

# 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.

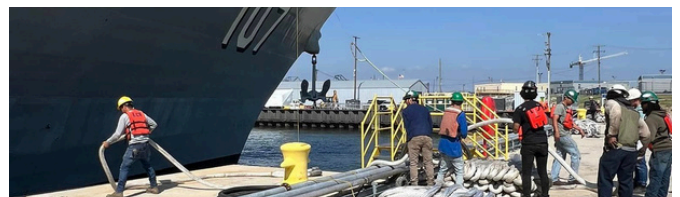
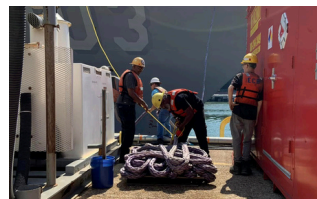
### Evolution

**We are bold**

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

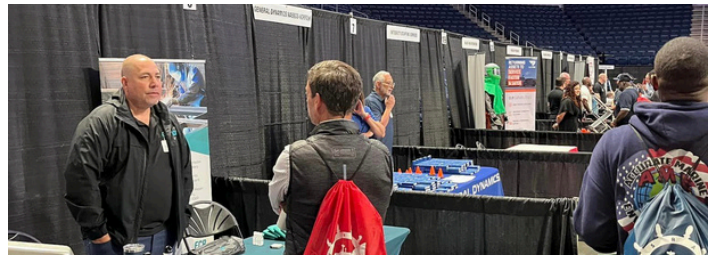
## COMPANY NEWS

- Virginia started the third quarter by bidding farewell to the USS McFaul (DDG-74)—Great job to our team for successfully completing the first of two scheduled ISRA's for this ship. We look forward to working aboard the USS McFaul (DDG-74) again in April 2025.
- Virginia division began CMAV work on the USS Oscar Austin (DDG-79) in late August and had a successful completion date of late September. This was the USS Oscar Austin's final stateside availability prior to being forward deployed. Work was executed on time with high praise from the Commanding Officer of the ship and MARMC leadership.
- In mid-July, we welcomed the USS Truxtun (DDG-103) to our River Port facility for the second half of this bundled ISRA package. Work has continued into the fourth quarter and is expected to wrap up in early November.
- Virginia division welcomed the USS Gravelly (DDG-107) on October 7th. Team ECR is excited to kick off this ISRA availability project, which will run through the remainder of this year and end in early 2025.





- Our River Port facility is continuously undergoing improvements and upgrades. Our latest enhancements include the installation of four big tops, adding 26,240 sq. feet of protected workspace. Ramps and railings have been installed to make our offices more handicap accessible. Additionally, newly installed fencing has secured an additional 4 acres of laydown area. The last remaining ditch in our parking lot has been fitted with a temporary drainage pipe, filled with dirt, compacted, and graded, creating an additional 100 parking spaces. Most recently, we completed our dry swale BMP, which happens to be the largest in Newport News. Our dedication to delivering exceptional service to our customers and ensuring a secure work environment for our team, partners, and customers is evident in the ongoing improvements we make every day.
- ECR participated in ASNE's Fleet Maintenance & Modernization Symposium (FMMS) held at the Virginia Beach Convention Center this year. Our team enjoyed participating through networking and showcasing our capabilities.
- Jorge Rivera was featured on "The American Dream," which aired on September 14th on the Bloomberg Network. In this episode, Jorge shares the inspiring story of his success and the early beginnings of his journey. The full episode is available to view in the Media section of our website.
- ECR sponsored and participated in this year's VSRA 28th Annual Safety & Health Seminar. This engaging event features insightful presentations, fun activities, and valuable networking opportunities.
- Our Florida team started working on our first SRA availability onboard the USS Farragut (DDG-99) on April 15th. It has proven to be challenging, and we have learned many valuable lessons. However, we are determined to finish strong by mid-December.
- Florida has been highly productive with our second SRA availability on board the USS Carney (DDG-64). The work began on August 24th and is expected to be completed in early July 2025.
- Congratulations to our Florida team for the on-time and successful completion of the USS Carney (DDG-64) CMAV availability.
- Florida hosted its ECR's 25th Anniversary event at the Museum of Contemporary Art. Everyone had a great time enjoying the art, great food, dancing, karaoke, raffles, and time with their work family.
- Our California team completed emergent maintenance availability work on the USS Kansas City (LCS-22), which began on August 12th and ended in late August.
- Congratulations to Maritza Montecinos from our California Division and Danual Pearce from our Virginia Division on receiving the Champions on the Rise Employee of the Quarter Award for the second quarter (April-June)! Your contributions are invaluable to our team.
- Congratulations to Denise Sandoval Sanchez on earning the Champions on the Rise—Presidents Gold Coin Award for all your hard work in ensuring all employees have access to their online benefits management system. We appreciate all that you do!
- Our Engagement Committee organized two separate donation drives this past quarter: the School Supply Donation Drive supporting Operation Homefront and the Food Bank Drive supporting our local food banks. Thanks to our team's incredible efforts, we were able to make a significant contribution to support both causes.







