

A spillway gate at the Albeni project in the temporary stand for seal replacement.



# THE DIRT

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## DELIVERING ON OUR GOALS

### Taking Project Execution to the Next Level

2017 is shaping up to be a busy year for IMCO with a large number of projects starting in late spring and many current projects continuing through the summer and fall. Our talented craft, project management, and project support teams have been challenged to take our project execution to the next level. Project success has three key elements: Quality, Safety, and Profitability. We need to execute all three in order to build a successful project.

#### Safety

Our safety program and culture is constantly evolving and improving. We are striving to have the best safety culture, program, and performance in the business with a goal of ZERO INCIDENTS on each project. To accomplish this, we identify the risks in front of us, create a plan to mitigate the risks, equip our people with the tools they need, and execute in accordance to the plan.

#### Quality

Each project has specific and unique quality requirements. Through planning and paying careful attention to the quality standards, we can prove that we are meeting them. The number

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### ALBENI FALLS DAM Spillway Modifications

Our team is excited to add a new hydro project to our portfolio working for the US Army Corps of Engineers (USACE). The Albeni Falls Dam was built in 1951 under the Flood Control Act and was signed by Congress after a great flood swept over the river valleys of the Columbia Basin in 1948. The project owner, USACE, currently operates the hydroelectric dam facility and sells the power to Bonneville Power Administration (BPA). BPA then sells it to local utility districts and companies.

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## IMCO IS HIRING SEEKING TALENT TO JOIN OUR GROWING TEAM

*See page 3 for details.*

### HOLDEN MINE WTP OPERATIONS ONE YEAR ANNIVERSARY

The Holden Mine Water Treatment Plant has been in full operation since April 20th, 2016. The plant treats ground water that filters through contaminated tailing piles and water captured in the mine portal. The water contains metals that are precipitated out through the treatment process.

**“IMCO has been in full operation for over a year, and to date, we have had zero safety incidents. My hat goes off to the crew for all of their hard work while maintaining a perfect safety record.” – Mat Cole, Plant Operations Manager**

As of March 31<sup>st</sup>, 2017, the plant has discharged 156.44 million gallons of compliant effluent, and the operations team is maintaining the effluent limits. The operations group continues to face hurdles and challenges while optimizing the facility. This winter, the water flow dropped to under half the amount needed to continue



processing. The operations team supplemented the low flow with pond water to maintain the minimum flow needed to keep the plant running.

As part of our contract, IMCO maintains Forest Road 8301, a 9.3 mile stretch of road from the Lucerne dock, where the public ferry unloads passengers and equipment, to the village. IMCO hired two crews who are dedicated to maintaining the road and managing snow over the winter. The road is prone to hazards such as falling trees, rocks, ice, debris flows, and avalanches. IMCO hired a third party to forecast avalanche hazards. This has been a critical part of maintaining safety in the area. 19 avalanches crossed the road this year, in addition to multiple avalanches that did not reach the road. The snow crew removed avalanches and debris without hindering transportation on the road. To date, Holden Village has received 317 inches of snow, with about 48 inches on the ground, and the snow continues to fall.

It takes a diverse and motivated team to keep this operation moving smoothly. The facility is in operation 24 hours a day, 7 days a week. Each person continues to tackle the challenges that arise with a spirit of teamwork and resilience.

**“With the small group we have on-site, each person has their own individual strengths that allows us to continue to succeed. Without each person’s unique contributions to the project, we could not operate as efficiently and safely as we are.” Mat Cole, Plant Operations Manager**

*Pictured above: Corwin Thacker, Tony Paul, Gary Smithson, Caleb Neils, and Thomas Lulay, Scott Strutzel, Kyle Heaton, Nick Buckingham.*

## YESLER BRIDGE REHABILITATION

### Erecting the Bridge & Paving

Our Yesler team has erected the steel superstructure of the bridge and is now working on installation of the bridge surface. Two of five bridge deck pours were completed as of April 17<sup>th</sup>. The three remaining pours will be completed this week. Next, IMCO's team will be pouring the end-diaphragms that lock the girders into the abutments. The refurbished fascia girders will be installed after the end diaphragms are poured and cured. Our team is working diligently with the owner to prepare the fascia and decorative items for refurbishment. These pieces are 110 years old and had severe steel and cast-iron degradation, pitting, and weathering. The items are nearing the final phase of refurbishment and should be complete May 1<sup>st</sup>, 2017.

