



THE DIRT

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IMCO KICK-OFF 2016 Two Days of Strategy and Vision

In January, IMCO managers met at the Four Seasons in Seattle for two days of presentations about the goals and vision for IMCO in 2016, reflecting on operational excellence at IMCO, a bit of IMCO history, and a lot of fun. Each participant was challenged to think about how they could participate in achieving the goals and vision for IMCO in the coming months and years. IMCO superintendents, assistant superintendents, project managers, assistant PMs, managers, and directors were in attendance. This annual meeting is a great opportunity to strengthen our team and build cohesiveness in our leaders that is shared with every employee at IMCO.

Frank Imhof opened up about the beginnings of IMCO, what it took to start the company, and why he chose to go into the construction business. "I was a lot more successful on a team than by myself. As a team, you can capture the strengths of a whole group. Everyone I've hired is better than me in at least one way or another. I liked construction people. They are my kind of people." Frank reflected on his dad and growing up on a dairy farm. Integrity and hard work were the unwavering foundation of how he was raised.

Frank recognized his wife and IMCO co-founder, Patti's, contributions to the success, focus, structure, and culture of IMCO. Family

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I-90 PRE-PLANNING FOR SUCCESS

The I-90 Two-Way Transit & HOV Operations project is highly technical work for WSDOT, on one of the busiest freeways in the state. The contract requires intensive team work and coordination over the life of the project. In the last few months, our team has achieved major milestone work within the tunnel systems along I-90. Our pre-planning efforts and communication with WSDOT and our subcontractors has gone well. There are still a lot of challenges ahead for this team on what is a very exciting and complicated project.

Current challenges facing the I-90 team include installation of the two large Saccardo nozzles into the ceiling of the Mercer Island Tunnel. The Saccardo nozzle is a large steel ventilation intake structure that is placed in the ceiling of the tunnel. It will be installed in pieces that are lifted up by a forklift and pieced together 25-feet overhead. One nozzle is in the eastbound lanes and has been successfully installed, and the other will be installed in the westbound lanes in late May. IMCO must use weekend closures to perform the work since it's located in such a high traffic area. These nozzles are a critical component of this project as they will supply clean air to the tunnel in a fire emergency.

These nozzle installations require a full team effort. They require months of planning with IMCO management, various client representatives, subcontractor team members, and most importantly, with our IMCO crew. It is critical that management clearly communicates all plans and includes the crew,

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bringing everyone into the conversation early to create the best course of action possible.

When the nozzle was fabricated in our supplier, Jesse Engineering's shop, IMCO held a "fit-up" meeting where we met with the fabrication team and generated the as-built of the completed structure using our laser scanner. Based on the scan data collected, we were able to foresee potential conflicts we might have when it came to installing the new Saccardo nozzle inside the existing tunnel ceiling structure. Considerable time was also spent selecting the lifting equipment that was used to install the nozzles. We included the lifting equipment in our pre-installation modeling to ensure the forklift could set the nozzle properly without the boom striking the existing tunnel structure. IMCO held many meetings to discuss installation methods and lifting alternatives. Once the lifting method was agreed upon, we established the installation procedure. A detailed lift sequence was then presented to the installation team and everyone had a chance to ask questions, propose alternative methods, and become more familiar with the overall plan and approach. All of the planning and communication with the field personnel really helped make the install go smoothly and safely. IMCO's team created detailed execution plans that were made available to the entire team during the lifting operations. James Janda led our lifting teams and was pleased with the coordination and collaboration that transpired upfront.

Below: Crews are using the chain hoists that are mounted to the Fan Room Ceiling to set the fan and its bearing in their final position. The existing housing, shown on the underside of the fan, will then be completely re-installed around the fan, and new motors and other improvements can then be completed.



"It was impressive to see the amount of planning and collaboration going into the February closure. Everyone knew it was important. We had binders that had identified each individual step of the lift. Everyone had access to the plan so the knowledge didn't rest on one person's shoulders. The nozzle itself was broken up into very large, goofy shaped pieces that had to be put together using a forklift. It was a giant puzzle using thousand-pound pieces with zero room for error. The pre-planning and availability of back-up parts, pieces, labor, and equipment proved to be valuable. We had the best team in place, and we had extra of everything on deck in case something didn't go as planned. A task like this can be daunting, but if you have a great execution plan and have problem solvers on board, there's no better way to be efficient."

– James Janda, Assistant Superintendent

IMCO's eastbound nozzle installation crew consisted of about 20 people. Led by James Janda, they started the eastbound install on Friday night at 11pm. The crews and the trailers mobilized to the roadway at about 11:15pm and started preparing for delivery of the nozzle pieces. There were two full-time fork lift operators on deck for work throughout the weekend. Once the pieces were delivered, it took a few hours to make sure the pieces were properly rigged for install, some of the jigs had to be modified in order to accommodate the odd shaped pieces. However, after the first few pieces were installed, our crews got into a rhythm and pushed things along until completion. In March, crews wrapped up the install of the eastbound nozzle by installing the pan decking and pouring concrete. Our team is currently planning for the installation of the westbound nozzle. The closure begins May 20th and will be a major project milestone once completed. The westbound nozzle planning and pre-lift meetings will follow the same template we utilized for the eastbound nozzle.