- Upgrades have been in full swing at JMR's Hill Street facility. Some of the recent changes include the installation of JEA power and poles, 3000 AMP switchboards to power the shops, LED lighting in the fabrication/machine shops, illuminated entry lights and exit signs at shop doorways, new life rings and stands for the piers, preparation of exterior ground space for paving, installation of a new transformer and pad on the pier, as well as wiring and another slab to accommodate the new 3000 amp switchboard. Check out the photos above, which show all the latest progress.
- Warwick Maritime Solutions completed its first Aircraft Carrier Availability, accomplishing an EMERGENT Repair onboard the USS Harry S. Truman (CVN-75) just prior to her deployment. We are now quoting work onboard the USS Dwight D. Eisenhower (CVN-69) and hope to continue expanding our services onboard these great warships.
- Our Warwick workforce did a fantastic job during a previous availability onboard the USS Philippine Sea (CG-58), allowing us to be awarded as "Best Value" for an EMERGENT availability on the USS Philippine Sea (CG-58) as well, completing this availability one day early.
- Warwick continues to work onboard the USS Mesa Verde (LPD-19) in Marine Hydraulics International (MHI) Shipyard. Although it has been challenging at times, we remain on schedule, having installed the first of two SLQ32 platforms with the help of our teaming partner, Coastal Mechanical Systems. We are also executing work onboard the USS Bataan (LHD-5) in General Dynamics NASSCO Norfolk's shipyard while getting close to wrapping up work onboard the USS James E. Williams (DDG-95).
- Our Warwick Team continues to accomplish work on several vessels managed by Hornbeck Offshore Services and Pacific Gulf Marine.
- Warwick is currently estimating work for Trinity Products, which will consist of receiving over 752 truckloads of pipe, ranging from 36" to 54" of pipe, while estimating over 75,000 lft of pipe, which will have to be handled. WMS will be required to transport this pipe via barges over an approx 24 month span, ISO building a new railway bridge in Northern VA.
- Warwick division recently celebrated our workforce by awarding Mr. Keith Heckstall Warwick's Employee of the 3rd Quarter. Congratulations to Mr. Heckstall on a JOB WELL DONE!
- Warwick also celebrated CleanWay Services as our 3rd Quarter Subcontractor for their continuous efforts in supporting us on many short-fused availability, helping our overall team remain successful.



# HR CONCEPTS CORNER

## *Conflict Resolution in the Workplace*

Sources: Kuligowski, K. (2023, Nov. 20). Workplace Conflicts? 5 Tips to Improve Communication.

North Central College. (2022, Sept. 13). Why is Conflict Resolution Important?

Parsons, G. (2024, Mar. 1). The Thomas-Kilmann Conflict Model, explained.

The root cause of workplace conflict is often related to expectations not being clearly communicated, team members feeling as if they do not have a voice, or someone's tone being misinterpreted. But conflict itself is important. It often occurs when people have different perspectives, and it can lead to new ideas, innovations, and alternative ways to solve problems.



