

# **COP** **CONSTRUCTION** **CHRONICLE**

**OCT 2023**

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## **2023 BILLINGS WATER MAIN REPLACEMENT**



*8" Water Main Replacement at the 1000 Block of Avenue F.*

**Billings, Montana** COP Construction was awarded the contract by the City of Billings for three schedules located in job locations around Billings. On King Avenue East, Parkway Lane, and Southgate Drive the project included 3,010 linear feet of 12-inch PVC water main replacement. For Parkhill Drive, Beverly Hills Boulevard, 19th Street West and 21st Street West job site, COP replaced 3,780 linear feet of 8-inch PVC water main replacement. At the project location for Avenue F, COP replaced

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## THE PRESIDENT'S PERSPECTIVE

### *SERVE TO LEAD*

A few weeks ago, my wife, Natalie, and I visited a job site in Utah that required our crew to work 24/7 from the time the work started until it was finished. It was all hands on deck and the team ranged from laborers to area management working on the job site. I was proud to see how they were all working well together to meet the deadline, but I did not think too much past that. Natalie is not as familiar with construction projects but is very familiar with COP and she knows the “who’s of who” of the hierarchy of the project and company. After we left the job site, she commented that if she had not known who “the boss” was on the project, she would not have known there was “a boss” out there. Everyone was doing everything they could to get the work done and no one was sitting back and telling people what to do. There could not have been a greater compliment to the project team and COP. A title does not define a leader. In order to be an effective leader, one must serve the people who work around them.

A lot of people think that leading people is being aggressive and vocal while telling people what to do and how to do it. The reality is that in order to be a great leader we must first learn to believe in ourselves and to support and grow those around us. Construction is becoming more about collaboration, coaching, mentoring, culture, and communication. We are all in a leadership role internally and externally to COP no matter what our position or title. We don’t need a title to lead, we just need to care. Care about our job, care about the people around us, and care about and believe in ourselves. Care leads to trust and trust is what makes a team, a team.

In all levels of the organization, there are opportunities to assume responsibility for ourselves and serve others around us, so in doing so, we lead! In an entry-level role, we can lead by getting to know and understanding what is important to the organization, learning the expectations of your role, understanding how to align your personal goals with the goals the organization needs, and learning how to perform and complete tasks in a timely and effective manner in support of the organization’s goals. In a mid-level and senior staff role you can lead by understanding how to leverage your strengths and develop your weaknesses, discover and overcome obstacles that block productivity, and increase engagement and accountability for your actions by taking accountability, ownership, and responsibility for your work. In a senior manager role, we can lead by improving our communication and motivation abilities, empowering employees to make decisions no matter what their position, increasing organizational productivity through effective coaching, supporting change, managing processes effectively, and improving employee retention and satisfaction by promoting our core values, organizational culture, and work environment. In an executive level, we can lead by effectively communicating the organization’s vision, core values/mission, and map for the road ahead, providing mentorship and feedback at all levels, focusing on the organization’s culture, providing good strategic direction on markets, organizational processes, methods, revenue goals, budgets, and operational expectations. If you are looking

for an opportunity to lead at COP, first look for an opportunity to serve and in doing this, you will be leading.

This does not only apply to our own internal employees and organization but also to how we project ourselves to the clients, trade partners, communities, and industries we serve.

I was asked the other day how we promote this mentality both internally and externally. I think the answer is simple, we can't just say it, we have to do it and live it daily. Actions speak louder than words. Every single person in an organization can be a leader, you can lead up the chain of command and you can lead down the chain of command, every decision you make, every comment you make, every email or text you send, every work product you produce, every deadline you meet, every meeting you hold, you are leading, so lead by serving and serve by leading.

**Glen Perry**  
President & CEO





## 2023 BILLINGS WATER MAIN REPLACEMENT (CONTINUED)

1,970 lineal feet of 8-inch water main. The project was designed by DOWL. It began in May 2023, and was completed in late September 2023. Sean Langan was the Project Manager on the project, Jon Berens was the Superintendent, Colton Jansma was the Foreman on the midtown locations and DJ Lindenthal was the Foreman on the Southgate locations. The contract amount was \$3,108,689. Subcontractors and suppliers for the project were Billings Construction Supply, HighMark Traffic Services, McGlone Hydroseeding, Studer Construction, and Dakota Supply Group.



*12" Water Main Replacement near the intersection of Parkway Lane & King Avenue East.*



*Hydrant installation near the intersection of 21st Street West and Beverly Hill Blvd.*



*Crew BBQ at the Avenue F job site in June.*



# CURRENT PROJECTS

<b>3RD EAST PHASE II - MARCUS TO ARTESIAN BASIN</b> Salt Lake City Corporation Murray, Utah	<b>LAUREL SOUTH 4TH STREET</b> City of Laurel Laurel, Montana	<b>TSSD GENERATOR SWITCH GEAR</b> Timpanogos Special Service District American Fork, Utah
<b>62ND STREET WEST WATER IMPROVEMENTS</b> Daniel Property, LLC Billings, Montana	<b>LINDON 400 NORTH PRA TURNOUT PROJECT</b> Lindon City Lindon, Utah	<b>WEBER BASIN SOUTH PUMP STATION</b> Weber Basin Water Conservancy District Ogden, Utah
<b>AQUIFER STORAGE &amp; RECOVERY PILOT PROJECT</b> Metropolitan Water District of Salt Lake & Sandy Cottonwood Heights, Utah	<b>LOVES LANE APARTMENTS</b> KMJ Group LLC Livingston, Montana	<b>WHEATLAND COUNTY BRIDGE</b> Montana Department of Transportation Wheatland & Meagher County Line, MT
<b>BNR WASTEWATER TREATMENT PLANT</b> Mountain Green Sewer Improvement District Morgan, Utah	<b>MUSSELSHELL JUDITH RURAL WATER SYSTEM PHASE 2B &amp; 2C</b> Central Montana Regional Water Authority Judith Gap, Montana	<b>W.O. 20-46 LANDFILL COMPOST FACILITY</b> City of Billings Billings, Montana
<b>BROADVIEW WATER SYSTEM</b> Town of Broadview Broadview, MT	<b>PAR MONTANA</b> Par Pacific Billings, Montana	<b>W.O. 23-07 MONAD SEWER EXTENSION</b> City of Billings Billings, Montana
<b>CHS CAPITAL IMPROVEMENTS</b> CHS Refinery Laurel, MT	<b>PHILLIPS 66 PROJECTS</b> Phillips 66 Billings, Montana	<b>W.O. 23-35 HESPER SANITARY SEWER EXTENSION</b> City of Billings Billings, Montana
<b>DEADMAN ROAD OVER N. SUNDAY CR.</b> Custer County Miles City, Montana	<b>PRATTEN ST. RAILROAD SEWER CROSSING</b> City of Columbus Columbus, Montana	<b>YELLOWSTONE RIVER &amp; BNSF WATERMAIN CROSSING</b> City of Glendive Glendive, Montana
<b>FOREST PARK TRANSMISSION MAIN</b> Custer County Miles City, Montana	<b>STANFORD WATER SYSTEM IMPROVEMENTS</b> Town of Stanford Stanford, Montana	<b>YELLOWTAIL DAM SPILLWAY</b> NW Construction, LLC Fort Smith, Montana
<b>I-15 CROSSING WL UPGRADE</b> Sandy Public Utilities Sandy, Utah	<b>STARVATION DAM BYPASS PIPELINE PROJECT</b> Central Utah Water Conservancy District Duchesne, Utah	



## FACES OF COP



Rick Morrison has been the CFO for COP Construction since January 1995 and he will be greatly missed when he retires at the end of this year. He has seen many changes in the industry in those 29 years and was a big part of COP's expansion from a \$10 million contractor to over a \$75 million contractor in that timeframe. Rick has an excellent understanding of construction accounting and understands that sometimes you have to spend money to make money; he has been willing to take risks, but not be risky in business. Rick is a man of high integrity and he has operated the company from a financial perspective with that regard. Rick's years of experience as an auditor prior to coming to COP have lended well to his attention to detail and his understanding of the many facets of business accounting. Rick has been through the best of times with COP and a few "hard years" as well, all while maintaining a level head and not panicking, but being a calming presence

and helping to navigate the waters, both calm and rough. All of this adds up to Rick being very proficient at his job but also using a lot of good old fashion MT common sense too and it is hard to put value on a person like that. Not only has Rick been a great CFO for COP, more importantly he is a great human being and will be missed. He has been a mentor and friend to many through the years and he has entertained us with his witty jokes and sophomoric banter. We wish Rick well as he embarks on this new journey of retirement alongside his wife, Cindy, and their beautiful family. May there be many days on the golf course too!



# 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**



Paxton Lambrecht, John Matz, David Spencer, Sonja Oe-Par Montana

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Skyler Ash, Colton Jansma, Alan Holmes, Shawn Eisler, Eric Smith - Montana

As pipefitter foreman Paxton takes the time to make sure everything is done perfect. He always follows the plan and when something doesn't seem right he doesn't cut corners. He takes a lot of pride with what he does and make sure our projects at Par are executed with excellence, said Nicholas Brown, Industrial Manager.

David was recently promoted to carpenter foreman at Par because of his leadership qualities and dedication to detail. Since taking on the foreman role he has taken the new responsibilities in stride and has been making sure every project is done with excellence.

Colton and his crew have been working closely with residents all summer to get water lines replaced in the residential areas of Billings. The entire crew has kept a great working relationship with all residents to make sure everyone's needs are met during construction. The crew has also on multiple occasions made neighborhood kids feel involved in the construction process as they show and explain to kids what they are doing. The entire crew has done a great job trying to promote the construction industry and get kids involved starting at a young age, said Eric Smith, MT Operations Manager.

**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 to process.

**Recognition:** Awards will include a published picture and description in the COP Chronicle, recognizing winners publicly in a toolbox safety meeting, operators' 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.



# YEARS OF SERVICE - HARD HAT STICKERS



Jason Fenhaus, Area Manager - Montana presenting Doug Beckett, Estimator - Montana his 9 year sticker.



Dave Birch, Yard Forman - Utah with his 10 year sticker.



Jeff Jordan, Corporate Safety Manager receiving his 7 year sticker from Glenn Perry, President & CEO.



Sean Langan Project Manager - Montana presenting Matt Knickerbocker, Superintendent - Montana his 16 year sticker.



Justin Broshear, Estimating/Preconstruction Manager - Utah receiving his 4 year sticker from Glen Perry, President & CEO.



Kortney Hale, General Foreman - Utah receiving his 1 year sticker from Jared Nessler, Operations Manager - Utah.



Josh Pearson, Equipment Maintenance Supervisor - Montana with his 18 year sticker.



Bradley Craig, Transport Driver - Montana with his 4 year sticker.



Tyler Tillet, Mechanic - Montana with his 2 year sticker.





## YEARS OF SERVICE - HARD HAT STICKERS CONTINUED



Matt Knickerbocker, Superintendent - Montana presenting Taylor Jones, Laborer - Montana his 2 year sticker.



Travis Davis, Fueler - Montana with his 2 year sticker.



Nick Brown, Industrial Manager presenting Nikki Bell, Refinery Administrator her 5 year sticker.



Olivia Adolph, Estimator - Montana receiving her 6 year sticker from Jason Fenhaus, Area Manager - Montana.



Jared Nessler, Operations Manager - Utah presenting year stickers to, Jesus Serrato 5 year, Zach Hickson 4 year, KJ Butler 9 year, Daylan Love 1 year, Kien Marvin 1 year, Steven Barringer 1 year, Alfredo Ramirez 1 year, Fabien Ruiz 1 year, Damon Adams 1 year, with Bill Crowley, Construction Manager - Utah.

## THIRD QUARTER ANNIVERSARIES

**July:** Skyler Ash - 2 years, Skyler Ausen - 1 year, Chris Axelsen - 2 years, Al Beltran - 2 years, John Beltran - 2 years, Bradley Craig - 4 years, Trish Hays - 2 years, Joe Hickey - 9 years, Zachary Hixson - 4 years, Beth Kincheloe - 2 years, Evan Knutson - 2 years, Jeffrey Lanz - 2 years, Ryan Nutt - 8 years, Jim Phelps - 4 years, Rodnie Schillreff - 2 years, Jesus Serrato - 5 years, David Spencer - 2 years, Harold Stewart - 21 years, Matt Stricker - 2 years, Richie Vallejos - 2 years, Shane Weeres - 2 years, Bill Zupanik - 18 years; **August:** Gina Ballard - 5 years, Chris Johnson - 2 years, August Just - 5 years, Nick Knickerbocker - 12 years, DJ Lindenthal - 3 years, Eddie Linscomb Jr. - 4 years, Josh Pearson - 18 years, Tyler Tillett - 2 years, Matt Wells - 5 years; **September:** Talen Jace Barrigton-Miller - 1 year, Jordan Cronk - 1 year, TJ Duncan - 2 years, Kortney Hale - 1 year, Nick Myhre - 11 years, Chris Steglich - 2 year, Carson Willis - 9 years.

# SAFETY MESSAGE



*Jeff Jordan*

*Corporate Safety Manager*

## MANAGING STRESS

Stress can be defined as a state of worry or mental tension caused by a difficult situation. Stress is a reaction when we feel under pressure or threatened. It usually happens when we are in a situation that we don't feel we can manage or control, or when we have many responsibilities that we are struggling to manage.

### **Some signs and symptoms of stress include:**

- Being more emotional than usual.
- Feeling overwhelmed or on edge.
- Trouble keeping track of things or remembering.
- Trouble making decisions, solving problems, concentrating, or getting your work done.
- Using alcohol or drugs to relieve your emotional stress.
- Losing interest in daily activities.
- Fatigue.
- Increasing physical distress symptoms such as headaches or stomach pains

The signs of mental distress may not show up for weeks or months after a stressful situation or experience.

Even if you do not notice these exact signs, if you are not feeling like yourself, do not ignore it. It is not wrong to have these feelings, but if you are having them frequently, it could be a sign to seek additional help. At work, you can talk to your supervisor or human resources about what is causing your stress. Outside of work, you can talk with your doctor, a loved one, or a trusted friend. Remember that there is no shame in asking for help or seeking counseling. No one needs to conquer a crisis alone; lean on others when you need help. Stress that is not dealt with can lead to poor risk and hazard recognition both on and off the job. Increased fatigue can make you more prone to injuries or accidents. Stress can also lead to many health problems, such as high blood pressure, heart disease, stroke, obesity and diabetes.

Also, it is important to provide assistance when others need it from you. Learn to recognize the signs mentioned above in your coworkers and loved ones. You don't need to pry or make assumptions, but it can be helpful to check in and listen with compassion.

Once you understand the sources of your stress, it can still be difficult to remove it from your life. There are proactive steps that can be taken to address and reduce your stress.



**You can focus on keeping your body and mind healthy by:**

- Getting at least seven hours of sleep each day to recharge your mental and physical batteries.
- Getting regular exercise for 30 minutes a day, even if it is just taking a walk before or after work.
- Eating healthy foods such as fresh fruits and vegetables, lean proteins, and whole grains and eating healthy proportions.

Separating your work from your personal life by taking time for activities you enjoy and by using all your vacation days.

Your stress will not go away overnight, but each step can make a difference. By maintaining healthy habits, you can make your body and mind more resilient, and better able to deal with stressful events as they come your way. And the more prepared you are to manage your stress, the more you can do to help keep your co-workers and loved ones safe.



DEEP BREATHING



MINDFULNESS



MOVEMENT



POSITIVITY



SELF-CARE



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



**MONTANA AND UTAH**

To view job descriptions and apply for our current openings, visit our Career Center at [www.copconstruction.com](http://www.copconstruction.com)