

COP CHRONICLE

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Estimating/Preconstruction
Manager – Utah

Haley Verhasselt

HR/Risk/Marketing Manager

22ND STREET STORM DRAIN REPLACEMENT PROJECT



COP Crew checking grade and verification of design flow line elevation on the 30" RCP Storm Drain Main.

Ogden, Utah COP Construction was awarded the contract by the City of Ogden for the replacement of the 22nd Street Storm Drain. The project included a new RCP storm drainage system going up 22nd Street in Ogden to its connection point at Filmore Avenue. COP installed 1,865 lineal feet of 30-inch, 2,290 lineal feet of 24-inch, 395 lineal feet of 18-inch, and 1,260 lineal feet of 15-inch. This work was done in conjunction with a new watermain approximately 627 lineal feet of 8-inch C-900,

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copconstruction.com

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THE PRESIDENT'S PERSPECTIVE

ORGANIZATIONS ARE BUILT AROUND PEOPLE

In today's competitive business world, the importance of engaging with our people and keeping them safe is more important than ever. We, as leaders, must put continuous effort into creating clear visions for our companies and finding the right people in the right roles to execute those visions, all while ensuring that our people are fulfilled and working in an environment where they feel supported and engaged.

Organizations are built around humans not robots, and the success of an organization is all about how you engage with people. I believe that in a construction company, like COP Construction, each person must put consistent effort into engaging with all employees and stakeholders for our business to succeed for generations to come. The organizations that put their focus on all aspects of their people will be the ones that succeed in the present and in future generations of the construction industry. That investment starts with attracting the right talent for the organizations culture, leadership, and goals. The key to attracting the right talent is to first have a clear plan and vision for the company, second is making sure that the right people are in place for the vision and lastly, executing....*Vision + People + Execution = Success*. A clear vision is one that comes with good open communication, a full commitment and alignment from the senior leadership team and annual planning that focuses on that communication and commitment. As Jim Collins once said, "The first job of a leader is to get the right people on the bus, the wrong people off the bus and the right people in the right seats." After the right people are on the bus and in the right seats, it is important that every effort is made to retain them and help them grow.

Retention has become an increasingly greater challenge for all organizations. The key to retention is engagement and communication. There should be a mutual understanding of what is expected within the role and consistent dialogue between the employee and employer to ensure that those expectations are being met by both parties, including personal and professional development. Communication that starts before the individual is even hired, creates a clear understanding of the role they are being hired for, develops an understanding of the company culture, and determines if that person is a fit for the organization. Like in a marriage, we should not try to change each other; every organization needs to attract the right talent for their culture. Hiring experienced people and trying to change them to fit the organizations culture, is not a good fit for either party. Consistent communication must continue once the individual is on board. Each employee should fully understand where they stand regarding the expectations that have been set for their position and the opportunities available for their future personal and professional growth. Leaders have a responsibility to clearly communicate a person's career path and how they can continue to grow within an organization, even when it is lateral growth without a title change opportunity. In addition to communication there needs to be accountability. The three A's of a successful leader is to create an environment where Authority and Autonomy to do a job are given and there is Accountability for the job being done. There is so much that goes into retaining talent and it is one of the biggest responsibilities of all leaders of people in today's organizations.

Constant communication and engagement with people are critical to retention and growth.

It is a lot of work to not only attract the right people but also to retain and develop those people once you have attracted them. It is increasingly critical to have the best talent acquisition team to attract the best talent, but if what is being sold during the talent acquisition does not match up with the culture of the organization, then people are not going to stay. The amount of effort being put into people to retain them and help them grow is becoming increasingly higher, especially as we put more investment into attracting those people.

Overall, these are relatively new words put to old concepts. Earlier in my career you never heard about “Cultures” or “Engaging” with your employees. These concepts were just part of being a “Good Company” and being a “Good Company” to work for. However, when I think back, the things that we are more intentional about now, when it comes to communicating or engaging with our people, and even with our clients and trade partners, were just part of doing business. That is if you were a “Good Company”, and the “Good Companies” were who people wanted to go work for and stay working for...so really nothing has changed.

