher established multiple decontamination stations at the facility and then transferred all non-damaged chemicals off-site. Damaged chemical material was repackaged and transferred off-site for recycling. Hulcher demolished aboveground storage tanks, warehouse buildings and office buildings and disposed of this debris at a Class II landfill. Hulcher developed a sampling plan for impacted soil and conducted excavation of any contaminated soil in 2006.
Project Name: Emergency Response Followed by Facility Deconstruction
Project Location: Illinois
Site Description: Explosion at a PVC Resin Manufacturing Facility
Project Duration: 25 months
Project Completion Date: December 2005
Project Revenue: $3,800,000
Project Description: Hulcher initially assisted in extinguishing a fire at finished-product storage warehouse at a chemical manufacturing facility in early 2004. During the emergency response phase of the project, Hulcher provided on-site air monitoring, removal of asbestos laden material and pumping of volatile gases from storage tanks to an on-site incinerator. Based on successful emergency response activities and knowledge of the site, Hulcher was contracted to perform decontamination and demolition of the facility. Hulcher developed an extensive Health and Safety Plan that was reviewed and approved by the Illinois EPA, USEPA and OSHA. Hulcher decontaminated and purged all process vessels, tanks and lines. Following these activities, Hulcher disassembled and demolished both the manufacturing equipment and the three-story structure containing this equipment.

Project Name: Emergency Response Followed by Rapid Remediation Activities
Project Location: Texas
Site Description: Train Derailment Resulting in Discharge of Potassium Chloride
Project Duration: 2 months
Project Completion Date: August 2005
Project Revenue: $116,000
Project Description: Hulcher Services Inc. responded to a train derailment involving 22 railcars carrying potassium chloride. Three of the railcars discharged potassium chloride adjacent to a lake and the other 19 discharged into a wetland area that drained into a creek. Based on the potential impact to surface water features, the Texas Commission on Environmental Quality (TCEQ) mobilized to the site to ensure that site remediation activities met their regulatory guidelines. Hulcher removed the potassium chloride adjacent to the lake using a vacuum truck. Potassium chloride in the wetland area was capped with limestone road base and native clays to minimize storm-water infiltration to the groundwater. A limestone dam was then built on the down-gradient side of the wetland area to minimize surface water runoff to the creek. Based on site remediation activities conducted by Hulcher, the TCEQ has granted a "no further action" status to the site.

Project Name: Emergency Response Followed by Rapid Remediation Activities
Project Location: Arkansas
Site Description: Train Derailment Resulting in Discharge of Hazardous Material
Project Duration: 1 month
Project Completion Date: July 2005
Project Revenue: $591,000
Project Description: Hulcher Services Inc. responded to a train derailment that involved tank cars containing sodium hydroxide and hydrogen peroxide. Hulcher surveyed the damaged tank cars and contained leaks to minimize further impact to the environment. Hulcher worked with the railroad's environmental consultant and the EPA to minimize runoff and possible impact to nearby surface water bodies. Hulcher then performed chemical transfer from the damaged tank cars to tractor-trailer tanker trucks and sent the product back to the original shipper for reuse. Hulcher moved the damaged tank cars to a staging area and then cleaned and purged them on-site in a containment area.
constructed for that purpose. Hulcher excavated and stockpiled impacted soil, then loaded this soil for off-site transport and disposal. Once all impacted soil was removed from the site, Hulcher imported clean limestone, installed it in the soil excavation area and graded to it to Arkansas Department of Transportation and American Association of Railroad specifications.

**Project Name:** Emergency Response Followed by Rapid Remediation Activities  
**Project Location:** Texas  
**Site Description:** Train Derailment Involving Discharge of Crude Oil  
**Project Duration:** 1 month  
**Project Completion Date:** April 2005  
**Project Revenue:** $83,000  
**Project Description:** Hulcher Services Inc. responded to a train derailment involving a crude oil tank car that had ruptured and was discharging product to a nearby wetland. Hulcher built a dike to prevent further impact to the wetland and then recovered the crude oil from both the ground and the tank car using a vacuum truck. Approximately 1,500 gallons were recovered from the ground and 15,400 gallons from the ruptured tank car; this oil was pumped into tractor-trailer tankers and returned to the original shipper. Hulcher took soil samples for laboratory analysis in order to determine the extent of contamination and then remobilized to excavate oil-contaminated soil that exceeded regulatory guidelines. A total of 690 cubic yards was excavated, manifested and transported to a Class II landfill for disposal. Subsequent confirmation sampling was conducted to ensure that all oil-impacted soil was successfully removed. Further site restoration activities involved the installation of drainage culverts, temporary road construction, placement of clean fill in the excavation area and final grade out and reseeding of the site.

