

COP *CONSTRUCTION* **CHRONICLE**

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DANFORD & 56TH BRIDGE REPLACEMENT



Finished new culvert

Billings, Montana COP Construction was awarded the contract by Yellowstone County for the Danford & 56th Bridge Replacement. The Danford & 56th Street Bridge spans an early section of the Billings Bench Water Association (BBWA) Canal, which is an irrigation canal that travels from the Yellowstone River near Laurel, through Billings, under the Rims, and empties into the Yellowstone River near Shepherd. This project consisted of demolition and removal of the existing bridge on

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copconstruction.com

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THE PRESIDENT'S PERSPECTIVE

DEVELOPING PEOPLE IS LIKE BREAKING HORSES

I grew up working on a horse farm in Maine from a very young age until I left home to go to college. I had many not-so-luxurious tasks, but my favorite job was working with the young horses from birth until they were mature enough to be saddle horses and pull a buggy and cart. Some people refer to this process as “training” horses, some people call it “breaking” horses. “Breaking a horse” is another way of saying “making a horse useful”. It was one of the most rewarding parts of my job and maybe what instilled a love in me for helping to develop and grow people in their careers. I have been thinking lately about how this process compares to the development of people and there are many crossovers and lessons to be learned; a lot more than a Chronicle article can cover.

You’re likely thinking this comparison is too far out there, but I am being serious. When you break a horse, you don’t just throw a saddle on them, climb on, hold on, and hope for the best. That would not end well for you or the horse and someone would probably get hurt. This is no different than developing people. If you want your people to succeed, you don’t just throw everything at them at once, walk away, and hope for the best. So how do you break a horse?

When breaking a horse, start by putting a light load on them. This could be a horse blanket or your hands or arms, anything to get them used to having something on them. After that, don’t just leave them in the stall, take them outside and lead them around with the light load on so they get used to the feeling of moving while carrying a light load. Before the horse gets too comfortable with that load, add a little more weight and take the horse for a walk. Continue doing this until the horse is used to the weight and trusts you enough to climb on and go for a ride.

After the horse is broke and a saddle can be put on it, the training doesn’t stop there. Now you make more small advances as the horse gets more and more comfortable with different types of rides, kids screaming, cars driving by, wildlife, other horses, cattle, etc. The key is to continue working with the horse and to give more and more “loads” with less input from the trainer until one day the load is carried in all types of environments and situations without the horse even realizing what is happening. Eventually, the heavier load becomes its new normal and the horse will be more willing and able to function at a higher level. After all, a well-trained horse contributes to the overall farm/ranch success. Now, I am not suggesting “break” people to get high performers, but if the same methodical steps in any coaching or training experience are used, the results will be that of a well-trained horse.

When developing people, start by giving them an added responsibility and trusting them with that knowledge or authority. For example, request that a member of the crew fill the water jug every morning so the crew has fresh water to drink every day. Give them the extra task or “load” and then have them continue to go about their day with that little extra responsibility. Once that person has done that for a few days or weeks, give them another responsibility. This can be a long, tedious process for some, and for others, it happens quickly and you move from step to step in a short time. Each person, like each horse, is different and you have to be in tune and close during this process. This can feel like micro-management, but at the end of the day, the biggest goal of breaking horses and developing people is building trust. Once trust is established between all parties, there is infinite potential for success.

Training and developing people, building a crew or a championship team, raising kids, etc. never stops and is never complete. In our industry, the more our people are given added responsibilities to be exposed to new types of projects, different personalities, types of engineers and owners, weather conditions, safety exposures, project risks, types of leaders, etc., the more they are going to continue to grow and be successful. If we just keep them in their “stall” without adding additional opportunities, they won’t grow personally or professionally, but we can’t just throw a saddle on, climb on, and hope for the best. The slow progression of responsibilities and guidance will lead to successful development. Personal and professional training and development is a continuous and often daily journey throughout our careers and the ultimate compliment to any leader is to be part of the growth and development of our team. The day we think we are done growing and developing is the day we will be “done”.