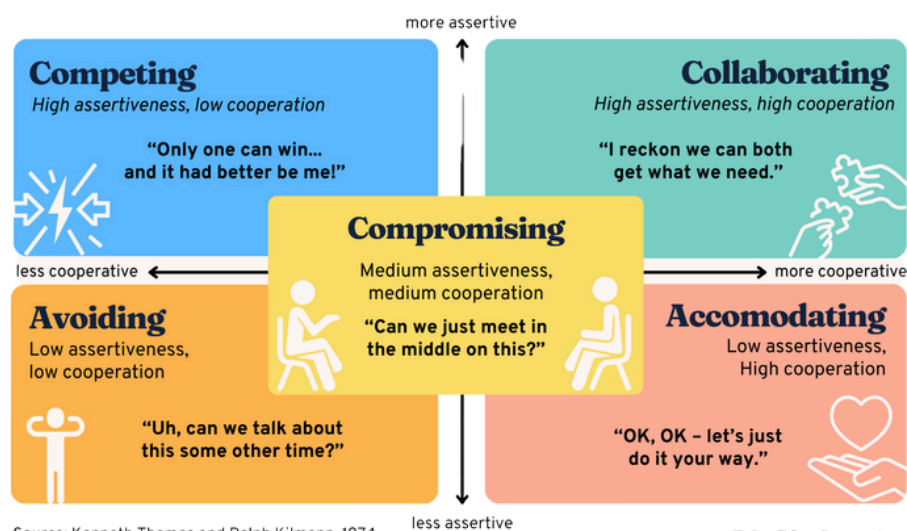
Conflict resolution is the process of ending a dispute and reaching an agreement that satisfies all parties involved. Since conflict is an essential part of being human, effective conflict resolution is not designed to avoid disagreements. Instead, conflict resolution skills are used to facilitate discussions, increase understanding and control emotional responses.

Effective conflict resolution can strengthen workplace relationships and prevent future issues from occurring, lead to greater efficiency and achievement of goals, more dedication and loyalty within the team dynamic, and a stronger company culture.

The primary skills necessary for effective conflict resolution include engaging in active listening or making a conscious effort to hear and understand someone else, communicating your thoughts and feelings openly, avoiding finger pointing or placing blame on others, remaining calm and composed, and being able to identify common ground.

According to Kenneth Thomas and Ralph Killmann, there are five modes of conflicts, as illustrated below. The competing mode involves a person pursuing their own needs at the expense of another person. The collaborative mode is illustrative of two parties working together to find a solution that fully satisfies both of their concerns. The goal of the compromising mode is negotiate a practical and mutually acceptable solution that partially satisfies both parties. Avoiding involves ignoring the issue altogether or postponing the issue to be dealt with by others or later. Accommodating involves neglecting ones own concerns to satisfy the concerns of the other party.

## Thomas-Kilmann Conflict Model



Source: Kenneth Thomas and Ralph Kilmann, 1974

BiteSize Learning





## QA CORNER

Quality Assurance and Quality Control

Author: Dave Martin

East Coast Repair and Fabrication's Quality Management System functions as a dual system that requires collaboration between Quality Assurance (Quality Department) and Quality Control (Production).

ECR's "Authorized Inspector List" is customer required to ensure personnel charged with performing and documenting Quality Control inspections. Listed inspection personnel are designated as competent by each department's management "...on the basis of appropriate education, training, or experience" as stated by the ISO 9001:2015 standard.

Although there are specific focus points and functions delegated to each system, it is important to recognize the collaboration and the overlapping objectives to:

**A. Improve Quality** – Recognizing improvement opportunities in our processes.

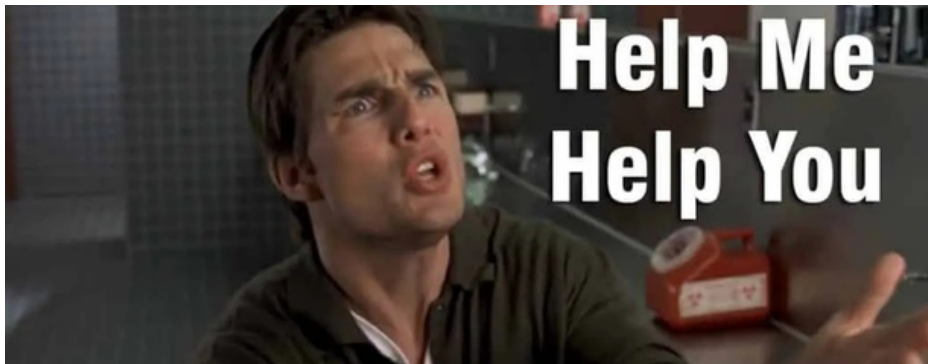
**B. Reduce Costs** – Identification of efficiencies and reduction of waste in processes.

