

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.

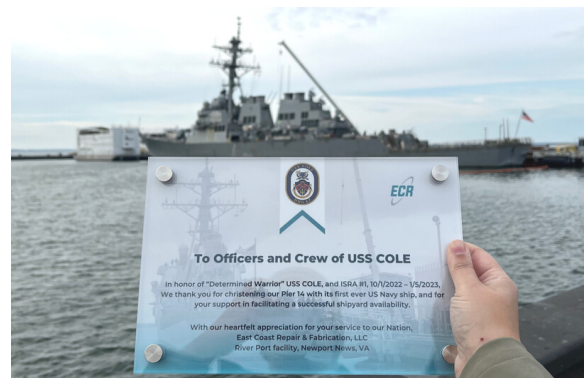
Evolution

We are bold

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

COMPANY NEWS

- Our Virginia division spent the 4th quarter completing work on the USS Cole. As you may recall from our previous newsletter, the USS Cole is the first US Navy ship to undergo repairs in our Newport News facility. Along with the USS Cole, Virginia wrapped up CMAV work for the USS Bainbridge (DDG-96), USS Bataan (LHD-5), USS Oak Hill (LSD-51), USS Gonzalez (DDG-66), and EMAV work on the USS Kearsarge (LHD3).
- A few awards were won for CMAV work on the USS Mesa Verde (LPD-19), USS Ramage (DDG-61), and USS Bataan (LHD-5) that began in mid-December which will carry us into the first quarter. Way to go, team, for keeping this momentum going!
- We broke ground at 1511 Harbor Lane for our future Headquarters and Training Facility, ECR-MTC (ECR Maritime Training Center). This site will soon house a 52,000 square foot Fabrication Shop, Warehouse, Corporate Headquarters, and Maritime Training Center. Dedicated to providing a second chance to former inmates, military personnel re-entering the civilian world, and those who can't afford education beyond High School, the hands-on training in skills needed for advancement in the shipbuilding and ship repair industries.



- Our California division wrapped up work on the following availabilities, USS Gabrielle Giffords (LCS-10), USS John P Murtha (LPD-26), USS Makin Island (LHD-8), and USS Fort Worth (LCS-3) at the beginning of Q4. They won 2 EMAV & 2 CMAV work availabilities to be performed at Naval Base San Diego. Work began towards mid-December on the USS Cincinnati (LCS-20), USS Savannah (LCS-28), and USS Manchester (LCS-14). All jobs had various end dates, with the final one expected to end on January 27th. Congrats to our CA team for having such a successful 4th quarter and laying the groundwork for quite a busy first quarter.
- Our Florida division secured a few CMAV awards for work on the USS Mason (DDG-87) and USS Carney (DDG-64). Both availabilities began in mid-December and are expected to end on January 27th. Also, Florida received an award for our first US Coast Guard job in several years for work on the WMSL-753 USCG Hamilton. Work will be performed at the US Coast Guard station in Charleston, SC, beginning early in the first quarter and ending on March 29th. An exciting start to the new year as we establish a working relationship with the US Coast Guard.



- In the fourth quarter, we hosted two successful donation drives (Breast Cancer Awareness Month & Holiday Donation Drive). Thanks again to everyone who contributed to these enormous campaigns to give back where it matters most. To refresh your memory, combined, we raised \$6,202 for Breast Cancer Awareness and \$32,706 (with the help of sponsors) for our Holiday Donation Drive for Long Branch Elementary School, The HEB Foundation, and Toys for Joy. Check out our social page if you want more details and pictures of both initiatives.



- Congratulations to the fourth quarter TAG Award recipients, Presidents Coin recipients, ECR nominations for VSRA Tradesperson of the Year, and everyone nominated. The following employees were recognized for going above and beyond every day. Thank you for being so committed!

