

Thank you, to IMCO's hard working shop crew!



THE DIRT

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THREE YEAR ANNIVERSARY HOLDEN O&M

Winter is finally ending, with just a trace of snow left at the Holden job site. The team is excited for Spring and has been working on cleanup, which includes clearing boulders from the roads and drainage ditch and moving fallen trees and avalanche debris. They are prepared for spring testing. The results will give our team more data about how the plant is performing.

April 20th, 2019 marked the third anniversary of the Water Treatment Plant operation. This stellar team has zero lost time incidents, recordables, environmental spills, or uncontrolled releases. Roughly 653 million gallons of water have been treated and 120,000 man-hours worked.

We are so proud of this team and their amazing accomplishments over the past three years!

EVERETT WATER POLLUTION CONTROL FACILITY FEN CHLORINATION BUILDING

Our Everett Water Pollution Control Facility (WPCF) Final Effluent North (FEN) Chlorination Building Upgrade Project team has been busy the past six weeks continuing to drive concrete piles to support the new chlorination building. The last pile, with the exception of the four at the outfall, was driven on April 24th. They are also installing a concrete culvert that diverts water from the polishing pond to the chlorine contact channel. Our team worked with the City to make schedule adjustments that are accelerating the work. The accelerated schedule also allows us to cast the culvert in place instead of purchasing the culvert in precast segments. This was made possible with the City of Everett's determination that we could take one of the two CMP culverts off-line to perform the work early and not disrupt operations of the existing facility. Over the last quarter, a major milestone was hit when the sheet pile cell that will house the new culvert was completed. This shoring system allows the team to work safely and effectively on the new cast-in-place culvert.

Building work is scheduled to begin in May, and work on the river outfall will start this Summer. Our team is currently exploring options for the deep excavation at the river outfall including ground freezing methods. This technique would allow us to excavate 28 feet deep without the need for any pile driving. There are existing pipes that need to be kept intact which would make sheet pile driving a huge technical challenge, and ground freezing circumvents these challenges while providing a cost-effective alternative. We are currently working with a testing facility and hydrologic expert to determine if this approach is plausible.



MUKILTEO FERRY TERMINAL

IMCO's Mukilteo team is working on the ferry terminal building and site work, currently forming and placing architectural concrete for the terminal building walls. The intricate design includes specialty imprinted concrete walls at all exposed concrete locations. The buildings were designed with input from five different Indian Tribes in the area using various cultural elements to resemble a Native American Long House. Our team will continue to construct foundations and structural cores for the buildings and procure steel for the erection phase that will commence in late May or early June.

On the civil side, the team is preparing for the toll plaza, holding lanes, and transit and drop-off areas. They are leveling the site with fill import and installing utilities to support the new terminal transportation areas. Shinn Mechanical and Dutton Electric are on site working on below-grade utilities under the maintenance building. The biggest challenge right now is maintaining the fast-paced schedule while meeting steel procurement deadlines. Over the course of the next month, crews will be starting the first of seven major retaining wall systems on the project, site fill, utilities, and drainage.

IMCO's team is working with WSDOT on a daily basis, and the project is benefiting from WSDOT's investment in a partnering session with IMCO prior to kick-off. The project has many challenges that we are tackling together to maintain the project schedule.

The project team attended the first IMPACT Safety Program orientation with all field personnel and management in attendance, in March. The project safety morale is exceptional, and the project hosted a safety BBQ in mid-April to recognize our safety accomplishments.

There will be a huge push for productivity this season, requiring strong teamwork to complete the planned work. Our team is doing an excellent job staying organized and maintaining open communication.

NEW CONTRACT FOR IMCO: TAWES CREEK FISH BARRIER REMOVAL

IMCO was awarded this new contract on March 25th. Crews will remove three fish barriers under State Route 9 in Van Zandt, a small community near Deming. An average of 2,600 people drive this stretch of road each day. Currently there are multiple small round culverts in Tawes Creek and its tributaries.

