



THE DIRT

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RISK ASSESSMENT IN EVERY DETAIL

Letting Safety Take Over Our Thinking

Every rational person naturally conducts risk assessments throughout their day, whether at work, at home, or going about social or family activities. We are constantly assessing the hazards that appear and what we can do to avoid these hazards. When driving a car, we look out for pedestrians, other vehicles, changing traffic lights, and almost unconsciously, consider possible actions to take to avoid an accident. These risk assessments are informal and are essentially done in our heads without even realizing it.

We do the same on a construction site. When we need to use a ladder, but the closest ladder is broken, we consider the choice between possibly getting hurt using the unsafe ladder or using a different ladder that is not defective. We choose the ladder that is safe in order to avoid an unwanted injury. We have completed a risk assessment.

IMCO already uses the daily Pre-Task Assessment, that each crew completes and discusses at the beginning of their shift, as a risk assessment tool. Constantly looking to increase our safety culture and improve project outcomes, the IMCO team is now taking steps to further expand the risk

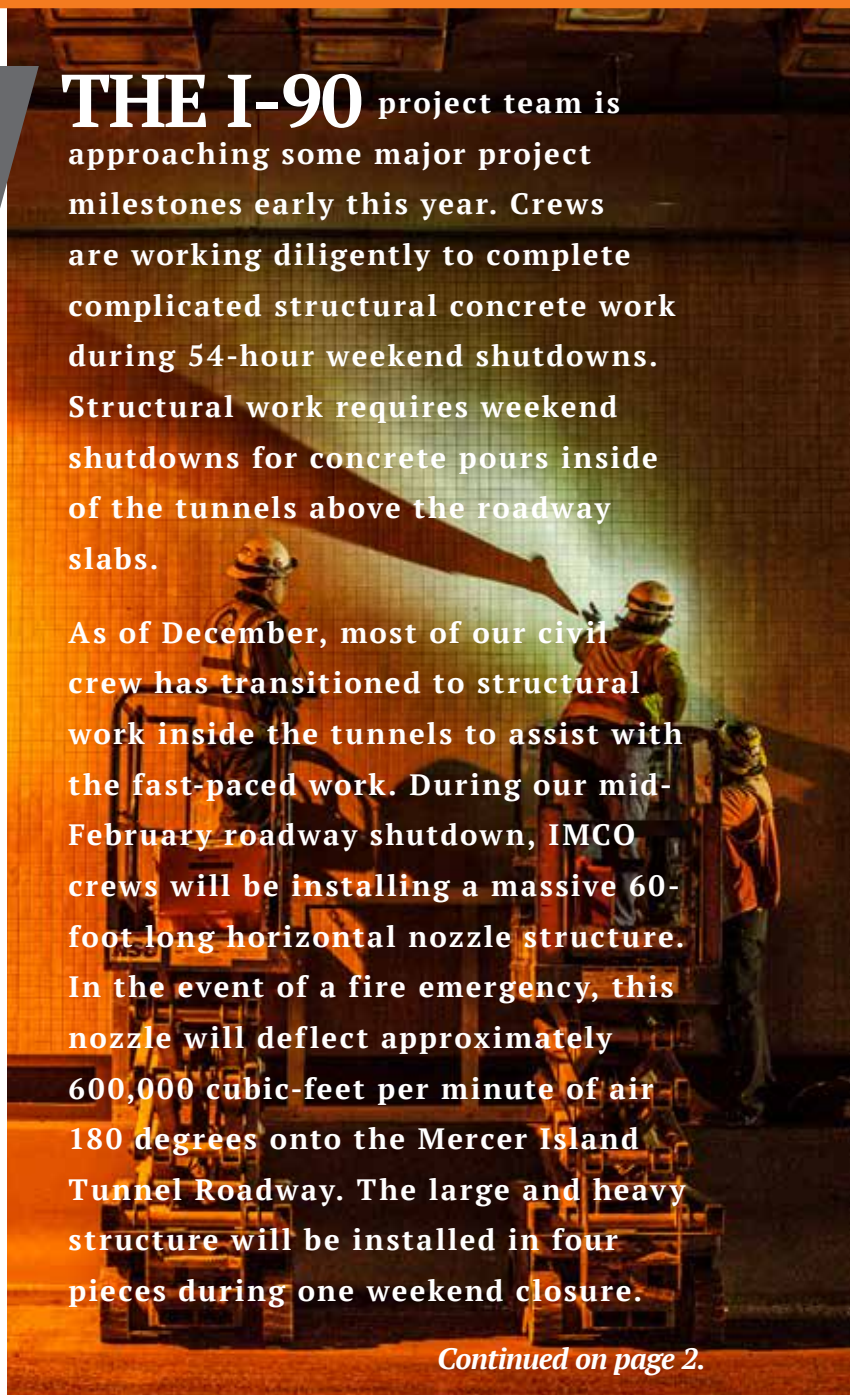
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THE I-90

project team is approaching some major project milestones early this year. Crews are working diligently to complete complicated structural concrete work during 54-hour weekend shutdowns. Structural work requires weekend shutdowns for concrete pours inside of the tunnels above the roadway slabs.

