

# THE EARLY YEARS



## THE DIRT

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### CELEBRATING 40 YEARS A HISTORY OF RESILIENCE, TEAMWORK, AND ADVENTURE

This month marks 40 years in business for IMCO. The company began in April of 1978 when Patti and Frank Imhof took a small loan from Frank's dad, who was a dairy farmer in Ferndale, Washington. One of IMCO's first projects was a landscaping project for a relative in Whatcom County. Shortly after that, the company landed a big contract (nearly \$350,000) working for Kitsap County; It was a challenging restoration project at Long Lake, cleaning and restoring the polluted lake. IMCO's team was hired to dredge the lake and build dikes out of sandbags to install a submarine pipeline and fish ladder for fish to go from the lake to a creek.

Growing up, Frank Imhof had every intention of becoming a dairy farmer, just like his dad. Frank's early morning habits started as a kid, getting up at 4:30 am to call in and milk 100 dairy cows. He loved working outside with his dad and still spends much of his time outdoors.

In 1966, when he fished high school, most young men either went to college or they were drafted and very likely to end up in the Vietnam war.

Frank decided to try college. He had worked over 40 different jobs by the time he finished at Washington State University, where he majored in agricultural economics. Believe it or not, Frank was never fired.

Frank started working construction as a landscape laborer during the summer of 1967 at age 19. His first project was building a trail at Mt Baker Recreation Area. He loved the creativity it took to solve problems and figure out how to build the next job. It was always new and he enjoyed finding ways to be efficient and innovative. "I loved the people who worked construction. And the pay, to me, was fantastic!"

Frank says, "My biggest break ever was meeting Patti before we were ever in business. Sticking with her was the most important decision I ever

*Continued on page 2.*

**As we celebrate 40 years in business, we want to thank you for being part of our story. We look forward to many more years of working together towards a vision of excellence.**

*Pictured above: A look back at our early years. IMCO's John Wayne Marina in 1984 and the Dalles Dam Hydroelectric project in 1990.*



made, and she helped me build IMCO into a great company.”

The same things that drew the Imhofs to the construction business over 40 years ago are the same things many of us love about this industry; It’s always a new challenge; you find the best people; construction is full of diverse opportunity; innovation; and exciting projects building cool infrastructure.

**THANK YOU TO OUR EMPLOYEES, CLIENTS, SUBCONTRACTORS, AND PARTNERS. AS WE CELEBRATE 40 YEARS IN BUSINESS, WE ARE FULL OF GRATITUDE AND LOOK FORWARD TO MANY MORE YEARS OF WORKING TOGETHER TOWARD A VISION OF EXCELLENCE.**

“I have worked 50 years in the construction industry, and it’s time for me to give back to the industry I love,” said Frank Imhof in an interview about his new role as the Associated General Contractors of Washington board president. “I love construction people. I want to give back to this industry because of everything it has given to me.”

Many who have spent time around Patti and Frank have heard the story of how IMCO began by sharing office space with Patti’s clothing store, The Clothes Trunk in downtown Bellingham. The back room was for tagging and steaming merchandise and held a decommissioned door that sat across two file cabinets and functioned as Frank’s desk. The second phone line was IMCO’s line, which The Clothes Trunk salespeople were instructed to answer by the second ring.

Over the years, IMCO grew to be more sophisticated, adding safety regulations and becoming the first construction company in the state of Washington to adopt a drug-free workplace policy. The Dalles Dam Hydroelectric project in 1990 was IMCO’s largest contract to date, and the project was a game-changer. Rick Knowles started as a crane operator, and “a damn good one,” he explained. Rick recalls being the first IMCO employee to be drug tested. Kip Smith, and Kelly Brown learned a lot of their wisdom at the Dalles and have looked back on the challenges and resilience it took to complete. IMCO had a fearless, wild west mentality. “We worked hard, we played hard, and Frank drove the bus,” said

Rick. “I knew you could do anything you wanted to if you had the right people on your team,” said Frank Imhof.