**C. Stay compliant** – Knowledge of established Customer Specifications, Regulatory requirements in addition to ECR's Procedures, Work Instructions and Rules.

Simply stated...,

- **Quality Control** is primarily performed by the hands-on technician with the immediate supervisor and focuses on detecting mistakes, errors, or missed requirements in products.
- **Quality Assurance** is involved at every stage of inspection planning to ensure quality control processes are defined, adhered to, and accomplished throughout the production cycle.





## IT CORNER

*Help Me Help You*  
Author: Chris Gardner

NUMBER 1 = Reboot the computer, lol. Just kidding, sort of. Approx 30% of IT helpdesk tickets could have been resolved with a reboot of the device first, says Jerry Maguire. It is a good first step, especially if you haven't done it in a couple days. Windows can get stuck, and files can get corrupted during a long session. A reboot will fix some of these issues and this might be the first thing we ask, even though no one likes that question. Here are some tips on how to help the IT helpdesk assist you effectively:

### 1. Be Prepared

- Gather Information beforehand: Before contacting support, collect details about your issue, such as error messages, what you were doing when the problem occurred, and any troubleshooting steps you've already tried.

### 2. Provide Detailed Descriptions

- Describe the Issue: Explain the problem in simple, concise terms. Include what you expected to happen and what happened.
- Include relevant information: Mention the software, hardware, or system you're using, including any specific configurations.

### 3. Use Specifics

- Document Error Messages: If you receive any error messages, write them down verbatim. Screenshots can also be helpful.
- Note Steps to Reproduce: If the issue is recurring, outline the steps that lead to the problem.

### 4. Stay Calm and Patient

- Be Respectful: Remember that IT staff are there to help. Staying calm and polite can make the process smoother.
- Be Patient: Complex issues may take time to resolve. Allow the helpdesk staff to work through their processes.

### 5. Follow Up

- Check for Updates: If your issue isn't resolved immediately, don't hesitate to check in politely after a reasonable amount of time.
- Provide Feedback: If the issue is resolved, consider giving feedback about your experience to help improve future support.

By being organized, detailed, and cooperative, you can facilitate a more efficient troubleshooting process, making it easier for the IT helpdesk to assist you effectively. Remember, we are on the same team and ultimately are trying to reach the same goal: success for our company!





