A Letter from Butch

As I reflect on the history of Ames Construction, I am reminded of our purpose for being in business: to make a better life for our employees and their families. To serve communities, and to help make this great country a better place to live for generations to come.

From our earliest years as an earthmoving company, to today’s work on complex and multi-phased projects, the communities we are privileged to serve have welcomed, supported, and encouraged our efforts. Because of that support, we have been fortunate to be able to respond in kind by giving back in various ways. Yet, communities that are essential to our success extend beyond geographic location.

Our business community includes associates, partners, vendors and project stakeholders, along with a wide network of customers in a broad range of markets. We are grateful for their collaboration and cooperation, and the trust and confidence they place in our abilities to deliver on our promises.

We are proud to be a family-owned company with a philosophy that values our corporate community, made up of skilled and talented individuals. As we adjust and adapt to evolving industry demands, the constant that makes this company successful is its people. We are fortunate to have long-term employees who helped us grow, and new generations of employees who will help take us forward.

From the office to the field and in every region, we are thankful for our people who come together every day to deliver projects we can all take pride in.

Perhaps the most important community is family. Our lives beyond the workplace influence our attitudes and performance while in the workplace. Yet, good relationships—in business and in our personal lives—require sincere effort to keep them strong. Just as persistence can create opportunities in building a successful business, persistence can also create opportunities for building a strong family unit. When you tighten the bond you have with family and friends, your professional life is more rewarding. Take the time to acknowledge and show appreciation for the support and encouragement you receive from those around you.

The emphasis we have always placed on family reflects both the value of our history and commitment to our future. That’s why safety remains our highest priority for our workforce, for our customers and for the communities in which we work. We all look out for one another to maintain a safe work environment so everyone goes home to their families at the end of each work day, and feels confident to come back the next.

Since our company’s inception, our ability to clearly communicate with each other, including our network of associates and customers, has set us apart. Technology has made it easier and faster to share information, yet the value of personal interaction increases as our projects become more complex. The combination of technology and face-to-face communication will be an increasingly valuable asset, because it takes all of us working together to get things done.

Everything we do affects various communities that support us. When we remain mindful that communicating effectively with the people who make up those communities is vital to our well-being, we will be successful.

Butch Ames
President & CEO
SAFETY MATTERS: A Letter from Roger

The Four Leading Culprits

For several years, OSHA has been collecting information about accidents that occur in the construction industry. One set of statistics that has remained fairly constant is the large percentage of accidents that can be attributed to falls, electrocutions, caught-in and struck-by events.

In 2014, there were 874 fatal construction accidents in the United States. More than 60% of them could be grouped into these four major categories:

- Falls — 349 (39.9%)
- Electrocutions — 74 (8.5%)
- Struck-by object — 73 (8.4%)
- Caught-in or between events — 12 (1.4%)

Falls involve falling from various elevations, including ladders, scaffolds, equipment and structures, and are generally related to unprotected sides, edges, holes, improper access, failure to wear or use personal fall arrest equipment, poor housekeeping or slippery surfaces.

Electrocutions include contact with overhead or underground power lines, poorly maintained tools or cords, contact with live panels and lightning strikes.

Struck-by events include being hit by falling or rolling materials, unsecured loads, and when working around vehicles or equipment. Generally this includes rigging failures, loose or shifting materials, equipment tip overs, and backing incidents.

Caught-in events include being trapped in or between objects and often happen during trench/excavation failures, around rotating equipment and from equipment rollovers.

By focusing safety awareness on these four major areas, our industry has seen a reduction in the number of serious injuries and deaths at worksites across the country. We can now predict that a certain set of circumstances will produce an undesirable outcome and, by eliminating or addressing these concerns, we can create a safer workplace for all of us.

With this in mind for 2016, I personally challenge every employee to be more aware of the hazards of their work, speak up about concerns that you may have, and then take steps to protect yourself and your co-workers every day. In other words: See It – Say It!

The Ames safety program belongs to all of us. Working safely has been — and continues to be — the way we do business.

Making Safety a Way of Life is a choice you can make every day. I strongly encourage each of you to choose wisely.

BNSF Glasgow Project, Segments 1-6, Receives Richard J. Ames Award of Excellence

The Richard J. Ames Award of Excellence is given to projects that exemplify the company's high standards of performance. The 2015 award recipient is the BNSF Glasgow project, segments 1-6. The $125 million contract was to construct 44 miles of grade for a second BNSF mainline track. Located in North Dakota, where unemployment was at an all-time low, skilled labor was recruited from virtually every state across the country. Within two months of contract issuance, 95 pieces of equipment and a skilled workforce of nearly 150 people were at the site to build this high-priority project.

Criteria for award selection includes project completion on schedule and within budget, achieving quality standards, conducting daily jobsite briefings and ensuring acceptable housekeeping on the site. Projects must also meet strict safety goals that include no serious injuries or regulatory agency citations.

FLYING HIGH: A Look Back

When Dick Ames decided to take flying lessons in 1981, his young flight instructor suspected it could be the start of an interesting ride. He was right. Shortly after meeting Dick, twenty-two-year-old Brian Peterson was hired to pilot the company’s first plane — a slightly used 1979 Piper Turbo Aztec F. “I felt like the luckiest pilot in the world to get this job,” said Brian.

At the time, the company had successfully secured many new out-of-state projects that were located in remote locations throughout North Dakota, Colorado, Iowa, Utah and Nebraska. Dick, Butch and Jerry Everson, the company’s civil engineer, needed to get from site to site as efficiently as possible.

Although use of the plane improved efficiency, it was not without a few compromises. “One of the biggest challenges was staying warm,” recalled Brian. “The colder it was, the more likely the plane’s gas-powered heater would fail and, if it reached 20 degrees below zero, it would always quit.” Everyone bundled up in anticipation of a heatless flight, and Jerry always wore his bright blue snowmobile suit. “Wherever we traveled, we looked more like a dog sled racing team than corporate executives!”

Brian, who now captains a Boeing 767 for Delta Airlines, could relay countless stories — both funny and frightening — about his three years as the company’s pilot. “They would fill a book.” Although his winter flights are now warmer, Brian wouldn’t trade his time with Ames for anything. “I owe my airline career to Ames for giving me a chance at such a young age.”

In the early 1980s, Ames Construction began securing work in remote locations and the company invested in a used plane to get the management team to the various sites. The company’s first plane was a six-seat, 1979 Piper Turbo Aztec F, piston twin engine. Photo includes long-time Ames employee, Ron Giles (left), and pilot, Brian Peterson (second from the right).
The past two and a half years have been a transition period for me as I become more comfortable in my new role as COO of Ames Construction. Looking back, it’s hard to imagine that I’ve been a part of this company since 1985, working summers in Junior High School on projects my father managed. This company was all about family back then, and it is still about family today.

The Ames corporate philosophy relies not only on doing things right, but on doing the right thing, for our customers and for the people who work for us at every level of the organization. I am fortunate to be able to learn from those who successfully started and built this company into what it is today. I want to continue their long-standing traditions, and uphold the work ethic and values that have kept this company strong through both prosperous and challenging times.

Technology will continue to help streamline processes and be a valuable tool in the field and in the office. Yet, it is the people of Ames Construction who make things happen. Your dedication to safety and quality, while displaying the utmost integrity, solidifies the relationships we have cultivated with our clients. You continue to be our greatest asset, and I want to thank every one of you who comes to work each day and gives your best for this company.

I also want to thank my family for making it possible for me to step up to the challenges of this new opportunity. Leaving friends and the familiarity of Colorado to move to Minnesota has been a change for all of us, and their unconditional support has made this transition possible.

The future of Ames is on a steady path. Our diverse capabilities have helped us to maintain stability when economic conditions cause fluctuations in the markets we serve. If all of us continue to come together as a team, and persevere to achieve common goals, we will continue to be successful.

With appreciation,

Tony Ames
COO

A Letter from Tony

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CHARITIES

“Giving back to the community” is part of the Ames Construction business culture. Every region of Ames Construction has civic-minded leadership and employees who take pride in supporting the communities in which we live and work.

GIVING BACK: Angels in Our Midst

When cancer strikes, the disease affects entire families. Angel Foundation, founded in 2001, recognizes the shared devastation that impacts each family member.

