

COP CONSTRUCTION CHRONICLE

JULY 2025

COP CONSTRUCTION LLC

242 S 64th Street West
Billings, MT 59106
406.656.4632
406.656.4808 fax

555 West 1100 North
North Salt Lake, UT 84054
801.298.9556
801.298.9725 fax

Glen Perry

President & CEO

Tonya Appelt

Chief Financial Officer

Haley Verhasselt

Vice President, HR & Culture

Montana Region

Jason Fenhaus

Vice President, Operations

Eric Smith

Vice President, Construction

Utah Region

Jared Nessler

Vice President, Construction

Justin Broshear

Vice President, Pre-Construction

W.O. 24-08 HESPER SEWER



Utility conflicts on the north side of Hesper Road.

Billings, Montana COP Construction was awarded the contract for the Hesper Sewer project by the City of Billings. The project consisted of 4,755 lineal feet of 24-inch sewer main starting at Shiloh Road and heading west along Hesper to the new West End Water Treatment Plant. The project included (14 EA), 60-inch diameter sewer manholes with an average depth of 13 feet. This particular project by COP is part of a bigger infrastructure plan with the construction of the new West

Continued on Page 4

**INSIDE
THIS ISSUE**

PAGE 2

President's
Perspective

PAGE 4

Featured
Project
Continued

PAGE 6

Faces
of COP

PAGE 8

Employee
Years of
Service

PAGE 10

Safety
Message

copconstruction.com

Gina Ballard

Design Editor

gballard@copconstruction.com



THE PRESIDENT'S PERSPECTIVE

BUILDING TRUST, NOT JUST PROJECTS

In our industry, we work with concrete, pipe, steel, and equipment, but the strongest foundation we'll ever build is trust. Over the years, I've learned that no matter how solid our plans, how competitive our bids, or how impressive our fleet, none of it matters if we can't trust each other. Like respect, trust isn't earned through titles, it's earned through how we communicate every day.

It starts with genuinely caring; not just about the work people do, but about who they are. When we walk a site, it shouldn't only be to check progress, but to check in. Is someone struggling at home? Is a crew member unusually quiet? Showing you notice by asking, "How are you really doing?" goes a long way. It's not micromanagement. It's leadership rooted in presence and empathy.

Construction can build invisible walls: between the office and the field, between leadership and labor. But breaking down those barriers is up to us. Make it a point to know something personal about your teammates; not to pry, but to connect. Know who's coaching their kid's soccer team, who's studying at night, or who just got engaged. These details build trust. They show people that we see them, not just their work.

There was a time I thought leadership meant having all the answers. But I've learned being real is more powerful than being right. Own mistakes. Admit when you don't know. Vulnerability doesn't weaken trust, it strengthens it. When teams see we're human, it gives them permission to be human too. And that builds a culture where people speak up, take risks, and grow.

If we say we'll get back to someone by Friday, do it. If we promise to advocate for their idea with a client, follow through. Broken promises, no matter how small, erode trust quickly. Likewise, if we commit not to micromanage or override someone's decision, honor that. Consistency matters. When people know your word holds true, they'll believe in your leadership.

This business isn't easy. Pressure runs high, deadlines loom, and tempers can flare. Conflict will happen. When it does, don't send an email or talk about someone, talk to them. Face to face. A direct, honest conversation doesn't just resolve issues; it builds mutual respect. And respect builds trust.

Managers keep the wheels turning. Leaders build relationships. Our job isn't just to deliver results, it's to grow our people while we do it. That means having conversations that aren't just about tasks and making space for others to feel heard. Ask your team, "What do you think?" or "How would you do it?" even if

you already have a plan. It shows that you value their perspective. And when people feel respected, they show up with more pride, more effort, and more heart.

Asking for help isn't weakness, it's strength. Telling your team, "I can't do this without you" isn't manipulation, it's the truth. Great teams aren't built by a single leader. They're built by many hands, minds, and hearts working in sync.

Another key to building trust is discovering what drives people. Ask them, "What are your strengths? What lights you up? What do you want more of in your role?" You'll uncover talents you didn't know were there and passions that could fuel the work. That's not just smart leadership; it's smart business. People who use their strengths are more engaged, more productive, and more loyal.

At the end of the day, construction is about more than building projects. It's about building teams, building culture, and building people...who then build the projects. And that all starts with trust. Not the kind you demand, but the kind you earn through consistency, vulnerability, care, and real conversation.

Trust isn't built in a moment, it's built moment by moment. Every time we show up, ask the question, keep the promise, or stop to listen. When we communicate with heart, we don't just complete projects, we build something that lasts: relationships that can weather any storm.

