

HAPPENINGS

Quarterly Newsletter



OUR MISSION & VALUES

ECR is dedicated to creating quality products for our clients with a level of reliability and customer service that consistently exceeds expectations. We continuously shape and leverage our core competencies to produce dependable quality results. Our experienced project management teams minimize project risks, our skilled craftspeople deliver a superior and timely product, and our agility translates to flexible solutions for our customers. Because we care about our people and we are stewards of the environment, we approach our work responsibly and continuously meet or exceed industry standards and regulations. This is all accomplished within a strong safety culture environment that promotes smart decision making that safeguards against known and unknown hazards. Every ECR employee and Supplier Partner is a responsible stakeholder in our mission.

Ethics

We adhere to the highest standards

We do the right thing, the right way, for the right reasons.

Family

We have heart

We value our co-workers, customers, and vendors as family and treat everyone with dignity and respect.

Community

We give back

We share with our community and support those in need.

Ownership

We own it

We do what is needed to get the job done and we take the initiative to bring about positive results.

Evolution

We are bold

We adapt and overcome, while we chart our course for success and endurance.

TEAM SPOTLIGHT

2021 Q4 TAG Award Recipients

Please join us in sending a huge congratulations to Giovanni Rivera (FL Pipe Shop Supervisor), Danny "Allan" Conger (FL Maintenance Electrician), James Jeffries (VA Superintendent), Raymond Olivencia (VA Electrician Foreman), and Hiram Alvarez Gutierrez (CA Pipe Shop Supervisor) for receiving our 4th quarter ECR TAG Award. This award is presented twice a year to recognize our top talent who demonstrate excellence on the job and exemplify key components of our mission.

Thank you to each of you for your commitment and invaluable contributions to our team.

Nominations for our next TAG Award will be collected in May 2022. If you have someone you would like to nominate ahead of time, reach out to Andreika Myers at amyers@ecrfab.com for a Nomination Form.



COMPANY NEWS

ECR secured our 3rd Mid Term Availability (MTA) with Military Sealift Command on the USNS Leroy Grumman. Work went underway the first week of the New Year at our Newport News facility (River Port) and will continue for the next 85 days. We are excited for this opportunity to continue building our relationship with MSC and to return the USNS Leroy Grumman to the fleet mission ready.

ECR secures not only its first, but its first and second Incremental Selected Repair Availabilities (ISRA) for work to be performed in Mayport, FL. These ISRAs are shorter duration SRAs and are larger than the CMAV work that we are well known for. Along with increased size, comes increased scrutiny and performance demands. Our Florida team have done well in establishing a strong foundation to work from in tackling these availabilities. The USS Thomas Hudner availability is our first avail working through the end of March, and the USS Sullivans follows it shortly afterwards with a start in April.

ECR Marine & Industrial (CA Division) is in the process of executing an exciting move to our new National City, California location. This new facility provides legitimate room to grow our California Division with increased shop and yard space. Additionally, the strategic location brings us closer to our customers and provides increased visibility. Everybody at Division 7 is excited to see what the future holds for us at our new home.



IT CORNER

Smart Security for a Smart World

Author: Keith Wilson

Welcome to the Internet of Things (IoT): a world where your refrigerator can play YouTube videos and your thermostat can help reduce energy costs by adapting to your environment.

Have you heard of Amazon Sidewalk? It's a new feature that shares the internet connection of your Amazon smart devices (Echo, Ring, etc.) with your neighbors' devices. The idea is to create neighborhoods that always remain connected, even if someone's internet goes down.

There are plenty of advantages to this concept. If you have a home security camera, for example, and you lose internet access, it can automatically connect to your neighbor's network and remain operational. But the announcement of Amazon Sidewalk immediately caused privacy advocates to sound the alarm. It doesn't help that Amazon devices are automatically opted into the service, rather than consumers electing to opt in—a function that leaves many questioning Amazon's intentions.

With that in mind, let's quickly review a few ways you can take advantage of the convenience offered by IoT while still maintaining privacy and security.

