



THE DIRT

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KELLER FERRY TERMINAL SHUTDOWN COMPLETION

IMCO's Keller ferry team completed the ferry service shutdown two days ahead of the contract shutdown completion date. The crew completed a remarkable amount of work in two weeks, requiring components from many different sources to come together seamlessly in order to meet the shutdown schedule. The new ferry terminals are now in operation.

IMCO's team has developed a strong relationship with WSDOT, and their confidence in IMCO has been essential for the success of this project and the resolution of challenging issues throughout the project.

IMCO's crew did a phenomenal job, utilizing extensive planning and working long hours

during the shutdown. Everyone on site had a great attitude. This was a prime example of putting the right crew together for the work at hand. Everyone on the crew was very diverse in their skillset, which made them productive in such a unique scope of work. Richie Jordan and Rich Morasch were strong leaders in the field.

This project has faced challenges due to a lack of reliable cell or internet service at the site, fabrication and subcontractor scheduling, and fluctuating reservoir levels.

Our people have dealt with fatigue, difficult work, and long shifts with a strong commitment to our IMPACT safety program and to efficiency. This project has delivered on production goals, safety culture, and quality standards.

The Keller Ferry project site and IMCO crew, pictured above.



STEM EVENT AT HIGH TREK ADVENTURES & ZIPLINE

High Trek Adventures in Everett hosted our September STEM event, taking IMCO's team to soaring heights. High Trek prides themselves in being the go-to place for team building activities through their ropes course and zip-lines. Many of IMCO's STEM group left their comfort zones and zip-lined their way to the finish, conquering fears with smiles and laughter.

One of our new additions to IMCO, Kiarra May shared, "A lot of the ladies I met for the first time. The activities we took part in such as "Common Ground" showed us how much we all have in common besides IMCO." Other activities used team building skills to challenge the group to work together and improve communication. IMCO set the standards as the first group to finish an engineering task to travel a ball from one side of the field to the other in record time! What takes most teams 20 minutes to complete, took the ladies of IMCO less than two minutes. Now that's teamwork!

After a thorough air trolley and carabiner training, it was off to the ropes course which includes over 60 challenge elements in a choose-your-own-adventure experience, growing more difficult the higher you travel. The three levels are at heights of 15, 30, and 45 feet above the ground. Some raced to the top, while others challenged themselves closer to the security of the ground. Once at the top participants could choose to zip-line to the finish, which meant taking three zip-lines for a total of over 560 feet. The first to the top was Panda Wilder, "I was really excited to try the zip line, and I'm kind of scared of heights, so I just went straight for it. I loved it!"

At IMCO, we strive to cultivate a working environment that encourages and supports the women working here, and builds a sense of

community.

Jessica Ellis, our newest Field Administrator, said, "The best part was none of us were alone, we got through it together. The team building made me feel much more confident in my decision to come to work here and more connected to all the ladies I get to work with."

Our next STEM event will be a holiday gathering on December 5th.

MOUNTAINS TO SOUND GREENWAY TRAIL

Near the end of September IMCO started construction on the first phase of the Mountains to Sound Greenway Trail from I-405 to 132nd Avenue SE in Bellevue, Washington. This \$18 million project will improve safety for pedestrians and bicyclists in the area. IMCO will construct a 12-foot pedestrian and bicycle path, a pedestrian and bicycle bridge over Factoria Boulevard, a tunnel under the existing I-405 eastbound I-90 ramps, and an additional lane for the I-90 eastbound off-ramp to Factoria Boulevard.

The team has been working two shifts, around the clock. Monica Knutzen is IMCO's Traffic Control Supervisor, and her leadership has been instrumental. Our crews are self-performing the traffic control operations for this project. The project is confined to small, narrow work areas between city streets and I-90 interchanges. Most of the work areas are only accessible with night time traffic closures. One month into our project, IMCO crews have performed initial site clearing which included the removal of over 40 large trees in a confined area. Completing this work timely was a great safety milestone.

This project is expected to be complete by the end of 2020.