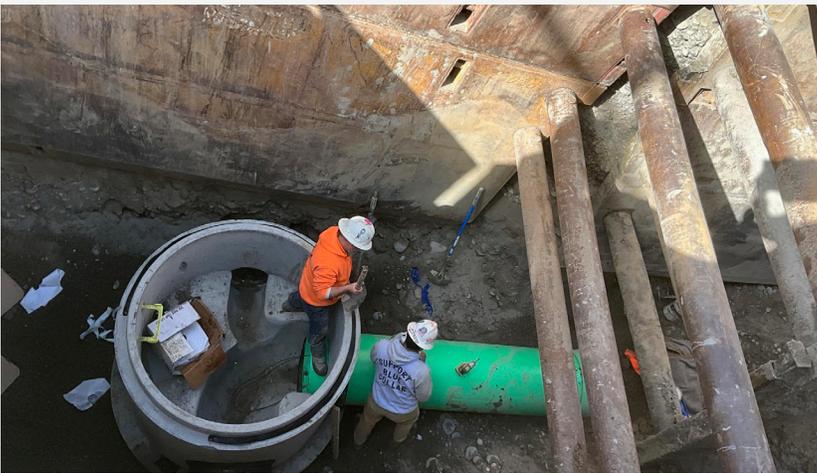
Just remember, trust takes time to build and an instant to lose. So let's stay focused. Let's keep our eye on the ball. And let's continue building great people, great teams, and great projects.

Glen Perry
President & CEO

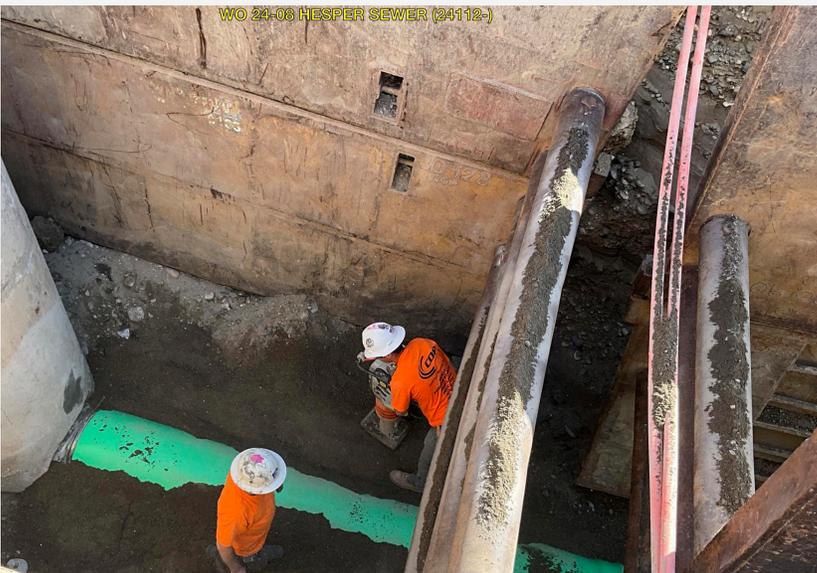


W.O. 24-08 HESPER SEWER (CONTINUED)

End Water Treatment Plans. The \$68 million project started in March 2024, it will address the increasing water demands and allow for better maintenance of the city's existing water treatment plant once the new facility is operational, which is expected in late 2026. The existing water treatment plant, built in 1915 is overwhelmed for the 120,000 current residents of Billings. It is located 20 miles downstream from the new plant. COP is proud to be a part of a project that will help the City of Billings provide water to a growing population. The Hesper project began in March 2025 and was completed in July 2025. Josh LeFevre was the Project Manager and Jon Berens was the Superintendent for COP Construction. The contract amount was \$2,063,293. Subcontractors and suppliers for COP were Billings Construction Supply, Billings Precast, Knife River, McGlone Hydroseeding, Northwest Pipe, Rimrock Engineering, T&L Painting, and TruPipe.



60" Manhole Installation



Tie in to the existing collection system near Shiloh Road



W.O. 24-08 HESPER SEWER (CONTINUED)



FACES OF COP - 30 YEAR UTAH CELEBRATION

The Utah Office celebrated a successful 30 years in Utah this June. Each of you are part of making these 30 years possible. Our commitment to people and our industry partners has been the foundation of our success—and we're so grateful for the role you've played in this journey. Thank you for being part of our story and celebrating with us. Here's to the next 30 years!