1. **Do your research.** Developers usually focus on smart features and view security as an afterthought. Consumers need to prioritize security as a forethought and favor devices that offer robust security controls.
2. **Use strong passwords.** Some new devices may ship with default login credentials. These need to be updated immediately to strong, unique passwords wherever possible.
3. **Stay updated.** For any devices that offer it, enable automatic updates. Outdated software and firmware can lead to security vulnerabilities.
4. **Remain proactive.** The Amazon Sidewalk example demonstrates how important it is for consumers to proactively address security. Occasionally review security settings of all devices.
5. **Avoid the IoT.** While the IoT offers great convenience, sometimes it's best to turn off smart functions and avoid the data collection often associated with these devices.

The key takeaway is this: security in the future will still rely on people using common sense and making smart decisions, just as it does today. In fact, if you look back at all of the scams of the last decade, you'll see that even though technology has greatly improved, cybercriminals continue using the same old tricks.

So, as we transition into new realities and whatever the future holds, remember to stay alert and think before you click—even if someday your mouse is virtual, and your workspace is completely digital.

HR NEWS

Author: HR Department

The new year is upon us and ECR's Annual Benefits Open Enrollment is around the corner. Open enrollment typically runs from late March through early April. During Open Enrollment employees can make changes to their benefit elections, such as selecting coverage where they didn't have it before, selecting a different insurance plan, and adding or dropping dependents to or from their existing coverage. Changes made during Open Enrollment will be effective on 05/01/2022.

HR will send communications out in advance of Open Enrollment to remind employees that it is coming up.

Please make sure to provide the HR Department with your email address, if it has changed, to be sure you receive messages regarding Open Enrollment at the correct address. You can send a request to update your information to HR@ecrfab.com or call

- Joey Wiggins - 757-917-9556
- Denise Sandoval - 904-239-8221
- Erin O'Neil - 757-354-9893.



SOCIAL CHATTER

Here's what you may have missed on social or media outlets...

Week 4: Breast Cancer Awareness Month 📌 #spreadthefacts
Source: <https://www.nationalbreastcancer.org/breast-self-exam>

Breast Cancer Facts:

Adult women of all ages are encouraged to perform breast self-exams at least once a month. Johns Hopkins Medical center states, "Forty percent of diagnosed breast cancers are detected by women who feel a lump, so establishing a regular breast self-exam is very important."

Can I Rely On Breast Self-Exams Alone To Be Sure I Am Breast Cancer Free?

Mammography can detect tumors before they can be felt, so screening is key for early detection. But when combined with regular medical care and appropriate guidelines, recommended mammography, breast self-exams can help women know what is normal for them so they can report any changes to their healthcare provider.

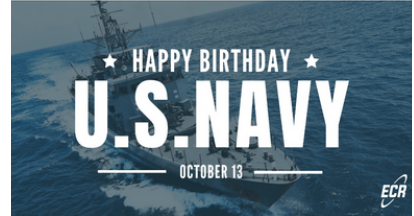
If you feel a lump, schedule an appointment with your doctor. But don't panic – 8 out of 10 lumps are not cancerous. For additional peace of mind, call your doctor whenever you have concerns.

Thank you to all the ECR employees who participated in our "Wear Pink" day this past Friday. It was great to see so many of you support the cause.

#wearpink #breastcancerawarenessmonth



Happy 246th Birthday to the United States Navy! Thank you for all that you do and have done to protect our Freedoms!



Left to Right: We kicked off our month long Breast Cancer Awareness drive. All month long we raised awareness on our social platforms and encouraged employees to donate to the cause. Across all divisions folks participated in "Wear Pink" Day to show our support. We wished the U.S. Navy a Happy 246th Birthday.

To all who served, no matter the branch of service or specialty, we THANK YOU! We appreciate the sacrifices you've made to preserve our freedom.



Over the past few weeks, ECR hosted a companywide Thanksgiving Donation Drive to collect food for our local food banks.