For the past three years, Ames Construction has hosted an Ames for Angel fundraiser in support of the incredible work that Angel Foundation does to give help and hope to entire families who have a parent diagnosed with cancer. In addition to providing non-medical emergency financial support, the Foundation attends to the needs of the children who often feel isolated and alone. Through the Facing Cancer Together program and the Foundation’s three-day Kids Kamp, children come together in a safe, supportive and fun environment where they can connect with other kids just like them.

“Angel Foundation’s mission is to assist and support countless recipients in our local communities,” said Butch Ames. “It is a good feeling to know that we all helped to ease the financial challenges of numerous families at a very stressful time in their lives.”

We have been extremely fortunate for the Ames for Angel event to bring together sponsors and participants who have given generously to support the Foundation. The combined three year total has exceeded $500,000, with every penny going directly to help families who are facing the life-changing effects of cancer.

Since 2001, Angel Foundation has provided more than $5.5 million in emergency financial assistance, and has helped more than 25,000 people through its programs.

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With appreciation,

Tony Ames
COO
A Letter from Ron

As we continue to pursue new opportunities and expand in our various markets, our projects become more complex and challenging. Fortunately, we learned from our very first days in business that the best way to overcome any challenge is by working together. In fact, our ability to collaborate has become one of the company’s most recognized characteristics.

We have always known that we are stronger and better as a collective team than we would be as individuals. No matter how much we integrate technology into our projects, there is no substitute for the results we achieve when people come together to get things done.

This past year, our region performed work on some of the most challenging projects in the nation. Our highly visible projects are under the constant scrutiny of the respected project owners, government officials and the general public. Their expectations of us are high and, because of the collective effort of our many hard working, smart and savvy people, we did well. Our focus on safety, quality and production was unsurpassed and required the very best from each of us. You all stepped up to meet every challenge that came our way.

We expanded our work in 2015 to include the Iowa Department of Transportation. We entered the market with full force and quickly earned several projects that are currently under way. I am confident that we will establish a mutually beneficial relationship with IowaDOT for many years to come.

I want to thank each and every one of you for your continued hard work on behalf of Ames Construction. Your careful attention to safety, and your ongoing dedication to delivering a quality project while meeting demanding schedules is commendable. You are each a critical member of the Ames team and contribute to making this company the best in the industry. I look forward to another successful year together.

Ron Ames
President, Midwest Region

SIDEBYSIDE: Innovative Contracting Technique Used for Bridge Construction

Winona Bridge, Highway 43 Mississippi River Crossing

As Winona, Minnesota, residents settle in for a cold, snowy winter, they can still hear the echoes of progress as construction work for the new river crossing continues downtown. Crews will work through the winter to keep pace with the aggressive schedule set for the new bridge that will cross the Mississippi River from Winona to Latsch Island.

The 70-year-old, two-lane bridge crossing from Winona, Minnesota, to Latsch Island is getting a partner and a facelift. Using an innovative, phased construction technique known as Construction Manager/General Contractor (CMGC), Ames is building a new two-lane bridge upstream from the old one, then rehabilitating the existing bridge. The side-by-side structures will improve the river crossing by providing two northbound and two southbound lanes.
With a goal of having the new bridge built by the end of 2016, work packages had to be quickly defined. Meetings held early on were essential to getting the project schedule set. Ames was notified of being selected on December 21, 2013, and on December 30, a conference call was held to discuss the breakdown. MnDOT and Ames agreed to break up the project into four work packages for the new bridge. Within 15 days of the initial telephone conference, a follow-up call and kick-off meeting solidified the plan.

Work package 1 for procurement of H-piling was awarded on May 1, 2014. Work package 2 was awarded on May 15 for dock installation and project access construction. Work package 3 for construction of cofferdams and substructure of the six river piers was awarded on July 10, which included the critical path work for construction of the river piers. Piers had to be built up and out of the water before the anticipated 2015 spring flooding of the Mississippi River to avoid potential schedule delays due to high water.

To maintain progress, Ames crews worked throughout the harsh 2014/2015 winter to complete the two main river piers of the critical path work. Workers were enclosed 40 feet below the water’s surface inside of steel sheet pile cofferdams. Since cofferdams are not watertight, multiple pumps were used 24/7 to drain during the foundation construction phase and, as temperatures dropped, the pumps had to be kept from freezing. Infiltrating water quickly froze and formed large ice loads, which required dedicated crews to remove the ice from cofferdam walls and water systems. By the time spring arrived, construction crews had successfully maintained the schedule.

Work package 4 is currently in progress with construction of the substructure and superstructure of the cast-in-place segmental bridges and approaches. Throughout construction, crews work on both the Winona side and the Latsch Island side to meet the aggressive schedule. Since late fall 2015 and continuing into summer of 2016, crews are working on the CIP segmental portion of the bridge, casting a 16-foot segment on one side of the river piers and then on the other side to balance it. This is known as the balanced cantilever. This side-to-side construction will continue until the deck meets in the middle, 70 feet above the Mississippi River.

The Winona community has witnessed the complexities of construction as the new bridge slowly and methodically rises up from the river. As part of MnDOT’s outreach efforts to keep people updated on the project’s progress, images from two webcams can be viewed on the MnDOT website. Presentations and Q&A sessions are held and group walking and boat tours of the construction site are offered. There is also an indoor project kiosk located at the Winona County History Center, with an outdoor project kiosk at the Winona Family YMCA.

Community involvement also extends into the bridge design. In the early stages of development, MnDOT worked closely with a Winona Bridge Visual Quality Review Committee to define aesthetics of the new bridge, rehabilitation of the existing bridge, and surrounding areas of the bridge and approach roadways. Together, they established guidelines for the new companion bridge and supporting elements that sensitively complement the unique existing structure and context.

The new bridge construction is tracking ahead of schedule with anticipation for it to be open to traffic in early fall 2016. Rehabilitation of the existing bridge is planned for completion in 2019.

DID YOU KNOW?

Amid choppy waters and blustering winds, a tugboat keeps ice from forming on the river so construction crews can work through the winter months. The tugboat’s propeller pushes water up onto the ice to eventually thin and break it up.
August 2013, a unanimous vote by the Winona City Council allowed the project to move forward.

Awarding of CMGC contracts requires two phases. The first phase préqualifies firms using the Statement of Qualifications. The second phase is based on an evaluation process. Four pre-qualified firms for the Wisconsin bridge project were assessed and graded on various criteria, including safety record, bridge experience, on-time delivery and professionalism. Based on achieving the highest technical score from the evaluations of each firm, CMGC chose Ames Construction as the project’s general contractor.

As part of a 10-year program to replace or repair Minnesota’s structurally critical and structurally deficient bridge, the MnDOT team came together with Winona community leaders in May 2013 to begin planning the replacement of the city’s 70-year-old bridge crossing from downtown Wisconsin. MnDOT had numerous meetings and discussions with Winona community leaders to identify and clearly project goals. The community’s desire to start and complete the project as soon as possible led to selecting the Construction-Management General Contractor (CMGC) procurement method for construction.

A traditional bid proposal goes through four stages of design and development before reaching the bid stage, after which the builder is selected. Using this method would add eight months and development before reaching through four stages of design and complete the project as soon as possible. CMGC is new to Minnesota. Ames Construction’s Southwest region has successfully completed multiple CMGC projects in Arizona. With internal resources able to share information and insights gained, people from the Southwest region helped to propose the final format and familiarize the team with the CMGC process. MnDOT also developed new CMGC processes specifically for this project, and provided additional resources, ideas, and people to help get the project started.

Ames has led several other major construction projects in the state with CMGC, including the current Interstate 90 bridge project near Dresbach. “We have had a relationship with MnDOT for more than 40 years,” said Jeff Voles, Ames Construction vice president, bridge structures. “We are able to integrate our team’s unique strength of local design and project management services and the design build model to work together throughout the project. We’ve built a trusted relationship, and that’s critical to a fast-paced project like this.”

The award of each of the four first-tier packages has been dependent on meeting budgets and schedule of each respective package. The process moved quickly, and planning and coordination was key. For example, because of the six-month lead time to secure environmental permits for the Dresbach project, the team was able to anticipate the same time constraints for the Wisconsin project and engaged in outside consultants early in the process for permitting.