**Project Name:** Excavation of Contaminated Soils  
**Project Location:** Missouri  
**Site Description:** Contaminated Former Railroad Maintenance Yard Site  
**Project Duration:** 6 weeks  
**Project Completion Date:** February 2005  
**Project Revenue:** $804,000  
**Project Description:** The site was heavily impacted from railroad maintenance activities over an extended period of time. Hulcher excavated and disposed of 30,000 cubic yards of lead/asbestos contaminated soils and 18,000 cubic yards of VOC contaminated soils. Hulcher then constructed an on-site landfill cell to dispose of these soils and capped the cell with two feet of impervious soil once all contaminated soils were placed in the cell. Hulcher provided all necessary manpower and equipment for the job, including trackhoes, articulated dump trucks, rubber-tired front-end loaders, bulldozers, water trucks and sheep-foot rollers.
Project Name: Wastewater Pond Closure  
Project Location: Tennessee  
Site Description: Contaminated Railroad Maintenance Yard Site  
Project Duration: 2 Months  
Project Completion Date: January 2005  
Project Revenue: $420,000  
Project Description: Two large wastewater ponds had been utilized for over 20 years at this facility for the pre-treatment of oil and diesel-fuel contaminated surface water prior to final treatment in an industrial wastewater treatment facility. Hulcher was contracted to provide closure of these ponds after the construction of a new wastewater treatment facility was completed. Hulcher treated oil and petroleum contaminated water from the ponds on site prior to discharge of the treated water to the Memphis POTW. Pond sludge was solidified with BAB (bottom ash fly blend) using bulldozers and trackhoes. Hulcher arranged for all off-site transportation and disposal of solidified sludge wastes as non-hazardous material at a municipal landfill. After all sludge was removed from the site, Hulcher backfilled the ponds with clean fill and then did site regrading necessary to allow use of the former pond area for employee parking.

Project Name: Deconstruction of HF Alkylation Units  
Project Location: Kansas  
Site Description: Demolition of Former Petroleum Refinery Facilities  
Project Duration: 6 Months  
Project Completion Date: December 2004  
Project Revenue: $642,000  
Project Description: Hulcher performed the decontamination and demolition of anhydrous hydrogen fluoride (AHF) alkylation units at both refineries. AHF and other hydrocarbon contaminants posed a severe health hazard to Hulcher’s on-site workers (AHF is particularly toxic and is a calcium-seeking material that destroys bone structure). Hulcher was sub-contracted to perform this portion of the overall demolition project based on our experience with AHF emergency response, decontaminant and demolition. The alkylation units were inerted and decontaminated prior to cutting and demolition by Hulcher. Work was performed in Level B or C equipment based on the hazard and specific task. Decontamination and demolition was then performed on all open vessels and all process chemical piping. Both subsurface and surface lines had to be traced prior to decontamination; all line valves and plugs were removed after decontamination. Site activities included closing freestanding vessels and demolishing towers, process piping, amine units, catalytic poly units and a three-story pipe chase structure.

Project Name: Emergency Response Activities followed by Site Remediation  
Project Location: Georgia  
Site Description: Fire at a Chlorine Manufacturing Facility  
Project Duration: 5 Months  
Project Completion Date: December 2004  
Project Revenue: $8,100,000  
Project Description: Hulcher initially assisted in extinguishing a fire at finished-product chlorine storage warehouse at this facility. Hulcher personnel worked in Level A and fire fighting protective equipment to operate D-8 Caterpillars which were used to knock down structural walls. This approach allowed the fire fighters to minimize fire “hot spots” and extinguish the fire more quickly (fire fighting
activities still required three days to complete and a toxic chlorine plume was documented 60 miles
downwind of the site). After fire fighting activities were completed, Hulcher neutralized a total of
28 million gallons of water in two off-site ponds that were impacted from 8.4 million gallons of
chlorine laden fire fighting water. Hulcher performed all on-site and off-site remediation activities
and coordinated their efforts with the Environmental Protection Division (EPD) of the Georgia
Department of Natural Resources and the site owner's environmental consultant. Hulcher segregated
and repalletized all undamaged chlorine and then located a bulk user of the chlorine for recycling of
this material. Fire damaged chlorine was deactivated on-site and then shipped to a municipal landfill
as a non-hazardous material. Steel from the building structure was decontaminated and then cut into
short sections using a trackhoe-mounted hydraulic shear. Based on Hulcher's remediation activities,
site closure was granted from the EDP.