Across all divisions, our ECR family blew us away with their generosity.

The Virginia Peninsula Foodbank weighed our donation, and we were stunned to see that ECR VA collected 762 pounds of food!!! Each meal is roughly 1.2 pounds of food, which means we provided 635 MEALS to our local Foodbank!! That's AMAZING!!!!



Last month a few ECR employees had a great time participating in the 35th Annual Golf Tournament hosted by the Virginia Ship Repair Association. It was a beautiful day to tee off and enjoy the company of other VSRA members/sponsors. Thank you, VSRA, for hosting a terrific event that we look forward to participating in each year.



Left to Right: We Thanked our Veterans across our social media platforms. Held a companywide Food Bank drive and donated well over 635 meals to our Local Food Bank. A few ECR team members got to enjoy a few rounds of golf in a tournament hosted by the Virginia Ship Repair Association.

From the entire ECR Family, we are most thankful for you. Happy Thanksgiving! May your time celebrating be safe and blessed.



Season's Greetings! It's getting festive around here with donation drive deliveries and Spirit Week in full swing, here are a few ECR team members who brought a little sparkle and a whole lot of cheer to the workplace!

Stay tuned for our Holiday Donation Drive re-cap next week!



We hope you all had a joyous holiday weekend. Last week ECR wrapped up our 2021 Holiday Donation Drive. We want to say a huge, "THANK YOU!" to everyone who participated and Sponsors for making this drive a success. We are proud to share the incredible results below.

👉 VA – Raised \$2,660.00!! for the HEB Foundation. With this contribution, we purchased the wish list of 25 children and donated the remaining amount directly to the HEB Foundation to provide meals, toys, and cloth... [See more](#)



Left to Right: We wished everyone a Happy Thanksgiving. We enjoyed some office festiveness with ECR Spirit Week. We shared a re-cap of our Holiday Donation Drive which included the amount raised, the percentage of employee participation, and photos documenting this huge event.

Don't miss out on all the fun! Follow us on Facebook and Instagram to stay up-to-date on what's happening at ECR.



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SAFETY TALK

10 Workplace Safety Tips Every Employee Should Know in 2022

Author: Jason Gocio

Whether you work onboard a ship, at a desk, or are one of our heavy machinery operators, there are hazards in your work environment to be aware of. It's critical to take notice of the potential dangers in your environment; to avoid workplace injuries. In this article, we'll explain what workplace safety is, who's in charge of making sure the work environment is kept safe and list tips for ensuring that you and your workplace are safe going into 2022.

Why is workplace safety important?

When a company, like ECR, provides a safe work environment, they are protecting themselves, their employees and their customers. It is important to follow procedures and policies to remain compliant with local and national occupational safety authorities. A safe workplace is a happy workplace, as it creates a more comfortable and conducive environment for employees to effectively do their jobs. However, providing a safe workplace is an important part of client relations as well. If the office or work area is unsafe for employees, then it is definitely unsafe for your untrained customers.



Who's in charge of keeping the workplace safe?

It would be easy to say the Safety Department is in charge of keeping our workplace safe and yes, Safety has a hand in our workplace safety but, in reality, it is the responsibility of our frontline supervisors to create and maintain a safe and functional work environment for our employees.

Workplace Safety Tips

Here are some workplace safety tips that you should incorporate into your daily routine:

1. Use tools, equipment, and machinery correctly

Proper use of tools and machinery can minimize injuries. Only operate machines you are trained or certified to use and ensure that they are cleaned and maintained regularly. You should always use machines and equipment for their intended purposes. Use equipment, such as, a dolly or a forklift to help you lift and move heavy items to avoid straining or injuring yourself.

2. Report any unsafe conditions

Fix any unsafe conditions or workplace hazards immediately upon noticing them. If it is dangerous for you to remove the risk, notify your supervisor right away.

3. Wear all necessary Personal Protective Equipment (PPE)

Always wear the necessary PPE. The proper PPE in your workplace could be a hard hat, fire-retardant clothing, industrial workwear or something as simple as, nonslip shoes. Be sure to always replace your PPE when it is damaged or no longer in working order.

