



IMCO's Skagit Wildlife Area
Fir Island Farm Ecosystem
Restoration Project

THE DIRT

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Skagit Wildlife Area Fir Island Farm Ecosystem Restoration

IMCO completed the Fir Island project (pictured above) this quarter and hit major milestones late in the summer, breaching the dike and creating over 130 acres of new salmon habitat in Skagit County. A ribbon cutting was held on October 5th with representatives from the State Department of Fish & Wildlife, engineering consultant Shannon & Wilson, and various representatives from state and federal environmental agencies. This project is a big feat in the environmental world and IMCO did an excellent job adhering to the rigid regulatory agencies governing the work.

The new habitat takes over land that historically has been farmed by people leasing land from the Department of Fish & Wildlife. The new sanctuary creates tidal marsh and tidal channel habitat that will support an additional 320,600 juvenile Chinook salmon each year and creates tidal marsh and tidal channel habitat.

This two-season environmental contract was a

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FAMILY AS A CORPORATE VALUE AT IMCO WHAT DOES IT MEAN?

Family is our first corporate value. This core value is rooted in who we are, from the beginning of IMCO. Many employees consider IMCO to be a family-like community. This means we care about one another. We want our communities to be full of strong families, and we want to support them. Family, as a value for IMCO, means we want employees to have strong families that they are a key part of. Valuing family means IMCO leadership wants to provide good jobs to support employees' families. Our industry is notoriously hard on families, because of long hours and travel, making it even more important to strive to foster and support our families. Family is a valuable asset to society.

Over the next year, we will continue to discuss what our core values mean for IMCO, and what they look like played out in our business and on our projects. Family was a natural starting place for this conversation.

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BNSF continued.

ahead of schedule in August. There were six workers on site and daily operations were led by Buck Varney. The area repaired was about 200 feet long by 100 feet tall. Crews placed approximately 20,000 tons of rock to repair the slope.

HOLDEN MINE WTP OPERATIONS

Upon successful completion of the new water treatment facility, IMCO was hired to run all plant operations on a two-year contract. The plant operations contract started at the beginning of 2016 and extends to the end of 2017.

The Holden water treatment plant is producing clean, treated water from the mine, surface runoff, and groundwater. The plant has been shut down a few times in order to perform maintenance and modifications. However, the plant has the necessary water storage capabilities specifically designed to facilitate these types of shut downs so it has not significantly impacted production. Rio Tinto representatives have told us that this is the smoothest startup and operation they have ever been involved in. Mat Cole is the Operations Manager and has a team of eight operators/technicians. Four of them are on site at a time, with two working each shift. The water treatment plant continues to be improved with small projects performed by IMCO.

HOLDEN MINE CONSTRUCTION

For the remainder of the 2016 construction season, IMCO's team is focused on completing design-build storage facilities for Holden Village and housing for the plant operations team.

In order to accommodate the strict deadline of these additional projects, IMCO has hired and trained nearly 30 new people to facilitate the increased work load, evaluating material needs, procurement of materials, and collaborating with Rio Tinto to finalize design efforts. We have had upwards of 70 people on site at a time working together to complete this work successfully.

Major concrete placements, structural steel erection, and the design-build pedestrian bridge (Sven's Bridge, below) are complete. The Holden team is working to complete a Vehicle Storage Building, Lumber Drying Building, Fuel Storage Shelter, and the Operations and Maintenance Housing.

IMCO continues to work closely with the owner, architect, and engineer to provide information, frequently communicate with suppliers, and motivate the team to accelerate and meet the demanding schedule.

“The management team would like to take this opportunity to thank all of the craft workers who have been dedicated to making these projects a success. Your commitment to working safely and the sacrifice of long rotations away from family has not gone unnoticed and is greatly appreciated.” - Fred Simmons

SLOPE STABILIZATION IMCO's First Contract For BNSF

IMCO recently completed work on the Slope Stabilization project in Bellingham and delivered a quality product for BNSF Railway. Our team stepped up and did a stellar job at making a great impression. All IMCO workers and management underwent rail worker safety courses, which was required for anyone on site. The logistics and coordination of getting our people, equipment, and material to the site was a challenge, as well as working around the active train schedules. Placement of the equipment and delivery of the rock had to be coordinated around the railroad's operations. Amtrak trains traveled through on a regular schedule, and other trains were more sporadic and intermittent, making the work a challenge. Our project team negotiated an agreement with Lehigh Cement to attain access from their property. From this access point, IMCO imported all the rock and created an area for stockpiling and loading.