CURRENT PROJECTS

500 SOUTH FM DISCHARGE BIOTOWER
Salt Lake City Corporation
Salt Lake City, Utah

ANNAFELD SUBDIVISION 6 & 7 FILING
McCall Development
Billings, Montana

CHINOOK WASTEWATER
IMPROVEMENTS
City of Chinook
Chinook, Montana

CHS CAPITAL IMPROVEMENTS
CHS Refinery
Laurel, Montana

COOKE CITY WASTEWATER
IMPROVEMENTS
Cooke Pass, Cooke City, Silver Gate
Sewer District
Cooke City, Montana

COTTONWOODS CONNECTION
Metropolitan Water District
of Salt Lake & Sandy
Cottonwood Heights, Utah

HARLOWTON PHASE 6 WATER SYSTEM
IMPROVEMENTS
City of Harlowton
Harlowton, Montana

LOCKWOOD I-90 WATER & SEWER
REPAIR
Lockwood Water District
Billings, Montana

LOGAN REGIONAL WASTEWATER
TREATMENT FACILITY BIOMAG
EXPANSION PROJECT
Logan City
Logan, Utah

MEADOW BRIDGE INFRASTRUCTURE
Meadow Bridge Properties
Bozeman, Montana

MUSSELSHELL JUDITH RURAL
WATER SYSTEM PHASE 2B & 2C
Central Montana Regional
Water Authority
Judith Gap, Montana

MUSSELSHELL WELL 4 & 5
Central Montana Regional
Water Authority
Judith Gap, Montana

NORTH FORK SPECIAL SERVICE
DISTRICT WASTEWATER TREATMENT
FACILITY
North Fork Special Service District
Sundance, Utah

PAR MONTANA
Par Pacific
Billings, Montana

PARK CITY WATER & SEWER DISTRICT
WASTEWATER HEADWORKS
Park City Water & Sewer District
Park City, Montana

PHILLIPS 66 PROJECTS
Phillips 66
Billings, Montana

RED LODGE BYPASS LINE
City of Red Lodge
Red Lodge, Montana

TOWNSEND WATER SEWER SCH.2
City of Townsend
Townsend, Montana

TRAILS WEST SUBDIVISION 6TH FILING
Trails West Homes LLC
Billings, Montana

WEST AIRPORT LIFT STATION
Spanish Fork City Corporation
Spanish Fork, Utah

W.O. 19-42 WEST END WATER
TREATMENT PLANT TRANSMISSION
MAIN PHASE 2
City of Billings
Billings, Montana

W.O. 25-01 GRAND AVENUE
City of Billings
Billings, Montana

WPR OXBOW BEND WELL 3
Wasatch Peaks Ranch
Morgan, Utah

WPR PHASE 2A LIFT STATION 2
Wasatch Peaks Ranch
Morgan, Utah

WWTP TO CEDAR WATER MAIN
REPLACEMENT
City of Colstrip
Colstrip, Montana

YELLOWSTONE BOYS & GIRLS
RANCH WASTEWATER SYSTEM
IMPROVEMENTS
Yellowstone Boys & Girls Water & Sewer
District
Billings, Montana

YEARS OF SERVICE - HARD HAT STICKERS



John Matz, Superintendent, is presenting Andy Kohn, his 10 year sticker



John Matz, Superintendent, is presenting Paxton Lambert, his 7 year sticker



John Matz, Superintendent, is presenting Kyle Barr, his 1 year sticker



John Matz, Superintendent, is presenting Kevin Rausch, his 1 year sticker



CHECK OUT OUR WEBSITE

SECOND QUARTER ANNIVERSARIES

April: Kyle Barr - 1 year, Nick Brown - 14 years, Jason Fenhaus - 9 years, George Gallegos - 7 years, James Hammer - 7 years, Colton Jansma - 9 years, Brandon Karnath - 7 years, Paxton Lambrecht - 7 years, Kevin Lynn - 1 year, John Matz - 13 years, Gavin McCaffrey - 1 year, Robert Murray - 1 year, Sonja Oe - 6 years, Glen Perry - 8 years, Justin Scown - 8 years, Eric Smith - 11 years, Nick Spiess - 3 years, Haley Verhasselt - 7 years, Britain Walker - 2 years, Jerrod Winderl - 10 years; **May:** Holly Amundsen - 2 years, Doug Beckett - 11 years, Justin Broshear - 6 years, Levi Conrad - 9 years, Edward Cunningham - 1 year, Pierce Davis - 1 year, John Dudley - 11 years, Ty Hickey - 2 years, Taylor Jones - 4 years, Matt Knickerbocker - 18 years, Andrew Kohn - 10 years, Mike McPherson - 14 years, Jason Rost - 6 years, Randy Schlueter - 11 years, Shawn Spade - 1 year, Scott Swanson - 1 year, Kyle Upton - 7 years; **June:** Olivia Adolph - 8 years, Spencer Blaylock - 2 years, Tanya Brown - 26 years, Travis Davis - 4 years, Paul Halton - 7 years, Michael Johnerson - 2 years, Jeff Jordan - 9 years, Jerry Kershaw - 1 year, Kien Marvin - 3 years, Lee McCaffrey - 2 years, Bruce Nealy - 10 years, Blake Olliges - 12 years, Nichole Pulse - 2 years, Cooper Rude - 2 years, Jaidon Spader - 1 year, Joshua Speer - 1 year, Shane Stricker - 11 years, Hunter Thompson - 2 years, Austin Warnes - 2 years, Caleb Wilson - 1 year, Jason Wipf - 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