4. Keep your workplace clear from clutter

Having a clean workspace will positively impact your job satisfaction and keep you and your coworkers free from danger. You could trip and fall over scattered objects and they could hide another hazard you cannot see.

5. Stay hydrated

Drink enough water to remain alert and avoid dehydration. Even in the winter, it is essential to stay hydrated with water and warm liquids to prevent lightheadedness and lack of focus. Avoid caffeinated beverages, such as, coffee, soft drinks, or energy drinks.

6. Practice good Ergonomics when sitting or lifting

Use ergonomic desks and keyboards to avoid straining your wrists and arms. Sit up straight, keep your shoulders in line with your hips and lift with your legs when you are moving objects. Poor posture can cause strain on your back, neck and shoulders, which can lead to severe injury.

7. Take regular breaks

Whether you work onboard a ship or at a desk, take regular breaks. Standup and walkaround for a brief period of time. Look away from your computer screen regularly to avoid eye strain. Taking regular breaks allows your body an opportunity to rest from the tasks you are doing. When you return, you will be more focused and have a higher level of concentration.

8. Be situationally aware

Being aware of your surroundings is key to avoiding workplace injuries. Here are some things to be aware of in your environment:

- Look for Slip, Trip, and Fall hazards or items on the floor that could be tripped over.
- Note the appropriate PPE for each task you are doing.
- Choose mechanical aids, for example, a forklift or chain fall to help lift items.
- Keep emergency exits clear and uncluttered; that way, they are accessible in the event of an emergency.
- Use tools and machines properly to avoid injury.
- Label hazardous areas and materials with appropriate signage.
- Know where the first aid kits are and which employees are trained to administer first aid, if an injury occurs.
- Know of the emergency procedures in the event of a fire, flood or earthquake.

9. Never take shortcuts

Procedures/Policies exist to keep employees safe. Though skipping a step or not wearing PPE may save you time, it isn't worth getting injured over. Use every tool and machine according to the manufacturer's instructions.

10. Keep up with new or changing safety policies

Though it is the responsibility of the company to make employees aware of new safety procedures, it is your responsibility to make sure that you fully understand the information. If you're unsure about a new procedure, contact the Safety Department at 757.264.3888 or email jgocio@ecrfab.com.

QA CORNER

Calibrated Instrument Control

Author: David Martin

Calibration defines the accuracy and quality of measurements recorded using a piece of equipment. Over time there is a tendency for results and accuracy to 'drift' particularly when using technologies or measuring parameters such as temperature, pressure, and humidity. To be confident in the results being measured there is an ongoing need to maintain the calibration of equipment throughout its lifetime for reliable, accurate and repeatable measurements.

The goal of calibration is to minimize any measurement uncertainty by ensuring the accuracy of test equipment. Calibration quantifies and controls errors or uncertainties within measurement processes to an acceptable level.

In ship repair processes, any test equipment used to measure should be calibrated at multiple points across its working range to ensure reliable information to critical alarms and systems. Failure to calibrate, or improper calibration, has been the cause of injury, death and even major environmental disasters.

ECR QMS Procedure, P-715 Control of Monitoring and Equipment, provides us with the necessary guidance to maintain control of company calibrated equipment. This procedure applies to typically used equipment such as pressure test gauges, micrometers, electrical meters, torque wrenches, dial calipers, temperature gauges only to name a few. Calibration of these instruments and gauges enables ECR to provide evidence of conformity of our products and services.

Calibrated equipment issuance is controlled and documented to ensure that it is maintained accurate and reliable utilizing the ECRPO tracking system.

The necessary use of calibrated equipment triggers a trail of information gathering that:

- identifies the piece of measuring equipment and its calibration status and...
 - the individual(s) checking out and using the equipment,
 - the intended job and task used for,
 - the turn-in in date.
- The recorded task and job are then entered into the ECRPO database to Use

Use history information is critical in the event the equipment is found out of calibration,(out of tolerance), by the calibration facility during one of the equipment's required periodic accuracy verifications. This record enables ECR to check for issues on any of the recently recorded jobs possibly affected by an out of tolerance piece of calibrated equipment.