Glen Perry
President & CEO



DANFORD & 56TH BRIDGE REPLACEMENT (CONTINUED)

56th Street West over the BBWA Canal and replacing it with a aluminum box culvert. The new steel culvert is approximately 150 feet long. The construction of the culvert required over 16,500 bolts. Part of the project is also to increase motorist safety by realigning the intersection. Prior to this project, in March 2021 the bridge needed to be closed for an emergency repair. The Danford & 56th Street Bridge is part of the US Department of Transportation's \$225 million investment in repairing Montana bridges over the next five years. The investment is for repair of 365 bridges in poor condition and improve 3,300 bridges in fair condition. The Danford & 56th Street Bridge project was designed by Great West Engineering. It began in February 2024 and was completed in April 2024. Sean Langan was the Project Manager and Nick Knickerbocker was the Superintendent for COP Construction. The contract amount was \$1,259,100. Subcontractors and suppliers for the project are Billings Construction Supply, HighMark Traffic, Knife River, McGlone Hydroseeding, Morrison Maierle, Mountain West Holding Company, and Rimrock Engineering.



*March 2021 bridge closure,
photo from Billings Gazette*



Demo of asphalt & concrete deck



*Removal of 20 steel girders originally
placed in 1925*



Demo of the abutments and excavation

DANFORD & 56TH BRIDGE REPLACEMENT (CONTINUED)



Installing the invert panels for the base of the structure



Installing the haunch and crown pieces of the structure



Tightening the bolts and installing the ribs adding strength to the structure



Installing the headwall and wingwall anchor rods and backfilling the structure

FACES OF COP - CAREER PATHING

As you progress on your career path, you will develop specific skills that prepare you for the next role. Some skills will be industry-specific, while other skills will be more common across all industries. Your career may not follow a fixed path so don't make that part of the plan. To be successful you need to choose goals that are within your control. Promotion is not within your control but learning and applying your knowledge are in your control. COP Construction will support that growth. Here are some of the examples of COP employees carving their own path.



Matt Knickerbocker
Superintendent

Matt started with COP in 2007 as a laborer but worked his way to pipe layer, Foreman and is the most recent employee promoted to Superintendent.



FACES OF COP - CAREER PATHING



Nick Brown
Industrial Manager

Nick started in construction as a laborer with Yellowstone County Road & Bridge division where he moved into a carpenter helper position. He joined COP in 2011 as a laborer in the Billings Refineries. Nick's career journey evolved from a laborer, to Field Safety Coordinator, Project Engineer, Project Manager to his current role as Industrial Manager in the Billings Refineries.



Justin Scown
Superintendent

Justin started in construction in 1997 as a laborer; after 3 years he was promoted to an operator, which he did for about 1 year before he moved into a Foreman role. Justin was a Foreman for 17 years before he started with COP as a Superintendent in 2017.



Jason Fenhaus
Vice President, Operations

Jason started in construction in 1997 as a Pipe Foreman. In his career he has held roles as Construction Asphalt Paving Superintendent, Project Engineer, and Project Manager. When he started at COP in 2016 he was a Project Manager he then moved into the role as Estimating Manager and was promoted to current role as Vice President, Operations in 2023.



Bill Crowley
Construction Manager

Bill Crowley started in construction in 2003 as a carpenter, he has also worked as an operator, Foreman and Superintendent. He started with COP in 2011 as a Project Engineer, he then was promoted to Project Manager and has transitioned to his current role as Construction Manager.



Josh Pearson
Equipment Maintenance
Supervisor

Josh started as an auto mechanic in 1999. He joined the construction industry with COP in 2005 as an apprentice mechanic. He transitioned to an equipment mechanic and was promoted to his current role as Equipment Maintenance Supervisor in 2022.