IMCO's crane operated on the upward side of the tracks and placed rock and equipment over the railway to 90-feet below at the water's edge. From the shoreline below, our equipment placed large pieces of rock up the slope to stabilize the land and support the railroad operation above. IMCO approached the work efficiently, with a cost effective and safe approach. The project was completed

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YESLER BRIDGE REHABILITATION WORKING IN THE HEART OF THE CITY

The Yesler Bridge project has had many challenges, and the IMCO team is meeting them with a great sense of cooperation, careful consideration, and dedication to teamwork and quality. Working in downtown Seattle has also had many unique challenges, resulting in enough surprising stories for Joe Lupo to hypothetically write a memoir.

The IMCO team has worked together with the City of Seattle and the engineer to come up with creative solutions to address unforeseen challenges as they've arisen. The IMCO team has built a strong rapport with the Seattle DOT project management group, which is something they are very proud of.

IMCO diligently streamlined the demolition process (pictured right) by performing as much layout, preparatory demolition, pre-planning, and material procurement to ease the demolition activity. The contract allows two weekend closures to demolish the bridge, but our team completed the necessary scope within a single weekend closure during the weekend of the Seahawks home opener game, which limited closure time.

BOEING JET A FUEL TANK - SECONDARY CONTAINMENT PROJECT

After finishing the fifth fuel tank for Boeing, IMCO began work in August on the largest, most challenging, one-million-gallon tank. This project has an accelerated schedule, a temporary fuel storage system, and is several times the size of our previous tank projects.

IMCO's team strategized to figure out a clever way to temporarily store 400,000 gallons of jet fuel while completing the secondary containment retrofit work on Tank 101. IMCO worked with the Baker Tank Company and Diamond B subcontractor to construct a temporary fuel farm that includes twenty 20,000-gallon steel storage tanks that are interconnected with a stainless steel fuel piping system, tying directly into Boeing's jet fuel distribution system. Boeing uses up to 200,000 gallons of jet fuel a day out of this system, depending on plane testing and

During the removal of all of the historical items accessible from 4th Avenue, IMCO's team found that the 107 year old bridge was structurally compromised. This prompted a "stop work" in order to design additional shoring measures to ensure the safety and stability of the bridge as work proceeded.

Next is the construction of the abutments where the bridge girders rest on the east and west sections of 4th Avenue. The west abutment is a complete tear-down and rebuild. The east is a rehabilitation utilizing some of the existing features. Crews started on the east while Malcolm Drilling installed five 60-foot deep shaft foundations at the west abutment location. This is scheduled to be complete before the end of the month.

IMCO's team is currently working on the upper refurbishment of the east abutment, which is three feet thick at the point of demolition. The crew tested expanding demolition grout to break the concrete to minimize the noise, fugitive debris, and dust impact in the business and residential district surrounding our job site. In preparation for demolition and reconstruction, IMCO has excavated approximately 1,000 cubic yards of material and built working platforms to enable us to work safely above pedestrian foot traffic.

deliveries. A Boeing 747 holds up to 45,000 gallons of fuel.

The very aggressive schedule will require us to execute our plan flawlessly and keep our subcontractors marching forward at all times. At the height of the project we will be working 20 hours per day, seven days a week from Thanksgiving to Christmas.

Our team is continually evolving to rise to new challenges. All of our current Boeing projects are design-build contracts. In each project, our team has been faced with new challenges, successes, and numerous learning experiences that are strengthening our team and preparing us for future endeavors.

Thanks to Kip Smith, Bruce Lehman, Cameron Vest, Russell Isam, and Scott Farrar for taking the lead on this challenging project.

YESLER BRIDGE REHABILITATION



**ZERO HARM.
EVERY DAY.**

"TO BE SAFE ON A JOB SITE IS TO PLAN THE WORK AND HAVE HEIGHTENED AWARENESS FOR YOURSELF, COWORKERS, AND THE ENVIRONMENT WHERE WORK IS BEING DONE. I HOPE THAT OUR CULTURE WILL EVOLVE TO WHERE EVERY EMPLOYEE FEELS COMFORTABLE QUESTIONING UNSAFE WORKING PRACTICES. I FEEL CONTENT WORKING ON A TEAM THAT VALUES SAFETY AND WHERE EMPLOYEES ARE EQUIPPED TO WORK IN THIS INDUSTRY FOR A LONG, SUCCESSFUL, AND HEALTHY CAREER."
- CJ HANDFORTH





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Strengthening Our Communities

Habitat For Humanity Snohomish County Housing Project

In mid-September, IMCO participated in building a home with Habitat for Humanity Snohomish County, who rely on volunteer labor, work hours from the selected family who will live in the home, and companies in the community who are willing to provide donations, equipment, labor, and the materials. The goal is to have the home completed and move-in-ready before the holidays.