The high degree of collaboration, communication and cooperation from the team members involved in the project continues to be vital to project success. The CMGC team includes: MnDOT, project owner; Ames Construction, general contractor; the design firms of Baker Foss, North & WSB & Associates, who also provided the environmental consulting; and independent cost estimators Ames Construction Services, Stanley Consultants and PB World. Each places its trust in the other; each feels the other is doing the best possible job on the next project.

Ames Construction’s vice president, bridge structures, Terry Ward, believes the ability to manage risk and mitigate financial losses of the project was instrumental in the success of the project’s progress.”

To date, the project has documented more than $5 million in savings to the community.

Two new 2,600-foot-long bridges will carry travelers over the Mississippi River between Dresbach, Minnesota, and La Crescent, Wisconsin. Wide shoulders will allow access to emergency vehicles, a wooden “condo” will provide sanctuary for a colony of little brown bats, and a marina hanger will be in place for future development into a bike route over the river.

For nearly 50 years, the breathing traffic blues along the I-90 river bridge have been diminished by a narrow bridge with dangerously sharp curves, no room for emergency vehicles to get through, and a higher-than-average accident rate. When the bridge was deemed structurally deficient, the new plan included features to meet current and future needs.

The new crossing includes two 2,900-foot-long bridges that will carry 12-foot outside lanes. With more than 20,000 vehicles crossing the river every day, the new 12-foot outside shoulders and six-foot inside shoulders will improve safety and alleviate congestion.

Construction started in the spring of 2013. In the last two construction seasons, Ames crews worked nearly 100,000 man-hours with a safety incident rate of 0.40—well below the OSHA national average of 3.1. During the 2015 construction season, approximately 40,000 tons of dirt, sand, and other construction materials were hauled in and out of the project, and nearly 7 million pounds of structural steel was utilized.

At project start, Ames, MnDOT and WSDOT worked with the Wisconsin DNR on environmental efforts to preserve a colony of approximately 3,000 little brown bats. “Bat condos” and barriers were built to minimize the migrating habitat from the piers of the old bridge to a nearby area in the river’s backwaters. MnDOT also included a “marina hanger” feature. Similar to a kangaroo pouch, the marina hanger is suspended off the side or underneath the bridge and can be added to the bridge for future development of a bike trail.

In addition to the river crossing, landside work includes reconstruction of the US 14/TH61 interchange with construction of seven additional bridges, 25 retaining walls, earthwork, utility work and paving.

Completed in November 2014, the existing river bridge will be removed.
NEED FOR SPEED:
Making Way for a Faster Commute

I-35E MnPASS Design-Build

Ames crews built nine bridges and a wider roadway to make way for MnDOT’s new MnPASS lanes — one northbound and one southbound — on I-35E just north of St. Paul, Minnesota. The express lanes are expected to move 50 percent more traffic during rush hour.

From October 2013 to November 2015, Ames Construction crews worked on a 3.5-mile stretch of Interstate I-35E north of downtown St. Paul. The project included construction of nine bridges and widening the road to facilitate the addition of new toll-managed lanes. Additional work included building noise and retaining walls, utility relocation, and cross street construction. Since project limits tied directly into another active MnDOT project, close coordination of traffic phasing and utility work was critical to maintaining the schedule.

As a design-build project, the Ames team was able to implement cost-saving innovations, including revised traffic phasing, re-use of onsite materials, and grading plan revisions that eliminated quantities of both the drainage pipe and sound wall. Crews also worked aggressive schedules to provide the public with the least amount of impact possible, including offline, segmental bridge construction so an existing bridge could remain open. The finished structure was then slid into place with minimal road closures.

With any fast-paced schedule, planning sequential work in the same area is challenging. To mitigate conflicting crew schedules, the project was divided into smaller portions. Crews prioritized their efforts to complete pre-identified critical activities, while maintaining a backup plan during day-to-day operations.

Multiple crews dedicated their days, nights and many weekends to deliver a successful project. When completed, they had performed massive excavation, used nearly two-and-a-half million pounds of rebar, and imported enough fill sand to fill 62, full-size Olympic swimming pools.

Faster and more reliable travel options for commuters continue to improve traffic flow and access to downtown St. Paul, Minnesota. MnDOT’s new MnPASS lanes allow commuters an opportunity to escape the gridlock using high-occupancy toll lanes. And, for a fee, solo drivers can use the special lanes reserved for carpools, buses and motorcycles.

The express lanes are expected to move 50 percent more traffic during rush hour.

PIGGYBACKING FOR PROTECTION

I-29/US 275 Interchange Reconstruction

The Iowa DOT’s Council Bluffs Interstate System Program includes 18 miles of reconstruction that will continue through 2023. As part of the overall project, Ames Construction is completing the new I-29/US 275 interchange to reconstruct 2.5 miles of roadway and four bridges, including ground improvements, grading, drainage, electrical, traffic management systems and paving.

The two-year project began in April of 2015 and is being constructed in the Missouri River flood plain. Geotechnical investigations indicated that the new roadway could settle up to four feet over time because of the high-moisture clay. To eliminate long term settlement, the Iowa DOT design includes wick drains and rigid inclusions that act as support piling for the new embankments. Ames worked with the Iowa DOT to value engineer the embankment specifications. With four rigid inclusion drill rigs and Ames’ double shift earthwork efforts, the project team continues to meet every schedule milestone.

A series of US Army Corps of Engineers (CoE) levees provide flood protection to the City of Council Bluffs from the Missouri River and Mosquito Creek. Ames’ project work includes removal and construction of new bridges over the levees and creek. Ames worked with the CoE, the city, and the Iowa DOT to prepare an emergency action plan detailing construction procedures within the levee-critical area, monitoring criteria and emergency response protocols. Requirements include construction of “piggyback levees” to maintain a continuous line of flood protection during bridge construction, top down bridge demolition, sheet pile seepage protection during sanitary sewer tunneling operations and levee reconstruction.

The see-through roof is complemented by moveable front windows to give fans a stunning view of downtown Minneapolis. The stadium will seat 65,400 people; however, it will be expandable to a 73,000 capacity for the Super Bowl and other special events.

During the summer of 2015, nearly 1,400 construction workers were on site daily, and had clocked more than 2.5 million hours. The mass excavation performed by Ames crews included 2,384,073 trucking miles — a distance equivalent to 95 laps around the earth.

FULL CIRCLE: Out with the Old Stadium, in with the New Minnesota Multi-purpose (Vikings) Stadium

In 1979, a young Ames Construction began excavation on the Hubert H. Humphrey Metrodome. Thirty-four years later, Ames crews were back on site to perform its demolition, followed by excavation, retaining walls and utilities for its state-of-the-art replacement, the U.S. Bank Stadium. The general contractor for the project is Mortenson Construction, with whom Ames has had a relationship for more than 40 years. This highly anticipated multi-purpose stadium will be the new home of the Minnesota Vikings NFL football team, and has been chosen to host the 2018 Super Bowl LII.

The new stadium, which is on schedule to open in July 2016, will be the first NFL stadium to be built in only 30 months. The bold, iconic design includes a translucent, fixed roof with the largest span of transparent ETFE (ethylene tetrafluoroethylene, a strong, corrosion-resistant polymer) in the country. This unique feature makes it the lightest and most efficient roof structure in the nation.

The stadium is also the first to incorporate “piggyback levees” to maintain a continuous line of flood protection during bridge construction, top down bridge demolition, sheet pile seepage protection during sanitary sewer tunneling operations and levee reconstruction.
DOUBLING UP: Second Main Adds Capacity to Rail Superhighway

As railroads compete to transport cargo, faster delivery to market has its advantages. In October 2015, Ames crews completed a 10-month-long project for BNSF to construct six miles of a second mainline. This capacity improvement moves BNSF one step closer to completing its 2,200-mile parallel rail line “superhighway” between Los Angeles and Chicago.

As part of BNSF’s Panhandle Subdivision Capacity Improvement project in Oklahoma, Ames Construction crews began work on the Alva-to-Avard segment in December of 2014. The project included construction of six miles of a second mainline track bed, three precast concrete box culvert extensions and three bridges. As soon as drilling began for the auger piles on one of the bridges, crews encountered water rather than rock. When the drilled shafts were determined to be inadequate for the structure, Ames quickly adapted to the changed conditions without compromising the schedule. The drilled shafts were replaced by driven H-pile, and bridge modifications were made by BNSF to accommodate the change.

