Tunnel transition and plug at the Culmback Dam Water Temperature Conditioning Project. There is over one million pounds of water pressure behind this wall.

October 31, 2018
Fall vol. 34

THE DIRT

CULMBACK DAM WATER TEMPERATURE CONDITIONING

On October 4th, the project team successfully commissioned the water temperature conditioning system they installed by running water through the tunnel, valves, and outfall pipe into the creek at full available head pressure.

This project involved drill and blast tunnel excavation, at the bottom of Culmback Dam.

IMCO's safety and management teams did a great job working together through risk analyses to limit potential risks on site.

Culmback Dam, continued on page 5.

STRATEGIC FUNDAMENTALS FOR 2018

RECAP OF PROGRESS

In January, IMCO's management team focused on strategic fundamentals at the company Kick-off Meeting. This included a commitment to pursuing opportunities with discipline, managing our people with purpose, and working toward training and personnel development initiatives. It also meant improving our strategy for managing risk, and strengthening IMCO's safety culture by increasing transparency and timely reporting of incidents.

The Operations Team has developed Key Performance Indicators that reflect IMCO's financial health, estimating, productivity, and strategic fundamentals. Our IMCO

Strategic Fundamentals, continued on page 3.

HOLDEN OPERATIONS & MANAGEMENT

"Life up at Holden goes pretty fast," reflects Operations Manager, Mat Cole. With the long work hours, most guys relax for an hour or two at the house and then head to bed. During the summer, the crew likes to go mountain biking, hiking, morel mushroom picking, and fishing. They have some great views of the cascade mountain range and its glaciers and get to see a lot of wildlife. Summer doesn't last long up there. The last snow melted away from the site in May and they are already seeing snow on the mountain tops in October.

The team is currently working a two-week-on and two-week-off rotation schedule.

Above left, pictured left to right is half of the O&M crew: Bruce Albert, Mat Cole, Tim Farmer, Jeff Neils, Jon Beam, Dan Lasich - medic, John Waddell, Jarrid Turner, Corwin Thacker

Below left, sludge containment area with Cascade mountains in the foreground.

WPCF CHLORINATION BUILDING
CITY OF EVERETT

This Fall, IMCO was awarded an $8 Million contract working for the City of Everett at their Water Pollution Control Facility (WPCF). IMCO recently completed a larger project at this location in 2015 where we expanded the plant's capacity by 30%.

This project involves constructing a new 2,500 square foot chlorination building at the WPCF site. The work will involve significant pile driving scopes, concrete work, chemical piping, precast box culvert construction, and modifications to the outfall located on the other side of I-5 on the Snohomish River. IMCO will be self-performing approximately 80% of the work.

The project will break ground in November 2018 and is expected to be complete by December 2019.

Aerial view of Avista's Saddle Mountain Hydro project.

SADDLE MOUNTAIN
HYDRO PROJECT

The IMCO project team is providing all labor, equipment, and material to construct cast-in-place concrete foundations and a CMU panel house for Avista's Saddle Mountain 230 kV Substation. The jobsite is located in Othello, WA, 30 minutes south of our Moses Lake office. This is the first new substation Avista has allowed a contractor build. Once successful with this project, our team will work to secure future substation opportunities with Avista.

The team mobilized to the job site on September 17th, began work on September 24th, and will complete the project by December, 15th.

Strategic Fundamentals, continued from page 1.

Operations Team meets twice a month and is made up of IMCO's President, Tyler Kimberley, and senior level managers and department directors.

This year, IMCO is on track to meet our goals in implementing personnel development plans, providing training for employees, tracking and improving incident reporting, and staying disciplined in the kinds of opportunities our team pursues.

Through the end of this year, IMCO's management team is preparing for the rollout of IMCO's new IMPACT Safety Program. This is a refined and efficient system for planning, executing, tracking, and improving the work we perform to ensure IMCO's standards for safety. Closing out the year, IMCO's financial position is stable, though we have not met our hit rate or revenue targets. We are relentlessly pursuing many exciting projects across Washington state through the end of the year.

STONEY GATE VALVE REPLACEMENT
U.S. ARMY CORPS OF ENGINEERS

IMCO was awarded the Stoney Gate Valve Replacement project at the Ballard Locks in September, for the U.S. Army Corps of Engineers, Seattle District.

The IMCO project team will remove and replace six existing gate valves and install new hydraulic power systems and operating machinery. Work will include structural steel and miscellaneous metals and new main control panel installation.