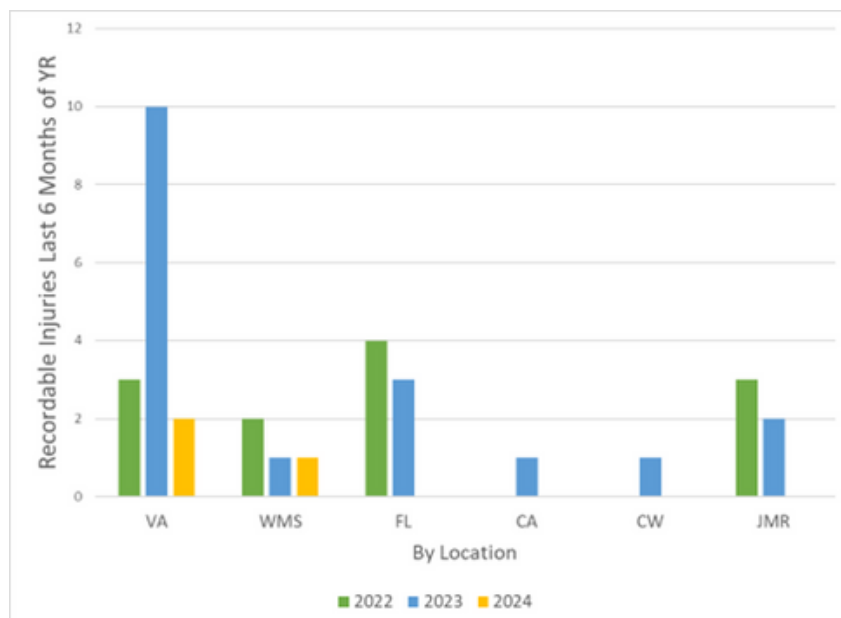
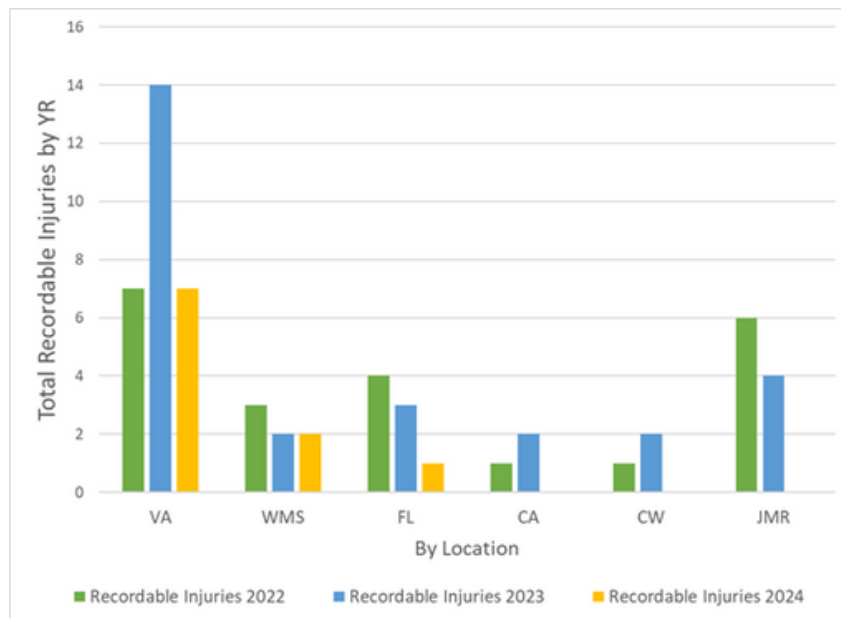
# SAFETY TALK

*Safety Snapshot*  
Author: Jason Kjos

Greetings Team ECR! I've been compiling our safety metrics data for the last three years and I am happy to report that we are on track to have one of our best years yet. See the charts below. The only way this is possible is if employees perform their work safely. These numbers reflect just that. These numbers are also indicative of an improved safety culture, or "mindset" of employees. We should all be very proud of this new direction we're headed.

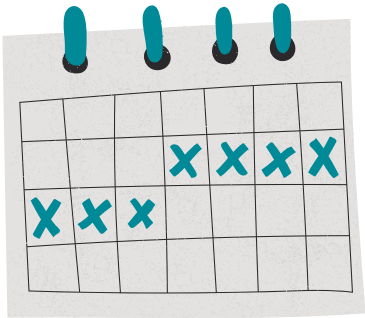
As you continue to perform your work, talk-up safety. Include it in everything you do. Always look out for one another, and yourselves. If you see something, say something.

Until next time, stay focused, stay hydrated, and stay safe out there!



# SAFETY TALK CONT.

Safety Snapshot  
Author: Jason Kjos



## Q4 ACTIVITIES

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

**Food Bank Food Drive** - Sept. 13th - Oct. 7th

**Wear Pink Day** - Oct. 18th

**Halloween Trivia Contest** - Oct. 28th

**Spooky Accessories Day** - Oct. 31st

**Holiday Donation Drive** - Nov. 1st - Nov. 27th

**Holiday Spirit Week** - Dec. 9th - 13th

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



# SOCIAL CHATTER

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

It was a pleasure to attend the Maritime Career Fair at ODU Brooks Crossing Innovation Lab earlier this week. The campers from Mariner's Adventure camp came prepared with questions, and we were delighted to share our knowledge of the ship repair industry. Thank you for having us as a Maritime Partner!  
#SummerCamp #MarinersAdventure #CareerFair



Each year, we eagerly anticipate sponsoring and participating in this amazing event! We are grateful to the Virginia Ship Repair Association for providing us with the opportunity to engage with fellow members.



