

COP CHRONICLE

COP Construction LLC & Subsidiary

COP CONSTRUCTION LLC

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MOORHEAD BRIDGE REPLACEMENT



Overview of the Moorhead Bridge from a local trail.

Broadus, Montana COP Construction was awarded the contract by Powder River County Commission for the replacement of the existing precast concrete double tee bridge. In 2019, severe flooding washed out portions of the existing structure making it impassable. The Moorhead Bridge was closed September 25, 2019 by the Montana Department of Transportation due to the bridge piers settling and rotating which could have caused the structure to collapse. Since the closure, residents were making a 50 plus mile detour through Broadus to get to the other side of the Powder River. The damage

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THE PRESIDENT'S PERSPECTIVE

PARTNERING ON PROJECT RISK MANAGEMENT

I recently attended a conference with several other stakeholders in water and wastewater treatment plant / utility projects that included multiple presentations and round table discussions on the current state of construction and the challenges/risks that are affecting the industry today, including inflation, supply chain schedule issues, cost overruns, project delays, labor rate escalations, labor availability, etc. The stakeholders included General Contractors, Subcontractors, Owners, Engineers and Suppliers and it was very clear that all parties are impacted by the current challenges. The presentations and discussions were very informative and, in a way, encouraging.

There was a consensus among the stakeholders that not all risks are able to be, or should be, managed by any one party; the solution to the current industry challenges is truly a collective effort. I personally mentioned that risk has always been a major part of construction and always will be and it is our job as contractors to manage it; however, as we look at the current construction business climate, I agree that no single party is equipped to manage all of the risks, nor should they have to.

It was also interesting to me to hear Owners and Engineers talk about cost and schedule overrun risks associated with delivering capital projects. Typically those risks are rightfully on the shoulders of the Contractors, but, in today's construction climate, we need some help and I was impressed by how much the Owners and Engineers are trying to help the Contractors manage some of these risks on their projects...a true spirit of partnering, which is great to see.

In my opinion, the following are a few ways that Owners and Engineers can help Contractors manage the risks associated with delivering infrastructure projects today while still maintaining the success of the project:

- Implement a robust prequalification / selection process to get good Contractors who they know are going to bid their projects, taking the current market conditions into consideration, and not try to pass all of the project risk on to the Owner at a later date through change orders. In short, have a prequalification process that allows you to work with those you trust.
- Give Contractors ample time to not only bid the project responsibly, but also to build the project responsibly, given the current supply and labor climate. This eliminates the need for Contractors to carry additional costs in their bid to cover potential schedule delays, such as, liquidated damages or escalation costs.
- Prepurchase long lead items prior to the bid to get the procurement process started and take the price escalation risk off of the Contractor so the Contractor is not having to price that risk. Prepurchasing, in my opinion, is better than prenegotiating since the Owner can get exactly what they want for the price they want to pay, both from a scope and Terms & Conditions standpoint.
- Shorten the time as much as possible between the bid date and award. In today's construction climate, Contractors often have very little, if any, time to turn around purchase orders and subcontracts to hold bid day pricing.
- Turn submittals around quickly and use "make corrections noted" rather than "amend and resubmit" to reduce the number of resubmittals and time associated with that.
- Be flexible and open minded to alternative suppliers, brands, standard details, or specifications to give the Contractor more options for supply to maintain price and schedule, without sacrificing quality.
- Include escalation clauses in the contract for items that can be tied to commodity pricing, such as steel / iron, copper, asphalt and PVC / HDPE products. Price escalation contract language has been part of the transportation industry for years and it works to keep Contractors from adding money to their bids to cover these risks. It is impossible for Contractors to manage this risk and it is one we are not accustomed to or have the expertise to manage. These escalation clauses can be written to the

benefit of the appropriate party if the pricing goes up or goes down during the construction process.

- Be open minded to subcontracting plans from the Contractor on scopes that the Owner may typically be used to seeing the Contractor self-perform. This approach can help both schedule and price. As an Owner, you still want the prequalified Contractor to lead the project with their safety, quality and professionalism; however, in the current labor market, Contractors may need to subcontract to smaller companies due to the Subcontractor's availability of labor and equipment that the Contractor may not have.