The Stoney gate valve system consists of six gate valves that control the filling and emptying of the Lake Washington Ship Canal Large Lock chambers. The valves are located in 14 by 8.5 feet wide culverts, which are accessible only when the large lock chambers are dewatered by the government. The existing gate valves are over 105 years old and original to the structure. They are referred to as "Stoney" gate valves because of their unique roller train and associated drive machinery, named after the engineer who designed them.

The work will be performed over two separate seasons, with specified work windows spanning from August to April, when the culverts will be offline and lock de-watering takes place. The entire project will be spread out over three years.

YESLER WAY BRIDGE WINS ENR NORTHWEST BEST PROJECT 2018 AWARD IN THE RENOVATION/ RESTORATION CATEGORY

The ENR Regional Best Projects Awards ceremony will take place in Seattle, WA on November 15th.

BLAINE MARINA
SITE CLEANUP

The team performed the demolition of Building 2, which included re-routing the existing power service, asbestos abatement, and demolition of an existing two-story building.

The next phase of work was the mass excavation of contaminated soils. IMCO's crew excavated and hauled out approximately 4,400 tons of contaminated soils for disposal. Preparation for this scope included planning and scheduling the transportation of the excavated soils for disposal, as well as our internal planning to perform the dig.

The initial timeline of this project would have required asphalt paving to be performed in the late fall. IMCO developed a value engineering proposal for an alternate shoring design allowing us to improve the schedule and perform the paving in more favorable weather.

Tanner McCoy led the charge in the field and has done a great job scheduling multiple phases of work, while juggling our current work at Alcoa.

Matt DeMeyer has done an outstanding job leading the crew on the Blaine Marina project. Every one that stepped foot on the project played an instrumental role. It took great teamwork from our crew, the VDC team, and the shop to successfully finish the job.

We have a great relationship with the Port of Bellingham. Landau Associates is the design engineer on the project and they have been great as well.

Safety planning has been critical throughout the cleaning of three fuel tanks, asbestos abatement, and demolition.

MAPLE ROAD & ASH WAY
DRAINAGE IMPROVEMENTS

The team finished all concrete work on site and hauled in CSBC/Recycled Concrete. The recycled concrete will be placed on the slab on-grade and will raise the road to paving elevation.

The next phase of work will be grading the remainder of rock placed on site. We started with pile driving, transitioned to concrete work, and are now finishing the job focusing largely on the civil scope.

The last large-scale concrete pour happened on August 31, 2018, signaling the final 200+ cubic yard pour. This also allows us to move around the site more easily, as site access has been a major challenge throughout the lift of slab work.

The culvert scope of work also came to a close on September 17th when the fish window closed and all three culverts on site were opened to fish.

The team is making sure that the intersection is paved and ready by our November 5th deadline to reopen the road. We are on track to meet this deadline largely thanks to the speed of the pile driving at the beginning of the project.

NORTH BEND
MAJOR LABOR DAY MILESTONE
WRAP UP FOR SEASON

It was a big push to get I-90 back to its normal lane configuration before the holiday weekend. The milestone was met, in large part, due to a critical week in mid-August when our crews placed an astounding 476 cubic yards of concrete overlay. This season's accomplishments include:

- Hydro-demolition of 107,637 square feet of concrete overlay over one and a half months, using two machines, 20 hours per day
- Placing 880 cubic yards of concrete over 4,580 linear feet of bridge deck

Commissioning the new system by running water through the tunnel, valves, and outfall pipe into the creek at the bottom of Culmback Dam in Sultan, WA.

North Bend, continued from page 4.

- Collecting, containing, treating, and dispersing wastewater from the deck demolition, which was approximately 40,000 gallons per day

"The North Bend project team is strong, working together, dealing with problems, and being innovative. It's fun to see, and I'm proud of the way that they have taken on this challenging work," said Tyler Kimberley.

Since Labor Day, the team completed east bound panel replacements and a portion of the project's final modified concrete overlay on a 300-foot long bridge in the eastbound direction. The North Bend project team is now finished and demobilizing for the winter season.

Installing a 36-inch conveyance pipe and a 24-inch guard valve at Culmback Dam.

Culmback Dam, continued from page 1.

The craft implemented the planned safety systems and pointed out unforeseen risks to complete this challenging work safely.

There were many changes throughout the project but the project team adapted seamlessly to these changes, solving problems, and moving forward with confident solutions.

IMCO's management team did an excellent job working with the Owner and engineer to deliver an exceptional product at the high-level expected by stakeholders.

The IMCO project team demobilized from the site on October 5th, 2018. Great work Culmback team!