The other aspects of a company that makes it desirable to work for and retain its employees is being safe, doing good work and always living by the organizations core values in everything we do. Every organization has their own set of priorities when it comes to how they do business but the key is that they are words that are lived on an individual level, not just words on a wall, or even words that we talk about...they must be lived to truly be considered a core value, or a value that is part of the fabric of the organization. For this to be the case, the core values must be a thread that runs from one end of the company to the other and from the top to the bottom. Our core values must be the things that we hire by to the things that we fire by.

Whether we are seeking to grow a great organization or maintain a great organization, we must continue to invest in and be proactive in the attraction, retention, and growth of people. It is our single biggest job as leaders of organizations. We will do that by having a “Good Company” that is living its core values, marketing that “Good Company”, attracting great talent and retaining great talent through good communication / engagement and by helping that great talent to continue to develop and grow. It all sounds so simple, but as leaders of our organizations, it is single handedly the greatest challenge of our generation. Anyone can buy equipment or construction materials, but only great organizations can attract, retain, and grow people; that is the great differentiator.



Glen Perry
President & CEO

22ND STREET STORM DRAIN REPLACEMENT PROJECT (CONTINUED)

gate valves, water meters and 1-inch Services on Taylor Avenue. The project also included demolition and replacement of existing curb and gutter, sidewalk, dip stone pipes, catch basins, and manholes. COP installed a new 8" Sewer Main including manholes, laterals, and tie ins.

Kudos to the COP crews dedication and perseverance through the challenges of design, unknowns, material procurement, and weather. All crews involved did a great job coordinating with the public and planning construction to complete the project safely. The project was designed by JUB Engineering and began in July 2022, and will be completed in late April 2023. Nick Spiess was the Project Manager and Brady Hale was the Superintendent on the project. The project was bid by Justin Broshear for \$3,016,953.00. Subcontractors and Suppliers for the project were Gallegos Construction, Ridge Rock, J Solutions, Dynasty Trucking, Core & Main, Harper Precast, and Old Castle.



COP Crew began construction of the 30" RCP Storm Drain Main at 22nd Avenue & Harrison Boulevard.



Subcontractor Gallegos Construction shored to install a new 8" sewer main on Polk Avenue.



COP Crew compacting backfill after a new 1" water service was installed.

22ND STREET STORM DRAIN REPLACEMENT PROJECT (CONTINUED)



COP Crew installed new Storm Drain Manhole with 24" RCP Storm Drain Main



COP Crew checking the grade and verification of design flow line elevation on the new Storm Drain Manhole and 30" RCP Storm Drain Main.



COP Crew lowered an existing sewer lateral that conflicted with the design grade of the 24" RCP Storm Drain Main.

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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Harold Stewart, Yard Foreman - Montana

“Harold was so gracious in agreeing to paint my office and rearrange the furniture. If that wasn’t enough, he kept smiling and maintained a positive attitude despite working in sweatshop conditions. I love the result and am extremely grateful for his help. Thank you for being a great team player and giving me such a warm (much warmer than you would have liked, haha) welcome to the COP family, Harold. You’re the best!!”, said Tonya Appelt, Chief Financial Officer.

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Tanya Brown, Accounts Payable - Montana

“In 2022 Tanya Brown took complete control of the invoices (Red Folder) for the Salt Lake Office. Since Tanya has been the direct contact, the SLC office could not be happier. Through Tanya’s teamwork approach and dedication to the COP team, Tanya has continued to help resolve issues with vendors/suppliers, streamline process and systems, and overall been a key component of SLC’s success. Tanya has countless times helped the project teams meet deadlines within COP’s systems and vendors/suppliers systems through her dedication and teamwork approach. SLC is thankful for all of Tanya’s hardwork!!, said Bill Crowley, Construction Manager - Utah.

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EMPLOYEE RECOGNITION PROGRAM

Purpose: To focus attention on COP's Core Values and to recognize any employee who best exemplifies those values while carrying out their work assignments. Our Core Values are: Safety, Excellence, Integrity, Positive Attitude, Teamwork, and Dedication.

Procedure: To nominate an employee you must complete the nomination form below and submit it to your direct supervisor for approval. After the supervisor has signed off on the recognition, it will be sent to the appropriate senior manager for approval. Once approved by all parties, the form is provided to HR for processing.

Recognition: Awards will include published picture and article in the company newsletter, recognizing winners publicly in a business safety meeting, operators meeting, etc., and a \$50 VISA or MC gift card and \$50 COP Apparel Voucher.