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More than 2,000 shipped containers are handled daily at the Union Pacific Railroad’s (UPRR) Mesquite Intermodal facility near Dallas, with an increasing demand to do it faster and more cost-effectively. While UPRR continues to run its operation 24/7, Ames crews are nearing completion of a design-build for an additional 105,000 square feet of storage, as well as a second mainline.

UPS Intermodal Storage Facility Design-Build

Intermodal transportation isn’t new; far from it. This tried-and-true method of getting goods to market using containers and multiple modes of transportation has been around since the 18th century. However, what is new is the surge of growing demand for speed and efficiency that has intermodal facilities focused on expansion.

Ames Construction is the prime contractor of a design-build project to add 105,000 square feet of storage to an existing Union Pacific Railroad (UPRR) shipping facility located in Mesquite, Texas — one of the largest in the nation. Crews are constructing additional working tracks, parking, a new crane maintenance pad and maintenance building, and a new fueling facility. Ames crews are also constructing two miles of an additional auto lead track for storage capabilities and approximately 6.5 miles of a new second mainline for increased transportation needs.

More than 2,000 shipped containers are handled daily at the UPRR facility. With round-the-clock operations of the facility, the working relationship with the owner and communication with entities involved in and around the site are critical. As crews became more involved with utility relocation planning and coordination than anticipated, Ames streamlined resources for greatest efficiency. By remaining engaged and informed, Ames teams can strategically plan the schedule and sequence the work without hindering the owner’s productivity.

Project completion is slated for mid-2016.

KEEPING THINGS CONTAINED: Intermodal Expansion Will Speed Goods to Market

DID YOU KNOW?

Intermodal — transporting freight using more than one mode of transportation to reduce supply chain costs and carbon footprints. A typical intermodal train replaces approximately 280 over-the-road trucks.

Intermodal transportation is the future. This tried and true method of getting goods to market using containers and multiple modes of transportation has been around since the 18th century. However, what is new is the surge of growing demand for speed and efficiency that has intermodal facilities focused on expansion.

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CC&V MILE2 Squaw Gulch VLF

At the highly anticipated new commuter rail expands into Denver’s northern suburbs, Ames crews work on two contracts simultaneously; one that digs deep for sanitary relocation, and another for construction of commuter rail and a bridge. Work on the North Metro Commuter Rail is a continuation of work performed by an Ames joint venture on RTD’s Eagle P3 project.

RTD North Metro Commuter Rail

Commuter rail is a vital economic development tool, and commercial opportunities that come with transformed orientation development is considered a game-changer for Denver’s suburban communities. As the RTD commuter rail continues to expand, placing thousands of square yards of geosynthetic structural material, along with subgrade excavation, excavation and re-compaction efforts.

The project required more than six million cubic yards of earthwork, which included 2.5 million cubic yards of blasted rock excavation. When the project achieved 500,000 man-hours without a lost workday, it was a significant achievement.

The project is an Ames joint venture with C&C, with the current project beginning in 2013. Crews have been working through schedules that change with performing work on steep 2:1 slopes during long periods of excessive rainfall. Smart phones became an indispensable tool for the superintendent and foremen to monitor weather conditions as storms moved in and around the construction site.

Ames Construction has had a 20-year history with CC&V, with the project beginning in the late 1990s. The project is an Ames Percheron six-horse hitch visited as an unexpected treat for both the project and the community. As an incomplete event for the project, a day in the life of the first bridge deck for the RTD North Metro Commuter Rail and a bridge. Work on the North Metro Commuter Rail Line is a continuation of work performed by an Ames joint venture on RTD’s Eagle P3 project.

Ames crews worked on sanitary relocation for the North Metro Commuter Rail extension with a design-build of the project, which is winding down. After nearly five years in the making, the 36-mile project is winding down. Ames is a joint venture partner for the design-build of the project which is the first transit P3 of this magnitude in the United States.

The contract included construction of 36 miles of rail and a bridge at 112th, roadway work, box culverts, RCP pipe work and earthwork. Crews prepare site for new commuter track and station.

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At the outset. However, an earthwork excavation progressed, that number grew to nearly 100. Remediation of both known and unknown cavities ranged from simply filling a small pit with a few cubic yards of compacted material to the completion of placing thousands of square yards of geosynthetic structural material, along with subgrade testing, excavation and re-compaction efforts.

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US 36 Express Lanes Design-Build

In the spring of 2016, completion of the design-build reconstruction of US 36 between Boulder and Denver in Colorado will offer unique multi-modal options for commuters that will provide greater capacity and help relieve traffic congestion.

The two-phased project is adding express lanes for Bus Rapid Transit (BRT), High Occupancy Vehicles (HOV), and tolled Single Occupancy Vehicles (SOV). It will also have a bikeway alongside the highway that ties into the existing trail systems. Phase 1 of the project began in April of 2012, and tolling has been fully operational since July of 2015. Phase 2 started in October of 2013 and is on schedule for completion in the spring of 2016.

Since the Bakken “oil rush” began in North Dakota, the transportation system across the state has been challenged with rapid traffic growth. Ames Construction was awarded a multiphase bridge and roadway project in Dickinson that will not only relieve commuter traffic, but provide time-critical north-south access for emergency responders.

In July 2015, Ames Construction crews began a multiphase bridge and roadway project designed to eliminate the existing on-grade BNSF / State Highway crossing. As a result, traffic congestion will be relieved for commuters with an even greater benefit to the community. Currently, emergency stations are located only on the north side of town; responders must cross the tracks to answer distress calls received from the south side. With the new bridge crossing over the tracks, emergency response times will dramatically improve.

When Ames crews arrived on the site in July, extensive utilities were in conflict with the project. Working closely with NDDOT and eight different utility companies, the conflicting utilities were either relocated or project phasing was re-sequenced. Communication and careful coordination with these multiple entities, along with the City of Dickinson, BNSF and a private railroad spur relocate owner, was critical to maintaining the project’s schedule.

In 2015, crews were focused on the construction of State Avenue, side streets and underground utilities. The new bridge is expected to be up and operational by fall 2016.

DIVERGING DIAMOND:
Fewer Traffic Lanes, More Capacity

One of the project’s unique features is the use of a Diverging Diamond Interchange (DDI). Traffic crosses to the opposite side of the road so vehicles have unimpeded movement onto the freeway. Despite using fewer lanes, this innovative interchange can handle more traffic, reduce traffic signal delays, increase left-turn capacity and eliminate wrong-way entry to ramps. This is just the third DDI to be built in the State of Colorado.

The 16 miles of combined Phase 1 and 2 construction required installation of 1.3 million square yards of concrete paving. Ames maintained a crushing yard on site to reduce hauling and mobilization of materials, and all of the project’s asphalt paving has been recycled and reused throughout the project.
A Letter from Mark

With the end of 2015 not far behind us, I hope you all had a good holiday and spent time with your family and friends.

To reflect on the work performed this past year, the Western region did well. We asked our people to travel extensively in 2015, and I appreciate everyone’s willingness to go wherever the work would take us. Although volume was down, we performed well to meet safety, quality and schedule standards. I’m proud to say that our region’s safety record was perfect, with no recordable incidents. Equipment damage and liability claims were down; we must all remember to drive defensively and concentrate when driving. Auto accidents cause great harm to our employees, and to the company.

Our region continues its work at Red Rock Hydroelectric in Pella, Iowa, which is the first hydro plant that Ames has performed as the general contractor. With new projects awarded for 2016, the upcoming year looks very promising. The USA Parkway project in Reno, Nevada, will be a 20-month-long, greenfield job that will have little interface with the public. We also started a project in January at the Salt Lake City International Airport. Airport improvements are in the beginning stages and, if we work hard and stay competitive, we could be at the site for four or five years. Additional upcoming work includes bridge construction for UPRR in the Great Salt Lake, and a contract with Compass Minerals.

Along with our new projects comes the need to bring on new hires. I’m calling on all current Ames employees to become mentors for the new people coming on board, and show them the safe and efficient way to do things. We are a team — a family — and need to all work together to get our jobs done right and done safely. I want each one of us to return home to our families without injury, and proud of what we have accomplished.