I also feel there are certain risks that are part of doing business as a Contractor that Contractors are better equipped to manage ourselves. The following are a few examples of this:

- Price the projects with the current market and risk profiles taken into account. According to the Associated General Contractors, the cost of the inputs to construction has gone up 21% in the last 12 months and the cost of the bids has only gone up 17%. As Contractors we must bid the work to match the cost of the inputs to our projects or we are losing before we even get started and we cannot expect the Owner to bridge the gap in our own inabilities/incompetence.
- Fuel always has been, and always will be, a volatile item that can fluctuate many times in the life of a project and in my opinion it should be a risk that is managed by the Contractor. Contractors also have the historical data for their equipment fuel consumption burn rates and that needs to be our risk and every Contractor's approach to equipment management is a little different. Fuel is a risk that Contractors are best equipped to manage.
- The attraction and retention of the Contractor's labor force should not be a cost, or a risk, that the Owner should have to cover. Labor is the largest risk a Contractor has and just like safety, it should be managed by the Contractor. Many factors impact the attraction and retention of labor including company culture, benefits, compensation plans, unions, etc. Personally, I feel a dangerous precedent is set when Owners get involved in the costs associated with the attraction, retention, training, etc. of a Contractor's labor force.
- Construction equipment aka "yellow iron" availability and pricing needs to be a risk managed by the Contractor. Like fuel, every Contractor has a different approach to their equipment fleet management and equipment charges. The increased costs or availability constraints associated with the usage and/or rental of equipment should not be a concern or risk of the Owner.

These lists could go on and on and we would never get to the bottom of it. Construction is risky business and, for the most part, it is the Contractor's risk to manage. However, I really appreciate the Owners and Engineers that are open minded to helping Contractors manage some of the risk in the construction markets today.

If we all continue to work together with the interests of the project in mind and not our own pockets or egos, we will come out the other side of these challenges just fine and maybe even as a more cohesive industry with a greater spirit of partnership. Along the way, we need to make sure we are taking a long-term look at a short-term problem; if we do not, we could be saddled with these "solutions" for many years to come and driving up the price of future work higher than it needs to be.



Glen Perry
President & CEO

MOORHEAD BRIDGE REPLACEMENT (CONTINUED)

disrupted mail delivery, school bus routes, emergency services, and the local oil & gas, farm and ranch industries that contribute approximately \$175 million per year to Powder River County's economy. With a \$7 million dollar grant from the Economic Development Administration's Disaster Recovery Program, Powder River County was able to repair or upgrade four bridges and resurface 18 miles of road damaged by the flooding in 2019.

The new Moorhead bridge is a 240 foot clear span Acrow Bridge System prefabricated modular steel superstructure supported by the existing abutments with extensions added to support the new bridge width and load. Timber support piers were placed on one side of the river with bridge rollers on them to support and allow the bridge to be pushed into place. The bridge was erected on these timber supports piece by piece. Approximately 6,000 bolts were installed and torqued to complete the construction of the bridge. As portions of the bridge were complete, the structure was pushed across the river by a large excavator. There were several "pushes" during the construction of the bridge. The steel bridge decking, not yet installed, was placed on one end of the structure to act as counterweight as the bridge cantilevered over the river. Once the bridge was pushed across, it was lowered onto the revised abutments, new concrete backwalls were poured and the bridge ends were backfilled.

The bridge is 18 feet wide from curb to curb, it was designed to pass all state highway legal loads and eliminated two of the concrete piers that were failing. The project was designed by Great West Engineering and began in January 2022, and was completed in April 2022. Neil Boyce was the Project Manager; Don Eustice and Jerrod Winderl were the Superintendents on the project. The bridge was bid by Olivia Adolph for \$1,899,799.00. Subcontractors and Suppliers for the project were Sterling Crane, Acrow, Croell, Mountain West Holding Company, Pacifica Piling, and Teton Steel.



Revised abutments.



Lots of bolts to install.



Bridge erection.

MOORHEAD BRIDGE REPLACEMENT (CONTINUED)



Bridge being pushed out across the Powder River.



Bridge erection.



Lowering bridge onto revised abutments.



Completed bridge.

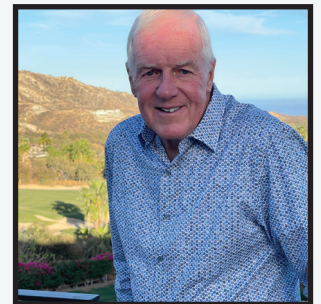
FACES OF COP

2022 marks 75 years in business for COP Construction! As part of our year long celebration, we are highlighting a few of the employees who have contributed to the success of COP for many years.



