



THE DIRT

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HARRIS AVENUE SHIPYARD ACCELERATED SCHEDULE & COLD WEATHER THREATS

The Harris Avenue team is working hard this winter to get the west side of the new concrete pier open to shipyard activities. Currently, we are working on under-pier utilities including water, air, sewer, and fire, and cast-in-place concrete structures including deck pour backs, topping slab, and trench drain. Once this work is complete, we will open the west side of the new pier for shipyard use and begin demolition of the remaining timber pier. At the same time, American Construction will be back on site driving pile for the east walkway and west fender piling. IMCO is working to have in-water work completed prior to the March 15th deadline.

IMCO is driving an accelerated schedule to meet all of our deadlines. Our team is meeting weekly for production and planning meetings to look ahead at upcoming work. With concrete work ongoing, cold weather is posing a threat to the schedule. While it hasn't been an issue thus far, our team is putting together a cold weather placement plan to be safe.

The project team is doing an excellent job keeping our work on track and facilitating strong teamwork with the client and the shipyard. Our relationships with the Port of Bellingham and key subcontractors are strong, and the shipyard has been very accommodating and understanding about construction impacts to their daily operation.

Pictured below: IMCO crew unloading rigging to demo pile at Harris Avenue Shipyard. Project site also pictured above.



2018 KICK-OFF MEETING IMCO'S MANAGEMENT TEAM COMES TOGETHER FOR ANNUAL REVIEW

On January 18th and 19th, IMCO's management team met to discuss the company's strategic plan, values, and the discipline with which we will pursue and perform our work in 2018. Here are the highlights:

Strategic Plan: Our strategy for 2018 revolves around IMCO's greatest asset: our people. These strategic fundamentals establish the disciplined excellence that is key to our success.

We commit to developing our team through regular training.

We commit to strengthening our team through formal development plans.

We commit to striving for the best safety culture in the construction industry.

We commit to improving our risk.

We commit to being disciplined in pursuing projects that fit our sweet spot because this is where we bring the most value and are most successful.

We will pursue projects that meet at least three of the four sweet spot criteria:

1) Operating Facility: The project requires coordination with an asset owner or operated by the client. These assets typically include highways, airports, marine terminals, industrial plants, pipelines, or power generating facilities.

2) Strategic Self-performance: Self performing specific scopes of work gives us an advantage by allowing our creative and talented craftspeople to perform diverse tasks, often much more cost effectively than our competition.

3) Logistically Complicated: The project is located in a remote location or access to the work is restricted, requiring teamwork and unique planning to overcome the logistical challenges.

4) Client Relationship: The Client is a relationship we want to establish or grow. Our relationship or understanding of their

expectations will help us deliver a successful project and they value our services enough to compensate us for a quality project.

Values and Culture: Our corporate culture is shaped by our values. The management team spent time discussing each one of our values. They shared stories that exemplify each value and developed definitions of what each value means at IMCO. Team work was the theme of the entire meeting, and our managers had dozens of inspiring stories that exemplified remarkable teamwork on our projects and throughout each department at IMCO. Each of our corporate values depend on a strong safety culture. Safety is at the heart of each of these values.

Teamwork: We value the entire team and the process of partnering to make each project and each opportunity a success for the team. Teamwork depends on trust and respect.

Integrity: We value integrity and people can count on us to be trustworthy and to make ethical choices. We will do what is right even when no one is watching.

Excellence: We constantly strive for the highest standards of innovation, quality, efficiency, and safety. We value excellence in all aspects of our business.

Hard Work: We value complex and challenging work, and we embrace physical work.

Family: We value families and strive to support communities. We want our employees to be active participants in family and community.

Competitiveness: We value a competitive spirit, always looking for ways to improve and stay on the cutting edge of our industry. We strive to be the best at what we do.

"It's our people that will continue to get us work with our clients. Our reputation and work history get us in the door, but our people in the field and on the ground will keep us there for years to come."

*Todd Pike,
Senior Project Manager*



Installing new pile for future floating dock at Meydenbauer Bay Park.

MEYDENBAUER BAY PARK BATTLING STEEP SLOPES

The Meydenbauer team is currently installing utilities down 99th Avenue, putting the finishing touches on the beach house concrete roof, and constructing retaining walls which dictate future pathways of the park and are intended to stabilize the steep slopes of the site. The team has done an exceptional job maintaining erosion control measures during the winter months, a constant struggle due to the site's slope and proximity to Lake Washington.

The team recently completed waterline work and third-party utilities (PSE, Century, Comcast) on Lake Washington Blvd which required full-time traffic control, numerous days of intersection work, and two scheduled water shut downs. The team did an excellent job pre-building connections and crosses which allowed us to excavate the area, set our connections, test, and backfill efficiently. We are currently waiting for third-party utility providers to perform their conversions which will transition our section of Lake Washington Blvd from an overhead system to an underground system.