Presidents Award Recipients

Luis Morales (VA), Robert Gill (VA), Daniel Martin (FL), Wiley Lemaster (FL), and Joshua Dewitt (FL)

TAG Award Recipients

Deborah York (FL), Kenya Bernard Latham (VA), and Tyler Russo (WMS-VA)



- In the fourth quarter, the foundation was laid for our affiliate company, Warwick Maritime Solutions, to join ECR as a division, effective January 1st. We are excited to welcome WMS as a division of ECR!
- WMS secured an award from the US Navy for work on the YRBM(L)-28. Work has begun and is expected to carry on until August 25th.
- WMS recognized the following employees in the fourth quarter for their hard work and dedication to the company. Congratulations to Wilfredo Lebron Diaz, Employee of the Quarter, Jeremy Caban, Employee of the Year, and Josue Zavala, Subcontractor of the Quarter. We applaud you all!



HR NEWS

This article was chosen from East Coast Repair's Employee Assistance Program
Adapted from Workplace Options. (Reviewed 2019). Coping with change. Raleigh,
NC: Author Coping with Change

Heraclitus had it right: Change is a fact of life. In the Greek philosopher's time, change tended to unfold gradually, but today's world changes at an alarmingly rapid pace. Thanks to television and social media, images, and information zip around the globe in seconds, and people are sometimes expected to respond just as quickly.

Change can take many forms and affect every aspect of people's lives. It occurs in your family, work, social life, and well-being. Some changes involve additions, such as births, new friends or relationships, and new possessions. Others involve losses, such as death, divorce, or illness. Some changes are sudden, such as losing your job, while others are more gradual, such as entering middle age.

Change can be good or bad, depending on the person and the circumstances. For example, a divorce may be seen as a tragedy or a relief. A promotion is generally viewed as a change for the good, but if you're anxious or unsure of your skills, you may view it as negative or threatening. Change may be sought out, appreciated or accepted, or it may be forced upon you, and resented or resisted. It can challenge or stimulate you, or make you feel anxious and threatened. Too little change can make life boring or depressing, while too much change can be uncomfortable or overwhelming.

Whatever its form, change requires an adjustment of some kind. This takes energy, and when the demands are too great, it can drain you physically and mentally. Change creates stress, so it needs to be managed effectively to prevent the development of stress-related symptoms and illnesses. Unmanaged stress can cause physical and emotional disorders, including everything from headaches and digestive problems to high blood pressure and insomnia.

The key to coping with change is to recognize it, understand its effects, and bring it—or your responses to it—under control as much as possible. When you can't control the change itself, adjusting your attitude toward it can help lessen any stress or tension. You'll stay healthier that way.



What to Know About Change

Try to see the opportunities in change.

The Chinese word for "crisis" is made up of two symbols: the symbol for "danger" and the symbol for "opportunity." Try to think of change as a mixture of crisis (or danger, or uncertainty) and opportunity. Ask yourself what lesson you might learn, what skill you might develop, or what aspect of yourself you might strengthen as a result of coping with this change.

Physical health will support mental health.

During times of change and high stress, remember that regular exercise, a balanced diet, and adequate sleep is needed to maintain your ability to cope.

Physical and Emotional Aspects of Change

Evaluate your life on a regular basis—every few months or so—to determine how many significant changes you are experiencing. Just being aware will make it easier for you to understand and deal with the stress that almost always accompanies change.

HR NEWS CONT.

This article was chosen from East Coast Repair's Employee Assistance Program
Adapted from Workplace Options. (Reviewed 2019). Coping with change. Raleigh,
NC: Author Coping with Change

Some of the symptoms of stress may include

- Headaches
- Insomnia
- Digestive problems
- Muscle tension and backaches
- High blood pressure and cardiac problems
- Impaired immune response
- Depression or anxiety
- Irritability
- Eating too much or too little
- A greater inclination to use alcohol or drugs as a coping mechanism

When you find yourself faced with an unexpected change, take a moment to evaluate your emotional response. Ask yourself how you're feeling. Are you happy, sad, scared, angry, threatened, resentful, excited, indifferent? After you've determined what you're feeling, it can help to ask yourself some or all of the following questions:

- Is my reaction justified?
- Is the intensity of my reaction justified by the facts?
- Am I overreacting, or misinterpreting?
- Is there another way to look at this? Is there an opportunity here?
- Are there aspects of this situation that I can control?
- Would more information help me cope better with this change?