IMCO workers moved an existing shipping container, performed site grading, placed gravel, and poured concrete for a walkway and patio.

Todd Pike and Joe Lupo took the lead in planning and coordinated IMCO's crew (pictured below), pulling people for the Yesler project to provide the necessary skills and labor. Chris Anderson, the Construction Manager for Habitat for Humanity Snohomish County stated, "No one has made the contributions on this project like IMCO has made."

Habitat for Humanity's philosophy is based on the notion that they help families in need by providing "a hand up, not a hand out."

IMCO is planning to support a multi-family housing project for Habitat for Humanity of Whatcom County with consulting services, a financial contribution in 2016, and another in-kind donation of skilled labor in 2017.

"WE PROMOTE SAFETY ON SITE BY HAVING DISCUSSIONS WITH THE CREW ABOUT WHAT IS GOING ON THAT DAY. WE MEET EVERY MORNING AND TALK ABOUT WHO IS WORKING WHERE, INCLUDING SUBS. THIS ALSO HELPS IN SCHEDULING EQUIPMENT FOR THE DAY. IT IS HELPFUL TO LOOK AT WHERE EACH CREW WILL BE WORKING, TO AVOID CONGESTION OR GETTING TOO MUCH GOING IN ONE AREA. IT IS SATISFYING TO KNOW THAT YOU ARE KEEPING YOUR CREWS AND SUBCONTRACTORS SAFE. WE HAVE TO REMIND EACH OTHER OF THE IMPORTANCE OF WORKING SAFE. WE AREN'T PERFECT AND OFTEN NEED REINFORCEMENT.

IT IS REWARDING TO SEE THE CREW BUY-IN TO SAFETY AND PARTICIPATE." - KIP SMITH



Skagit Wildlife Area Fir Island Farm Ecosystem Restoration, continued from page 1.

major feat for our team and required resourceful collaboration with the designer and with the owner. Breaching the dike took careful planning and coordination by the project team. Project Manager, Jamie Howard, said IMCO met with the owner and designer about ten times to plan for the breach of the dike to determine the sequencing of the work. The breach was scheduled to take two weeks. IMCO did it in eight days. This particular portion of the project required a careful schedule due to the changing tides. The team had to adhere to stringent environmental follow-up including turbidity monitoring and reporting to the Department of Ecology.

Construction of the dike required 200,000 tons of clay material, which was very moisture sensitive. The project ended this September with the final phase of work being the installation of the 48-inch pipe and tide gates at the dry slough next to Skagit Bay, which included construction of a 20 by 30-foot cofferdam cell.

The Fir Island team did a phenomenal job completing this project.

Family as a Corporate Value at IMCO, continued from page 1.

As a team, we have a culture of being supportive of one another, especially in times of crisis. When the going gets tough and our people are faced with illness or family emergencies, co-workers and supervisors pick up the slack and offer support and compassion.

We want to foster a culture of support in our day-to-day routines, when life is going well, not only in the face of illness or crisis. We also survive in an industry that values and depends on hard work, one where each employee has to wrestle with what a work-life balance means for themselves.

Even though we work all over the region, a lot of our people hope to work close to home. Our managers value our employees' quality of life. We consider where people live when assigning teams to projects. It is much easier to work hard and travel for work when people feel respected and have autonomy. As a company, we strive to strengthen our IMCO family, all the employees who are working toward the same mission, and foster support for employees own families to thrive.

WE RESPECT DIVERSITY.

IT IS EASY TO BECOME INCREASINGLY POLARIZED DURING THIS DEEPLY DIVIDED, DIFFICULT TIME FOR OUR COUNTRY. MANY AMERICANS ARE GRIEVING AND SCARED ABOUT THE FUTURE OF OUR GREAT COUNTRY.

WE STAND FOR HUMAN RIGHTS FOR ALL KINDS OF PEOPLE. WE SUPPORT WOMEN. WE SUPPORT PEOPLE OF COLOR. WE VALUE DIVERSITY. WE STAND FOR RELIGIOUS FREEDOM. WE SUPPORT PEOPLE OF ALL SEXUALITIES. WE RESPECT OUR PLANET.

HATRED AND BULLYING AND RACISM ARE UNACCEPTABLE; THAT IS SOMETHING WE CANNOT TAKE FOR GRANTED. LET'S DO OUR PART TO MAKE HATRED AND BULLYING AND RACISM UN-AMERICAN.

LET'S SHOW KINDNESS AND LISTEN TO PEOPLE, DIFFERENT PEOPLE. THIS CAN INCREASE UNDERSTANDING AND COMPASSION.

THANK YOU, TO OUR IMCO EMPLOYEES, FOR YOUR HARD WORK AND YOUR INTEGRITY.