As of December, most of our civil crew has transitioned to structural work inside the tunnels to assist with the fast-paced work. During our mid-February roadway shutdown, IMCO crews will be installing a massive 60-foot long horizontal nozzle structure. In the event of a fire emergency, this nozzle will deflect approximately 600,000 cubic-feet per minute of air 180 degrees onto the Mercer Island Tunnel Roadway. The large and heavy structure will be installed in four pieces during one weekend closure.

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I-90 Operation, continued from page 1.

The first phase

of the Supervisory Control and Data Acquisition (SCADA) System is nearing completion, which will pave the way for installation of new equipment. This includes new diesel generators, centrifugal fan motors, variable frequency drives, substations, and jet fans. The SCADA system is a major component of this project. It is essentially the brain of the tunnel operation, meaning you can operate the entire tunnel safety system, including traffic, ventilation, fire alarms, and suppression, through a screen located 30 miles away. This piece will be critical for expansion of Sound Transit's East Link through the Mercer and Mount Baker tunnels.

Electrical subcontractors are about 70 percent complete with

conduit installation and will be tying into new and existing systems upon the completion of the SCADA System. The mechanical and fire suppression system work is under way at each tunnel and will run through the spring and summer in order to meet the Fire and Life Safety System Upgrades deadline in November of 2016.

IMCO currently has 30 craft workers on the project and with another 50 subcontractor craft workers, combining efforts to meet the fast approaching project deadlines. There are 13 full roadway weekend closures remaining for the project and a lot of work to be done over the next several months.

Keep up the great work I-90 team!

*Risk Assessment In Every Detail,
continued from page 1.*

assessment process. We want to make the process more personal and specific to the risk each individual will face in his or her day. Over the next three months we will be implementing a Personal Risk Assessment. Before starting work each employee will take a moment to note the ways they personally could be injured that day and how they are going to protect themselves from the identified hazards. The intent of this assessment is to get our people actively thinking about how they can protect themselves from injury. Way too many of our workplace injuries occur because we stop thinking about how to protect ourselves from injury and focus only on getting the job done.

Another improvement we are making is to implement a formal, high-level risk assessment process that will begin at the estimating phase of a project. Bid teams will identify the critical hazards associated with the project they are bidding. Some examples of high-level risks on our current projects include: working at heights of up to 90 feet above the ground on the Spokane Riverside WRF project, critical picks soon to be performed on the I-90 project and at the Riverside WRF, and working 12 hours a day for 17 days straight at Holden. Once these types of risks are identified, bid teams will create plans for safely managing these hazards, and they will ensure we are including sufficient cost in our estimates to implement these plans. When we are awarded a project, the risk assessment and hazard management plans will be transferred to the project management teams to refine, further develop details, and execute.



CONGRATULATIONS To Will Austin!

Will's photograph won the Engineering News Record's "2015 Year In Construction" Photo Contest this month!

The photo is of IMCO's Kinder Morgan Pipeline Maintenance contract in Skagit County. A welder is setting a valve on a 20-inch crude oil pipeline during heavy rain. Will had to be pulled from the mud after taking this shot.

At IMCO we take on projects that contain a lot of complicated risks, so it is crucial that we have sophisticated risk management procedures in place to protect our people, our clients and our reputation.

Thank you for your commitment to keeping yourselves and each other safe every day!

ROOTED VALUES, NEW VISION

IMCO NOW

Evolution, according to Dictionary software, is “the gradual development of something, especially from a simple to a more complex form.”

IMCO has evolved over the years; from being a scrappy new company with one small landscape contract; to having an office in the back of a clothing store where the President’s desk was an old door set across a few sturdy hand-me-down filing cabinets; to juggling a handful of small heavy civil contracts scattered across the state; to chasing any public works contract within the company’s constraints of scale, bondability, and geography; then developing one of construction’s early drug free workplace policies; hunkering down to survive tough times; celebrating success and growth; to becoming one of our region’s best kept secrets.