Thank you for your continued hard work.

Mark Brennan
President, Western Region

LONG CANYON MINE COMPLEX, STAGE 4

Ames Construction is performing mass earthwork for a new greenfield mining project on the eastern flank of the Pequop Mountains in Nevada. The Long Canyon Mine, owned by long-time client Newmont USA Limited, is an oxide mine being developed in phases for gold production. The Long Canyon gold deposit is the only significant major gold discovery in Nevada in the last decade.

The year-long project started in May of 2015 and includes construction of a mine complex, waste rock storage facility, roads, and a 4.2-million-square-foot heap leach pad — a size equivalent to 73 football fields. The work also includes landfill, sediment basin, culverts and drainage features, and road reconstruction.

Wildlife and archeological monitors are required for excavations on this project. Multiple archeological sites have been discovered, prompting the need to set up a buffer zone. Areas within the zone must be classified and cleared before work can begin, which can take up to 60 days. Although the buffered areas pose significant challenges to keep the project moving forward, Ames continues to successfully re-sequence the work around these sites until cleared.
WET & WILD: Harnessing the Power of Hydro

The unpredictable, rushing water of the Des Moines River is in the process of being harnessed to benefit a network of 60 municipalities. In August 2014, construction began on the Red Rock Hydro Project, located near Pella, Iowa, that includes a two-unit turbine powerhouse, intake structure, 26 T-shaped diaphragms, a 375-foot-long retaining wall, two steel-lined penstocks, and installation of turbines, generators and substation. When complete, the Red Rock Hydroelectric Project will produce up to 55 megawatts of electricity — enough to meet the needs of about 18,000 homes.

A significant milestone for the project in 2015 was completing the construction and overlapping placement of the 26 T-shaped diaphragms. One by one, crews trucked each large diaphragm cage 10 miles from the off-site staging area to the construction area on the upstream side of the dam. Cages weighed up to 96 tons with the largest measuring 132 feet long. Two massive cranes worked in unison to pick up each cage from its horizontal position on the truck, and maneuver it to a vertical position for placement — a process that averaged 3.5 hours to complete.

Work for installing the first 21 cages was conducted from a platform at the 760-foot elevation on the upstream side. However, fluctuation of reservoir water levels due to rainfall in the Des Moines River watershed was an ongoing concern. The remaining five cages were installed from a temporary platform built 21 feet higher, which allowed construction at the site to continue as scheduled. The resulting 240-foot wall holds back the existing Red Rock earthen dam, and also provides a channel for water to enter an intake structure that will send water to the hydroelectric turbine and generator.

Downstream, Ames crews installed 85 five-foot-diameter secants, with excavation for the powerhouse performed in 10-foot lifts. Walers were installed with backfill anchors drilled and grouted into the bedrock for stabilization, followed by consolidation grouting of the powerhouse outline to reduce water seepage into the rock excavation.

Work continues to be performed and carefully sequenced to meet its anticipated completion in the summer of 2018, without interfering with the existing dam’s operation.

DID YOU KNOW?

Niagara Falls, a natural waterfall, powered the first hydroelectric plant in 1879.

In answer to a growing demand for electricity from its 60 member municipalities, Missouri River Energy Services (MRES) diversified its resource portfolio by choosing to invest in hydro power. Red Rock Hydro is a first-of-its-kind hydroelectric project where a private owner is building a powerhouse on a dam owned by the federal government.
Ames Construction was contracted to perform earthwork to raise five boric acid tailings ponds for the Boron, California, operations of Rio Tinto Minerals. At least one pond had to remain operational during the six-month, start-to-finish construction so that client operations could continue. Crews also replaced HDPE distribution lines and installed clay liner.

The tailings residue is from the production of Borax. The US Borax mine is best known to consumers for its 20 Mule Team® laundry products that were featured during the Death Valley Days television series, airing from 1952 to 1970. The company was the sole sponsor of the program, which based its stories on actual events.

The US Borax mine, located in the middle of the Mojave Desert, has been operating more than 100 years and is the largest borax mine in the world. While boron is present everywhere in the environment, substantial deposits of borates are relatively rare. The mined products are used in agriculture, ceramics, detergents, glass, insulation and other specialty applications.

### Climbing Lanes Ease Traffic Congestion

The historic Arrowhead Highway was part of an “auto trail” network. Using colored bands affixed to telephone poles to mark routes, auto trails helped travelers find their way in the early days of the automobile.

Ames completed the start-to-finish project in six months. Crews worked double shifts, six days a week, and delivered the project 20 days ahead of the schedule.
Diamonds, Superstreets and Zs

SR232 & I-15 Design-Build Interchange Reconstruction at Hill Field Road

When Ames crews finish the interchange reconstruction at I-15 and Hill Field Road in Layton, Utah, it will include features to benefit both vehicle and pedestrian traffic. Vehicles will move quicker with better traffic flow, and pedestrian safety will increase at the crosswalks.

The new single-point urban interchange (SPUI) will replace the existing double diamond. Although similar, the SPUI has the advantage of allowing opposing left turns to proceed simultaneously. Because traffic passing through the interchange can be controlled by a single signal, vehicles can clear the intersection more quickly than with a diamond interchange, which requires the use of two sets of traffic signals.

The project includes construction of a ThrU-Turn roadway design on side streets, also known as a “superstreet” design, or a Michigan Left. The ThrU-Turn eliminates left turns at major intersections, greatly increasing mobility in the area.

The pedestrian crosswalk will be a “Z” crossing design and the first of its kind used in Utah. The crosswalk is split by a median and offset on either side. It is designed to improve safety by increasing awareness of the surroundings with a Z pattern that forces pedestrians to turn in the median and face oncoming traffic before turning again to cross the second half of the crosswalk.

The project includes construction of two bridge structures using Accelerated Bridge Construction (ABC). This innovative method is safer and reduces traffic impacts by building each replacement structure near the existing bridge. When complete, the bridges are slid into place using hydraulic jacks. To reduce friction, Dawn® dish soap is used to lubricate the tracks.

The project began in June of 2015 and is estimated to take 14 months to complete. As part of the project, Ames built a temporary road wide enough to handle six lanes of I-15 traffic at speeds of 70 mph. Reconstruction of I-15 will be completed in 92 days; this includes both bridges being slid into their final positions.

The interchange at I-15 and Hill Field Road in Utah is about to get a new look and feel that includes reconfiguration of the existing double-diamond interchange. The design-build features two new bridge structures, a “Z” crossing at crosswalks and “superstreet” roadway design that will significantly increase mobility in the area.
A Letter from John

As I step back and look at the events of this past year, I want to thank everyone for your efforts in making the Region successful. It takes all of us working together to make positive things happen. Each and every one of you are important and valued as we continue to be leaders in the Southwest.

One thing that became apparent is that more and more of our business is directly related to our clients’ need to grow their businesses. For example, Ames is performing more alternative delivery services for our mining and rail clients. These clients are counting on us to help make improvements that will allow them to operate more efficiently. With planned expansions in rail, intermodal, and mining, Ames is in a great position to help, and we will.

December 28, 2015 is a date that will go down in Ames’ history, as this is the date that ADOT made the official announcement that Connect 202 Partners was selected as the best value team to design, build and maintain the SR202L South Mountain Freeway. This is by far the largest and most complex project ever undertaken in Arizona’s history, and will bring 22 miles of new urban freeway to the Phoenix area. Connect 202 Partners is a consortium of Fluor, Granite, Ames with design led by Parsons Brinckerhoff. More good news is that Arizona’s municipal market is picking up. The City of Phoenix passed a 30-year, $16 billion sales tax increase with the money going directly to transportation and transit. Today, Ames crews methodically work to replace a now structurally deficient bridge over Hell Canyon, Arizona.

California’s market remains strong and very competitive. Even with these market challenges, we are doing quality work for a number clients in Southern California. I’d like to personally recognize the work of the Southwest team who have helped expand our business in the few short years we’ve been in California. In 2016, we’re looking at several alternative delivery projects in transportation, freight and passenger rail.