Throughout the entire planning and construction process of the eastbound Saccardo nozzle installation, the VDC Group (IMCO's in-house Technology Team) utilized sophisticated in-house software and technology to create a plan that could account for a wide range of potential variables we may have encountered during installation.

Other work going on at I-90 has included crews at

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the Mercer Island Tunnel who have been busy working on ventilation upgrades and modifications to the ducts. Crews have completed all structural concrete work, air intake grating, and installation of the new duct walls. They have made modifications to the foam and generator rooms and the fan pedestal. Nearly 95% of the Mercer Island Tunnel electrical infrastructure is complete and our team has started pulling wire for all major upgrades. Mercer Island Tunnel generator work is about 50% complete and all major equipment is on-site. Demolition, followed by installation of the new fans, recently started as well.

Work at the Mount Baker Tunnel is also charging ahead. All structural elements of the emergency egress passage way are complete and crews are beginning to install the new lighting system and HVAC system along the walkway. The duct divider wall in the exhaust duct is 75% complete. This is a 900-foot long, 25-foot tall cement masonry unit wall in an 8-foot wide corridor inside the tunnel. Major structural upgrades for the new jet fans are complete and ready for the arrival of the fans in June. All major electrical and ventilation equipment is on-site as we are gearing up for the installation of this equipment. 95% of the Mt. Baker Ridge Tunnel electrical infrastructure (conduits) is complete, and crews have started pulling wire for all the new major electrical systems.

Between night shifts and day shifts, there are currently an average of 90 direct craft personnel working on-site daily. Starting in March, crews have been working nightly on I-90 adding new dowels between the existing concrete panels. Other night work activities include: concrete pours, illumination upgrades, new signing upgrades, emergency light retrofits, linear heat detection cabling, tunnel closure gate installations and more.

"Credit is due to all parties involved from the people in the office, the survey crew lining everything up, and the guys in the field that put it all in place! We've got another larger nozzle to install and if we continue with this team effort and thorough planning with the tools we have, we are setting ourselves up for success."

– Travis Rauscher, Construction Design Engineer

IMCO'S BRENT RICHARDS NAMED ONE OF 'TOP 25 NEWSMAKERS' BY THE ENR

HONORED IN
NEW YORK CITY



Accompanied by his wife Tina, and daughter Paige, Brent Richards traveled to New York City for the first time. Brent was recognized by the ENR as one of the "Top 25 Newsmakers of 2015". Brent was honored along with engineers, project managers, and designers on some of the most complex and cutting edge projects in the world at a luncheon on April 7 at the Marriot Marquis in Manhattan. The events also honored the Best of the Best winners, projects that were given the ENR's national recognition for excellence. IMCO's Oso SR-530 Slide Roadway Clearing Project for WSDOT following the Oso landslide won the ENR's Best Project award in the Northwest Region's Small Project category in December.

While visiting the Big Apple, the Richards family saw a performance of "School of Rock," the popular new Andrew Lloyd Webber musical. Brent said his daughter really got a kick out of it. They also visited Wall Street, the statue of Liberty and Ellis Island, and the very impressive 911 Memorial. They went by Subway to Central Park, ate hot dogs on the street corner, and took a carriage ride. Brent said, "It was a fun trip and a good experience. I'm not sure I'll go back, but it's one more thing off the bucket list."



PROJECT UPDATES



HOLDEN MINE WATER TREATMENT PLANT

Wrapping Up A Successful Contract & Starting A New Season of Work

This quarter, the Holden team has been preparing for start-up and commissioning of the new water treatment plant. All major components of our construction contract were completed at the end of February, and the team has been working on safety plans in preparation for running the plant, especially planning for transporting and handling the chemicals needed to support the treatment process. Crews have been upgrading the existing piping systems at the portal (where the water comes out of the mine). The portal is the access into the mountain that is plugged. Valves control the flows out of portal. Our team has been upgrading systems to meet health, safety, and environmental standards.

The operations team has also been up at Holden preparing for IMCO's next contract, operating the plant for Rio Tinto. They are now taking over after 14 days of commissioning. In addition to the operations contract, we are ramping up for another season of construction at Holden. Over the 2016 season, we will be building two pedestrian bridges over Railroad Creek, making modifications to the hydroelectric facility, constructing a 5,000 square foot A-frame garage, a number of other structures for Holden Village, and making some modifications to the conveyance system that supplies water to the treatment plant. To complete these site improvements IMCO will have a team of close to 30 people on the Holden rotation.

Rio Tinto has been very impressed with IMCO's work. We have an excellent relationship with their team, and because of this, Rio Tinto hired IMCO to operate the plant through the end of 2017. IMCO will be running the plant, treating ground and mine water by removing heavy metals and adjusting the pH to meet discharge specifications. Mat Cole is our Operations Manager for this project.