Complete this section to nominate an employee

Date: _____

Your Name: _____

Phone # and Email Address: _____

Name of Employee Being Nominated: _____

Select the company core value(s) that the employee is being nominated for:

Safety Excellence Integrity Positive Attitude Teamwork Dedication

Provide a detailed description of why you feel that this employee has demonstrated and exemplified one or more of the company's core values. Attach additional pages if necessary.

Signature/Date

Supervisor Signature/Date

Sr. Manager Signature/Date

Purpose: To focus attention on COP's Core Values and to recognize any employee who best exemplifies those values while carrying out their work assignments. Our Core Values are: *Safety, Excellence, Integrity, Positive Attitude, Teamwork, and Dedication.*

Procedure: To nominate an employee, you must complete the nomination form and submit it to your direct supervisor. The Senior Manager will approve the recognition and give the form to human resources. Every approved nominee receives a \$100 apparel voucher to be used towards COP branded apparel.

FACES OF COP



2023 has started off with change at COP. We are happy to announce that Tonya Appelt has started at COP as the Chief Financial Officer (CFO). Tonya will replace longtime CFO and friend, Rick Morrison, as he sets to retire at the end of the year after 28 years of dedication. Tonya will work alongside Rick and the many departments within COP to ensure a successful transition.

Tonya is the middle of 3 girls and was raised in Terry, MT. She has lived in Montana all but a 1-year stint for college in Arizona. She loves the outdoors and all that Montana has to offer. She has been married to her husband Jeff for 16 years and they have an 11-year-old daughter and 2-year-old son. Tonya was very fortunate to get

to spend the past year at home with them, but is excited to continue her career in the accounting profession. Tonya has been a CPA for over 20 years working in both public and private accounting roles. She was first introduced to COP Construction when she worked on an audit years ago.

In her free time Tonya enjoys spending time with her family, grabbing a beer with friends, running, volunteering, crafting, reading, and traveling. She loves the outdoors and enjoys recreation on or near water, especially if there's a beach involved. Her best time is that spent with her kids.

Tonya said, "being the "newbie" is always intimidating, but she has had such a warm and friendly welcome at COP." She appreciates our support and patience, as she transitions into the CFO role and looks forward to growing with the company. She is honored to be part of the team and looks forward to working with everyone here. Tonya said, "Please feel free to reach out anytime with questions or concerns. My door is always open."



YEARS OF SERVICE - HARD HAT STICKERS



Christian Duffus, Estimator - Montana receiving his 11 year sticker from Jason Fenhaus - Estimating/Preconstruction Manager - Montana



Calvin Southwick, Equipment Manager - Montana receiving his 8 year sticker from Sam Aiton - Area Manager - Montana



Rick Morrison, Chief Financial Officer receiving his 28 year sticker from Glen Perry - President & CEO



Jeff LaBard, Fueler - Montana receiving his 15 year sticker from Calvin Southwick - Equipment Manager - Montana



Landon Hebertson, Yard Assistant - Utah receiving his 8 year sticker



Bill Crowley, Construction Manager - Utah (3 years), Ty Boyd, Project Engineer - Utah (2 years), John King - Superintendent - Utah (13 years), receiving their years of service stickers from Jared Nessler - Operations Manager - Utah



FOURTH QUARTER ANNIVERSARIES

October: Christian Duffus -11 years, Don Eustice - 3 years, Roger Hoppe - 1 year, Jade Lee - 17 years, Brandon Moscato - 1 year, Scott Shahid - 2 years, Kathy Thorson - 19 years; **November:** Ed Bedell - 25 years, Matthew Werner - 7 years, Melissa Asbeck - 1 year; **December:** Junior Brunmeier - 2 years, Joshua Eaton - 5 years, Landon Hebertson - 8 years, Don Kuper - 9 years, Jared Nessler - 8 years, Steve Niles - 4 years.



HAPPY WORK
ANNIVERSARY!
YOU ARE SIMPLY

AWESOME

YOUR SAY

We want to hear from you! Do you have a story idea? Something you would like to see in the Chronicle? Let us know, email Gina Ballard at gballard@copconstruction.com.