David Loyning started in 1996 as an Estimator and has been with COP for the past 26 years. Prior to this, Dave worked for E.H. Oftedal & Sons as a Foreman and COP Construction from 1984 to 1989 as a General Laborer, Pipe Layer, Foreman, Project Engineer, and Estimator. The remaining time was spent in Southern California estimating for an underground utility contractor. Dave's advice would be "Don't be timid, get after it." Dave would like to visit Israel.

Ed Bedell has been with COP for 25 years, he started with COP in 1997 as Vice President then he became the COO, and eventually the President & CEO. A year ago he transitioned to Chairman of the Board. When Ed first came to COP he came from Pizzagalli Construction Company where he oversaw \$100 million dollars in yearly revenue and COP was doing around \$12 million dollars a year in revenue. Ed reminded himself that he needed to be patient and grow COP at a safe, sustainable rate. Ed would like to visit New Zealand once global travel has again opened up.



Tanya Brown has been with COP for almost 23 years. She started in 1999 as the assistant to Accounts Payable and Payroll, she was then given Accounts Payable for Utah. When asked what advice she would give herself when she first started at COP she said "to just be friendly to other departments and there is change happening around the corner at any given year or month." Tanya would like to visit Ireland, Greece, Italy, India, and Taiwan. Pretty much anywhere that does not have deadly snakes and insects.

Johnny Biesheuvel has been with COP for 20 years. He started in 2002 as a Pipe Layer, he then was a Pipe Crew Foreman, Operator, and is currently an Operator Foreman at P66. When asked what advice he would give himself when he first started at COP he said to "always keep learning." He also believes that a job well planned is a job half done. Johnny would like to visit Ingomar and Sumatra when he is able to.



EMPLOYEE RECOGNITION

Our Employee Recognition Program focuses on COP's Core Values and recognizes any employee who best exemplifies those values while carrying out their work assignments.

***Safety *Excellence *Integrity *Positive Attitude *Teamwork *Dedication**

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John Vauthier, Laborer P66, receiving his certificate from Matt Stricker, Superintendent P66

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"John was out performing work on an unrelated job when he noticed two yoyo's that had just been hung for a job that was scheduled for the next day were out of date for inspection. John advised me of the situation and I had the scaffold crew inspect the fall protection equipment," said Cole Peppin, Foreman. Great catch! Being proactive saved valuable time that would have been lost on the next shift.

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Michael Lavenger, Laborer P66, receiving his certificate from Matt Stricker, Superintendent P66

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"While getting a permit to saw cut and jackhammer some concrete Mike and his co-worker realized they did not have an excavation permit and questioned whether it would be required or not. They reported the situation to their supervisor. After multiple discussions with operations, an area supervisor, and P66 safety it was still unclear if an excavation permit was needed. It was decided the work would be postponed until there was an excavation permit just to be safe. Great job utilizing your stop work authority or as it should be called stop work responsibility," said Cole Peppin, Foreman.

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Clayton Johnson, Laborer P66, receiving his certificate from Matt Stricker, Superintendent P66

"While preparing to load a vessel in the Alky unit, Clayton did a pre-use inspection on our rigging equipment and noticed the annual inspection had not been done on any of the rigging. Clayton notified me of the out of date rigging and I had safety, James Arline inspect the rigging," said Cole Peppin, Foreman.

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Shane Weeres, Laborer P66, receiving his certificate from Matt Stricker, Superintendent P66

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"At P66 the maintenance crew is asked to work nightshift fairly often with short, if any, notice. Shane is always willing to provide nightshift coverage when it's needed. This is not easy with little notice but Shane goes above and beyond to ensure we provide the manpower as requested by our client," said Cole Peppin, Foreman.

EMPLOYEE RECOGNITION (CONTINUED)

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Andy Kohn, Foreman Exxon, receiving his certificate from John Matz, Superintendent Exxon

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“Andy was asked to fill in as our General Foreman and was more than willing to step up to fulfill the duties. Andy took lead on our current projects and was able to make quick decisions on any problem that arose, as well as speaking up on the project’s plan forward and work flow direction. Andy was able to answer radio calls from the site as well as being available to come in over the weekends for additional support to the site. Andy has been a go to guy at Exxon for a few years, he is always willing to come in for snow removal call outs or any other time we need him. He works well with the crew and shares his knowledge willingly,” said Sonja Oe, Field Safety Coordinator.