Along with the cast-in-place walls, IMCO poured the beach house suspended slab the first week of December providing a roof for the main building. We are preparing to pour the rest of the parapet and planter walls to complete the concrete work for the beach house.

Upcoming work consists of installing concrete floats for the floating pier in Lake Washington, concrete walls and stairways, site grading, and installing geosynthetic retaining walls with granite boulder facing. This work will begin when Spring arrives and brings more favorable weather.

"Meydenbauer Bay Park is one of my favorite projects because I'll be able to go back and actually visit the park with my kids." Jesse Kazee, Carpenter

CULMBACK DAM WATER TEMPERATURE CONDITIONING, PHASE 2

IMCO finished construction on the retaining wall at the base of Culmback Dam. The retaining wall is being built out of an earth wall Hilfiker system that is made out of crushed rock from tunnel blasts and welded wire.

Our tunneling subcontractor finished stage one tunneling which included 660 feet of the total 700 feet. They have since demobilized, and will return to the site in March to excavate the final 40 feet of tunnel in stage two.

IMCO started concrete work that involves placement of a 15-foot thick concrete plug 300 feet deep in the tunnel. Work also includes the concrete portal structure and the valve vault. The

concrete plug is an important piece of the project as it holds back all of the head pressure created by the dam and conveyed down the tunnel (2,000,000+ lbs. of force). Pouring concrete in the tunnel involves pumping concrete from the top of the dam, 450 feet down to the toe of the dam, and back up 450 feet to the concrete plug. Due to the critical nature of this piece, IMCO is planning and scheduling this work methodically to make sure it is installed correctly with safety, quality, and efficiency.

Since the start of the project, the rock formations outside of the portal and along the outfall have created some concerns for the IMCO team. The client added scope to change the design to support rock formations, and is currently redesigning the project to mitigate safety concerns during construction and future pipeline protection.

Many of the Culmback team members came directly from Holden. It has been a huge asset for the project to have such a strong safety culture on site. Snohomish County PUD is a great client to work with and has responded quickly to changing conditions and redesigns. Our tunneling subcontractor, RedPath, is very knowledgeable in drill and blast tunneling, which has been key to the success of the first stage of this project. Thank you to the Culmback team for a job well done on stage one!

Additional Work. In late December, IMCO was the low bidder on the Fiber Optic Cable project, a \$330,000 project on the site of our current job. We were awarded the job in mid-January. In March, IMCO will install fiber optic cable and repair the rock trap in the existing power tunnel for Culmback Dam. The project will be fast-paced and labor intensive with only a two-week shutdown to place approximately four miles of fiber optic cable through the existing bored rock tunnel.

THOMPSON FALLS CONCRETE PIERS & BARGE LANDING

Thompson Falls is a technical project that involves major modifications to an active dam, including construction of a new radial gate system in the spillway. There are three new concrete piers to be constructed and two piers to be removed. Once the new concrete piers are built, IMCO will demolish the existing piers, install the radial gate system, install a steel bridge superstructure, and remove the current flashboard system.

The project has a binding schedule that is aggressive and must be completed by Spring run-off when reservoir water levels rise and the dam will need to utilize the spillway.

In the coming weeks, crews will begin construction of a new barge access landing upstream in the reservoir. This will provide barge access for future dam maintenance and equipment. IMCO will place concrete blocks to set the jetty using a crane. The jetty will be constructed with concrete and rock fill.

The safety culture on site continues to be strong and relations with Northwestern Energy are positive. Our team is working closely to make sure all coordinated efforts are on track to get the work done by Spring.

The crew at Thompson Falls has shown tremendous leadership and commitment. They've worked around the clock in harsh winter weather, through the holidays, working six to seven days

a week for up to twelve hours a day. With an inevitable deadline looming, the hard work and dedication is greatly appreciated.

CELEBRATING 40 YEARS

“As we celebrate our fortieth year, we are excited about the talent we have at our company and the opportunities we have ahead of us. We want to be intentional about caring for our people and taking advantage of our strengths to grow our company.”

Tyler Kimberley,
President

“We have tackled some complex and challenging projects over the last year. Through perseverance and trust in our team, we have fought through difficulties that have ranged from bad weather, unforeseen conditions, public interference, changing conditions, mechanical failures and break downs, to name a few. Our team has found a way to continually work towards completing a safe and productive product for our customer.”

Clint Bayless,
Safety Coordinator



IMCO crew installing the outfall piping system to be cast in concrete and eventually convey the temperature controlled water to the creek at Culmback Dam.



Thompson Falls Dam.