E
X
C
E
L
L
E
N
C
E

S
A
F
E
T
Y

“Jeff Jordan is doing a great job embracing his role since Chelly has come on board. His growth in the making of BuildWitt videos is obvious and it is really great to see him pushing himself outside of his comfort zone and growing. Keep up the good work Jeff the results will follow”, said Glen Perry President & CEO.

T
E
A
M
W
O
R
K

Jeff Jordan, Corporate Safety Manager with his employee recognition certificate.

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

SAFETY - BECAUSE WE CARE

SLEEP BETTER - WORK BETTER

This article was originally published by the National Safety Council as a toolbox talk, but it can apply to anyone for both work life and home life.

For many of us, getting enough sleep every day is unfortunately, rare. When we lose sleep one or two days in a row without catching up on those missed hours, we fall into a sleep debt. Sleep debt makes us fatigued, and fatigue is much more than feeling tired; it is an impairment that can put you and your co-workers at risk.

Researchers say you need seven to nine hours of restful sleep every day, but according to an NSC survey, 43 percent of working adults admit to sleeping less than seven hours a day. As a result, our workforce is increasingly fatigued, with one in four workers saying they have fallen asleep on the job in the past month. Often, people do not realize they are fatigued until they are nodding off, but impairment can occur much earlier. By the time you realize how tired you are, you could be dangerously impaired.

This makes fatigue a safety issue both inside and outside the workplace. Without proper sleep, you cannot give your best performance. Consequently, approximately 13 percent of work injuries could be attributed to sleep problems. It is important to learn and recognize your level of fatigue and take steps to improve it.

GET BETTER SLEEP:

Just because you are in bed for seven to nine hours does not mean you are necessarily getting the sleep you need. Your bedroom should be designed with sleep in mind, and you should leave any habits that might keep you awake in the other rooms of your home.

Harmful to Sleep:

- Staring at phones, TVs, tablets and other screens
- Lying awake in bed for too long
- Uncomfortable bedroom conditions, including temperature
- Distracting lights and sounds

SAFETY MESSAGE

Helpful to Sleep:

- Establishing a family bedtime routine or communicating with your family the importance of your sleep schedule
- Going to sleep and waking at the same times each day, if possible
- Getting up when you need to, not repeatedly hitting snooze

STICK WITH IT:

Once you get into a positive sleep schedule, stick to it and be sure to prioritize your sleep going forward. If there is a TV show you like to watch, for example, but it airs after you plan to go to sleep, consider recording it or catching up on it the next day during your downtime. Simple solutions like this can help you sleep better without sacrificing the things you enjoy.

Don't give up on improving your sleep habits just because you hit a roadblock. If you aren't making enough progress, consider talking to a medical professional to find out if something else is hampering your sleep. Seventy million Americans suffer from a sleep disorder, but the right treatment can help.

ACCEPT NO SUBSTITUTES FOR GOOD SLEEP:

There is no substitute for good sleep. Though many of us use coffee or energy drinks to get an extra boost after waking, they cannot replace crucial hours of sleep. The same goes for our days off; don't miss sleep now because you plan to sleep in over the weekend.

TAKE IT HOME :

Now that you are more familiar with fatigue risks, think about what you can do to help your loved ones get better sleep. Use the tips above to make bedrooms more conducive to sleep and to help create a family routine so everyone gets ready for bed at the right time. Teens and young children require more sleep than adults, so plan accordingly. With your help, your whole family can stay well rested and safe.



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



HEAVY EQUIPMENT OPERATORS

- MONTANA & UTAH

LABORERS - MONTANA & UTAH

WASTEWATER/MECHANICAL

FOREMAN - UTAH

WASTEWATER/MECHANICAL

SUPERINTENDENT - UTAH

PROJECT MANAGER - MONTANA & UTAH

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