YEARS OF SERVICE - HARD HAT STICKERS



Rick Morrison, CFO receiving his 27 year sticker from Glen Perry, President & CEO.



Dave Loyning, Estimator - Montana, receiving his 26 year sticker from Jason Fenhaus, Estimating/Preconstruction Manager - Montana



John King, Superintendent - Utah, receiving his 12 year sticker from Jared Nessler, Operations Manager - Utah



FIRST QUARTER ANNIVERSARIES

January: Ty Boyd - 1 year, Bill Crowley - 2 years, Preston Irvine - 1 year, Dave Jarman - 13 years, John King - 12 years, Nick Knickerbocker - 6 years, Jeff LaBard - 14 years, Josh LeFevre - 2 years, Weston Ludlow - 1 year, Bryce Lyman - 3 years, Rick Morrison - 27 years, Andy Partin - 6 years, Paul Seegmiller - 12 years; **February:** Johnny Biesheuvell - 20 years, Chad Hull - 6 years, Jeffrey Jex - 2 years; **March:** Jon Berens - 12 years, Brett Breitenbach - 4 years, Neil Buckingham - 29 years, Matt Fend - 6 years, Tracy Kaercher - 31 years, Dave Loyning - 26 years, Dyllan Oudthone - 2 years, Ryan Rutschke - 2 years, Will Smith - 2 years, Tony Whitley - 2 years.

2021 WATER & SEWER REHABILITATION PROJECT

Red Lodge, Montana COP Construction was awarded the 2021 Water & Sewer Rehabilitation Project by the City of Red Lodge. The project was engineered by Great West Engineering. The City of Red Lodge's water distribution system contains 100-year old cast iron water mains that are prone to regular breaks and rusting in the deteriorated pipes contribute to degraded water quality. The project was started at the end of September 2021 and consists of replacing over 4,000 lineal feet of water main and 1,450 lineal feet of sewer main. The Project Manager is Joe Hickey, Carson Willis is the Superintendent, and Ed Allen was the Estimator. The soil in Red Lodge has large rocks that need to be removed so COP purchased a Grizzly Screen (pictured below) to separate the rocks from the soil. The project is scheduled to finish in July 2022. True North and Bar T Electric are subcontractors on the job.



Rocks from digging trenches.



August Just, Foreman, in action.



Grizzly Screen in use.



New jobsite inspector.

SAFETY MESSAGE



*Brad Cutler, Utah
Area Safety Manager*

SEE SOMETHING, SAY SOMETHING

Incident reporting is critical to a successful workplace safety and health program. All workplace incidents should be reported, documented, and investigated. This includes any situation in which:

- An employee was injured.
- Property or equipment damage occurred.
- An employee became ill while at work due to a possible reaction of workplace conditions.
- Any other person (not an employee) was injured or became ill as a possible result of actions caused by the company or employee.
- An employee was in a motor vehicle accident while driving for their job.
- A near-miss occurred that could have resulted in injury, death, or property damage.

If any employee sees or has knowledge of any potentially unsafe workplace situation, it needs to be reported.

- Incident reporting provides a process in which the situation can be corrected in order to prevent similar incidents from occurring in the future.
- If management is not aware of the problems occurring in the workplace that may cause, or have already caused injury or property damage, then it is impossible to create improved processes that will protect the workers.
- Prompt medical attention may be needed to ensure a minor injury doesn't become worse, develop into an infection or become life threatening.
- Documenting all incidents allows a company to track patterns, realize trends, and discover anomalies.
- Often, a correction implemented to solve a safety hazard or prevent an incident can be translated to process and production improvements.
- With completed incident reports, a company can protect themselves from undue lawsuits. Without a complete record of what actually happened, there is not much the company can provide in defense, if needed.
- Reporting a near miss or a minor incident is cheaper than the costs associated with a major injury, equipment failure, fatality or significant property damage.
- Feedback from incidents that are reported provides a way to encourage employee participation in the workplace safety improvement strategies.
- Incident reporting is a key habit that creates a stronger safety culture.

Without the incident report being written none of that process happens and we may repeat mistakes. An incident report is an opportunity to find a better way. So if you see something, say something.