Learn a relaxation exercise. Relaxation is one of the most effective tools for managing stress and the anxiety or tension that can go along with it. Relaxation helps your body undo the negative effects of stress and can keep you functioning better physically and mentally.

Don't forget, humor goes a long way toward easing stress. Try to find the humor in situations, and in yourself, whenever possible.

Don't weather every change alone. Look for support from family or friends.

Visit EAP: <https://www.anthem.eap.com/employer-select>
Company Name: East Coast Repair Fabrication



As its most basic definition, a Blind Spot is an area where a person's view is obstructed.

In this context I am referring to process or cognitive blind spots often obstructing our thinking that can lead to unintended results.

How often do we navigate through our day discovering we had a blind spot that caused us to stumble in the progress or achievement of our goals and objectives? Encountering and overcoming blind spots throughout the day is a human condition and should be a realistic expectation during planning, execution, and risk management.

Below is just a summary of some common causes and examples of blind spots that cause us to trip and stumble into problems often affecting the quality of our products and services?

BLIND SPOTS IN COMMUNICATIONS - Uncommunicated expectations:

- Incomplete or ambiguous specifications or directions.
- Incomplete or ambiguous instructions from Management.
- Incomplete or ambiguous feedback from the workforce to management.

BLIND SPOTS IN MINDFULNESS - Inattention to details:

- Unnecessary haste to accomplish tasks, (routine and unfamiliar).
- Distractions that are either avoidable or unavoidable.
- Exhaustion / fatigue.

BLIND SPOTS IN PREPARATIONS - Adequacy of preparation:

- Inadequate review and analysis of process adherence and requirements.
- Perceived short-cuts that may end up hijacking processes.
- Overly complex, or unnecessary process steps.

BLIND SPOTS IN HISTORY - Failure to learn from mistakes and experience:

- Inadequate analysis of the Root Causes of problems.
- Failing to incorporate history lessons into training or planning.

BLIND SPOTS THAT CAN BE SELF INFLICTED– Inflated Self- Pride:

- Failure to acknowledge one's own weaknesses and past failures.
- Having a "Know it all" attitude that prevents recognition of other's contributions and/or openness to new ideas.

Additionally, Blind spots occur when we become complacent with what we perceive as status quo. We take things for granted for various reasons and remain vulnerable to undesirable results when changes in conditions are left unchecked."

Effective risk management relies on our consideration that blind spots are an inevitable occurrence with even the simplest of tasks and even more so when accomplishing complex, multi-faceted projects.

Staying mindful of possible blind spots should never be a catalyst for excuses not to continue moving forward with solid plans. Maintaining a positive attitude and realizing that encounters with blind spots are inevitable should strengthen our resolve to overcome unseen obstacles, make corrections, and stay the course.

"Though they stumble, they will never fall...", (Psalm 37:24)

IT CORNER

Author: Keith Wilson

Non-Technical Security: In the Office

Non-technical security simply means using strong judgement in everyday situations and asking questions when more information is needed. Let's explore a few non-technical security practices you can use while working in the office.



Secure Disposal

Hard copies of sensitive information are still sometimes necessary, even in a world where everything has gone digital. Be sure to properly dispose of those copies when no longer needed. Don't just toss them in the trash or recycle bin. Destroy them beyond recognition, such as with a paper shredder, so they can't be retrieved by unauthorized people.

Malicious USB

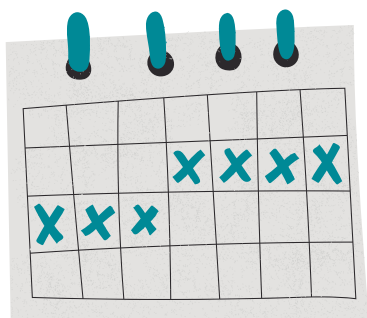
Imagine finding a USB flash drive in a lobby or parking lot. How tempting would it be to insert that drive into your computer and see what's on it? Attackers know this temptation is universal, and intentionally create malicious, portable storage devices to drop in places where they will be found. Plugging in an infected drive could compromise our entire organization and is no different than clicking a malicious link in a phishing email.