When a calibrated equipment re-call is announced, it is important that equipment is surrendered to the toolroom after use to maintain control of the equipment and to ensure program integrity.

In summary, calibration is vitally important wherever measurements are important, it enables ECR to have confidence in the results that we monitor, record, and therefore control.

WELCOME ABOARD!

Since our last Newsletter, we have welcomed the following members to our team. We are so pleased that you have chosen to come and share your time and energy with us. This is an exciting time for our company, and we are delighted to welcome you as a key addition to our valued team. We can't wait to see what amazing things you all will accomplish.

- Daniel De La Torre
Outside Machinist 1/C, CA
- Andrew Martin
Operations Planning Specialist, FL
- Arturo Valdez
Ship Fitter Lead Mechanic, CA
- Cristi Gazaway
Staff Accountant, VA
- Luis Morales
Electrician 1/C, VA
- Maine Morales Lopez
Ship Fitter Lead Mechanic, CA
- Tonia Morrison
Insulator Lead Mechanic, VA
- Sean Skewes
Pipe Fitter 1/C, VA
- Natasha Toms
Administrative Assistant, VA
- Wayne Waddell
Pipe Shop Supervisor I, FL
- Alexis Powell
Production Admin. Assistant, FL
- Jocelyn Moore
Electrician 2/C, CA
- John Nelms
Pipe Shop Supervisor I, VA
- Simon Baney Vuocolo
General Labor Supervisor I, VA
- Sirron Ringer
Superintendent II, VA
- Mariah Barajas
Electrician 1/C, VA
- Felicia Davis
General Labor Supervisor I, VA
- Robert Clayton
Estimator II, VA
- Reginald Jones
Estimator III, VA
- David Orme
Contracts Manager, VA
- Neil Davenport
Operations Planning Manager, VA
- Thaddeus Lloyd
Pipe Fitter Supervisor II, VA

Welcome!

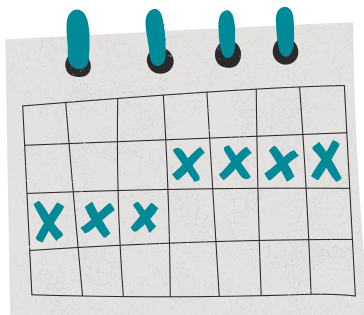
PROMOTIONS

Congratulations to our team members who got promoted since our last Newsletter.

- Michael Bright
OSM Sup. I to OSM Sup. II
- Jaeward Williams
Struc. Sup. I to Struc. Sup. II
- James Morris
Helper 1/C to Welder 3/C
- Kimberly Wilson
S&R Clerk to S&R Sup.
- Mark Hammonds
ESH Sup. II to Superintendent II
- Robert Thomas
Welder 1/C to Struc. Sup. I
- Levi Epstein
Tool Room Attendant to General Labor Sup. I
- Erin Snyder
Project Manager II to Senior Project Manager

HIRING NEEDS

- ELECTRICIAN 1ST CLASS, FL
- MASTER WELDER, VA
- OUTSIDE MACHINIST 1ST CLASS, VA & FL
- OUTSIDE MACHINIST SUPERVISOR, VA
- PIPEFITTER 1ST CLASS, FL
- SHIPFITTER 1ST CLASS, VA & FL
- WELDER 1ST CLASS, VA
- STRUCTURAL SUPERVISOR, VA
- QUALITY ASSURANCE INSPECTOR II, FL & CA
- PROJECT MANAGER II, VA
- SUPERINTENDENT II, FL
- DIRECTOR OF OPERATIONS, CA



Q1 ACTIVITIES

Details for each event will be shared via email. Be on the lookout!