More exciting upgrades are happening at our River Port facility!

We've just installed four new big tops, each measuring 6,560 sq. feet, with two reaching 40 feet in height. These structures rest on robust concrete slabs, offering the ideal environment for fabricating various industry components. With a total additional workspace of 26,240 sq. feet, our team members now have enhanced protection from the elements such as rain, wind, and sun, ensuring a safer and more efficient... See more



Left to Right: We attended the Maritime Career Fair at ODU Brooks Crossing Innovation Lab, where campers from Mariner's Adventure Camp came to hear about the ship repair industry. We sponsored and participated in the VSRA Member Networking Social. We shared exciting upgrades happening at our River Port facility, one of which is the addition of four new big tops providing additional workspace for our team members and protection from the elements.

Career Advancement Spotlight: Jake Dinmore

Thirteen years ago, during a project on the USS Chosin (CG 65) in Hawaii, our now-President Justin Stern met Jake Dinmore, who was then a QA Inspector for BAE. Justin was impressed by Jake's knowledge, ambition, and drive and convinced him to join ECR as a QA Inspector, despite having opportunities for a job overseas. We're grateful Jake chose ECR, and his career trajectory has been nothing short of inspiring.

Jake began his journey... See more



This September, we're excited to highlight and celebrate the work anniversaries of some truly remarkable individuals across ECR and our affiliate companies. Each person listed has contributed their skills and dedication, helping shape the success of our company. Thank you for being an essential part of our journey.

#WeAppreciateYouAll #ECR #ShipRepair



We had a great time yesterday at the Carnival of Life!

Thank you to ERILCC and VA Project LIFE for organizing such a fun Resource and Career Fair. This event aims to prepare youth by building their employment skills and sharing resources. Our ECR team had a great time interacting with these bright students and providing insight into our industry. We are truly grateful for the opportunity to be mentors and make a positive impact on these young minds.



Left to Right: We highlighted Jake Dinmore for his impressive advancement in the company. We also recognized and celebrated our dedicated employees who are marking work anniversaries in September. Additionally, we participated in the Resource and Career Fair hosted by ERILCC and VA Project Life. At this event, our team shared information about ECR and the career opportunities available for youth interested in joining the ship repair industry.

Today, we honor and remember the heroes and lives lost 23 years ago. Let's come together in unity and strength as we reflect on this solemn day.

We will never forget.

#PatriotDay #NeverForget



We are thrilled to share the impactful collaboration story between the USS Oscar Austin DDG 79 (OAS) and our ECR team. Here's what the Commanding Officer, Scott Burrill, had to say about our recent CMAV's success:

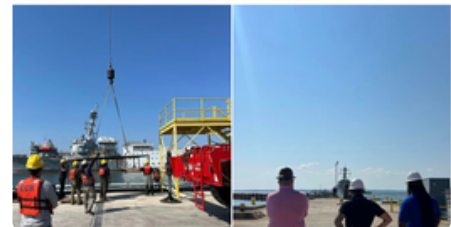
"We all went into this CMAV understanding the significant amount of work in the limited time with a hard stop on the end and your Team really came through. ECR truly delivered."

Here is a summary of what he credited as significant contributors to the success of... See more



Welcome USS Gravely (DDG-107) to our River Port facility! The ECR team is excited to kick off this ISRA availability project, which will run through the remainder of this year and ending early 2025. We're committed to ensuring your ship is well-prepared for its missions ahead. Enjoy these snapshots from yesterday's arrival.

#Awards #USNavy #VADivision #ECR #ShipRepair



Left to right: We honored the heroes and lives lost on September 11, 2001. We shared an incredible testimonial from USS Oscar Austin (DDG-79) Commanding Officer Scott Burrill: "We all went into this CMAV understanding the significant amount of work in the limited time with a hard stop on the end, and your team really came through. ECR truly delivered." We welcomed the USS Gravely (DDG-107) to our River Port facility.

