



THE DIRT

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MUKILTEO FERRY TERMINAL FINAL PHASING

Washington State Ferries opened the new Mukilteo Ferry Terminal on the evening of December 29, 2020. The first vessel arrived from Clinton, dedicated passengers waited in line for hours to be the first to arrive at the new facility. This is the first new WSF terminal in 40 years. The facility features tribal-influenced elements throughout the design and is noted for its green features, including pervious concrete, rainwater harvesting, and solar panels. It also boasts efficient loading, and improved safety, including an overhead loading walkway for pedestrians. LMN Architects designed the longhouse-inspired building through collaboration with seven Coast Salish tribes. The new terminal is one-third of a mile east of the old ferry dock location, that building was built in 1957 and has been demolished by IMCO since the opening of the new terminal.

COVID-19 restrictions, which shutdown the project for six weeks in the spring of 2020, also prohibited a grand opening ceremony. Prior to

travel restrictions, the Mukilteo-Clinton route saw two million vehicles and nearly four million passengers annually, connecting Whidbey Island to the Seattle-Everett area.

IMCO constructed the upland work, including the terminal building, seven holding lanes and a toll plaza with four booths. Crews are scheduled to continue working through most of April. Demolition of the old holding lanes, terminal building, and toll booths was achieved in January. Remaining scope in IMCO's contract includes building an embankment and concrete-faced retaining walls in two stages. Crew will pave the new roadway, which will be 14 feet higher than the old holding lanes in places, the new roadway will link the terminal exit and entrance to the highway. IMCO crews will also tie-in the waterline and storm line utilities under SR525 during nighttime closures. Construction between now and April has tight scheduling and phasing and the added challenge of traffic driving through the site.

IMCO's team has celebrated the milestone of opening the beautiful terminal building and has an important and demanding three months still ahead to complete the project successfully.

COMPANY UPDATE

CELEBRATING 2020, PLANNING 2021

In spite of what a tough year it was, navigating a pandemic, globally and for most communities and individuals, 2020 was a year to celebrate our teamwork and successes at IMCO. Our team faced COVID challenges, restrictions, and ever-changing demands with drive, professionalism, and empathy.

“I was most proud of how our COVID response focused on our people and their needs. Our team embraces complex challenges and relentless changes, coming up with innovative solutions time and again. This year we faced constant change and continued to take it in stride. Thank you to our entire team for persevering and taking care of one another,” said CEO Tyler Kimberley.

IMCO’s revenue also saw growth from 2019 numbers, a result of strategic opportunity pursuit and expansion. The company met 2021 with a healthy backlog of interesting work ahead of us. This is an important key performance indicator for the company, putting IMCO in a strong position for the year ahead.

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HOLDEN MINE MILESTONE BILLIONTH GALLON

The Holden Mine Water Treatment Plant recently achieved the significant milestone of treating their one billionth gallon of water, the equivalent of 1,515 Olympic swimming pools!

This milestone means the plant is discharging approximately 378 gallons per minute of treated water from the wastewater treatment facility at Holden into Railroad Creek.

The water is coming from the underground collection system that was constructed under the remediated tailing piles. The water is treated and then discharged at levels that exceed aquatic standards set by state regulators.

The treated water helps protect the environment, ensuring the continued health of Railroad Creek, Lake Chelan, and the surrounding communities. It provides a clean water resource for fish habitat.

Through diligence and unwavering attention to Holden’s safety standards, this milestone was achieved with five years of uninterrupted plant operation, zero non-compliance environmental incidents, and zero lost-time injuries.

Some of IMCO’s Holden team, pictured below.



Company Update, continued from page 2.