**Project Name:** Excavation of Contaminated Soils  
**Project Location:** Iowa  
**Site Description:** Petroleum Contamination at a Metal Recycling Facility  
**Project Duration:** 2 weeks  
**Project Completion Date:** November 2004  
**Project Revenue:** $78,000  
**Project Description:** Soil and groundwater in the vicinity of former underground storage tanks
had been impacted by diesel and gasoline contamination. Hulcher excavated a total of 1200 cubic
yards of petroleum-impacted soil to a depth of 16 feet and then arranged transport and disposal of
the soil at a Subtitle D landfill. The excavation process was challenging because of extensive buried
infrastructure at the site, including a 48-inch buried sewer line at one edge of the excavation pit.
Hulcher also removed 5,000 gallons of petroleum-impacted groundwater with a vacuum truck and
pumped the water into a frac tank prior to off-site disposal.

**Project Name:** Installation of an Engineered Control Cap  
**Project Location:** Kansas  
**Site Description:** Contaminated Soils at a Former Foundry Facility  
**Project Duration:** 6 weeks  
**Project Completion Date:** November 2004  
**Project Revenue:** $75,000  
**Project Description:** The site was formerly a foundry and is currently used as a storage and
warehouse facility. Hulcher installed an engineered control cap to prevent groundwater infiltration
into contaminated soils, allowing site closure without the need for contaminant excavation. Hulcher
compacted exposed surface soils prior to the placement of geo-textile material, which were then
covered with hot-pack asphalt by a Hulcher subcontractor. An adjacent concrete pad area was sealed
with a DOT-grade asphalt-coating material. The site reached regulatory closure without the need for
the excavation and disposal of as much as 60,000 cubic feet of contaminated soil.
**Project Name:** Excavation and Disposal of a Mixed Waste Stream  
**Project Location:** Texas  
**Site Description:** Hazardous Wastes at an Abandoned Industrial Facility  
**Project Duration:** 1 Year  
**Project Completion Date:** November 2004  
**Project Revenue:** $154,000  
**Project Description:** The site was contaminated with a wide variety of hazardous and non-hazardous waste over an extended period of time. Waste materials included herbicides, pesticides, oil filters, industrial solvents and paint thinners. The waste materials had been buried at various locations throughout the facility but no documentation existed regarding the nature, use, origin or final disposition of the wastes. Hulcher Services mobilized to the site four times over the period of a year and assisted the site owner’s environmental consultant in performing exploratory excavations at the site in order to determine the location and volume of various waste streams. Hulcher then mobilized to the site for a one-month time period and performed excavation, segregation and stockpiling of the different waste streams. A variety of techniques were used to segregate the waste streams, including a large, vibratory shaker screen that was used to remove oil filters from soil and other debris. Separate staging areas and exclusion zones were established and all field equipment was decontaminated before relocation to a new staging area in order to minimize cross-contamination between impacted areas. Approximately 1,500 yards of non-hazardous soil and debris were transported to a Subtitle D landfill. Nine roll-off containers containing approximately 200 cubic yards per container were disposed as hazardous waste. Three 55-gallon drums of batteries were disposed at a separate hazardous waste landfill. Hulcher Services arranged the transportation and facilitated the disposal of all waste materials disposed off-site.

**Project Name:** Rapid Remediation Activities  
**Project Location:** Montana  
**Site Description:** Train Derailment Resulting in the Discharge of Grain Cars  
**Project Duration:** 2 months  
**Project Completion Date:** June 2004  
**Project Revenue:** $1,273,829  
**Project Description:** A train derailment along the southeastern boundary of Glacier National Park resulted in the discharge of corn from 29 hopper cars into an environmentally sensitive bear habitat. Jurisdiction for this area was shared by a host of regulatory and governmental agencies, including: Montana Fish, Wildlife and Parks; US Forest Service; Corps of Engineers; Glacier National Parks and the Wind River Bear Institute. The primary concern was that the spilled corn acted as a powerful attractant to both black bears and grizzly bears, placing them in a high rail-traffic area. The corn was removed using a range of equipment, including vacuum trucks, front-end loaders, trackhoes, clamshell buckets and hand vacuums. Access to spill area was limited, which hampered recovery efforts and required innovative approaches to recovering the spilled grain. A total of 18,000 tons of corn, ballast rock and soil were removed from the spill site; useable grain was sold to feed lots, suitable backfill was transported to construction sites and mixed waste was disposed at a Class IV landfill. Once grain removal was complete, the site was returned to pre-derailment grade, hydro-seeded and hydro-mulched.
Project Name: Excavation of Contaminated Soils  
Project Location: Texas  
Site Description: Soil Contamination at a Fiberglass Boat Manufacturing Facility  
Project Duration: 6 weeks  
Project Completion Date: April 2004  
Project Revenue: $148,500  
Project Description: The facility was formerly used to manufacture fiberglass boats and had been abandoned for an extended period of time. Contaminants included industrial solvents and lead-based paint that had contaminated both the boat production facility and adjacent on-site soils. The site owner’s environmental consultant had previously delineated contaminated soils and retained Hulcher to excavate and dispose of these materials. Hulcher excavated soils to a depth of six feet and then segregated non-hazardous soils from hazardous soils. A total of 500 cubic yards of non-hazardous soil and 60 cubic yards of hazardous soil were excavated from the site. Hulcher then arranged for the transportation and disposal of non-hazardous soils and hazardous soils at properly permitted facilities.