IMCO first began work at Holden Village a year ago. Since then, we have had people working there seven days a week, 12 hours a day (except for the time the team was evacuated due to the Wolverine Wildfire). Over the winter the project had full-time avalanche consultants on site to monitor the avalanche risks

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SPOKANE WATER RECLAMATION FACILITY

The structural and mechanical scopes of the new digester are complete, and water testing has begun. The large steel lid is scheduled to be set this Spring, which will kick-off several large subcontractor scopes of work needed to finish. The 4-month startup and commissioning process will follow. Everyone involved in this very difficult project has stepped up to the many challenges and contributed to reaching this major milestone.

“Thank you to the IMCO crew who has worked hard and shown great dedication to this project.”

- Taggart Schoenrock,
IMCO Project Manager

and conditions daily. There was very heavy snowfall resulting in avalanches, some of which impacted the site.

“We knew it was going to be a challenging project. Then we got started and had even more major challenges than we anticipated. But we were able to be successful. Our commitment to safety coupled with Rio Tinto's stringent requirements have strengthened our safety culture and taught us a lot. Our team was already great, but they have made us even better. Rio Tinto allocates quality resources. They bring together a passionate team. It is really fun working for an owner who has the same intentions as us around safety and quality,” explained Brett Himes, IMCO Project Manager.

The success of this project has everything to do with commitment from the crew. Our team was originally scheduled to work at Holden from April to October 2015. This was extended through March 2016 with minimal turnover. The dedication of this team is a huge asset. The operations contract and additional work is a direct result of the hard work that the Holden team has put into constructing the water treatment plant and building a relationship with Rio Tinto.

“It is really fun working for an owner who has the same intentions as us around safety and quality.”

IMCO GIVING

Strengthening the Communities Where We Live & Work

To positively impact the construction industry; to improve the education systems in our communities; to strengthen youth programs that improve the well-being of young people in our communities; and to support quality healthcare in our communities

Bellingham Public Schools Foundation: This month IMCO supported the Foundation's Promise Campaign in a new way. The goal was to raise money for the foundation and engage new people, raising awareness about what the foundation does for students in the district. The foundation produced a short video introduction to launch on social media. IMCO pledged to give \$5 for every view the video received over a few days' time. IMCO donated nearly \$7,000 to the Promise campaign to support local schools.

ZERO HARM. EVERY DAY.

“I GIVE RECOGNITION TO PEOPLE THAT TAKE SAFETY SERIOUSLY. I PROMOTE SAFETY BY ACTING SAFELY MYSELF AND SHOWING THAT I'M NO DIFFERENT THAN EVERYONE ELSE.”

- JOE LUPO, IMCO SUPERINTENDENT

A COMMITMENT TO SAFETY.

My hope for the future of our safety culture at IMCO is to always work on improvement and have zero accidents.

- Kelly Brown, IMCO Sr. Superintendent



OUR MISSION

TO PROUDLY BUILD COMPLEX PROJECTS WITH INTEGRITY, EXCELLENCE, AND SAFETY.

OUR VALUES

- FAMILY
- HARD WORK
- TEAMWORK
- INTEGRITY
- EXCELLENCE
- COMPETITIVENESS

OUR VISION



TO BE THE BEST; THE MOST EXCEPTIONAL TEAM, TACKLING CHALLENGING OPPORTUNITIES WITH WORLD-CLASS INNOVATION, AND POSITIVELY IMPACTING OUR COMMUNITIES EVERY DAY.

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IMCO MANAGEMENT KICK-OFF

has always been a huge priority for the Imhofs; theirs and the families of their employees. IMCO was one of the first construction companies to implement a drug-free workplace, something that was very important to Frank and Patti. “As you get bigger you have to change the way you do things,” said Frank. The Imhofs have always felt a strong sense of responsibility and accountability. They have worked hard to build a company that reflects their values. The IMCO corporate

values (family, hard work, teamwork, integrity, excellence, and safety) very much reflect Frank and Patti’s personal values.

The Kick-off Meeting required our people to have difficult and transparent discussions about the challenges they are facing. The sense of teamwork and mutual respect made the process motivating and fun. Over the two days, the team also had time for socializing, relaxing, and of course a bit of friendly competition.

Paul Clements presented about Operations excellence at IMCO; what it means, management expectations, and some best practices for achieving it. Chris Peach presented on the progress made towards adding structure for IMCO’s equipment and shop. The changes created have been beneficial in many ways, including efficiency and improved budgeting, and will continue to positively impact our projects.

“One of the highlights of the Kick-off Meeting was having the entire management team together. I think it builds huge and long lasting morale,” said Director of Human Resources Leah

Hanson. It’s really encouraging and fun to see how much the team enjoys one another and knows how to have fun together. Some of our people were just meeting for the first time. We are spread out around the region, and it is really valuable to come together once a year. It’s an opportunity to get to know and trust one another and for the team to all hear the same message about our growth goals and the strategy we will employ to help us meet those goals. There is a huge amount of intention that goes into running this company for success and running this company for the future.

If you have not yet heard much about the Kick-off Meeting, ask your supervisor about it. Ask them what they learned, where we are headed, what our IMCO strategy includes, and how you can contribute to the strategy and meeting our goals.

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