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THE DIRT

MUKILTEO FERRY TERMINAL

The Mukilteo Ferry Terminal project team mobilized to the jobsite in mid-January. Rick Knowles, Dan Vermeer, and Dhruvad Rupwate are focusing on getting the upland work going first. Bruce Lehman and Nick Miller are working on submittals and shop drawings for the startup work plans, and James Janda is overseeing the concrete scope for the terminal building. The team is focusing on structural steel procurement, a critical activity item for the schedule. IMCO will be ramping up on earthwork in the next month, along with demolition and utility work.

The VDC team is creating site models, layout drawings, and laser scans of the existing trestle for our project team.

IMCO and WSDOT will be participating in a partnering session on February 5th. The main topics of discussion will be setting expectations and building a good working relationship between IMCO and WSDOT. This will help facilitate strong team work through challenges that arise over the life cycle of the project. This partnering approach has been very successful on past projects. The

KICKING OFF 2019 CULTURE OF EXCELLENCE

The new year brings with it a renewed commitment to IMCO's strategy. At the annual Kick-off Meeting, held for our company's managers, President Tyler Kimberley presented IMCO's 2019 Strategic Plan. The focus was on our core values, excellence, and defining and understanding our standards. To achieve excellence, we must know what our standards are and how to meet them.

IMCO's strategy is to pursue and perform work that fits our Sweet Spot - the intersection of what we are passionate about, where we have a competitive advantage, and profitability. For IMCO, this includes work within or around operating facilities, strategic self-performance, and logistically complicated work, and where we place great value on the client relationship. We execute our strategy by pursuing work in our Growth Market Sectors with clients who need and value what we offer. Our strategy requires execution with Operational Excellence.

MEYDENBAUER PARK WRAPPING UP

The Meydenbauer team recently had their last concrete pour for the project. They finished the architectural saw cutting of the promenade pathway and connected pathways through the park. They installed permanent handrails throughout the site and finished miscellaneous punch list items. Our subcontractors put the final touches on the landscaping, pavement marking, and electrical scopes, wrapping up the project at the end of January.

The project team worked hard and did a great job installing the radius floating dock and piles, the trestle leading to the dock, the beach house, various concrete and rock retaining walls, concrete pathways, and performing in-water demolition of existing structures.

There were many risks for the team to work through, including environmental impacts, working from heights, and working with large and potentially unsteady materials. They held weekly site safety meetings, daily pre-task assessments, and field walks by the safety personnel and Superintendent to ensure the proper precautions were made for each scope of work.

STONEY GATE VALVE REPLACEMENT SCHEDULE & PRE-PLANNING

IMCO's initial project schedule was accepted by the Army Corps of Engineers and a preconstruction conference was held in mid-November. The team is currently working on finalizing subcontractors and suppliers for the project.

There are two windows for each culvert valve to be replaced. A substantial amount of work needs to be performed during a 45-day window when the large lock chambers are dewatered by the Government. This schedule risk is being mitigated by pre-planning and scheduling work to be performed during these windows and completing as much work during the first work window as possible. Our team scanned the existing culverts and culvert gate valves during the Army Corps of Engineers dewatering window to aid in future work planning and gate fabrication activities.

The first work window begins August 15, 2019. We will mobilize to the site in early July and begin preparing for our first scope of work where we will demolish the existing machinery above the level of the large lock chamber.

The project will take place over two separate seasons, with specified work windows spanning from August to April, when the culverts will be offline and lock dewatering takes place. The project schedule will be spread over three years.



Conceptual design of the inside of the new Mukilteo Ferry Terminal by LMN Architects.

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attendees will include both IMCO and WSDOT's project management staff and Senior and Executive leaders from both entities.

The public is very active along the water. There is a trail system that winds through the project site. Our team originally thought we would need to close off access to the trail system, but the project team created a temporary trail for the public to use. The public feedback has been positive as people are happy to see the trail open during construction. We will keep the trail open for as long as the project allows.

This opportunity has been on our radar for five years. Our team began tracking construction of the new Mukilteo Ferry Terminal in 2013, after the project received Tiger Grant funding. IMCO was the fifth of nine bidders in the initial trestle construction phase in July of 2017. In October of 2017, we landed the Deep Utility construction phase of work, which crews completed this fall. Being on site set us up well to go after the Terminal construction phase.

In July 2018, our estimating department submitted a \$70 million low bid for the upland and marine work. IMCO's bid was 13% low and \$18 million over budget. The State rejected all bids and split the contract into two. On December 3rd, IMCO was low bidder again, this time on the Ferry Terminal Upland and Building package. The marine package is expected to bid in Q2 of this year. Pursuing this project took great perseverance and teamwork.

“The team is starting this project off strong. There are a lot of people working together to get this thing going. The team is working closely with WSDOT inspectors and developing strong relationships that will last through the project.”

- James Janda, Superintendent



Drone photo of Meydenbauer Park taken by Manfred Seidler in December.