Project Name: Manufacturing Facility Demolition  
Project Location: Arkansas  
Site Description: Fire at a Consumer Product Repackaging Facility  
Project Duration: 2 months  
Project Completion Date: January 2004  
Project Revenue: $280,000  
Project Description: Hulcher assisted in extinguishing a chemical fire and removed chemicals that were not yet on fire. Once the fire was extinguished, Hulcher recovered and treated over 1.5 million gallons of chemical-impacted surface water which was generated during fire fighting activities. Hulcher then arranged for the transportation and disposal of solid chemical wastes created during the fire. Hulcher personnel purged, decontaminated, demolished and disposed of all chemical-process piping as well as the 400,000 square foot steel-framed structure.

Project Name: Pressure Cleaning and other Industrial Services  
Project Location: Texas  
Site Description: Waste Materials Generated at a Solvent Recycling Facility  
Project Duration: 4 years  
Project Completion Date: November 2003  
Project Revenue: $580,000  
Project Description: The facility recycled spent solvents such as parts cleaner liquid and paint thinner for reuse as MEK, gun cleaner fluid and paint thinner. Hulcher provided industrial cleaning and equipment maintenance services and was instrumental in optimizing the efficiency of the process equipment at the facility. The site owner utilized Hulcher for all non-operational activities at the facility, which allowed his employees to focus on their core business of solvent recycling. Services that Hulcher provided included tank cleaning, pipe chase cleaning, process line cleaning, power washing of process units, decontamination of process units, tote-carrier cleaning and general preventative maintenance. Hulcher personnel provided all tools and safety equipment required to provide these services, including Level B personal-protection equipment.
Project Name: Emergency Response Followed by Rapid Remediation Activities
Project Location: Illinois
Site Description: Train Derailment Resulting in the Discharge of Hazardous Materials
Project Duration: 8 Months
Project Completion Date: September 2003
Project Revenue: $1,440,000
Project Description: A railroad derailing result resulted in nine damaged chemical tanker cars including two ruptured hydrochloric-acid tank cars, four burning methanol cars, two leaking methanol-formalin cars and one leaking vinyl chloride car. Based on the toxicity of the chemicals, the entire community and surrounding area was evacuated by local and state officials. Hulcher emergency response personnel hot-tapped the vinyl chloride car prior to transferring the contents to an undamaged car. Hulcher then controlled the acid spill with large quantities of agricultural lime and extinguished the burning methanol cars. Once the emergency response phase was completed, Hulcher excavated, removed and disposed of the contaminated soil in and around the railroad right-of-way. Six “frac” tanks were utilized for chemical transfers and groundwater control during the remediation phase; the contaminated groundwater was later transported and disposed at an Illinois Environmental Protection Agency (IEPA) approved facility. Based on "rapid remediation" activities conducted by Hulcher, site closure was obtained from the IEPA without the need for additional site assessment or remediation.

Project Name: Treatment Pond Closure
Project Location: Arkansas
Site Description: Contaminated Industrial Wastewater Ponds at a Railroad Yard
Project Duration: 5 Weeks
Project Completion Date: September 2003
Project Revenue: $270,000
Project Description: Two 2.25-acre wastewater ponds at this facility had been utilized for over 25 years for the collection and pre-treatment of oil and diesel fuel contaminated surface water. Hulcher was contracted to clean these ponds and then return them to service. A total of 3,000 pounds of pond sludge was dewatered, then solidified using bulldozers and trackhoes. A total of 1.2 million gallons of oil and petroleum contaminated water generated in the dewatering process was treated and then disposed in the local community's waste-water treatment facility. Hulcher arranged for all off-site transportation and disposal of solidified sludge wastes as non-hazardous material at a municipal landfill. After all sludge was removed from the site, Hulcher returned the pond slopes to original design specifications and then installed two new flume boxes for the measurement of effluent from the ponds.