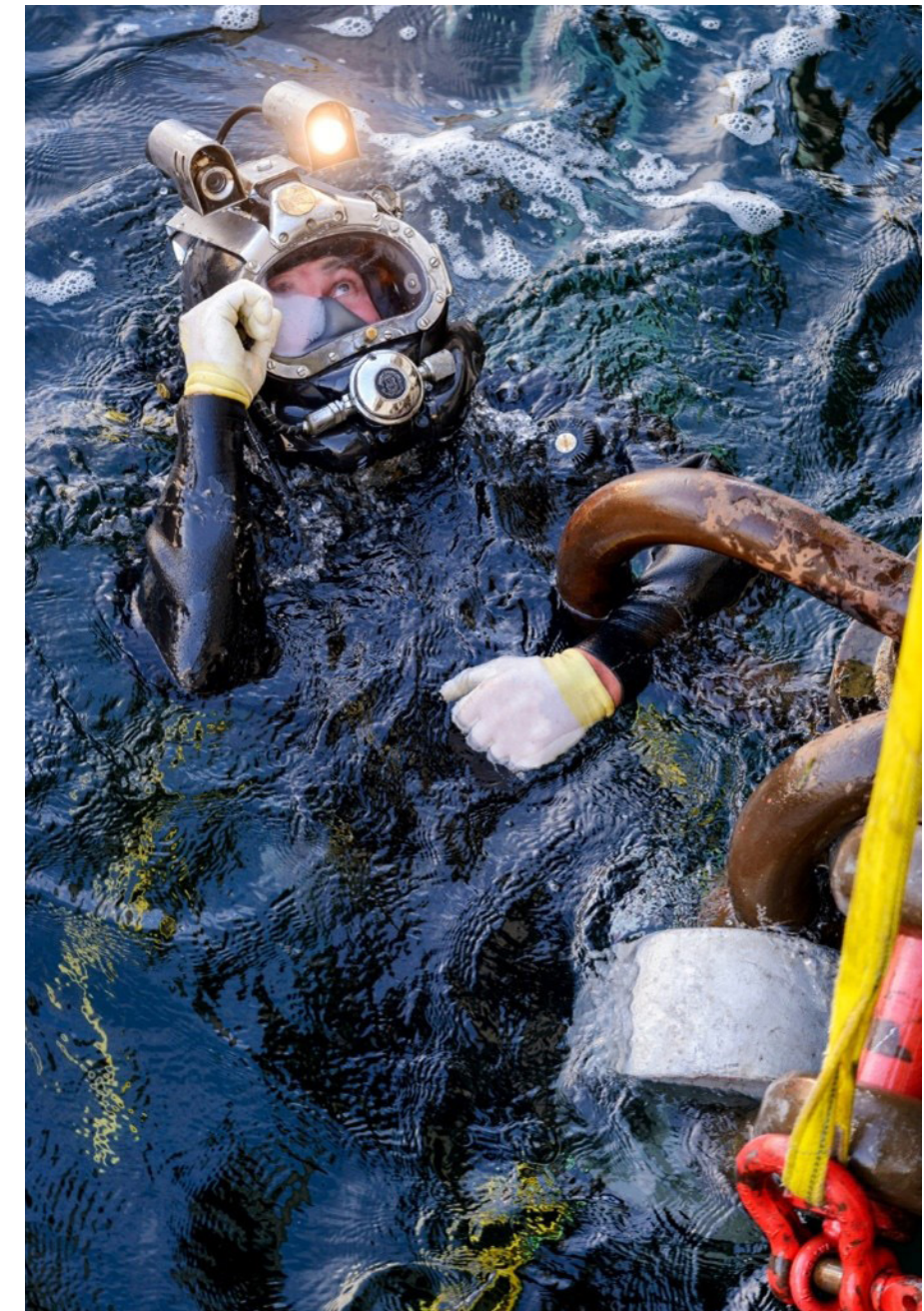
This month construction has slowed but determination to keep our teams working and get those who have been laid-off back to work is in full force. Many new work opportunities are expected to advertise in the next several weeks. IMCO has secured projects that are currently scheduled to begin this spring and summer, increasing our need for craft personnel. By late spring, IMCO operations managers anticipate ramping up the workforce to numbers matching the summer of 2020. The Boeing Stormwater Treatment project in Everett is scheduled to begin in April. Lewiston Water Treatment Plant Upgrades will break ground this fall in Idaho, Priest Rapids Right Bank Improvements, near Vantage, is expected to get started in May, and the Orchard Combat Training Center is underway near Boise, with labor ramping up this spring.

IMCO’s 2021 goals include a focus on leadership, quality, equipment, and safety reporting.

ENR PHOTO CONTEST CONGRATULATIONS WILL AUSTIN

IMCO’s Rocky Reach Trash Boom Float Installation project was featured in the ENR’s 2020 “Year in Construction.” The publication showcases the world’s greatest construction photography each year. The winning photo by Will Austin was captured as saturation diver Cory Finkle initiated hand signals to the crane operator holding the line that the diver was attaching. The diver is pictured surfacing in the Columbia River in October. “I just had to wait like a hunter,” said Austin.

The project was located in Wenatchee, Washington and included installation of a trash-boom float and the replacement of cables that help collect debris and large objects flowing in the river before they reach the dam.