Our focus on safety is as important as ever, as we add more difficult locations and construction site conditions to our work. We work in all extremes including heat and cold, the desert floor and mountains. It is safety first and foremost and the safety practices that you demonstrate every day on every job go a long way to keeping us at the top of the industry in safety. Our commitment to safety means “nobody gets hurt” and you are returning safely home to your families.

Every year I am amazed at all the work our employees undertake on behalf of Ames. The time spent away from your families, the long hours, and the additional duties that you take on are genuinely appreciated. Thank you all for sticking with Ames as your work family. Together we will meet the challenges that are thrown our way and leave a lasting impression on the communities we serve. 2016 will bring more opportunities for the firm to do what we do best – Instilling True Confidence. Delivering Success.

John Ames
President, Southwest Region

Hell Canyon Bridge

In May of 2015, Ames Construction started a project to replace a 60-year old bridge that serves as a key link between Prescott and Ash Fork in northern Arizona. The bridge crosses Hell Canyon, named for its narrow and difficult terrain that obstructed travel in the mid-1800s when wagons were the standard mode of transportation.

The existing two-lane bridge has shown signs of deterioration in recent years, requiring extensive deck maintenance. Now rated as structurally deficient, there is an urgency to replace it with the new four-lane bridge as soon as possible. Between 5,000 and 6,000 vehicles cross the bridge daily.

Before construction on the bridge could begin, Ames had to design, analyze and build access roads so equipment needed for the bridge construction could be transported to the site. The design also had to provide sufficient staging and work areas for construction activities, and accommodate the needs associated with performing demolition of the old bridge steel trusses and piers once the new bridge was open.

Crews built a tiered system of roads on the north and south sides of the canyon. Excavation to build these access roads included carefully staged and controlled blasting in close proximity to the existing bridge. When the project is complete, debris from the blasts will be removed from the canyon floor.

The new bridge is expected to be open to traffic by summer of 2016, which will set the stage for Phase 2 of the project to dismantle and remove the old bridge. Explosives will be used again to drop the existing structure into the canyon.

Land surrounding the bridge belongs to Prescott National Forest, whose main concern is final restoration of the canyon. By the end of the year, crews will perform clean up and extensive restoration to blend the topography of the disturbed terrain with its surrounding environment.
While most copper mines are experiencing dwindling ore grades and reserves, the Morenci mine in Southwestern United States has increased its copper production with the discovery of a large primary sulfide deposit below its existing operations.

From March 2014 to December 2015, Ames crews constructed an ore stockpile facility over the top of a previous stockpile, spanning 500 acres. More than 50 pieces of equipment were on site to excavate and haul rock materials. Because of the unusually high moisture content of the former facility, stability became an issue for productivity of the cut-to-fill operations. The weight of the large equipment was too much for the soft soils of the saturated leach pad and compromised the efficiency of transferring material.

The project included construction of power line roads and foundations, foundations for two primary power stations, two HDPE solution ponds and a haul road. The work scope integrated crushing and placement of material over liner, and installing 1.4 million linear feet of piping. Construction of three miles of overland conveyor corridors required extremely tight tolerances for positioning the conveyors.

Crews moved one million cubic yards of material per month for 18 months, with project completion being a challenge in monsoon weather conditions. The project logged 500,000 man-hours with no lost time accidents.
### Quarries Reclamation:

**Azusa Quarry & Reliance Landfill**

In November 2015, Ames crews began a six-year reclamation project at the Azusa Quarry and Reliance Landfill in California for Vulcan Material. The mission undertaking is making steady progress as crews continue to monitor and remove overburden for future mining purposes on-site.

Multiple tunnels are being used on the project. At the quarry, a 250-ton, 100-feet-long tunnel is burrowed into the mountainside and fitted with some of the largest pan feeders available. Each pan feeder is capable of producing 1,500 tons per hour. The tunnel is also equipped with two hydraulic hammers to break it inside, and a belt running at 600 feet per minute, able to haul 1,200 tons per hour.

Three tunnels are being operated in the Reliance Landfill along with 16 mobile “grasshopper” conveyors, which are moved throughout the project phases to place material.

A significant milestone was achieved in 2015 when crews completed the first phase of reclamation by replacing the fillers’ 10 to 50-foot benches, known locally as the “Mayan steps,” with 1 to 2-foot micro-benches. The smaller benches will gradually continue to form a natural-looking hillside.

### Blasting, Tunnels and Conveyors

**SR 76 Reconstruction, Fallbrook**

In mid-October of 2014, Ames crews began work on a key transportation asset along State Route 76 near Fallbrook, California. The new highway is being built adjacent to the San Luis Rey River, and will be elevated approximately six to eight feet above the old highway. Crews are virtually working in a river bottom, with the majority of the project’s entourage being placed in the flood plain of the seasonal San Luis Rey River.

The river habitat, along with the environmental mitigation excavation sites on the project have made for a highly visible project from an environmental perspective, and the protected species are being monitored continually. To help alleviate potential impacts, Ames Construction built a temporary head bridge over the San Luis Rey River to make use of a borrow site within the railroad right-of-way that was purchased by Caltrans for the new highway construction.

Attracting particular attention is a bridge that will span the San Diego County Water Authority’s pipelines that supply water to the majority of San Diego County. Construction includes the placement of precast girders on cast-in-place abutments.

Blasting is used when no other means to remove the material is possible. Remotely detonated, the powder explosive is stored off-site and only brought to the quarry on days an explosion is planned. Fallout is contained as much as possible by wetting the surface and taking careful measurements of the amount of explosives used.

Positioned at different bridge abutments, a large, 450-ton conventional cradle crane will transfer each girder to a 385-ton hydro crane in a mid-air exchange, occurring near the mid-span of the bridge alignment. The operation will be filmed professionally by Caltrans, the project owner, as the bridge girders are among the largest ever set in Caltrans District 11.

Working on a 1,200-foot high canyon slope has its challenges, and dust control is one of them. Ames devised a dust-suppression system for the face of the lift to help control dust generated from work activities. The project requires mobile equipment to be registered by C.A.R.B. (California Air Resource Board), and the site is surrounded by state or monitoring equipment to ensure compliance with emission limits.

The six-year reclamation project, which is affectionately referred to as “the island” by surrounding cities, is targeted for completion in November 2019.

The “Mayan steps” at the Azusa Quarry are a reference to their resemblance to the stepped pyramids of the ancient Mayan civilization.

In November 2013, Ames crews completed the first phase of reclamation by replacing the fillers’ 10 to 50-foot benches, known locally as the “Mayan steps,” with 1 to 2-foot micro-benches. The smaller benches will gradually continue to form a natural-looking hillside.

Ames crews are excavating a combined 11 million cubic yards of material — equivalent to nearly 800,000 truckloads — at Vulcan Material’s Azusa Quarry in California.
As part of a multi-phase project, the California Department of Water Resources is expanding its capacity with a new reservoir and pump station at Crafton Hills, along with the enlargement of the existing facility. When completed, the new facilities will significantly increase the system’s efficiency by reducing on-peak pumping.

Crafton Hills Pump Station Expansion

In March of 2015, Ames crews began construction of a new pump station at the Crafton Hills facility in California. The project also includes the expansion of the Citrus and Cherry Valley stations that pump raw water to much of the state’s Riverside and San Bernardino Counties.

The main facility at the Citrus location will add eight vertical turbine pumps, a switchyard, air chambers, an office building, and a storage building. The other two facilities require extensive start-up, testing and commissioning of owner-furnished pumps, switchgear, and associated electrical equipment.

At the Crafton and Cherry Valley pump stations, Ames’ field staff devised a bolt-and-beam system to suspend and level a 15,000-pound pump barrel inside of an existing pump station vault.

This project features a month-long outage that will shut down both the Crafton Hills and Cherry Valley pump stations. During the shutdown, crews will be replacing valves, installing new piping, and putting in a completely new electrical control system. The vast undertaking entails gutting the entire electrical system and integrating old systems components with new equipment. The installation includes the program logic and testing, and ensuring the entire plant comes back online at the end of the outage.

A portion of the work is near an endangered kangaroo rat habitat. Before accessing this work area, a biological expert performed an extensive audit over multiple, consecutive nights. Once the area was cleared for work, Ames installed temporary exclusion around the site while work operations were being performed.