Installation of a sheet pile wall that will serve as the base for the new FEN Chlorination building at the existing site of the Everett treatment plant.

EVERETT WPCF CHLORINATION BUILDING START UP

IMCO's team at the City of Everett Water Pollution Control Facility is hard at work this winter installing the sheet pile wall that will retain 8,000 tons of ballast and crushed base course. This is the base for the new FEN Chlorination Building that we are building on the existing site of the treatment plant. This material was brought in to widen the existing dike and provide a stable ground for the new building structure. The new material will naturally compress the ground over six weeks. Once this is complete, our team will begin pile driving operations which includes 117 concrete piles varying in length from 55 to 70 feet.

Once the piles are installed, the building work will commence in April with pouring the foundations and erecting the steel roof structure.

One of the major challenges of the job is the tight site to perform the work and coordinating staging and laydown.

A critical component of the project is work on the high-flow outfall structure across I-5 and on the bank of the Snohomish River. This work cannot be done until July 1st and will require a 28-foot-deep excavation. Our team is exploring different ways to execute the work including ground freezing techniques used at the Spokane Water Reclamation Facility project.

MAPLE ROAD & ASH WAY RIBBON CUTTING CEREMONY

The Maple Road and Ash Way project team was acknowledged at the ribbon cutting ceremony in November in Lynnwood, WA.

In Phase 1 of the project, the new road surface was raised from its original elevation using structural slabs on top of steel piles. In Phase 2, the subgrade and new road surface was constructed.

Schedule and Budget Highlights. By eliminating a second season of construction work, the project was completed ahead of schedule. All stakeholders were pleased to have the intersection open early, well in advance of the holiday shopping season.

Benefits of this Project. Crews reconstructed Maple Road, Ash Way, and the Interurban Trail intersection on steel piles, raised the intersection to ease flooding, which was a huge and infamous problem in the community, and increased the drainage system's capacity to reduce flooding at the intersection. The project team also installed new fish-passable culverts on Maple Road and Ash Way and paved and widened the Interurban Trail at the intersection.

IMCO has a great working relationship with Snohomish County Public Works and this project was no exception. The team completed the project under budget and two weeks ahead of the November 5th deadline to reopen the road. This was a great success!



IMPACT SAFETY PROGRAM

IMPACT is a new initiative aimed at giving us a tool to better execute our Safety plan. PACT stands for Plan, Activate, Check, and Take Action. For every task that we want to accomplish, we first need to have a Plan for our operation. Next, we need to Activate the plan and put it into motion. Then, we Check that things can't go wrong, and Take Action to support the plan. By hitting all elements of the cycle, we can ensure that we are approaching our work safety and effectively.

IMCO CODE OF CONDUCT LIVING OUT OUR CORPORATE VALUES

The senior management team presented the new IMCO Code of Conduct at Kick-off. Our entire IMCO team can anticipate hearing more about this over the first quarter of the year. We are committed to sustaining a stable, prosperous, and ethical company where all people are treated with respect. The IMCO Code of Conduct (IMCO Code) reflects our commitment to live out our corporate values of teamwork, competitiveness, family, hard work, integrity, and excellence. The Code outlines professional and responsible conduct. We are asking our employees, directors, and partners to join in committing to:

1. Respect.

We act with consideration toward other employees, clients, partners, stakeholders, and the environment. We treat other individuals as valuable contributors.

2. Integrity.

We strive to understand and follow the standards outlined within IMCO's policies and procedures, by our contracts, and by the governing bodies where we conduct business. We are accountable to company, legal, and contractual standards. We will not tolerate discrimination, harassment, corruption, or retaliation.

3. Safe and healthy working environments.

We proactively protect our environment and the health and safety of all employees, partners, clients, and the public.

4. Diversity and inclusion.

We welcome people from diverse cultures, races, and backgrounds. We provide a culture of respect and equal employment opportunity without regard to race, religion, color, national

origin, gender, sexual orientation, gender identity, age, disability, pregnancy, or veteran status.

5. Collaboration.

We foster strong teamwork to find innovative solutions. We do not tolerate bullying, disrespectful behavior, or comments or imagery that degrade, dehumanize, or belittle any person or groups of people, as these things stifle collaboration and lack integrity.

6. Stewardship.

We care for and protect IMCO's physical assets, reputation, intellectual property, and resources, including time and talent. We will be conscientious and responsible stewards of company resources, the environment, and of our clients' trust and resources.

7. Transparency.

We are honest and communicate proactively in responding to changes, problems, and concerns. We are open to questions and internal and external reviews as a means to continuous improvement.

8. Confidentiality.

We will protect the privacy of our company, our employees, and our clients. This includes personal information, financial details, strategy, and competitive advantages.

At IMCO, we take pride in our work, our company, and our team. We strive for continuous improvement, constantly increasing our standards of excellence to improve our company.