Badges

Identification badges and keycards are similar to passwords in that they provide access to something. They are the physical credentials that allow you to enter controlled areas. Treat them like passwords by never sharing them for any reason. When you access a secured area, make sure the door closes behind you and no one else slips in.

Unauthorized Individuals

Occasionally, service technicians will need physical access to certain areas. However, if you notice an unknown person, don't assume they have the right to be there. Verify their identity, and check with management for further clarification. This will help prevent imposters from gaining unauthorized access to our organization.



Q1 ACTIVITIES

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

National Bagel Day (Breakfast Provided) - Jan. 17th
Black History Month (Weekly Social Sharing) - All Feb
Wear Red Day - Feb. 3rd
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.

SOCIAL CHATTER

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

Welcome, MARMC and the USS Cole!

An exciting day for us as we welcomed the USS Cole to our Newport News facility. This is the first US Navy ship to undergo repairs in our newly renovated facility. Our team is ready to perform the various structural, system, and habitability repairs to get this ship mission ready. Work is scheduled to be complete on January 3, 2023. We look forward to demonstrating our capabilities while working with MARMC, the Ship's Crew, AIT's, and our su... [See more](#)



What a brisk and beautiful day it was for a golf tournament. Thank you, [Virginia Ship Repair Association](#), for the opportunity to sponsor a hole at the 36th Annual VSRF Golf Tournament yesterday. As always, we had a great time! [#ECR #ShipRepair](#)



Thank you to the [Port of San Diego Ship Repair Association](#) for putting together a donation drive to benefit the San Diego Rescue Mission. Our California division enjoyed contributing and being a part of such a great cause. [#ECR #ShipRepair](#)



Left to Right: We welcomed the USS Cole to our Newport News facility. There was great excitement with this being our first US Navy Ship at this facility. We sponsored and attended the VSRF Golf Tournament. Our CA team contributed to the Port of San Diego Ship Repair Association donation drive to benefit the San Diego Rescue Mission.

Thank you to everyone who contributed to our MOST SUCCESSFUL Breast Cancer Awareness Drive ever!

We surpassed our goal with a total of \$3,202, and with the company match of up to \$3,000, that brings our grand total raised to \$6,202!!! [#ECR #ShipRepair](#)

Contributions will go a long way in providing help and inspiring hope through early detection, education, and support services for the 1 in 8 women diagnosed with breast cancer... [See more](#)



We officially broke ground at 1511 Harbor Lane for our future Headquarters and Training Facility. This has been a long-time dream of our Founder/CEO Jorge Rivera. After four long years of investing, revitalizing, and building what is now our shipyard, we are ready to enter the next phase of the 523 Holdings/East Coast Repair & Fabrication (ECR) portfolio. Soon this site will house a 52,000 square foot Fabrication Shop, Warehouse, Corporate Headquarters, and Maritime Training ... [See more](#)



ECR secures a notable repair project with the United States Coast Guard for work to be performed on the WMSL-753 USCG Hamilton. This is ECR's first project with the USCG in several years. Also making this a noteworthy project is that the repair availability will be performed at the Coast Guard station in Charleston, SC. ECR will mobilize its travel teams for work to begin on January 4th, and we look forward to revitalizing our working relationship with this valued customer... [See more](#)



Left to Right: We shared the Breast Cancer Awareness drive results, along with pictures of our team supporting the cause. All month long, we raised awareness on our social platforms. We broke ground in Newport News for our future Headquarters and Training Facility. Our FL team secured an award to perform work on a US Coast Guard vessel. This is our first project with the USCG in several years.