STONEY GATE

With only a few IMCO employees remaining at the Ballard locks, final punch list items are coming to a close. December 3rd of 2020, after the final shutdown and emptying of the lock chamber, IMCO's team handed the facility back over to the Army Corps so they could re-open the locks to vessel traffic on time. IMCO continues to work closely with the electrical subcontractor to finalize work associated with the electronic control system. This team overcame major hurdles throughout the duration of the project, including COVID, design changes in the middle of the last outage, and a significant revision to eliminate an entire shutdown period by performing 50% more work in the final outage than originally planned. This was accomplished at the busiest lock and dam facility in the United States, measured by number of vessels. Eliminating a shutdown made many boaters and local business owners happy, which was also important to the client, who has shown a high level of trust in IMCO's team.

“One of the biggest highlights of this project was the process and hard work it took to plan for and eliminate one of the shutdowns. It was a major team effort to come up with a viable solution and to convey to the client that we could successfully execute our plan. Since construction began, the project has made significant improvements in regards to quality, safety and production efforts. Many thanks to the impressive individual team members that worked tirelessly to make this project a huge success!” Said Project Manager Ryan Mitchell.

MADISON CIVIL TURBINE GENERATORS

Since the start of the Madison Dam Turbine Generator project the crew has faced major challenges, but they are turning a corner and making progress toward a successful completion.

Performing the concrete work in the building was a major challenge as the crew overcame impeding water issues. They completed three turbine generator units, the fourth and final unit will be completed this month. Turbine manufacturer Voith will start setting turbines and generators next month. Work is scheduled to be complete in September.

The team is currently working through issues and planning an approach for the next phase, which will be performed partially under water. The project management team is meeting with the installer to preplan under water concrete placement. IMCO will follow behind each unit installation with the concrete setting, in order to complete the work as efficiently as possible.

Originally, this hand-off was scheduled to be completed in June. This will be a huge milestone for the team! The 8-month setback was due to design changes inside and outside the building. Contaminated soils were discovered inside the powerhouse. The existing concrete that was expected to be 17 feet deep was only three feet deep, and there was 12 feet of water inside the building. This meant the team had to place concrete under water. The tailrace wall was also supposed to be constructed in the dry, but that work was completed over a three-month period, working in the water with significant diving support.

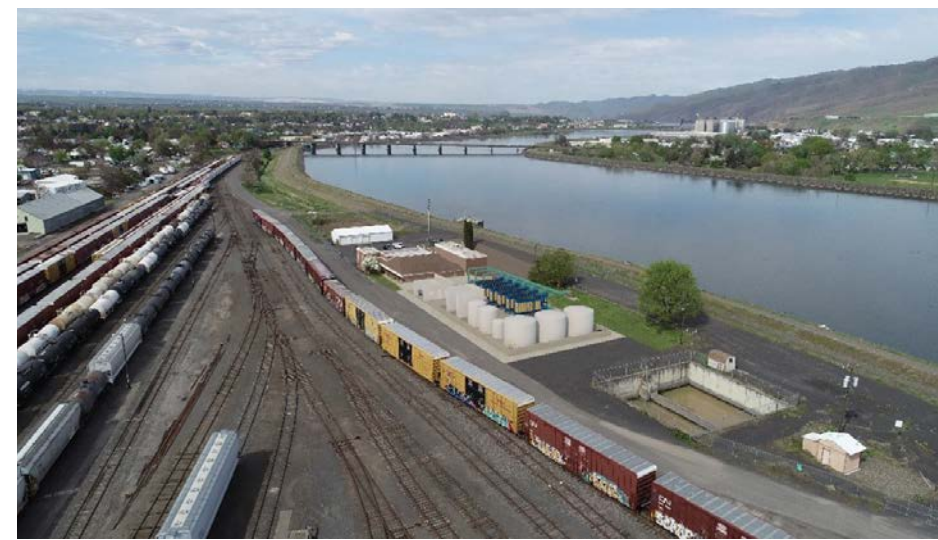
LEWISTON WTP

PROGRESSIVE DESIGN-BUILD

IMCO's new progressive design build (PDB) project includes upgrading the existing water treatment plant for the city of Lewiston, Idaho. Todd Pike and Fred Simmons have been preparing for and pursuing this project for over a year. Their diligence, relationship building, and creative thinking led to this win. IMCO is the design-build lead and partnered with Stantec Engineering to deliver this project. For this exciting project, IMCO's team will provide preconstruction and design services in phase one, then construction in phase two. PDB gives IMCO the ability to showcase our innovation and collaborative services and allows the team to maximize value for our client.

Since 1924 the city workers of Lewiston have done a tremendous job keeping the aging plant in service. However, the growing community needs a larger, more efficient plant that will allow for future growth. The Lewiston Water Treatment Plant Retrofit project is important to the City's future. After presenting three options to the city to rectify their aging plant, the team decided to build an entirely new plant in the footprint of the existing sedimentation basin. This creative approach was not considered by the City until IMCO's team boldly presented it. It was this idea that secured the project for IMCO. The total project, both design and construction, is currently estimated at \$20-25 million. The construction phase is schedule to begin in mid-October 2021.