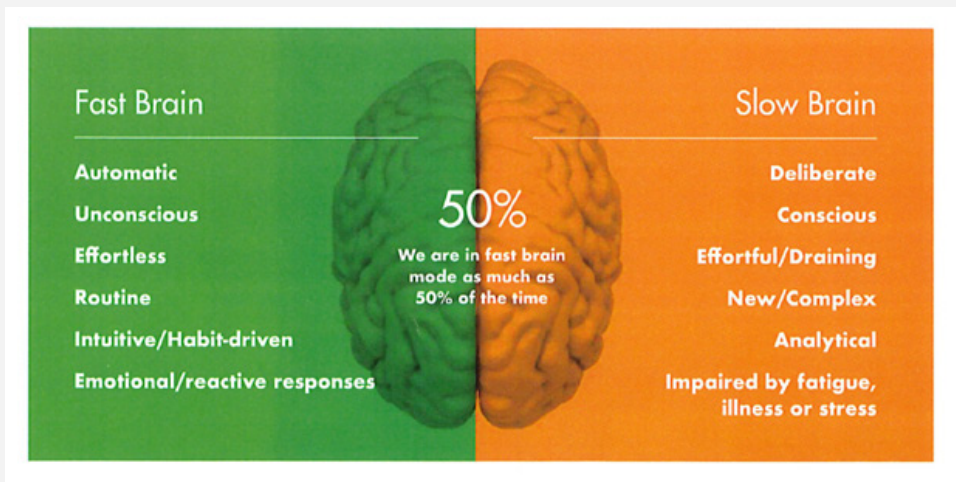
SAFETY MESSAGE

FAST BRAIN VS. SLOW BRAIN

Jeff Jordan

Corporate Safety Manager

Awhile back I read an article in a DEKRA publication that I found interesting and applicable to our industry. The article stated that the human brain can be divided into two key components, the Fast Brain and the Slow Brain.



The fast brain processes information at great speed and moves us into action based on reaction and habit without consciously thinking through the situation and information that is available to us. Fast brain functioning is most prominent involving repetitive tasks, such as walking. Because fast brain functioning relies heavily on habits, it can lead to human error.

The slow brain is the part of the brain that consciously processes information, analyses, problem solves and makes decisions. When it comes to activities or tasks where safety is paramount, ideally, we would want slow brain functioning which is more analytical and gives us time to make safe decisions.

The slow brain is not a light switch that people choose to turn on or off. The brain finds opportune times to conserve energy and use the fast brain function.

An excellent tool to help prime people to consciously think through daily activities (especially the routine tasks) is the Job Safety Analysis (JSA). The JSA helps to define specific tasks for the daily activities a crew will be doing, asks the question of what could go wrong while doing these tasks, and what can be done to prevent anything undesirable from happening.

Because of the brain's natural tendency to work in fast brain mode, it is important to remember to "slow down" and consider the tasks for the day, especially the seemingly routine ones, for everyone's safety.

CURRENT PROJECTS

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

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

CHS PROJECTS
CHS, Inc.
Laurel, Montana

**COLUMBUS WATER
DISTRIBUTION SYSTEM**
City of Columbus
Columbus, Montana

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

EXXONMOBIL PROJECTS
ExxonMobil
Billings, Montana

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

I-15 CROSSING WL UPGRADE
Sandy Public Utilities
Sandy, Utah

LAUREL SOUTH 4TH STREET
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

RICHEY PHASE 1 WATER REHAB
Town of Richey
Richey, Montana

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

SANDY 2022 WATERMAIN PROJECT
Sandy City Corporation
Sandy, Utah

**STARVATION DAM BYPASS
PIPELINE PROJECT**
Central Utah Water
Conservancy District
Duchesne, Utah

STILLWATER MINE PROJECTS
Sibanye Stillwater
Nye, Montana

TIMBERS BOULEVARD BRIDGE
Alkali Timbers LLC
Billings, 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

YELLOWTAIL DAM SPILLWAY
NW Construction, LLC
Fort Smith, 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 - **O**pportunity - **P**eople

MONTANA AND UTAH

CIVIL CARPENTER - MONTANA & UTAH

GENERAL LABORER - MONTANA & UTAH

HEAVY EQUIPMENT OPERATOR - MONTANA & UTAH

ESTIMATOR - UTAH

TRUCK DRIVER - UTAH

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