Over the past couple of weeks, we've had the privilege of recognizing our employees and their accomplishments with the company. Congratulations to all the TAG Award recipients, Presidents Coin recipients, ECR nominations for VSRA Tradesperson of the Year, and everyone who was nominated. Thank you for going above and beyond every day. Your efforts make our team stronger! [#ECR #ShipRepair #EmployeeAppreciation #Awards](#)



We hope you all had a joyous holiday weekend. Last week ECR wrapped up our 2022 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 \\$5,190,000! \(Employee contribution \\$3,190 + \\$2,000 company\) for the HEB Foundation. With this contribution, we purchased the wish list of 30 children and donated the remaining amount directly to the H... See more](#)



Congratulations to our Warwick division on recently securing an award for the following Navy Ship Repair availabilities:

YRBM(U)-28 Repair and maintenance work beginning 1/7 and is expected to end on 8/25.

[#Awards #USNavy #WarwickMaritimeSolutions #ECR #ShipRepair](#)



Left to Right: We recognized the winners and nominees for the Champions on the Rise TAG Award, Presidents Award, and VSRA Tradesperson of the Year. We shared the results of our annual Holiday Donation Drive, along with photos of us making a difference in our communities. We started to share Award and Hiring Needs for our Warwick division.

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.



SAFETY TALK

Effects of Stress on Worker Safety Performance
AEU Safety Bulletin

Stress

Stress is a normal, unavoidable part of life. Stress produces a state of imbalance in the individual, and it can elicit both physical and emotional responses. Stress is a legitimate health and safety issue that affects workers, new and experienced, across every industry. An employee working while stressed has the potential to be unsafe, yet the traditional mindset by employers is that stress is an individual or "personal" problem brought to work from home. This safety bulletin discusses what stress is, how stress can lead to increased workplace incidents, and what both employers and employees can do to help with the effects of stress.

What is Stress?

Stress can be defined as a "mechanism where the human body attempts to adapt to the environment." Stress results from things that impact us in the ordinary course of life. It is a feeling that people have when they are overloaded and struggling to cope with demands related to finances, work, relationships, or anything that poses a real or perceived challenge or threat to a person's well-being.

Some causes of stress are:

- Psychological factors that can arise from the unrealistic expectations we place on ourselves or allow others to place on us
- Familial/personal factors that can arise from relationship problems with spouses, children, parents, siblings, friends, etc.; these problems can demand essential resources like time, and money, and often require immediate attention
- An increase in financial obligations
- Workplace factors can be caused by situations such as:
 - Assuming heavy workloads with tight deadlines and working long hours
 - Being asked to do a job for which they have insufficient experience or training
 - Being concerned about job security
 - Working in a culture where people are afraid to get things wrong or make mistakes
 - Working in a poor physical or dangerous environment (e.g., excessive heat, cold or noise, inadequate lighting, malfunctioning/unsafe tools, and equipment, etc.)

Signs of Workplace Stress

When an employee feels overwhelmed by personal or work situations, they may lose confidence in themselves and become angry, irritable, or withdrawn. Other signs and symptoms of excessive stress at work include:

- Feeling anxious, irritable, or depressed
- Not caring about or loss of interest in work
- Problems sleeping
- Fatigue
- Trouble concentrating or distracted
- Muscle tension or headaches
- Stomach problems
- Social withdrawal
- Using alcohol or drugs to cope



Ways That Stress Can Lead to Increased Workplace Incidents

- When alcohol, illegal drugs, or medication are used as stress coping mechanisms, even when not consumed during work hours, it can impact a worker's health or reaction times.
- Stress can contribute to a lack of concentration, and a worker who is distracted by thoughts about his or her source of stress may be less focused on the task at hand. This distraction or loss of focus can lead to accidents and injury.
- Stress can also lead to fatigue, low morale, anxiety, irritability or short temper, and forgetfulness.

SAFETY TALK CONT.

Effects of Stress on Worker Safety Performance
AEU Safety Bulletin

What Can Employers Do to Help Workers Suffering from Stress?

Employers can:

- Coach managers and supervisors to approach personal worker issues with sensitivity and understanding
- Extend an invitation to the worker to hold an open, nonjudgmental conversation to discuss their issues
- Educate workers about stress and the effects it could have on their safety and well-being
- Establish stress management programs and training
- Provide readily available counseling for workers
- Ask workers if all is well in their lives when conducting walk-around inspections
- Try to be flexible in work hours and tasks when workers have responsibilities or other factors in their personal lives that are creating stress

What can Employees Do when Suffering from Stress?