Project completion is estimated for July 2017.
As we head into a new year, I extend my sincere appreciation to the Ames family and all the employees of Ames Construction Canada for their continued support. The Ames family makes our presence and growth in Canada possible, and the efforts of Ames employees make that possibility a reality.

Canada’s lagging economy has had an impact in Western Canada that is reflected by the challenges we faced in 2015, yet we are going into 2016 with a solid backlog of work and the promise of a growing presence in the region.

In 2015, we added key staff members that have quickly become integral to our organization. These employees have made a significant impact on our business, assisting with both our ongoing work and our pursuit efforts.

One of our 2015 goals was to be shortlisted for a design-build project—a daunting task with projects that attract a larger group of proponents in this stalled economy. Ames, in partnership with Parsons, was successfully shortlisted for the design-build of an interchange project in Saskatoon. If awarded the project, it will allow us to expand and grow in Canada as we had envisioned, with a focus on both public and private projects.

In late 2015, Ames was approached by an EPCM firm to complete the civil work for a pipeline project they had been awarded, covering the interior of British Columbia. It is a tremendous opportunity for us, as it will begin our pipeline business in Canada, which is a growing sector in Canadian construction. As well, it will be the largest project we have performed to date.

We will continue to develop new clients in 2016. The new Federal Government has acknowledged the need for infrastructure across Canada, and has made a promise to increase spending to support these types of projects. This commitment will advance design-build and P3 opportunities from the concept phase to the pursuit phase. Ames will be actively pursuing all projects that meet our criteria.

In summary, 2016 is expected to be a promising year for Ames Canada. I look forward to working with everyone in achieving, and exceeding, our goals.
The ability for K+S Potash Canada to deliver potash products from its Legacy Project mine site to developing regions worldwide will soon be streamlined. The company is in a long-term contract with Pacific Coast Terminals Co. Ltd. (PCT) for the handling and storage of its potash, and whose terminal operations are located in a strategically favorable location in Port Moody, British Columbia. Construction is underway to expand facilities, thus making it a “gateway to the world” for K+S international business.

In spring 2015, Ames crews began a year-long project for the construction of the watertight unloading station and tunnels for the new potash handling facility. Work scope includes secant, sheet and pile piling, cast-in-place concrete for the tunnels and transfer points, structural steel, electrical grounding, and rail demolition with new track installation. The tunnels include a unique below-grade vault housing conveyor system that will transport potash from the railcar unloading station to the new storage warehouse, and from the warehouse to the existing shiploading system. During construction of the station’s unloading tunnel, the foreshore site posed slope stability challenges. Using overlapping secant piles to create a cofferdam, the excavation and foundation work was successfully completed in December, with final project completion expected in June of 2016.

When fully commissioned, the new facility will ensure that the transport of the Legacy Project mine products to international clients is handled with high quality standards, state-of-the-art technology and in a manner that is both secure and competitive.
The K+S Potash Canada Legacy mine site is the first new greenfield potash mine in Saskatchewan in 40 years, and will use underground solution mining to extract ore at greater depths than conventional mining methods. Ames crews are on site to build a cooling pond and TMA (Tailings Management Area), along with the construction of a rail spur that will connect to a future mainline track for expediting product distribution.

Ames’ project schedule is rotation-based. Staff and craft personnel work 14 days on and seven days off in an ongoing rotation. While craft personnel are housed in a camp on the site, staff members stay off site, primarily in the City of Regina, Saskatchewan, approximately an hour’s drive away. However, Ames’ part of the project is expected to be virtually shut down during the winter months, when temperatures can typically fall as low as -40 degrees.

The Legacy Project mine site is located within the Treaty Four First Nations Territory. Ames teamed up with the Muscowpetung First Nations to help them build capacity within their band. One of the initiatives was to work with the band, a local community college, and provincial government to offer a six-week heavy equipment operator program for First Nations candidates.
Keeping things cool

With the 2015 year-end completion of a diversion ditch and the tailings management area (TMA) ponds at the Legacy mine, Ames Construction finished its first major earthworks contract in the Canadian market. Perhaps most challenging to the TMA project was the need for 100,000 metric tons of rip rap, which is a scarce commodity on the surrounding prairie. To fulfill project needs, the rocky material was screened from a glacial deposit located approximately one hour from the project location.

When Ames was awarded the cooling pond project a year later, the TMA schedule was revised for more efficient use of combined resources. The cooling pond work includes more than 20 acres of liners, including both welded HDPE and granular-filled geocell.

With a commitment to strict environmental guidelines, careful monitoring and adherence to permitting protocols were ongoing to ensure compliance with limitations placed on pumping water, disturbing nesting habitats and crop production. The cooling pond project is on schedule for fall 2016 completion.

Making connections

The rail spur project has crews currently building a “track to the future” between the Legacy Project mine site and the Canadian Pacific (CP) rail network. Although the CP mainline is not yet built, Ames Construction will complete approximately 13 miles of rail in preparation for a critical distribution connection between the two.

Materials needed for the project have been widely sourced throughout North America and shipped to the project via rail and road. Materials that might normally arrive by train are first shipped to a rail yard about 125 miles from the project. The material is then transferred to and transported by trucks to the job site.

Legacy is expected to begin commissioning in summer 2016, with the first metric ton of potash produced by the end of the year. By the close of 2017, production will ramp up to 2 million metric tons and, when full capacity is achieved, will reach 2.86 million metric tons.
January is the health insurance open enrollment period for non-union employees. Watch for the open enrollment packet in your mailbox. Complete an Enrollment Form if you are:
1) Making an election change,
2) Adding a spouse or dependent child(ren) as defined under the Plan, or
3) Change Life Insurance designated beneficiary.

If you do not submit a Medical Enrollment Form your coverage will remain in the same Plan as elected in 2015. The Enrollment Form shall be submitted directly to CieloStar (aka OutSource One Benefits).

To obtain a copy of the Summary Plan Description, also referred to as Employee Benefits Book, contact Tanya Kesti, Human Resources Administrator, at (952) 435-7106.

Note: Union employees shall contact their designated Plan Administrator.

**ANNOUNCERS**

**10 YEARS:**
- Nathan T D’Alessandro
- Martin R Doubek
- Felipe Rivera Galicia
- Juan Diaz Garcia
- Nicholas R Hensel
- Richard J Mattern
- Manuel S Morales
- Francisco Javier Tovar E

**15 YEARS:**
- Ronald R Cain
- Rafael Cervantes
- Brian C Fowler
- Kent S Klimkint
- Eric Marolf
- Michael P McCellum

**20 YEARS:**
- Robert J Grosse
- Bruce Holinka

**25 YEARS:**
- Billie Newman
- John J Trobec

**CORPORATE**

**5 YEARS:**
- Tara C Leeper

**15 YEARS:**
- Tanya M Kesti
- Arnie J Kraus

**20 YEARS:**
- Todd M Goderstad

**25 YEARS:**
- Tony R Ames
- Michael J Kellen

**MIDWEST**

**5 YEARS:**
- Joyce C Bennett
- Maltonion Braelzol
- Dennis J Clausen
- Tula J Crum

**10 YEARS:**
- James M Eggers
- David W Hagen
- Frederik W Harf
- Douglas K Hatfield
- William L Hatfield
- Megan A Holland
- Stephan J Kahl
- Daniel J Kerzel
- John E Koski
- Chong Leng Lee
- Federico Llamas Jr
- Zachary R McBride
- Ryan J McShane
- Sharen L Minche
- Charles J Radniecki
- Ryan J McShane
- Zachary R McBride
- Matt A Kayle
- Antonio Lamas-Delagado
- Norberto R Lopez
- Paul A Luthy
- Cameron S Mellor
- Eric M Meyer
- Deborah E Moore
- Gregg B Peterson
- David D Polette
- Rosemarie R Pixton
- Robert A Wadman

**10 YEARS:**
- Curtis L Bilow
- Ronald D Husband
- Deanna R Kimes
- Larry J Lant
- Charles B Largent
- Michael D Petracci
- Robert A Wadman

**15 YEARS:**
- Curtis L Bilow
- Ronald D Husband
- Deanna R Kimes
- Larry J Lant
- Charles B Largent
- Michael D Petracci
- Robert A Wadman