Our team fully subscribed to the ‘work hard, play hard’ mentality. “No matter what, we always had fun,” said Patti Imhof, reminiscing about the early years at IMCO. This led us on a dynamic journey, performing interesting, and demanding projects. One of the remarkable and fun things about IMCO’s history is the diverse scope of projects we’ve completed. Our story has been peppered with challenges and accomplishments that have taken us from Kalamath Falls, Oregon to Guam, and from Shelby, Montana to Cuba. The two cities where we’ve competed the highest volume of work are Seattle and Moses Lake.

Looking back on IMCO’s success, Frank describes his gratitude toward our team. “We have wonderful people who have worked hard for many years. We have new people who have joined IMCO and are making great contributions. Our team has faced many tough situations and pulled us through; those professionals and their families are the backbone that defined our success.”

The Imhof’s succession planning led to Tyler Kimberley becoming IMCO’s President in 2013. He is strategic in pursuing opportunities that are a good fit for our team. He has a strong commitment to investing in our people. His strategy also focuses on working for clients who value what we offer, who need creative problem solving to keep them operational. This means being able to say “no” to opportunities and clients that aren’t part of our strategy. Tyler is dedicated to remaining nimble and innovative and tackling opportunities that our team is excited to build.

“IMCO’s legacy and resilience give me confidence that we can seize the opportunities ahead of us and weather the challenges. We have a foundation of strong values to anchor us and the freedom to fulfill our vision of being the best,” said Tyler.

*Pictured left and right: Wake Island team members. Center and right: Exposed fuel lines.*



## WAKE ISLAND FUEL SYSTEMS MODIFICATION

The Wake Island Fuel Systems Modification design-build project team, including eight IMCO personnel and two welders from Diamond B, arrived on the island in March. A small IMCO team traveled to the island a few weeks earlier to unload the barge with all of the equipment, vehicles, and material needed to execute the project. There’s no Home Depot on Wake Island, so pre-planning has been critical. Everything must be shipped in from the mainland. In minor instances, our team has been forced to get creative, making trades with other contractors to get what is needed to perform work. The other contractors on Wake are in the same boat, so everyone helps each other out.

Life is very isolated on the island with little to no internet access. The island is very beautiful and has been essentially untouched since World War II. Our team works long days starting at six in the morning and stopping at four or five o’clock in the evening.

The project team is replacing approximately 2,000 feet of above ground fuel line and performing other site improvements. The project is going very well and is ahead of schedule.

## CONSTRUCTION INDUSTRY TRAINING COUNCIL IMCO’S 10TH YEAR OF PARTICIPATION



IMCO completed our tenth year of instruction for the Construction Industry Training Council (CITC) apprentice training program, instructing the Heavy Equipment Operator program.

A unique feature about this training is that all of the instructors are IMCO employees. This program is also unique in that the instruction is all done remotely as most program classes are held at CITC campuses.

A special thanks to NC Machinery and Pape Machinery for donating the hands-on equipment every year since we started instructing this program. And a big thank you to Chris Peach and Terry Davis who help mobilize equipment to the training sites.

## SAFETY CULTURE

The timely reporting investigation rate is one metric IMCO managers are beginning to use to measure safety cycles. Timely reporting, defined as reporting within 24 hours of the incident, is proven to reduce impacts and help eliminate recordables. We are excited about the safety culture that is growing at IMCO and what the future will bring.





Crews are hoisting portions of the East Marine Walkway into place.

## HARRIS AVENUE SHIPYARD PIER CONSTRUCTION COMPLETED 9 MONTHS EARLY

Earlier this month, IMCO's Harris Avenue project team finished pouring the phase three cast-in-place pile caps, which will attach to the phase two precast pile caps. American Construction set the precast deck panels this week, and IMCO crews will begin working on the rebar and formwork for the topping slab for the second half of the pier.

The contract schedule allowed for phase three activities to take place in the second work-window, but our team expedited the work to benefit the Port and the project, finishing both seasons worth of in-water work. This was a major milestone for this project. The entire team, including subcontractors and engineers, was committed and invested overtime to meet this goal.

We have continued to make efficient progress throughout this very rainy season using tarps to protect the pours. Earlier in the year, heaters protected the pours from freezing temperatures.