Actions employees can take to minimize and cope with stress:

- Recognize when you're stressed
- Turn to co-workers for support
- Lean on your friends and family members
- Make time for regular exercise, which is an effective way to lift your mood, increase energy, sharpen focus, and relax both the mind and body
- Reduce your intake of foods that can adversely affect your mood such as sugar, refined carbs, caffeine, and trans fats
- Avoid nicotine, and drink alcohol in moderation
- Try to get 8 hours of sleep per night; the more rested you are, the better equipped you'll be to tackle your job responsibilities and cope with workplace stress
- Talk to your employer about workplace stressors; rather than rattling off a list of complaints, let your employer know about specific conditions that may be impacting your work performance

Not addressing employee stress early can be costly for both employer and employees. Raising awareness and understanding of the effects stress can have on worker safety performance and encouraging participation in stress management programs can help employers eliminate or reduce the risk factors created by stress.

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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.

- Stephen Bonneau
Structural Foreman, VA
- Crystal Bracy
Senior Administrative Assistant, VA
- Carmen Bozoti
ESH Administrative Assistant, VA
- Nile Yarn
Pipe Fitter 1/C, VA
- Nasir Abdul-Malik
Sheet Metal Mechanic 3/C, VA
- Tyrone Alexander
Ship Fitter 2/C, VA
- Warren Barnes
Facilities Helper 3/C, VA
- Caitlyn Nicholson
IT Helpdesk Specialist I, VA
- Cameron Dale
Outside Machinist Supervisor, VA
- Devyne Crawley
Tool Room Attendant, VA
- Gary Woolard
Structural Supervisor I, VA
- Tucker Harvey
Estimator II, VA
- Clinton Wallace
Pipe Shop Supervisor I, FL
- Corey Eck
Crane Operator, VA
- Wilberto Cintron Sosa
Welder 1/C, FL
- Marcos Correa Rivera
Rigger 3/C, VA
- William Dowson
Structural Supervisor I, VA
- Tony Wasington
Pipe Shop Supervisor I, FL
- Danielle Dansby
Estimating Admin Assistant, VA
- Andrew Cordell
Welder 1/C, FL
- Michael Bird
Ship Fitter 1/C, WMS-VA
- Randy Grandison
Rigger 1/C, WMS-VA
- Lee Hall
Rigger 1/C, WMS-VA
- Paul Jump
Work Load Scheduler, WMS-VA
- Cedric Middleton
Welder 2/C, WMS-VA
- Demetrius Turner
Safety Inspector, WMS-VA
- Nick Coronado
Electrician 1/C, WMS-VA

Welcome!

PROMOTIONS

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

- Kenya Latham
Rigger 1/C to Rigger Supervisor I
- Levi Epstein
General Labor Supervisor to Superintendent I
- Luis Morales
Electrician 1/C to Electrician Lead Mechanic

HIRING NEEDS

- WELDER MASTER, VA
- SHIP FITTER 1ST CLASS, VA
- STRUCTURAL SUPERVISOR, VA
- PIPE SHOP SUPERVISOR, VA & FL
- ESTIMATOR III, FL
- ESTIMATOR III (WMS), VA
- STRUCTURAL FOREMAN, FL
- SUBCONTRACT MANAGER, VA
- SUPERINTENDENT I & II, FL
- PROJECT MANAGER II, FL
- SHIP MANAGER (WMS), VA
- CREW FOREMAN (WMS), VA
- HR COORDINATOR, VA

ANNIVERSARIES Q1

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

1 Year Anniversary

Sirron Ringer - Hire Date 01/03/22
Felicia Davis - Hire Date 01/03/22
Neil Davenport - Hire Date 01/11/22
Patricia Cariles - Hire Date 01/24/22
Tuan Nguyen - Hire Date 01/31/22
Ralph Duskin - Hire Date 02/14/22
Brian McDonough - Hire Date 02/28/22
Michael Rivera - Hire Date 03/14/22
Thomas Benenati - Hire Date 03/14/22
Brian Gaskins - Hire Date 03/21/22