**ROCKY MOUNTAIN**

**5 YEARS:**
- Brett J Barton
- Christopher M Beaver
- Kris A Bergstrom
- Joao T Bezerra
- Francisco Bordier-Sandoval
- Daniel C Buzard
- Robert K Campbell
- Robert N Carlson
- S Cervantes-Delgadillo

**10 YEARS:**
- Matt A Kayle
- Antonio Lamas-Delagado
- Norberto R Lopez
- Paul A Luthy
- Cameron S Mellor
- Eric M Meyer
- Deborah E Moore
- Gregg B Peterson
- David D Polette
- Rosemarie R Pixton
- Robert A Wadman

**15 YEARS:**
- Curtis L Bilow
- Ronald D Husband
- Deanna R Kimes
- Larry J Lant
- Charles B Largent
- Michael D Petracci
- Robert A Wadman

**20 YEARS:**
- Derek P Reynolds
- Cody M Orenda
- Derek P Reynolds
- Richard C Sorensen
- James W Tauber
- Steven T Wey
- Taylor S Thomas
- Joshua D Turpin
- Roberto Ramirez Zavala
- Jaime Zavala

**WESTERN**

**5 YEARS:**
- Brad K Benson
- Mike L Empey
- Shawn E Empey
- Brian J Follett
- Scott W Granger
- Michael W Josephsen
- Zachedy K Kelly
- Kenneth C Lamb
- Neal S Layne
- Vance E Martindale
- Ryan D Motley
- Dustin C Nelson
- Raymond D Schultz
- Craig L Seal
- Bryan T Smith
- William D Talbot
- Adrian Garcia Zavala

**10 YEARS:**
- Andrew M Anderson
- Dennis J Ballard
- Brook C Duckworth
- David L Mccusker
- Neal J Rogers

**15 YEARS:**
- Andrew M Anderson
- Dennis J Ballard
- Brook C Duckworth
- David L Mccusker
- Neal J Rogers

**20 YEARS:**
- Greg S Allred
- John J Trobec
- David W Hagen
- James M Eggers
- Zachary R McBride

**25 YEARS:**
- Michael J Kellen
- Tanya M Kesti
- Tanya C Leeper

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**EEO/AA & SEXUAL HARASSMENT POLICIES**

Equal Employment Opportunity Policy

This is to affirm the Ames Construction, Inc. policy of providing Equal Opportunity to all employees and applicants for employment in accordance with all applicable Equal Employment Opportunity/Affirmative Action laws, directives and regulations of Federal, State and Local governing bodies or agencies thereof.

Ames Construction, Inc. will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, national origin, sex, disability, age, marital status, affectional preference, ancestry or status with regard to public assistance, genetic information or military membership status.

Ames Construction, Inc. will take Affirmative Action to ensure that all employment practices are free of such discrimination. Such employment practices include, but are not limited to the following: hiring, upgrading, demotion, transfer, recruitment or recruitment advertising, selection, layoff, disciplinary action, termination, rates of pay or other forms of compensation and other forms of training, including apprenticeship.

Ames Construction, Inc. prohibits the harassment of any employee or applicant because of sex, national origin or race.

Ames Construction, Inc. will maintain a hostile free work environment, and good work conditions for all employees and supervisors.

Ames Construction, Inc. will use its maximum practicable opportunity to participate in the performance of subcontracts for construction projects that this employer is engaged.

Ames Construction, Inc. will commit the necessary time and resources, both financial and human, to achieve the goals of Equal Employment Opportunity and Affirmative Action.

Ames Construction, Inc. will commit to participate in the performance of subcontracts for construction projects that this employer is engaged.

Ames Construction, Inc. prohibits discrimination. Such employment practices include, but are not limited to the following: hiring, upgrading, demotion, transfer, recruitment or recruitment advertising, selection, layoff, disciplinary action, termination, rates of pay or other forms of compensation and other forms of training, including apprenticeship.

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In 1980, Greg Schluck decided he wanted to work for one of the biggest construction companies in town— at that time, Ames Construction was still growing and wasn’t one of them. “My dad told me that Ames was going places,” said Greg, “and he thought I should apply here.” Greg took his dad’s advice. Thirty-five years later, Greg is still with Ames and the company is still going places.

Hired in January of 1980 by Shop Foreman Jerry Perry, Greg started his long career with Ames Construction in the shop and in the yard as a laborer. He also often helped Chester Ames work on Butch Ames’ farm. “About a year and a half after I started, I got into a small, old fuel truck that the company had,” recalls Greg. “I’m still driving, but now it’s in a brand new lube truck that rides as smooth as a car.”

Greg learned a lot about the work and his job from one of the mechanics, Tom Thompson. “He helped me out of a lot of jams, both at work and away from work!” Tom Ames also stepped in early on, watching over him and guiding him through the ADVICE TO NEW WORKERS: “Take pride in what you do, be safe and have some fun doing it!”
Amie Zimmel grew up in Westport, Minnesota, and after working various jobs in and around his hometown, he found his way to Ames Construction as a truck operator. He eventually became a foreman and superintendent. Amie was the iconic “old school” Ames employee. The company was on a fast track to North Dakota, to work on a waste treatment lagoon project to go wherever the work would take us. In 1981, Arnie traveled to North Dakota, to work on a “high fives” for our construction workers! Colorful “high fives” were received from the kids at the “High Fives” for Our Waste Treatment Lagoon Project! Because of the daycare’s environmental impacts, crews were required to operate dust-free and quietly—which crew members didn’t always do. “High fives” to the daycare, into an orange grove. Crews demolished waste treatment lagoon project in close proximity to the project, crews were required to operate dust-free and quietly—which crew members didn’t always do. “Did we win the kind of guy who could do anything,” recalls Dick. “He had a lot of different skills and always liked to be doing something different.” It was a great fit for a fast-paced company.

After Dick’s son, Ron, graduated from high school, Dick hired him here, too. Ames Construction was growing and taking on jobs throughout the Midwest. “We had a good mechanic and we were going to make it work.” That included a really tough job in North Dakota during the dead of winter. “Our equipment wasn’t that great in those growing years, and we were always on the move.”

When Dick’s son, Randy, decided to quit high school at the age of 16, Ron got him a job as an oiler for Ames. “It was dirty work and the days were long,” said Randy. “After a couple of months, Metro high school didn’t sound like such a bad idea!” Randy went back to school and, when he graduated in 1989, he came back to work as a laborer on a county road job in Burnsville. Within a few months, Randy was sent to work on a barn teardown in Arizona, and he has been in the Southwest region ever since. When Ron’s son, Randy, decided to quit high school at the age of 16, Ron got him a job as an oiler for Ames. “It was dirty work and the days were long,” said Randy. “After a couple of months, Metro high school didn’t sound like such a bad idea!” Randy went back to school and, when he graduated in 1989, he came back to work as a laborer on a county road job in Burnsville. Within a few months, Randy was sent to work on a barn teardown in Arizona, and he has been in the Southwest region ever since.

Sadlly, Ron, his father Del, died at an early age. “In many ways, John became a second father to me,” said Randy. “John always told me, ‘I knew you before you were born!’ Yet, despite his close ties to the Ames family, Randy still had to earn his place in the company. “No one gets a free ride here.”

Something that Randy inherited from his dad was an ability to figure out a way to make things work. “Dick was pretty handy and it seems to be a ‘Giles’ thing. Tell me what you want, and I’ll figure out how to make it happen.” That skill for problem-solving has carried through to Dylan’s son, Dylan. Now, the fourth generation of Giles to work for Ames Construction. “Dylan originally didn’t want his dad’s job working for Ames. “Dylan was a very good baseball player and I thought about him becoming a professional so he could spoil me in my old age.”

Although Randy’s dream for Dylan did not become a reality, he quickly got over his disappointment. After working summers for Ames during college, Dylan followed in his family business and joined the company full-time. “I’m proud to say that Dylan has been with Ames for nearly two years,” said Randy, “and he’s proven himself to be a darn good welder!”
Better Control — Better Projects

With self-performance, “we’ve got it covered”

SELF PERFORMANCE by our highly skilled management and craftspeople assures flexibility to adjust to unforeseen and complex project challenges. With better control over all aspects of your entire project, “we’ve got it covered” to ensure safe, successful, on-time completion. Find out how at AmesConstruction.com/Better

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