Over four days in late February, IMCO crews erected 20 steel girders ranging from 79 to 91 feet long and weighing between 14,000 and 20,000 pounds. Some girders were erected in pairs for a total weight of approximately 33,000 pounds. IMCO's Bidwell bridge deck paver was put back to work placing concrete on the bridge decks. Increasing the complexity of the pours is the 10% grade of the bridge deck slope. As of April 17, the Bidwell paver has completed its work on the project and is ready to head to the new I-90 project in North Bend. "The paver tested our patience,

*Yesler Bridge pictured below left: Bridge deck girders and false work in place, in preparation for the deck form work. Below right: Night work, setting paired girders for the bridge.*

but Bill Velicich helped tremendously to expedite the work," said Project Manager, Nick Rawlins. "The leadership Scott Farrar brings to our young craft has made an immense impact on craft moral and quality."

**"The bridge erection is going great as a result the extraordinary effort of our staff and crews adhering to the old adage plan the work, work the plan. We are achieving our nightly production goals in a little under our planned shift hours. The crew is working safely and the Owner is very satisfied with the results." - John Dilts, Senior Project Manager**

**ZERO HARM every day**  
**Focus on pre-planning. One site has reported a reduction in work stoppages by improving communication and eliminating work activity conflicts before the day's activity starts.**



*Kip Smith, Superintendent at Albeni Falls Dam, always smiling.*

*Albeni Falls Dam, continued from page 1.*

The IMCO team recently mobilized the jobsite to begin work on this complex mechanical job with extensive safety and project administrative requirements. Work began in late March.

Crews will use cranes to remove ten existing spillway gates and insert them in gate stands that were designed and engineered in-house. The team will then replace the seals on the gates with an anti-freeze bulb that contains heat trace and a glycol solution so they are operable in winter weather. The first seal has successfully been installed, and IMCO crews are working on the second gate.

Crews will install a pressurized spray system on one of the ten spillways that sprays deicer on the gears of the gates to facilitate operation in winter weather. This system is a prototype concept, so performance testing will be done on only one spillway before installation of this system on the remaining nine spillways. Water piping will be installed the length of the spillway suspended under the spillway deck to supply this system.

The final component of this project involves refurbishing the bubbler system including new diffusers, air piping, and electrical components. The majority of this work is at the spillway crest that is underwater, so our team will utilize a dewatering setup in between the upstream and downstream spillway slots to create a coffer cell in order to perform this work. Air piping will be suspended under the spillway deck for the length of the dam to supply air to the diffusers.