- National Trivia Game Day (ECR Trivia Challenge) - Jan. 4th
- Black History Month (Weekly Social Sharing) - All Feb.
- National Wear Red Day - Feb. 4th
- Share the "Love" (Valentine Treat from ECR) - Feb. 14th
- Random Acts of Kindness Day - Feb. 17th
- March Activities TBD

If planning these kinds of events is of interest to you, you should join our Activities Committee! Where we plan, collaborate, and execute office activities and giving opportunities. Send an email to amyers@ecrfab.com to inquire about joining.

ANNIVERSARIES/MILESTONES Q1

Thank you to the following ECR employees for their dedication and years of service :

1 Year Anniversary

Jose Hidalgo - Hire Date 01/11/21
Billy Torres-Bagalso - Hire Date 01/11/21
James Bannerman - Hire Date 01/25/21
Joshua Deitz - Hire Date 01/25/21
Edward Boone Jr. - Hire Date 02/01/21
Alonza Diggs - Hire Date 02/01/21
Luis Leon - Hire Date 02/01/21
James Morris - Hire Date 02/01/21
Marquis Nowell - Hire Date 02/01/21
Andres Riquelme - Hire Date 02/01/21
Robert Thomas - Hire Date 02/01/21
Salma Zamorano - Hire Date 02/01/21
Hiram Alvarez - Hire Date 02/08/21
Takardi Brooks - Hire Date 02/08/21
Edward Whigham Jr. - Hire Date 02/08/21
Reginald Holliman Jr. - Hire Date 02/15/21



Deborah York - Hire Date 02/22/21
Jaeward Williams - Hire Date 03/01/21
Stephen Adderley - Hire Date 03/29/21
Robert Flanagan - Hire Date 03/29/21
Alec Gran - Hire Date 03/29/21

5 Year Anniversary

Torey Lane - Hire Date 01/16/17
James Sharp - Hire Date 01/16/17
John Morrill - Hire Date 01/30/17

10 Year Anniversary

Karen Stewart - Hire Date 02/06/12

*You all play a vital role in the prosperity of our company.
Thank you for the hard work.*



ECR LEADERS

Featuring: Justin Stern, VP of Operations

Hello ECR Family! I am not sure about you, but I cannot believe it is already 2022, and what an incredible year we had in 2021!

Can you believe all we accomplished? Our first 2ea MSC MTA's, COMPLEX CMAV's, SUPER CMAV's, numerous Commercial Projects, VA Operations relocation to River Port, Corporates new headquarters in downtown Portsmouth, the addition of Colonial Welding, the Charity Drives, all of the awesome new staff members and teammates at all of our locations, and so much more. I can't thank you all enough for your hard work and dedication that has allowed ECR to become one of the top providers in our industry. As I sit here writing this letter and reflecting on what the team has accomplished over the past year, I can't help but think about how we got here and when I first started with the company over a decade ago.

Thirteen years ago, a good friend of mine, Patrick Diaz, set up a meeting that would change my life forever. He kept hounding me to come and meet the one and only, Jorge Rivera, so I finally gave in, and we headed to North Carolina for our first meeting. I will say, as we discussed plans to build a Florida division, I was a little caught off guard by who Jorge actually was. An extremely down-to-earth, easy to get along with, humble person. I knew then I was in the right place. I immediately learned that Jorge had a vision and understood what he wanted to accomplish, I just wasn't sure of the how, but I was all in. That was one of the best decisions of my life and when I became a part of this amazing team!

Now, before looking ahead at 2022, I hope everyone got some well-deserved rest and family time over the holidays so that we are ready to take on another great year together as it is shaping up to be a busy one! Here is a look at a few things we have happening in the New Year: the NAVY's first-ever 2ea ISRA's both awarded to ECR in Jacksonville, FL, The start of ECR's third MSC MTA at River Port, receipt of the first of many Friendship Boat's from WDW, San Diego's move into their new facility, one that even comes with a billboard that will soon display the ECR logo on the side of the I-5, the busiest freeway on the West Coast! I cannot wait to see what else is in store for us throughout the year.