3 Year Anniversary

Kevin Savage - Hire Date 01/20/20
Jamie Vaughn - Hire Date 02/10/20
Christopher Anderson - Hire Date 02/10/20
Jacquel Peterson - Hire Date 02/17/20

5 Year Anniversary

Rene Doiron - Hire Date 03/05/18
Robert Turner - Hire Date 03/16/2018

7 Year Anniversary

Kenneth Wilson - Hire Date 01/04/16
George Carter - Hire Date 02/23/16

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



LEADERS Q/A

Featuring: Marlene Borawski, Estimating Manager

How long have you been in the Ship Repair industry and what role did you start with?

I have been in Ship Repair for 17 years but my time in the marine industry started when I accepted a Congressional Appointment to the United States Merchant Marine Academy in 1979. Four years and 360 days-at-sea later I graduated with my Coast Guard License, Third Mate, Unlimited Tonnage All Oceans, a Commission in the U.S. Naval Reserve and a B.S. Degree in Nautical Science and Marine Transportation. Blue water sailing jobs were scarce, so I pursued a career in Marine Insurance. The underwriting profession itself began with maritime exposures, its legal doctrines among the oldest in all of history dating back through the British, the Greeks, and the Phoenicians, to the Code of Hammurabi circa 1800 BC. Cargo, Hull and Marine Liability Insurance have a distinct allure over other property and casualty lines. Steeped in Admiralty Law and largely unregulated, Ocean Marine Insurance is more a blend of doctrines, case law and art, than actuarial tables and filed forms and rates.

However, by 2006 I was ready for a change and found myself wanting to move to Jacksonville FL to be near my elderly parents who needed me. Without a job I walked into Atlantic Marine shipyard and took the first job they had open that day, helper in the Paint department.

Years earlier I had spent some time in shipyards as part of my training, but here I soon got a real dose of shipyard life on the deck plates. It was raw, sometimes fun, and sometimes sobering; like working in a high reach 80 feet off the ground on a windy day, climbing scaffolding hanging off the upper levels of a mega-yacht and squeezing through lightening holes in a small dark steel tank, alone.

The first time a dry docking was scheduled of course I wanted to attend. It was after my shift so I clocked out and promptly went back down to the railway. One of the supervisors spotted me and said, "Hey, you're supposed to be off the clock! Get the hell outta here!" I said, "I am off the clock. I just want to be here for this." He looked at me sideways and walked away muttering that I must be crazy.

After 3 months the Production Manager sent for me. As luck would have it, he offered to start me as a Coordinator on the upcoming FARRAGUT PSA. But he added, until the ship arrived their Material Catalogue needed cleaning up and that came under the purview of the Estimating Department. So, the next day I reported to the Estimating Manager, where I found myself surrounded by a robust team of seasoned estimators, all eager to teach! And in the office next to mine was the one and only Mr. George Carter. I didn't know it then but that was where I would spend the next 8 years. I immersed myself in the estimating process and started helping every way I could. Before FARRAGUT arrived, the Estimating Manager called me into his office and asked if I wanted to be an Estimator and join the team permanently!

The groundwork laid at Atlantic Marine/BAE eventually paved the way to a fateful meeting with none other than Nate Moeiny and later a magical call from Justin Stern that led to the opportunity join ECR!

LEADERS Q/A CONT.

Featuring: Marlene Borawski, Estimating Manager

What led you to become the Estimating Manager?

It has been said “good luck” is the intersection of preparation and opportunity. That’s one way to put it. I hasten to add that my prior good fortune made me eager to share the knowledge and experience that others so generously shared with me when I was new to estimating. When the opportunity came along it was a chance to give back, contribute more, and a challenge I could not pass up.

What do you like most about your job?

Making people happy one award at a time. It’s the whole enchilada! The chance to serve and make a difference. I like the analogy of shooting the rapids on a raft that’s still partly under construction, adding planks while getting tossed and battered, adapting, overcoming and above all keeping it going! One part terror and two parts exhilaration!