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



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# WELCOME ABOARD!

## Q3 (July-Sept.) - New Team Members

Welcome to our growing 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.

Travis Wade  
Mechanic/Machine Operator, CW-VA  
David Domingue  
Outside Machinist 1/C, JMR-FL  
Garry Gueffroy  
Pipe Welder 1/C, FL  
Steven Steiniger  
Rigger 1/C, VA  
Cary Butts  
Project Manager II, FL  
Matthew Calabrese  
IT Support Specialist Tier II, VA  
Gamaliel Gonzalez Martinez  
Welder 1/C, FL  
John Heeren  
Superintendent II, FL  
Jaquari Woods  
Pipe Welder 3/C, VA

Sadeeq Muwahid  
Structural Supervisor I, VA  
Tamara Cherry  
WAF Coordinator, VA  
Roberto Collazo Nazario  
General Labor Supervisor, FL  
Kayon Hill  
Helper 1/C, VA  
Jacob Mustard  
Ship Fitter 1/C, VA  
John Piotrowski  
Ship Fitter 1/C, VA  
Matthew Amittai  
Jr. Mechanic, CW-VA  
John Clark  
Jr. Mechanic, CW-VA  
Kay'ajah Lyons  
Jr. Mechanic, CW-VA

Suvious Bland  
Superintendent I, VA  
Bruce Smith  
Ship Manager, WMS-VA  
Alonso Boas  
Superintendent II, VA  
Jason Fitzgerald  
Operations Planning Specialist, FL  
Logan Mayfield  
Lead Field Fabricator/Installer, CW-VA  
Caston Wallach  
Structural Supervisor I, VA  
Clark Johnson  
Training Manager, VA  
Brady Dix  
Field Fabricator/Installer, CW-VA

## PROMOTIONS

*Congratulations to our team members who got promoted during the third quarter (July-Sept.).*

William Gwynn  
Rigger 1/C to Rigger Supervisor I  
Curtis Kimber  
Superintendent I to Superintendent II  
Nancy Braswell Brookins  
Tool Room Attendant to Production Admin Asst.

Jordan Berrios  
Structural Supervisor I to Pipe Shop Supervisor I  
Ulanda Dildy  
Security Coordinator to Assistant FSO  
Corey Eck  
Crane Operator to Rigger Supervisor I

Brandon Springle  
Superintendent II to Assistant Production Manager

## Q4 ANNIVERSARIES

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

### 1 Year Anniversary

Charles Delauder  
Mark Shaffer  
Brandon Springle  
Theorpia Carter  
Daniel Hudnall  
Kimberly Banks (CW)  
Jessie De Leon (WMS)  
William Pough  
Elizabeth Rodriguez  
Jordan Donovan  
Tyrell Reeder  
Brandon Schmid

### 3 Year Anniversary

Luis Morales  
Natasha Toms  
Wayne Waddell (WMS)  
Alexis Powell  
John Nelms  
Alejandro Mendez (CW)  
Simon Banay Vuocolo

### 5 Year Anniversary

Nancy Braswell Brookins  
Marquel Brown  
Madeline Lewis  
Maxwell King  
Christian Burgess  
Eric Williams (JMR)

### 10 Year Anniversary

Nathan Moeiny

### 25 Year Anniversary

Marie Rivera Rivera

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

**Please note that we are improving our reporting ability in this section.  
We formally recognize anniversaries for years 1, 3, 5, 7, 10, 15, 20, 25.**



# HIRING NEEDS

- QA SPECIALIST, VA
- CRANE OPERATOR, VA
- STRUCTURAL SUPERVISOR I, VA & FL
- QA-2 INSPECTOR, VA & FL
- PROJECT MANAGER II, VA & FL
- SHIP FITTER 1/C, VA
- WELDER 1/C, VA & FL



*If you know someone who may be a perfect fit for any of these positions, please refer them to [www.ecrfab.com/careers](http://www.ecrfab.com/careers) to apply!*



## LEADERS Q/A

Featuring: Cody Sanders, Operations Manager WMS, VA



**How long have you been in the Ship Repair industry, and what role did you start with?**  
Prior Navy 04 – 08. Started ship repair with Metro Machine as a 1st class welder in 2008.