The Harris Avenue team has a strong relationship with the client. The project benefited from a partnering session at the project kick-off, which initiated a collaborative commitment and strong communication. This team has built trust and shown great dedication to safety, teamwork, and effective planning.

Crews will wait to drive the fender pile until the in-water work window begins again on August 1st and work should be complete by mid-August.

## MUKILTEO FERRY TERMINAL DEEP STORM UTILITY WORK

The contract includes improvements to the SR 525 Mukilteo Ferry Terminal by constructing a deep storm water line and outfall.

Our team hit a major milestone this month, completing one of the high-risk activities that involved the installation of a 50-foot outfall pipe during night work. This required timing activities against changing tides and a tight fish window.

Our Mukilteo crew is small – four craft people and one full-time office person on site. The team is near completion with constructing three shoring pits and soon our subcontractor, Trenchless Construction, will start the 650 linear-foot pilot-tube micro-tunnel for the new storm conveyance system.

The management team recently worked with Safety Manager and Safety Coordinator to develop an in-depth confined space rescue plan. When combining marine work with upland work, it is important to have a crew that buys in to the safety culture, due to the stark difference between the two work environments.

## HOLDEN MINE WTP TWO YEAR ANNIVERSARY

April 20, 2018 marked the second year that the Holden Mine Water Treatment Plant has been in operation. More importantly, it marked 730 days with ZERO safety or environmental incidents. We have worked 76,204 hours and have treated 413.7 million gallons of water to date. We worked around intense snow storms, torrential downpours, fallen trees, avalanches, chemicals, heavy equipment, confined spaces, and the list goes on.

**“I want to thank everyone of you for your continued hard work and dedication in making this facility successful. It is because of your forward thinking, positive attitude, and high regard to safety that has allowed us to have ZERO safety or environmental incidents.”**

**Mat Cole, Plant Operations Manager**

## THOMPSON FALLS PUSHING FOR INSTALLATION BY SPRING

The Thompson Falls team is pushing hard for installation of the new radial gates by the annual Spring run-off. After our team's successful completion of the new concrete piers this quarter, crews have finished demolishing the old piers in the dam and are now preparing for installation of the new radial gates. In preparation, our crews are staging materials, building templates and work platforms, and coordinating work with our welding subcontractor. The group is pushing to complete this portion of the contract before the high-water window when the dam's spillway will need to be utilized and IMCO will need to vacate the tailrace, a channel that carries water away from a water wheel, turbine, etc. IMCO's team has been working closely and collaboratively with Northwestern Energy to meet the aggressive schedule and continually assess the snow pack and river flow conditions.

## CULTURE OF CARE COMMIT. ATTRACT. RETAIN. EMPOWER

AGC of Washington has created the Culture of CARE Initiative to elevate conversations about critical issues that affect the workforce of our industry. Culture of Care celebrates and promotes workplace diversity and aims to help companies become more diverse at every level of their operation.

IMCO took the pledge along with over 85 other contractors joining the movement.

### Culture of CARE Pledge

*“As a member of the Associated General Contractors of Washington, we pledge to commit our leadership and resources to fostering a Culture of CARE at every level and in all aspects of our company. Through this commitment, we seek to attract and promote diversity in our industry; retain and value human relationships; and empower us all to harness and engage the power of diversity for the benefit of our industry and community.”*



## CULMBACK DAM FIBER OPTIC TUNNEL WORK

In March, IMCO installed fiber optic cable and repaired the rock trap in the existing power tunnel of Culmback Dam. The project was fast-paced and labor intensive with only a two-week shutdown to place four miles of fiber optic cable through the existing bored rock tunnel.

The tunnel was located 111 feet underground and measured 12 by 12 feet. It took 15 minutes in a man basket for each crew member to get down to the tunnel.

The job was risky with limited communication and only one entrance/exit on each side of the long tunnel. Hole watches and managers did a great job checking in on crew members and tracking their location at all times. One crew member tracked his steps and walked 40 miles in the first five days.

We finished the rock trap on schedule and under budget and completed the entire project five days ahead of schedule. According to the client, this was the longest single microduct pull ever performed. Great work Culmback team!



Pictured above and below: IMCO crews repairing a rock trap and installing fiber optic cable in an underground tunnel at Culmback Dam.