YEARS OF SERVICE



Eric Smith, Vice President, Construction presenting Sean Langan, Project Manager - his 1 year sticker



Jade Lee, Equipment Manager presenting Landon Hebertson, Transportation Supervisor his 9 year sticker



Steve Niles receiving his 2023 5 year certificate from Josh Pearson, Equipment Supervisor



Nick Brown, Industrial Manager, presenting Michael Thompson his 2023 1 year certificate along with John Matz, Superintendent, presenting Anthony Raue his 2023 1 year certificate at Par Montana



Ryan Adams receiving his 2023 1 year certificate and Don Kuper receiving his 2023 10 year certificate from Matt Stricker, Superintendent at Phillips 66



Nick Brown, Industrial Manager, presenting Talen Barrington-Miller his 2023 1 year certificate, Shawn Eissler his 2023 1 year certificate, and Paxton Lambrecht his 2023 5 year certificate with John Matz, Superintendent at Par Montana

FIRST QUARTER ANNIVERSARIES

January: Tonya Appelt - 1 year, Sterling Barlow - 1 year, Ty Boyd - 3 years, Bill Crowley - 4 years, Michelle Duncan - 1 year, Heather Johnson - 1 year, John King - 14 years, Jeff LaBard - 16 years, Josh LeFevre - 4 years, Bryce Lyman - 5 years, Joshua O'Loughlin - 1 year, Paul Seegmiller - 14 years; **February:** Ryan Adams - 2 years, Johnny Biesheuvel - 22 years, Chad Hull - 8 years, Jeffrey Jex - 4 years, Evan O'Rear - 1 year, Joshua Slayton - 2 years; **March:** Cody Baker - 1 year, Jon Berens - 14 years, Kirk Bohlman - 1 year, Neil Buckingham - 31 years, Shawn Eissler - 2 years, Matt Fend - 8 years, Robert Jones - 2 years, Tracy Kaercher - 33 years, Sean Langan - 1 year, Dave Loyning - 28 years, Dustin Rahn - 1 year.

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

Positive Attitude

Excellence

Dedication

Integrity

Teamwork



Melissa Asbeck, Payroll Specialist

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Lee McCaffery receiving his employee recognition from Nick Brown, Industrial Manager

"In preparation for mobilization to Glendive to finish altitude valve install, Melissa had noticed that I had charged time for gathering materials to this job. Knowing that the job would require a new method of per diem input on HCSS, she proactively followed up with a cheat sheet to remind me of how the new system worked with recording per diem. I much appreciate her forward thinking to support us in the field," said Jerrod Winderl, Superintendent.

"Lee noticed a discrepancy in the scaffolding tags and it was discovered the scaffolding was not complete after modifications were made. The scaffolding was completed and re-inspected. Good job Lee," said Matt Wells, Superintendent, CHS Refinery Montana.

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 a published picture and description in the COP Chronicle, recognizing winners publicly in a toolbox safety meeting, operations meeting, etc., and COP apparel (valued at approximately \$100).

Complete this section to nominate an employee

Date: _____

Your Name: _____

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.

SAFETY MESSAGE



Jeff Jordan

Corporate Safety Manager

SHORTCUTS ARE A CHOICE

Taking shortcuts is human nature because we tend to want to get our tasks done as quickly as possible and can be influenced by many factors, but it ultimately comes down to making an individual choice. It can be difficult to consider the long-term consequences while the short-term activity is taking place. As this is realized, it is important to take steps to avoid the decision to take a short cut.

Some common types of safety shortcuts include not implementing necessary safeguards or safety policies prior to beginning work. Another shortcut is not wearing proper PPE, not wanting to take the time to put it on before starting a task. Other examples are rushing during tasks or simply not doing all the steps to properly complete a task. Many things can be missed when rushing – and this leads to incidents occurring.

There are ways to avoid taking shortcuts

- Hold yourself to a higher standard by not taking the easy way out. Take the time and effort to perform tasks correctly and make it a habit to follow safety policies and procedures. This falls in line with COP's Core Values of Excellence and Integrity
- Help set the expectation that shortcuts are unacceptable when it comes to safety. If coworkers see you taking shortcuts, they are more likely to do the same.
- Realize that taking shorts can have consequences that can affect more than just you. They can result in negative impacts on production, property damage as well as injuries.
- If facing a perceived time pressure, evaluate if it is a self-imposed pressure. Many times people put pressure on themselves to perform a task faster when there is no real outside pressure.
- Preplan tasks ahead of time so the necessary tools, training, personnel, time, etc. are available. Having all the needed items for a work task can help avoid the urge to take a shortcut. The JHA is an excellent tool for preplanning tasks.