Lastly, I want to touch on a very old topic that has become a very real situation again for us all; and that is COVID-19. Our families depend on us to provide for them, and our customers depend on us to perform for them to the best of our abilities each and every day, so we need to do our part to ensure that we are protecting each other and keeping us all out of harm's way. Please be safe, mask up, and do your part. I look forward to seeing you all throughout the year!

MESSAGE FROM OUR PRESIDENT

Welcome 2022!

We have turned the corner and have some reflections on 2021 while we prepare to tackle the year ahead. As we reflect back at how we have grown and evolved throughout the past year there are a few notables to highlight-

- Our overall 2021 volume grew by 34% from 2020, a 68% increase from what we saw in 2019.
- Our Virginia volume alone increased by 69%, largely due to the doubling of its prime work there.
- Overall, two thirds of our work was as a prime contractor, up considerably from last year.
- Our California division saw a 136% increase in volume from last year and accounted for 17% of our overall volume, up from 10% last year. What is more is that 55% of this work was as a prime contractor.
- Access to our Newport News facility has come through, and generated 18% of our volume.
- Overall, the extent of prime contractor work that we do increased from 37% to 65%.
- Despite our notable increase in volume, we had a 21% reduction in number of Customer issued Corrective Actions Reports (CARs), resulting in an impressive 44% improvement in our CAR frequency.



We have also done numerous things to focus on our talent management. We initiated some leadership training focused on various things such as; personal responsibility, trust, communication, conflict management, and expectations for our production and project leadership. We also partnered with Signal Mutual to provide some Supervisor Safety Leadership training. It remains vital that we continue investing in our talent, while nurturing a culture that we can all be proud of.

We finished 2021 with an improvement in our safety culture. This is evidenced in heightened engagement on the topic, and is borne by observations and measurements that Signal has shared with us after their Supervisor Leadership training. Signal's assessment is that we are doing well and moving upwards on our trend of operationalizing Safety. Of course, an improvement in our Safety culture should bear out in a reduction of our injury frequency. While we improved our recordable injury rate in VA by 33%, our rate in FL worsened by 42%. Our rate in CA also increased by 18%. Companywide our rate did improve by 7% from 2020. Our continued engagement on Safety is essential for us to continue fostering a strong safety culture that we should be well known for, and for making a notable improvement in our injury frequency this coming year. Let's continue to embrace our ownership in making sure that we all understand our right, as well as our obligation to work safely, and let's all take pride in the results that will demonstrate this throughout 2022.

The significant changes noted here have provided us opportunities to evolve, strengthen our management structure, and critically evaluate our processes. So what lies ahead for us in 2022 as we continue to evolve? We will further leverage our Newport News facility, we will continue our course for independence, and we will put a dedicated focus on production performance and operational efficiencies.

While the Navy's Port loading is relatively low over the next two years, the prospects for ECR remain plentiful with Navy pier side work, which includes the potential for reduced size CNO availabilities and MSC work. We also remain aggressive in our pursuit of Shipboard Habitability work through our new IDIQ contract. I am appreciative of everyone's hard work and tireless efforts at contributing to our success in 2021, and look forward to everyone's support for a strong start to 2022.

In our last Newsletter, I closed with a focus on one of our core values- "Ownership", "We do what is needed to get the job done and we take the initiative to bring about positive results". I will close here with a focus on another one of our core values- "Evolution/ We are Bold- We adapt and overcome, while we chart our course for success and endurance". As we reflect back on the last few years of ECR's journey, the term "Evolution" is symbolic of the progress that we have made. As we continue to establish a stronger foundation for accomplishing our mission, I look forward to everyone's support throughout 2022. A focus on Reliability and Customer Service, two terms in our Mission Statement that represents the tenets of a healthy operation, will help steer our efforts. Please join me in aligning ourselves to upcoming 2022 achievements while we grow and support ECR's mission.

Be proud, Be transformative, and Be safe.

A handwritten signature in blue ink, appearing to read "Rene Doiron".

Rene Doiron