IMCO's project team will remove and replace the existing Tawes Creek round culvert with a precast split box culvert and 30-foot slab girder bridge. The existing culverts on the two tributaries will be replaced with larger, 12-foot wide box culverts. This fish passage improvement work will open up more than 11,000 feet of additional habitat for Steelhead, Chum, Coho, and Sockeye Salmon and resident and sea-run Cutthroat Trout.

When completed, the bridge and new culverts will help restore the creek bed to a natural state, improve fish passage in the area, and comply with a 2013 U.S. District Court ruling.

IMCO CLIENT SERVICES

Our team takes pride in performing diverse and sophisticated construction services where innovation and partnering are the cornerstones of our approach. IMCO also provides valuable preconstruction and client operational support services. Our marketing

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and business development strategy means we have a greater need for telling IMCO's client services stories in a meaningful and powerful way. Providing non-traditional services for clients, including preconstruction and operational support, is a way to grow our construction opportunity pipeline and build trust with our valued clients.

Our team's extensive resume of self-performing technical scopes of construction, an empowered and loyal staff, and a nimble business model allow us to bring great value to the preconstruction phase of a project. Preconstruction services include cost estimating, constructability reviews, risk reviews and risk control analysis, data procurement, and engineering support services.

Our field experience and diverse scope of specialized self-performance allows IMCO's team to quantify risk for clients, helping to foresee, monetize, and control the risks that may impact budget, schedule, environment, and safety.



IMCO LAUNCHES NEW SAFETY PROGRAM

The new Program is not just a safety initiative; it is a re-branding of IMCO's safety culture, with increased structure for planning safe work. The safety culture and identity that the IMPACT program provides will help IMCO stay consistent, efficient, and be an industry leader in safety.

IMPACT Safety will include an updated Health and Safety Policy manual and regular site visits to train personnel on how the IMPACT program affects them. This will be a great opportunity for each employee and subcontractor to learn how to

contribute to the health and safety of IMCO, how each person impacts safety and the team.

The IMPACT Program will aid in improving consistency in how IMCO manages safety across all projects.

The IMPACT program is not just a set of rules and requirements. It is a system of planning and continuous improvement. The PACT planning tool can be used by any person and for any job in the company to assist in working more safely and more effectively.

The IMPACT Program is scalable to meet business demands and has internal review processes built in to ensure the program stays relevant and current with industry best practices and regulatory safety standards. At IMCO, we recognize that safety requires a relentless effort on the part of all employees, and especially by our workers in the field. Craft workers benefit the most from a solid and productive safety culture, and they also have the greatest impact on day-to-day safety performance.

The IMPACT Safety Program is an exciting step for IMCO, and we are proud to continue our relentless pursuit of safety with the talented, hard-working members of the IMCO team!





BOEING WATER WASTE TREATMENT PLANT

IMCO's Boeing Industrial WWTP team is finishing up with the remaining installations of process equipment throughout the Everett facility. The final touches from concrete work to elevated maintenance platforms are nearing completion. Over the next quarter, our team will be working closely with Boeing and the design team at Stantec to plan and begin start-up and commissioning activities. In the last few months, the IMCO crews have installed complex piping systems, numerous pumps, and major pieces of equipment, including a flocculating clarifier, media filters, process tanks, articulating jib cranes, and an air stripper.

The commissioning phase will introduce many chemicals into the plant that our team is unfamiliar with. Educating ourselves on how to handle these chemicals safely will be critical for successful commissioning. Spills or exposure to these chemicals could have significant impacts to the health and safety of the crew and the environment.

YESLER WAY BRIDGE RECONSTRUCTION PROJECT WINS APWA PROJECT OF THE YEAR, HISTORIC CONSTRUCTION, STATE & NATIONAL AWARDS

The project won the historic construction \$5M - \$25M category for the state of Washington and also won the national recognition. The Yesler Bridge project also received the Best Project: Renovation/Restoration award last year, recognized by the ENR.