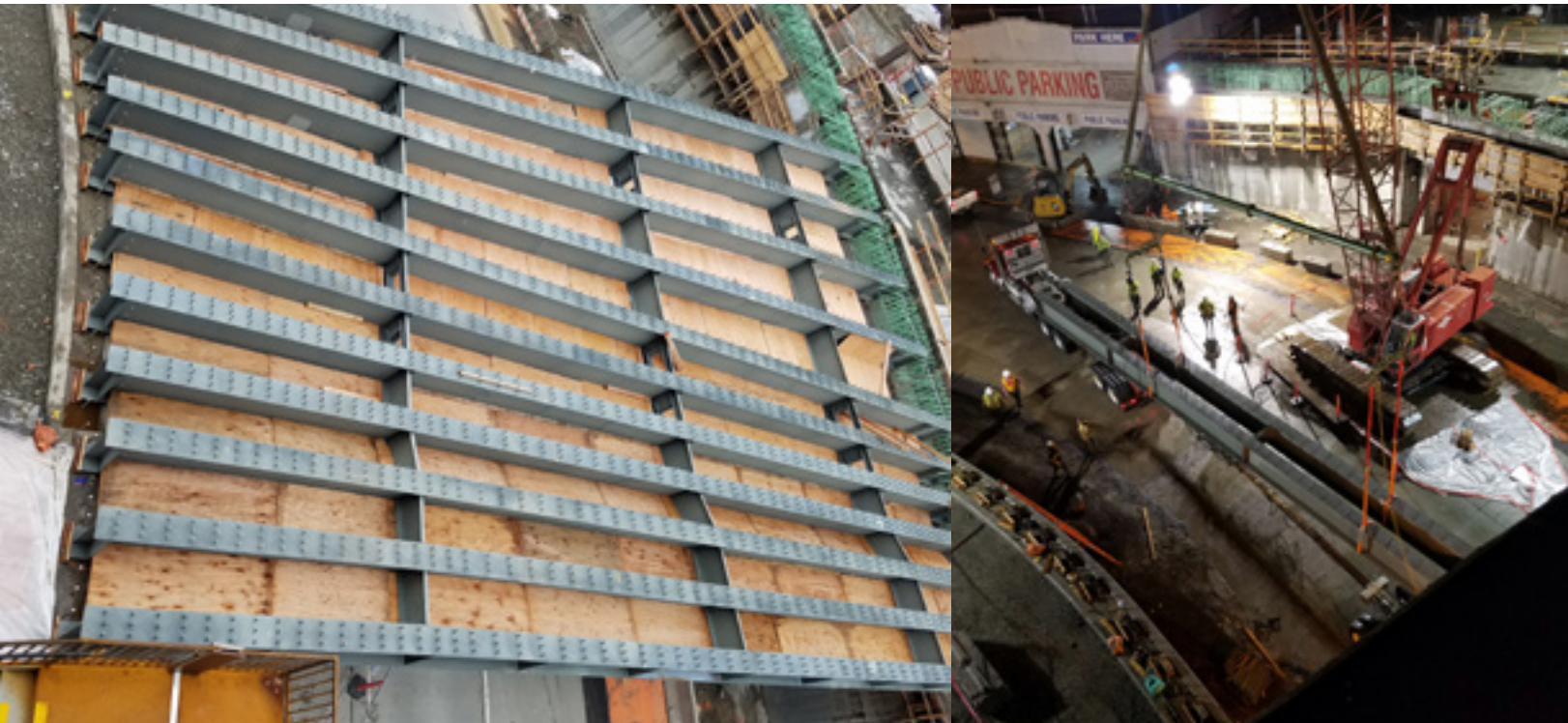
## IMCO SAFETY COMMITTEE

### Improving Safety Culture Through Consistency

Forming a Safety Committee at IMCO was one of the initiatives that came out of the Operations Team Strategic Planning Meeting in October. The committee is a valuable resource intended to ensure practical and realistic improvements and evaluations are continuously made to the company Health and Safety Program.

The purpose of IMCO's Safety Committee is to evaluate the results of accident, incident, and near miss reports and investigations. Based on this information, the committee will provide recommendations for improvement to the company Safety Program, review and advise on health and safety policy and procedure changes, and assist with implementation of changes in the field. Committee members will act as a liaison for craft workers who have suggestions for improving the company Health and Safety Program. The committee members will help lead IMCO's Health and Safety Program through example and active participation. Committee member names will be posted on project safety bulletin boards. Committee members do not replace the project Safety Coordinators. They are an additional resource on our job sites. The safest workplaces are the ones where everyone is involved!

The IMCO Safety Committee, comprised of at least six employees, meets a minimum of once a quarter. The committee consists of three management representatives and at least three craft representatives. Each craft representative must be a journeyman and will be chosen by our craft workers. Paul Clements oversees the committee. The current committee includes: Lisa Young, Kelly Brown, John Dilts, Luke Bergford, Corriene Croswaite, Mark Mahan, and Greg Carreon.





*Delivering On Our Goals, continued from page 1.*

**Studies show daily “stretch and flex” sessions can reduce strain and sprain related injuries.**

one thing that a client will remember after the job is whether our team leaves behind a quality product. IMCO has built our reputation on quality, and we take pride in building quality projects and ending jobs with satisfied clients.

### **Profitability**

Operational excellence is the backbone of IMCO’s success. Effective pre-planning, appropriate staffing, schedule management, and change order management are vital to delivering projects on budget. Each project and department is an integral part of our financial success.

Our theme for this year is COMPETITIVENESS. In a recent email to the company, President Tyler Kimberley challenged our teams, saying, “Be competitive. Be innovative. Ask questions. Stay tenacious. Operate in accordance to our values, and deliver on our vision and mission. Don’t accept anything less from yourself or from the people around you.” He also committed to providing IMCO’s people with the resources they need to do their jobs efficiently and effectively. Tyler highlighted the need to be looking inside and outside the company to promote and recruit great talent. Our team is looking ahead for project opportunities a few years out to build our future and achieve our growth strategy.