



HAPPENINGS

Quarterly Newsletter

ISSUE 21 • JANUARY 2026



COMPANY NEWS

EAST COAST REPAIR & FABRICATION

- In early October, our Virginia division received two massive Submarine Camels at the River Port facility. ECR secured them under our contract to support Norfolk Naval Shipyard's small boat and barge work. These advanced fenders play a critical role in protecting submarines during mooring by acting as buffers between the vessels and the dock. Our expert team performed comprehensive cleaning, inspection, and repairs to guarantee the Camels' optimal performance.
- In early October, for the fourth consecutive year, our San Diego team proudly participated in the Donation Drive supporting the impactful work of the San Diego Rescue Mission. Led by the Port of San Diego Ship Repair Association with strong backing from the California Marine Cleaning Team, this initiative continues to make a meaningful difference. Thank you to everyone whose generosity and effort help those in need and keep the spirit of giving alive.
- Our Virginia team successfully completed critical generator repairs on HOS Rosebud during the Thanksgiving holiday, ensuring the vessel remained fully operational and minimizing any potential disruption to ongoing missions.
- Our BASE A Team continues to deliver outstanding results, having successfully completed units 5606, 6219, 6428, and 5209 for the USS Enterprise (CVN 80), currently under construction at Huntington Ingalls Industries. Their dedication, expertise, and spirit of collaboration have been instrumental in driving this project's success.



Submarine Camels



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- On November 17, our Florida division was awarded Continuous Maintenance Availability (CMAV) awards for work on the USS Farragut (DDG-99) and USS Delbert D. Black (DDG-119). Our team's commitment and expertise made it possible to complete both projects on December 22 and 23. Each one finished on time and ahead of schedule by 1-3 days.
- The USS Gunston Hall (LSD 44) Continuous Maintenance Availability (CMAV) was awarded to our Virginia division on December 15 and is scheduled for completion in mid-April at NOB. Our team is working diligently to ensure that maintenance activities are executed efficiently and to the highest standard.
- The USS Gravelly (DDG-107) Continuous Maintenance Availability (CMAV) contract was awarded to our Virginia division on December 15, with completion scheduled at NOB for January 11. Following this, the vessel made its way to the River Port shipyard on January 12, enabling our team to promptly begin work on this Selected Restricted Availability (SRA). This project is anticipated to conclude in mid-October.
- The USS Stout (DDG-55) Window of Opportunity (WOO) was awarded to our Virginia division on December 15 and successfully completed at NOB on January 4. This timely completion enabled the Stout to proceed directly to the River Port shipyard on January 5, where our team promptly began work on the initial phase of this bundled ISRA availability. The project is on track to conclude in early May.
- Our Florida team celebrated the holidays with a lively and spirited party at Top Golf. Team members and their families turned out in great numbers to enjoy delicious food, refreshing beverages, friendly competition, and plenty of laughter. There were also activities such as games and golf for the kids to enjoy, making the event fun for all ages. The event provided a wonderful opportunity for everyone to connect and celebrate the season together.
- Right before Christmas, our Virginia team came together for a memorable Winter Wonderland Holiday Celebration at the Westin Virginia Beach Town Center. The event featured dancing, great conversations, delicious food and beverages, exciting raffles, and even entertainment for the little ones. It was a wonderful opportunity to celebrate our achievements, strengthen connections, and look forward to the year ahead.
- Our San Diego team continued its tradition of supporting the Port of San Diego Ship Repair Association's annual toy drive, delivering toys and holiday cheer to disadvantaged children in the Barrio Logan community. