

COP *CONSTRUCTION* **CHRONICLE**

APRIL 2026 NEWSLETTER



FEATURED PROJECT
TOWNSEND WATER IMPROVEMENTS



THE PRESIDENT'S PERSPECTIVE

RELATIONSHIPS, TRUST & COLLABORATION, PART I

Lately, I've been spending a lot of time reflecting on what truly drives long-term success in our industry. At its core, construction has never just been about concrete, steel, or infrastructure—it's about relationships. It's about trust. When those two things are in place, collaboration follows, and that's how great companies are built and great projects are delivered.

This year, we launched an advertising campaign that says, "At COP, we are about building relationships... Infrastructure? We do that too!" For me, that statement captures our philosophy perfectly. Relationships come first. And when relationships are strong, exceptional projects naturally follow. These two ideas don't compete with each other—they reinforce one another.

Historically, our industry understood this well. In ancient times and well into the 18th century, construction projects were delivered through the concept of the "Master Builder." One individual held single-point responsibility for design, construction, materials, coordination of trades, labor, and suppliers.

That model produced some of the most impressive and complex structures ever built—such as cathedrals that are still standing hundreds of years later.

The foundation of the Master Builder model was trust. Owners selected builders based on reputation, capability, and proven performance—not on rigid contracts designed to penalize every disagreement, something we all know is inevitable in construction. The Master Builder made real-time decisions, often refining designs during construction when drawings proved unbuildable. Thinking and doing were fully integrated, and the owner trusted the builder to act in the project's best interest.

Unfortunately, as often happens, corruption eventually eroded that system. By the 19th century, some Master Builders were chosen based on personal or political loyalty rather than competence. Costs escalated, favors and kickbacks became common, and abuse of the system was increasingly visible. In response, the industry swung hard in the opposite direction—and "low bid" contracting was born.

“ At COP, we are about building relationships...Infrastructure? We do that too!

The idea behind low bid was simple: remove favoritism by awarding work to the contractor offering the lowest price for a defined scope. Public bid openings created transparency, and in many ways, this approach helped clean up abuse. But it also introduced a significant flaw. The lowest bidder was often underqualified, financially weak, or had a poor performance history. Still, under a strict low-bid system, none of that mattered.

Recognizing these shortcomings, the industry introduced what many of us still work under today: the “Lowest Responsible Bidder.” On paper, this allows owners—particularly in the public sector—to disqualify firms that lack financial stability, relevant experience, or a history of successful performance.

In practice, however, that safeguard rarely functions as intended. Once bids are opened and an owner sees a significantly lower number, the temptation to chase perceived savings is strong.

Add in the presence of performance and payment bonds—essentially an insurance policy that someone else will finish the work if the contractor fails—and the decision to disqualify the low bidder becomes even more difficult. Too often, the short-term allure of a low number overrides long-term judgment.

From where I sit, we find ourselves at another crossroads in our industry. Much like the transition points of the 18th and 19th centuries, we are once again questioning how projects should be delivered and what truly creates value—for owners, communities, and builders alike.

I believe the future lies in rediscovering what we once understood: that trust, collaboration, accountability, and relationships are the foundation of great construction. How we get there is a conversation worth having—and one I look forward to continuing in the next COP Chronicle.

Glen Perry
President & CEO

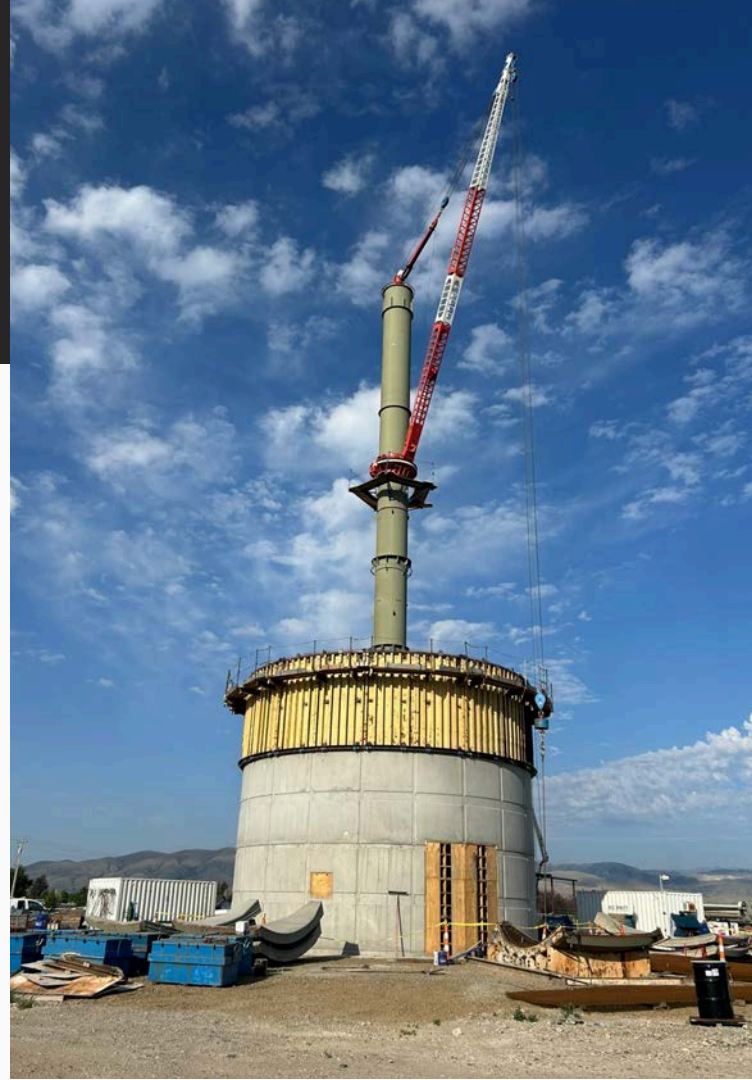


Tank foundation on the Townsend Water Improvements Project

FEATURED PROJECT

TOWNSEND WATER IMPROVEMENTS

COP Construction was awarded the Townsend Water Improvements Project. It is a comprehensive infrastructure initiative designed to strengthen the City's water system, address aging components, and ensure reliable service for current and future demand. The project was organized into two coordinated efforts: improvements to the transmission and distribution system, and upgrades to water storage and supply facilities.



The first phase focused on improving how water moves through the system. A new 16-inch transmission main was extended from the City's existing distribution network east along Highway 12, ultimately connecting to the new elevated storage tank. This phase also included targeted upgrades within the existing system. Outdated fire hydrants were replaced, new hydrants were added along the transmission route, and aging valves were upgraded. These improvements will make it easier to isolate sections of the system for maintenance or repairs, reducing service disruptions and improving overall system control.

The second phase centered on increasing system capacity and improving reliability at the source. A new 1.0 million-gallon elevated storage tank was constructed east of the Broadwater County Fairgrounds.

TOWNSEND WATER IMPROVEMENTS



The new tank will provide essential storage to meet peak demand, stabilize system pressure, and ensure adequate reserves for emergency situations.

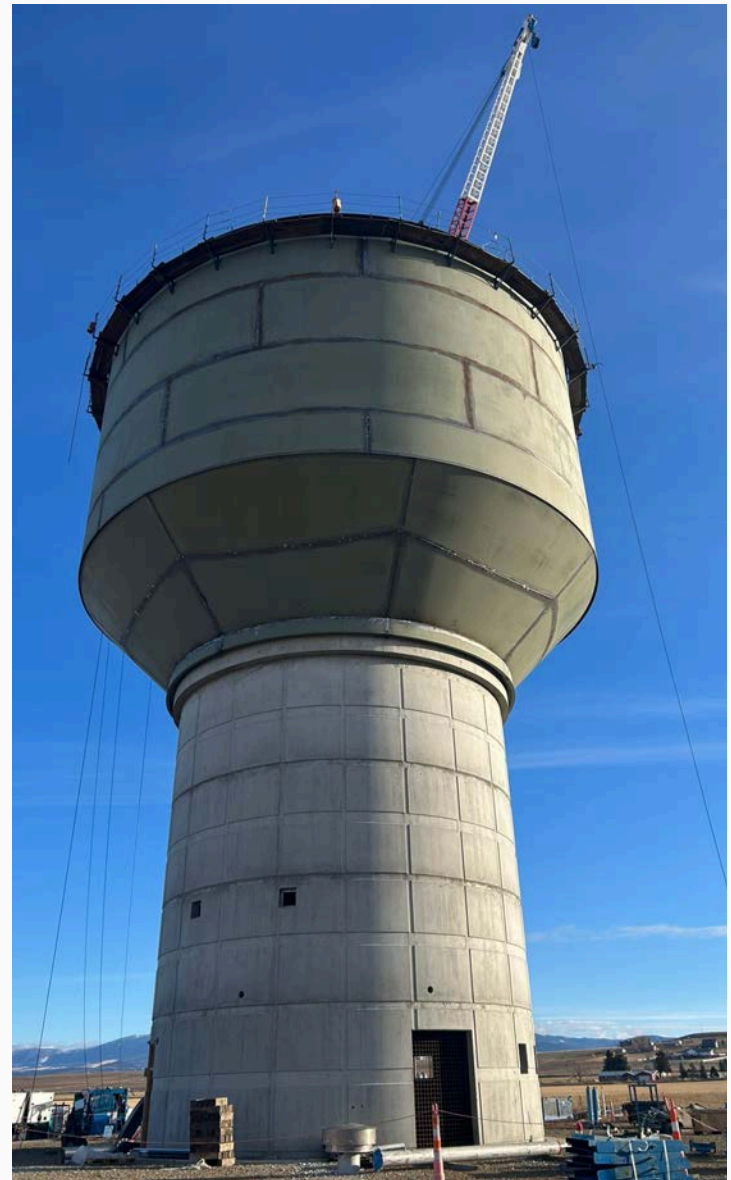
In addition, all three of the City's wells underwent upgrades. These improvements included replacing aging infrastructure such as well buildings, pumps, and interior piping, as well as installing backup generators. Together, these upgrades will help ensure that water production remains consistent and reliable.

Much of Townsend's existing water infrastructure has been in service for decades. As systems age, they become more prone to leaks, failures, and inefficiencies. By replacing critical components and modernizing key facilities, the City is reducing the risk of unexpected outages and costly emergency repairs.

The project positions Townsend for future growth. A more robust and flexible water system not only meets current needs but also supports residential, commercial, and industrial development. Reliable infrastructure is a key factor in economic stability and long-term community planning.

The project was designed by Robert Peccia and Associates. It began in March 2025, and will be completed in August 2026. Sean Langan is the Project Manager, Don Eustice and Nick Knickerbocker are the Superintendents.

COP Construction acknowledges the contributions of its key subcontractors, including CB & I Storage Tank Solutions LLC, Red Tiger Drilling, Third Element Electrical, McClees Inc. H&H Custom Buildings, Grizzly Steel, T&L Painting, Wharton Asphalt, Montana Fence, Viking Painting, Big Sky Plumbing, and A Jay Concrete Pumping—all of whom were instrumental in delivering a high-quality project for the city of Townsend.



CORE 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

At COP we live our core values.
Are you up for the challenge?
Join our team today!



Apply on website

Total Human Health

COP Construction has made total human health a priority. Go to the web address below or scan the QR Code to see what benefits COP has put together to help you make your health a priority.



MIND



BODY



HEART & SOUL



copconstruction.com/total-human-health



COP
UNIVERSITY

INVESTED IN YOU





WHAT IS IT?

COP University is designed to bring our teams together to strengthen the skills, knowledge, and mindset needed to perform work safely, lead effectively, and deliver high-quality results. It provides a dedicated time to step away from daily operations and focus on what makes us better, refining our safety practices, improving communication, and reinforcing the values that define how we work at COP.

This training matters because it builds consistency across our teams, develops our people at every level, and reinforces our Culture of Caring, ensuring every employee has the tools, confidence, and support to do their job right and go home safe every day.

COP University was held January 29-30th in Montana and February 5-6th in Utah.

WHAT IT ENTAILED?

The operations training focused on sharpening our safety skills. We had presenters from our Safety Team: Jeff Jordan, Sonja Oe, Nichole Pulse, Thomas Branham & Chelly Heninger. We brought in rigging expertise with Monte Richins from Industrial Safety Solutions. For the business operations employees, the training was focused on cybersecurity, Procore use in the organization, effective communication, improving our construction management acumen, fire safety, self-defense, and equipment operational skills. On the second day, both teams focused on improving our leadership & communication skills, increasing our understanding of bidding and building the work, mental wellness, financial wellness, and team building!

THANK YOU

Thank you to our presenters were industry leaders in their respective fields: Diana Guetschow (Effective Communication), Cody Beard (Fire Safety), Melinda Tilton & Curtis Ferrin (Self-Defense), Amanda Christensen (Financial Wellness), Hannah Lux (Mental Wellness), and our Executive Leadership Team.



Special THANK YOU to these COP team members who went the extra mile to make COP University a profound success!





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



Matt Stricker, Superintendent P66,
and Nick Brown, Industrial
Manager, Montana Refinery
Operations

Thank you for being such a tremendous asset at Phillips 66. Your knowledge and your willingness to step in and support projects outside your own have truly made a meaningful difference at COP. We sincerely appreciate everything you do behind the scenes," said Nicole Pulse, Safety Coordinator, Refinery Operations.

"While working next to the propane load out, Andy noticed a containment that was getting close to being full. Andy took it upon himself to inform operations as well as the COP team that was working in the area," said Sonja Oe, Safety Coordinator, Refinery Operations.



Andy Kohn and John Matz,
Refinery General Superintendent,
Montana Refinery Operations



Randy Schluter and John Matz,
Refinery General Superintendent,
Montana Refinery Operations

"We are starting to work on the rail rack improvements for Par's rail load out and as part of that process we have to install 1,600 anchor bolts. Randy and team designed and built a sled that rides on the existing rails, that allowed us to mount the easy drills on the sled so we can safely and productively install the anchor bolts. Thanks Randy for your can do attitude and always striving for excellence in what we do every day," said Nick Brown, Industrial Manager, Refinery Operations.

SAFETY MESSAGE

HYDRATION

THE IMPORTANCE OF WATER

Water is one of the most important substances on Earth. All plants, animals, and people need water to survive. Water serves very important purposes to our bodily functions – some of which you may not even be aware of.

INTERESTING FACTS REGARDING WATER'S ROLE IN OUR BODIES:

1. Water comprises more than 60% of our body weight.
2. Lack of water is the #1 trigger for daytime fatigue
3. A 2% drop in the water level of the body can spur problems with short-term memory
4. Water naturally cleanses the body of toxins.
5. Water regulates the body's cooling system.
6. Water acts as a lubricant and cushion to our joints.
7. Water is essential for clear and hydrated skin.

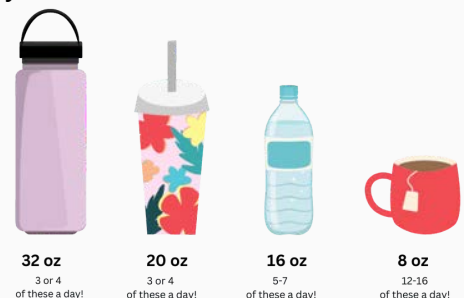
HYDRATION TIPS:

- Start the day hydrated – drink water before work.
- Drink plenty of water. It is recommended to drink at least 50oz to 64oz of water a day. That is about three to four regular-sized water bottles a day. This amount is a minimum amount to shoot for; you may need even more water than that. Many people do not realize how little water they actually drink. Pay attention to how much you drink today and add to it if needed.



Jeff Jordan
Corporate Safety Manager

- Stay hydrated. Do not wait until you are thirsty to drink water to keep your body hydrated. By the time the body tells you that you are thirsty, dehydration is already occurring.
- Electrolytes: If sweating heavily for several hours, use sports drinks or water with electrolyte replacements (Sqwinchers) to replace lost salt and minerals.
- Your urine can serve as an indicator of whether you are hydrated or not. If your urine is clear or pale and you are using the restroom regularly, you are probably hydrated. If your urine is dark and you are visiting the restroom less frequently, you need to drink more water. While you should not solely rely on this indicator, it can be helpful in gauging whether or not you need to drink more water.



FAMILY WELLNESS WORDSEARCH

Q I X S S Q N W E J T S R Z R J Z F J L X D D J B
P X C N Q U A E S E K I I M R V P Y C H Z G N T K
H A I Y T E P L N R M J E K E T Y A P A Q R B W V
Y X K N Q U A E S E K I I M R V P Y C H Z G N Y K
M I Y F V J E N O I K E O T I F Z T N Q R W J P C
O U G H G T M J U R Z F E K L J R O D E Y T S E Y
V I H R A B V D V T T K Y J I B S Z F R H H Y X R
E X G M X P C U G V R F J S E P I A Y N T N S X E
M M P B O U R Y W H V I G X N K M R W R T N R J S
E A U U I T W H M D C U T O C K P L C F H W F A P
N R R I Q E U G H M B O G I E K E L O W P S E T E
T Q P T R A O E D N G T P T O E P H M U I I M R C
Q H O O Z M W E L L N E S S E N G X M J N D F U T
N M S H M W M W E A B R R U D K I I U B T Z B S Q
T W E U O O G M A A D R D V S V G T N M A B S T L
C N K E E R C I V U H F H Q Y M N B I I V W G A G
X K R J J K F N X A Z B Y T F F J E T N D K V M S
M B K G J K M D L N I L D F V C W L Y D S F Y X H
O B F Y D R I S Q C C E R J T A N O J F T O Z O L
Q E J A Q Z G E E I S G A L J J N N E U R O W B V
M C T E B B Z T M S I V T P K O Z G V L E C M P R
C J G N X I V E R Q S F I N U X R I F N N B N V H
C O N N E C T I O N T Q O L N U A N F E G N A E V
A W A R E N E S S M M E N R O C W G K S T O T L N
C S C M K N T C Q E F Y P J E V G O A S H D A V I

MINDFULNESS
CONNECTION
AWARENESS

MOVEMENT
MINDSET
RESPECT

RESILIENCE
COMMUNITY
HYDRATION

STRENGTH
TEAMWORK
GROWTH

NUTRITION
BELONGING
WELLNESS

PURPOSE
SUPPORT
TRUST

THE IT TOOLBOX

Simple tips to help our COP team and partners stay secure – on and off the job site.

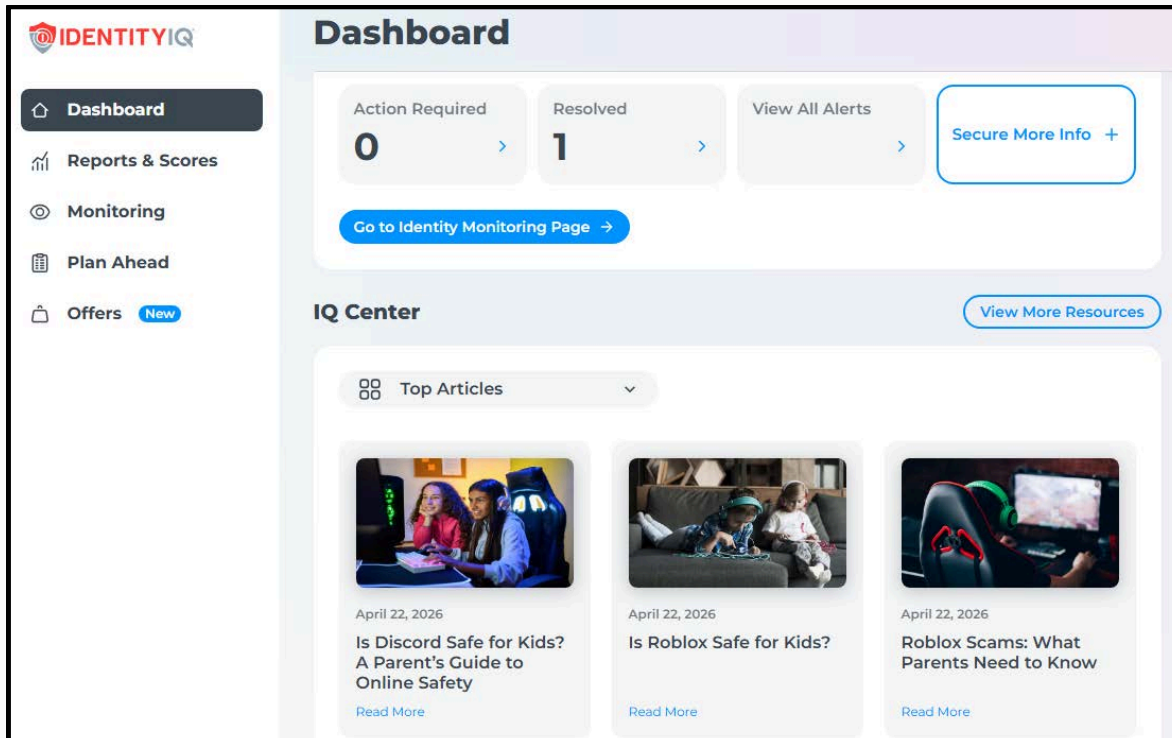
DID YOU KNOW?

AI CHAT

Most if not all websites and AI Chat agents record your keystrokes. For example, in order to speed up searches and queries, AI systems like ChatGPT, Gemini and Grok pre-load in the background while you type. This means it's learning and processing text you haven't even "submitted" yet. Please be VERY cautious of this and make sure you sanitize personal or sensitive information PRIOR to putting it into the chat/search box. If you paste in the text and then edit things out you don't want it to know it's too late. That data will now be trained on and/or sold. This information can also be referenced in further prompts, and or alter the context of a prompt even if you never submitted it.

I'M HUMAN

Ever wonder how "I'm Human" captcha/verification systems work? You may have noticed that some "I'm human" tests just have you move a mouse and click a box. How exactly does that prove you're human? Well, it's actually recording your mouse movements! If the movements are too rigid, like a perfect line with no jitter, or instantly snapping to the check box and clicking, the system flags you as a "bot". It's your slow, unpredictable movement variation in your mouse that proves you are legit.



Scan the QR Code for free resource for COP Employees from Ulliance EAP to IDIQ to monitor your personal data on the dark web and other resources to help you stay on top of your technology knowledge.





Executive Team



Glen Perry
President & CEO



Tonya Appelt
Chief Financial Officer



Justin Broshear
Vice President, Pre-Construction (UT)



Jason Fenhaus
Vice President, Pre-Construction (MT)



Jared Nessler
Vice President, Construction (UT)



Eric Smith
Vice President, Construction (MT)



Haley Verhasselt
Vice President, HR & Culture

MT Office
242 S. 64th Street West
Billings, MT 59106

UT Office
555 West 1100 North
North Salt Lake, UT 84054



P.O. BOX 20913, Billings, MT 59104

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