**What led you to become the Operations Manager for our Warwick division?**  
It's a chain of events, but I came here as a Senior Project Manager, and one thing led to another.

**What do you like most about your job?**  
There is never a dull moment in ship repair. Things are always changing, and I like to be part of a fast-paced team.

**What motivates you?**  
It's the same thing that motivates everyone: FAMILY and an opportunity to build something.

**What values are most important to you as a leader?**  
Integrity and dependability

**Which supporting skills do you think are most important when it comes to leadership?**  
COMMUNICATION is key.

**What are your hobbies (Not work-related)?**  
Golfing, fishing, hunting, family time.

**What's your biggest fear?**  
Having US Navy ship repair accomplished overseas and spiders.

**Tell us something we wouldn't know about you.**  
I have a small farm with goats, chickens, and pigs.

# MESSAGE FROM OUR PRESIDENT



Dear Team,

I want to kick off this newsletter by expressing how much fun I had celebrating with all of you at the 25th anniversary parties. It truly was the highlight of the year for me! A massive thank you to the engagement committee and everyone who contributed to planning and executing these unforgettable events. I know it wasn't easy, but you all knocked it out of the park! From the laughter and conversation to the singing and dancing, we created so many amazing memories together, and I'm incredibly grateful for them.

On that note, I'll be the first to admit I should probably steer clear of singing in the future! I know many of us braved the stage to sing, and I admire each of you for stepping up—it takes guts! Some of you even surprised us with your talents. Special shoutouts to Kristen Pino, Brooke Ellis, and Levi Epstein's 6-year-old daughter, Cora, who wowed the crowd of over 150 people with her rendition of "Shake It Off!" You all absolutely crushed it. I also want to extend a huge thank you to Kelli Gilliam and Erin Snyder for designing the incredible centerpieces and to Jeff and Dan from Colonial for presenting Jorge with the stunning 25th-anniversary sign. Nate, Erin, Dario, and the entire FL team for presenting Jorge and Marie with the engraved ship's wheels. I'm beyond honored to be part of such a talented and passionate team!

## Looking Ahead

As we find ourselves in the final quarter of the year, it's hard to believe how fast time has flown by. Reflecting on our accomplishments in the past few months and where we're headed next leaves me in awe of what we've achieved together.

We currently have a lot of exciting projects underway, from 4 CNO availabilities in two different ports to numerous CMAVs and pre-fabrication packages. We're constructing aircraft carrier modules, performing commercial repairs in the Jax yard, and completing the Decatur in Hawaii. Throughout all of this, our teams have done a phenomenal job staying connected and supporting each other across locations.

To mention just a few highlights: Colonial Welding and Aux Systems are completing work in Virginia that's being shipped down to Mayport, while JMR is working on fabrication packages for Wisconsin and supporting CNOs in Mayport. Our VA production team is also supporting efforts in Hawaii, and Warwick is taking on multiple availabilities at the base, working alongside NASSCO and MHI on their major projects. Quality Coatings is preparing for module coatings while continuing to provide essential support. The collaboration between our teams across locations demonstrates the strength and unity of our organization.

## The Road Ahead

As we approach year-end, we're faced with several important milestones and the familiar challenges of our "busy" season, with many ships coming into port during the holidays. This always increases our workload, but it's nothing we haven't handled before. I want us to be proactive in preparing for this busy period by planning ahead and forecasting any potential obstacles. Let's take full advantage of the lessons learned from past experiences as we set ourselves up for success.

I believe in the strength of this team and am confident that through clear communication and teamwork, we will meet all our goals and hit those major milestones by the end of the year. I'm here to support each of you, and I look forward to seeing the great work you'll continue to do in the months ahead.

Thank you all for your dedication and hard work. Let's finish this year strong!

Warm regards,

A handwritten signature in blue ink, appearing to read "Justin Stern". The signature is stylized with loops and flourishes.

Justin Stern