CURRENT PROJECTS

**1800 NORTH 600 WEST
INTERSECTION BORE**
LeGrand Johnson Construction
Layton, Utah

20E PIONEER WWPS REPLACEMENT
Granger-Hunter Improvement District
West Valley City, Utah

**21ST STREET
SEWER IMPROVEMENTS**
Milestone Contractors
Caldwell, Idaho

**22ND ST.
HARRISON TO FILLMORE**
Ogden City Corporations
Ogden, Utah

800 S. WATERMAIN REPLACEMENT
Newman Construction
Springville, Utah

900 NORTH LIFT STATION
Salt Lake City Public Utilities
Salt Lake City, Utah

ASHLEY SPRINGS VAULT CRP
Central Utah Water
Conservancy District
Orem, Utah

ANNAFELD SUBDIVISION 4TH FILING
McCall Development
Billings, Montana

**BIG TIMBER 2022 PHASE 1
DISTRIBUTION SYSTEM
IMPROVEMENTS**
City of Big Timber
Big Timber, Montana

BITTERROOT HEIGHTS SUBDIVISION
BCJM Properties
Billings, Montana

CHS PROJECTS
CHS, Inc.
Laurel, Montana

**CVWRF 3 WATER
IMPROVEMENTS**
Central Valley Water
Reclamation Facility
Salt Lake City, Utah

DEER LODGE AREA BRIDGES
Montana Department of
Transportation
Deer Lodge, Montana

DEVELOPMENT 55
Messinger Company
Billings, Montana

**DISTRIBUTION SYSTEM & SERVICE
CONNECTIONS REPLACEMENT**
US Army Corps of Engineers
Fort Douglas, Utah

EXXONMOBIL PROJECTS
ExxonMobil
Billings, Montana

**FRUIT HEIGHTS PIPELINE
REPLACEMENT**
Weber Basin Water
Conservancy District
Fruit Heights, Utah

**LAUREL SCREW PUMP
REPLACEMENT**
City of Laurel
Laurel, Montana

**MUSSELSHELL JUDITH RURAL
WATER SYSTEM**
Central Montana Regional
Water Authority
Judith Gap, Montana

OGDEN WSU BRT PROJECT
Stacy & Witbeck, Inc.
Ogden, Utah

PHILLIPS 66 PROJECTS
Phillips 66
Billings, Montana

RED LODGE WATER & SEWER REHAB
City of Red Lodge
Red Lodge, Montana

**ROUNDUP PHASE 6 WATER SYSTEM
IMPROVEMENTS**
City of Roundup
Roundup, Montana

STILLWATER SLAG BUNKER
Stillwater Mining Company
Columbus, Montana

TSSD GENERATOR SWITCH GEAR
Timpanogos Special
Service District
American Fork, Utah

**WEBER BASIN SOUTH
PUMP STATION**
Weber Basin Water
Conservancy District
Ogden, Utah

WEST END RAW WATER PIPELINE
City of Billings
Billings, Montana



P.O. Box 20913 Billings, MT 59104



MISSION

Through safe, innovative and quality solutions, we are building infrastructure in the communities where we live and work.

CORE VALUES

COP's culture is defined and driven by the following values:

SAFETY:

LIVING IT BECAUSE FAMILIES COME FIRST

EXCELLENCE:

DOING IT RIGHT AND DOING OUR BEST EVERY DAY

INTEGRITY:

DOING THE RIGHT THING

POSITIVE ATTITUDE:

CAN DO, WILL DO AND HAVE FUN

TEAMWORK:

DOING OUR JOBS WITH EMPOWERMENT, TRUST, RESPECT AND UNSELFISHNESS

DEDICATION:

COMMITMENT AND LOYALTY TO OUR PEOPLE, COMPANY, CUSTOMERS AND PARTNERS

CAREER OPPORTUNITIES



Commitment - Opportunity - People

MONTANA AND UTAH

GENERAL LABORER - MONTANA & UTAH

HEAVY EQUIPMENT OPERATOR - MONTANA & UTAH

CIVIL CARPENTER - MONTANA & UTAH

TRUCK DRIVER - UTAH

ESTIMATOR - UTAH

OFFICE ADMINISTRATOR - UTAH

To view job descriptions and apply for our current openings, visit our Career Center at www.copconstruction.com