Tyler Kimberley stepped into the role of IMCO President determined to change the company from a secret into a strong and steady presence in the Northwest. IMCO has become a name synonymous with technical expertise, complex achievements, and trusting partnerships. IMCO currently is performing complex projects in remote locations where logistics demand creative, smart solutions and a full commitment to teamwork and safety. Our team is also operating in the I-90 tunnels in the heart of the biggest metropolitan area in the state to complete our biggest contract to date in partnership with WSDOT, impacting traffic and safety for thousands of commuters and teaming with dozens of partners on the project.

From the very beginning, IMCO’s mission and values were demonstrated through Frank Imhof’s work ethic, honesty, tenacity, and fearless pursuit of new and exciting opportunities. Those things haven’t changed much as IMCO has grown and experienced a leadership transition. As part of our evolution, our mission has been defined and our values have been refined and condensed into a short list that conveys the core values of our company and our leadership. Tyler Kimberley, when working with the Operations Team and the IMCO Board of Advisors, including Frank and Patti Imhof, to revise the IMCO values, was insistent that the list be emotional and

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.

meaningful. He wanted our values to be something we are proud of and to describe who we are and who we want to become.

Our mission and values have evolved to reflect our growth and be more useful and memorable in order to keep us focused. But at their core, our IMCO mission and values have remained consistent.

This list really embodies a much broader list of values. When you look at the list, you don’t see the word “safety,” but every single value on the list includes safety as a part of it. You can’t have any of our values without having a fierce commitment to safety. Our values are the essence of what is important for our collective team, and we must use these to make decisions in the best of times and in the worst of times.

IMCO’s evolution so far has brought us to a second generation of leadership with the strengths, challenges, and complexity that come with running a family business. Our mission and our values remain consistent over

the years, but the vision of where we are headed has changed. Tyler Kimberley has a focused vision and strategy for the future of IMCO. Vision is a description of who an organization is striving to become. It was critical for Tyler that the vision for IMCO be inspiring and easy to remember, so that everyone on the team knows where IMCO is headed and is excited to be a part of it.

Frank Imhof continues to work closely with Tyler and with the IMCO Board of Advisors to help carry out IMCO’s mission and vision. He admits that the leadership transition has been challenging for him, having to step aside and let Tyler take the lead. But he has full confidence in Tyler and appreciates the flexibility that it gives him. “In a way, it frees up a lot of my time to get involved in areas I feel need more of my time,” Frank said, as quoted by Business Pulse Magazine. “Backing out of operations allows me to look at areas I haven’t looked at close enough in the past.” Frank will be going through the leadership roles for AGC of Washington, with the plan to be the President in 2018. “Actually I’m enjoying the transition. I still have plenty to do, but

I can get out of here when I want and be comfortable that the company is well managed,” said Frank.

Growth demands new things in order to succeed. Growth creates complexities that a team must evolve to manage, and it means more comprehensive policy and procedure and more rigorous systems in place. It means increased education and training and requires teamwork and collaboration. Growth means more people and the complexity that comes with life, and family, and interacting as a team. We continue to evolve in order to grow and create opportunity for our people.

IMCO’s Frank Imhof, Tyler Kimberley, and their leadership transition were highlighted in the feature article of Business Pulse Magazine earlier this month.

Check it out at <https://www.businesspulse.com/imco-goes-ivy-league-harvard-session-steers-transition/>



IMCO GIVING

Community Support

IMCO’s Giving Program has increased focus to: impact construction industry enrichment, make a positive impact on the education systems in our communities, strengthen youth programs, and support quality healthcare in our communities. Over the past quarter, IMCO has supported a number of organizations that align with this annual giving strategy and we are proud to be part of these worthwhile causes.

Bellingham Technical College: On October 24th IMCO sponsored the annual Bellingham Technical College fundraising event. IMCO is providing two scholarships for 2016 to students in need who have shown great integrity and who plan to pursue careers in construction-related fields.

Brigid Collins Family Support Center: IMCO is a 2016 Future Generations Sponsor of Brigid Collins House, a local organization that works to end child abuse. Brigid Collins currently serves more than 2,000 families annually and works with

Children’s Advocacy Centers in Whatcom and Skagit Counties.

Bellingham Public Schools Foundation:

In October, IMCO sponsored the Hungry Minds Fundraising Breakfast. The Foundation is working to “Build a culture of educational philanthropy” in order to support the Bellingham Public Schools in providing excellent educational opportunity for all students in Bellingham. Foundations such as this one are critical for school districts all over the nation to help build reliable networks through annual giving and endowments.

Northwest Youth Services: On November 6th, IMCO sponsored the NWYS annual fundraising dinner held at Bellingham Technical College. The organization works with at-risk, runaway, and homeless youth to foster self-reliance through emergency housing, street outreach services, transitional and permanent housing, hands on vocational programs, LGBTQ services, and an acclaimed restorative justice program for second-time juvenile offenders, called Teen Court.