As stated before, taking shortcuts is an individual choice, and there are many factors that can influence this decision making. It can be difficult to never take a shortcut when it comes to safety, but there are actions that can be taken to eliminate the urge to do so.

Thank you for all you do and remember there is always time for safety.

**SAFETY
FIRST**

**DON'T TAKE
SHORTCUTS
BE SAFE**

CURRENT PROJECTS

3RD EAST PHASE II - MARCUS TO ARTESIAN BASIN Salt Lake City Corporation Murray, Utah	I-15 CROSSING WL UPGRADE Sandy Public Utilities Sandy, Utah	STANFORD WATER SYSTEM IMPROVEMENTS Town of Stanford Stanford, Montana
6000 WEST PRA TURNOUT PROJECT Highland City Highland, Utah	JOLIET WASTEWATER SYSTEM IMPROVEMENTS Town of Joliet Joliet, Montana	SOUTH WEBER WELL # 2 Weber Basin Water Conservancy District Layton, Utah
AQUIFER STORAGE & RECOVERY PILOT PROJECT Metropolitan Water District of Salt Lake & Sandy Cottonwood Heights, Utah	LINDON 400 NORTH PRA TURNOUT PROJECT Lindon City Lindon, Utah	TSSD GENERATOR SWITCH GEAR Timpanogos Special Service District American Fork, Utah
BNR WASTEWATER TREATMENT PLANT Mountain Green Sewer Improvement District Morgan, Utah	LOCKWOOD IRRIGATION Lockwood Irrigation District Billings, Montana	WEBER BASIN SOUTH PUMP STATION Weber Basin Water Conservancy District Ogden, Utah
BROADVIEW WATER SYSTEM Town of Broadview Broadview, Montana	MUSSELSHELL JUDITH RURAL WATER SYSTEM PHASE 2B & 2C Central Montana Regional Water Authority Judith Gap, Montana	WHEATLAND COUNTY BRIDGE Montana Department of Transportation Wheatland & Meagher County Line, MT
COTTONWOODS CONNECTION Metropolitan Water District of a Salt Lake & Sandy Cottonwood Heights, Utah	PAR MONTANA Par Pacific Billings, Montana	W.O. 20-46 LANDFILL COMPOST FACILITY City of Billings Billings, Montana
CHS CAPITAL IMPROVEMENTS CHS Refinery Laurel, Montana	PHILLIPS 66 PROJECTS Phillips 66 Billings, Montana	W.O. 23-07 MONAD SEWER EXTENSION City of Billings Billings, Montana
DANFORD & 56th BRIDGE REPLACEMENT Yellowstone County Billings, Montana	POINT OF THE MOUNTAIN WELL PUMP HOUSE Lehi City Draper, Utah	W.O. 23-35 HESPER SANITARY SEWER EXTENSION City of Billings Billings, Montana
DEADMAN ROAD OVER N. SUNDAY CR. Custer County Miles City, Montana	RIMROCK & 62ND STREET ROUNDBOUT Montana Department of Transportation Billings, Montana	W.O. 24-01 BILLINGS SEWER REHAB City of Billings Billings, Montana



P.O. Box 20913 Billings, MT 59104

MISSION

COP builds meaningful infrastructure projects that support the growth of our people and communities.

CORE VALUES

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

SAFETY:

BECAUSE WE CARE

POSITIVE ATTITUDE:

WE LOOK FOR THE GOOD

EXCELLENCE:

WE ALWAYS DO OUR BEST

DEDICATION:

WE ARE COMMITTED

INTEGRITY:

WE ARE TRUSTWORTHY

TEAMWORK:

WE ARE ONE

CAREER OPPORTUNITIES



CARPENTERS - MONTANA

FLAGGERS - UTAH

HEAVY EQUIPMENT OPERATORS
- MONTANA & UTAH

LABORERS - MONTANA & UTAH

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