MUKILTEO FERRY TERMINAL TEAM IS MAKING INTERIOR MOVES

Our busy Mukilteo Ferry Terminal project team completed installing cross laminated timber panels and glulam beams for the interior ceiling of the terminal (pictured above). This detailed scope of work is something IMCO self-performed for the first time. Congratulations to the team, who did an outstanding job installing 18,000 square feet of these beautiful large finish pieces. These panels and beams will be an impressive eye-catching design feature, and an illustration of IMCO's craftsmanship capabilities.

The next milestone for the Mukilteo project is to fully enclose the terminal building. This will be completed by the end of November.

YESLER TERRACE BLOCK 6 PUBLIC ACCESS DRIVE

Crews started construction on the Yesler Terrace Block 6 public housing project in August for Seattle Housing Authority. The \$9 million project includes site work, erosion and stormwater control, utilities, street restoration, and landscaping. The work will be completed by the middle of 2020.

ROCKY REACH TAILRACE BUOY INSTALLATION

This \$200,000 project, located in Wenatchee, provided removal and disposal of one existing tailrace buoy, a mooring system and anchor, and placement of five district-provided buoy systems. The project was originally going to take place using a barge. After a considerable amount of planning, IMCO's team used a solution to minimize the impacts to the surrounding dams. Four weeks of planning led up to a 53-minute operation where IMCO's crew partnered with Erickson helicopter company to remove the existing buoy and set and secure the new buoys to improve dam safety for the Chelan County PUD. IMCO's team provided the rigging from the anchor to the buoys. IMCO's method required coordination by the three surrounding dams in order to get the river flow reduced on the morning of the operation to safely utilize the helicopter.

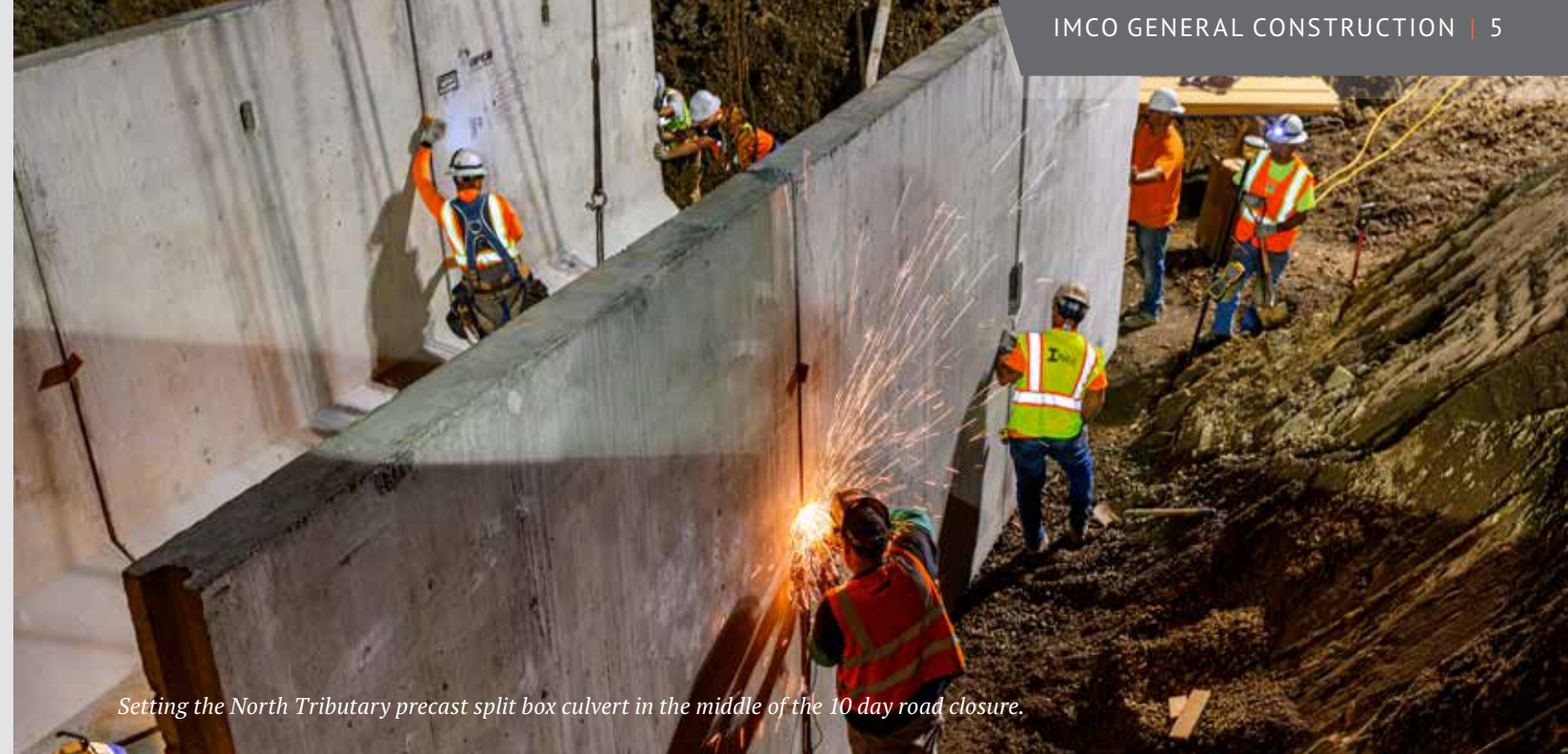
Rocky Reach Operation photos by Will Austin.