What motivates you?

The privilege to be entrusted with such responsibilities and to work with some amazingly outstanding people. The honor to support our sea-going forces as they protect and defend. The knowing that so many people depend upon the quality and success of the work we do and refusing to let them down.

What values are most important to you as a leader?

I would say integrity and professionalism are foundational values for leadership. People need to know they can trust your word as a leader and can expect a safe space of respect and faithful ethical standards.

Which supporting skills do you think are most important when it comes to leadership?

Communication is everything. It is through clear, disciplined communication that things like trust and inspiration can take hold and lead to common purpose and common goals. Active listening, figuring out what needs to be asked and what’s not being said, encouraging open dialogue, weighing the arguments and taking decisive action.

What are your hobbies (Not work related)?

I am a frustrated writer and enjoy a bit of Creative Writing from time to time. And I have always loved Travel adventures, especially to new places. I should put the two together and write travel logs.

What’s your biggest fear?

I don’t think in terms of fear but of most concern is being financially secure to retire well and not be a burden to my sons.

Tell us something we wouldn’t know about you.

Alternatives to Kings Point included the University of Colorado and Columbia University, both potentially to focus on some branch of Astronomy such as astrophysics or cosmology. I have always found those fields fascinating along with theoretical physics and the search for the theory of everything that would unite the laws of gravity, electromagnetism and quantum mechanics. That’s my idea of the big picture!

When I do retire I would like to pursue environmental and conservationist causes.

MESSAGE FROM OUR PRESIDENT

Welcome 2023!

As we reflect back at how we have grown and evolved throughout the past year there are a few notables to highlight-

We have successfully executed 3 ISRA's, and have completed countless CMAVs. Throughout this, we have become more independent, with 82% of our volume being generated from being a prime contractor- up from 65% last year, and 37% the year before. Our two ISRAs in Florida on the USS THE SULLIVANS and the USS THOMAS HUDNER were a great success. Our most recent ISRA on the USS COLE at our facility in Newport News did not disappoint either. After a few minor hiccups during the first week of the availability, we met all key events and milestones. In the words of the ship's Commanding Officer, we received feedback well, we adapted, and we "crushed it". According to the Commanding Officer, MARMC, we "Hit it out of the ballpark". Individually and collectively, we have embodied the spirit and virtues of the "Determined Warrior", the nickname for the USS COLE, with our work on all three of the ISRAs. Job well done!



What is also notable is our performance on the Safety and Quality fronts. Our overall injury rate has improved another 11% from last year, with improvements in all divisions. Our Virginia division leads on this with the lowest rate again this year, as it had last year also. Despite the improvements, it is notable that 64% of our injuries are a result of slips, trips, and falls, as well as impacts with objects. This calls attention to the importance of being focused on the task at hand and being aware of our surroundings. While these injuries are all avoidable, a heightened sense of awareness is behavioral and will only be achieved if we compel it with how we engage and set our expectations.

Another indication of our culture is our performance on identified quality deficiencies. While our minor corrective action findings from our customers have increased from last year, our major corrective action findings have decreased by 60%. In addition, our self-identified internal deficiency findings have decreased by over 60% also. This is a sign of a good trend for improvements in our quality management system.

We have built upon our employee recognition initiatives and introduced our "Champions on the Rise" program. It is unquestionable that recognizing and celebrating talent where it really matters is crucial to promoting our business acumen, our work execution proficiency, and our work ethics. I look forward to working with our various teams to continue to recognize and reward efforts consistent with our values throughout this coming year.

Our journey and evolution endures. We continue to make our mark as a major ship repairer, and we continue to adapt to changing market dynamics. Our yearning for operational efficiencies continues to drive our business development initiatives. Creative partnerships continue to bring about good synergies that yield benefits for our business. As we lay a strong foundation to leap into 2023, stay tuned and let's look forward to the possibilities of what the year will bring.

Be proud, Be transformative, and Be safe.

A handwritten signature in blue ink, appearing to read "R. Doiron", written over a horizontal line.

Rene Doiron