Pictured below: Conceptual design of the Lewiston Water Treatment Plant Retrofit Project showcasing the tanks and systems within the new building.



VANTAGE BAY DEVELOPMENT

In January, the Vantage Bay project team performed final work tasks and assembled the MBR treatment plant. In addition, the project involved earthwork, pipe installation, and building a roadway. Electricians will perform their final punch-list items in February, and IMCO will assist with start-up and commissioning.

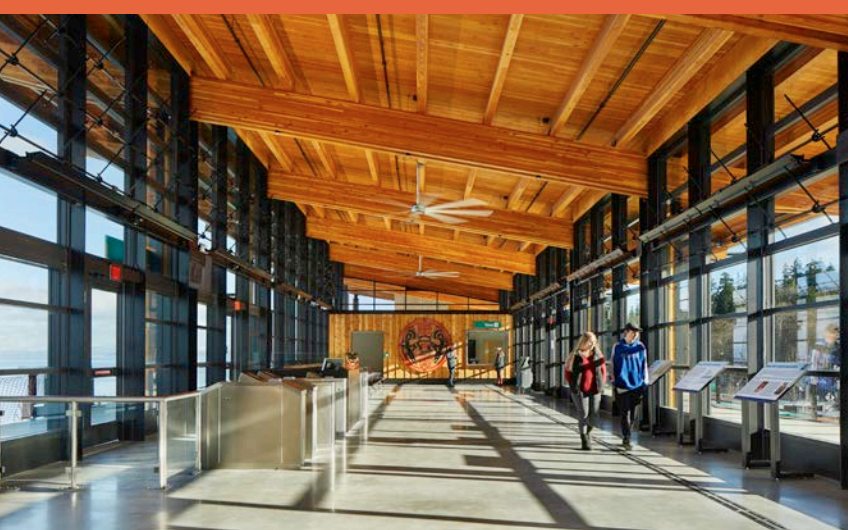
The crew worked on a demanding schedule to complete the paving before winter's freezing temperatures set in. The team started paving on December 2nd, finished paving December 4th, and the first snow of the year hit that weekend.

Pictured below: Crews moving dirt at the Vantage Bay Development Project.





MUKILTEO FERRY TERMINAL



**ROCK ISLAND DAM SPILLWAY
PIER 1 REPAIRS**

On December 9th, the Rock Island team reached a major milestone demolishing the existing electrical on the downstream face of the spillway. Now their focus is on installation of new electrical infrastructure concrete demolition, and repairs.

The next phase of work will include saw cutting expansion joints through the existing spillway deck after the electrical installation and cutovers are complete.

Chelan County PUD encourages and appreciates a high level of contractor-engagement and collaboration. Their team has a mindset geared toward partnering when issues or unanticipated conditions arise.

**EAGLE WWTP LAGOON
EXPANSION**

This \$6.6 million project is in Eagle, Idaho in the beautiful foothills northwest of Boise. Like many cities in Idaho, expansion and rapid growth have created the need to expand and improve the existing wastewater treatment facility.

IMCO was awarded the contract in November to provide the city of Eagle an expanded wastewater lagoon treatment system composed of two new aerated lagoon cells and two new settling lagoon cells, resulting in approximately 19 million gallons of additional treatment volume. Eagle Sewer District needs this completed in 11 months. This tight schedule requires lagoon testing this summer and full operation of the new plant by fall. The main challenge for the team will be sequencing of the work.

**ORCHARD COMBAT RAIL
ADDITION**

Working on this training facility, which is used by the Idaho National Guard and Army Reserve, is a rewarding challenge for IMCO crews. Currently the team is installing 8,300 feet of storm pipe and 106 manholes. Together with subcontractors and suppliers, IMCO's team is sequencing and proactively planning the following scopes of work; installation of all underground electrical utilities, importing 500,000 tons of aggregate materials, rock trenching, and drilling piles for the new bridge. The contract includes pouring 25,000 cubic yards of concrete! This project will include seven rail spurs, a new rail siding and extension, and support facilities for loading and unloading military equipment and supplies.

The on-site leadership team is made up of seasoned IMCO leaders and new talent. The combination of new faces and longtime IMCO team members is a great asset for the project and the company as a whole. Demonstrating IMCO core values and culture are an important part of growing and thriving in this new geographical region. The team is excited and thankful for all of our new IMCO family on this project!