PSERN RADIO SYSTEM SITE IMPROVEMENT PROJECTS

The I-90 Repeater Site Improvements project is valued at \$1.2 million and is located at the summit of I-90. The work location has limited access. All materials and equipment are being moved by helicopter into the site and Crews will have to hike a half-hour through National Forest land in and out of the site. Work consists of clearing and grubbing, drilling four shafts for a new 185-foot tower, electrical grounding and fencing. IMCO has joint ventured with TTK Communications who will be erecting the tower.

The Sobieski and Maloney Site Improvements project is in a remote location, accessed via a 15-mile forest service road off Highway 2, near Stevens Pass. The work includes a communications shelter, ice bridges, and fuel facilities. TTK Communications will be erecting the 185-foot tower. The two PSERN projects will start in Spring of 2020 when the snow melts.



Setting the North Tributary precast split box culvert in the middle of the 10 day road closure.

TAWES CREEK TEAM FINISHING WORK

The Tawes Creek project is nearing completion and all three culverts have opened. The rivers are flowing through them in time for the rainy season. Final striping and paving are taking place on site, and IMCO's team aims to be substantially complete by the first week in November. This project team has overcome challenging schedule requirements to close out the project on a high note. They are looking forward to seeing the positive results of our work this winter when the Van Zandt community no longer has issues with flooding from undersized culverts.

STONEY GATE

The Ballard Locks/Stoney Gate project team is in the midst of the first 45-day closure that will usher in the removal and installation of a new culvert gate valve by November 30th. The new culvert gate valve is the first of six that will be replaced at the locks. Our team is working hard to remove the existing gate, demolish the existing gate infrastructure, and prep the surface for the new gate. The new culvert gates are roughly 11 by 14 feet and weigh 16,000 pounds each. They are being fabricated in Corvallis, Oregon and are being transported to the site by semi-truck throughout the duration of the project. Once the

gate is installed, crews and subcontractors will work on the hydraulics that move the gate up and down. The last step will be to finalize controls and programming to ensure proper operation of the gates. The first 45-day shutdown will end in late November which will be followed with a 60-day "soft" closure to prepare for the next round of two gates in early 2020.

The Stoney Gate project replaces all six culvert gates that control water flow inside the conveyance pipelines (culverts) that run alongside the Ballard Locks chamber. These culverts are what allow the water to go up and down inside the locks. While crews replace the culvert gates, the lock chamber must be completely dewatered and shutdown. This has significant impacts on the surrounding maritime and fishing industries who utilize the locks daily; moving millions of dollars' worth of cargo and commodities each day. Coordination with these stakeholders and the public has been extensive and will remain active throughout the project.

"There is a lot of pressure on the entire team to perform on this project. These gates are 100+ years old, and IMCO is the first contractor to do any major work on the gates. We are up for the challenge and couldn't do this without our fantastic field crew!" Said IMCO Superintendent Joe Lupo.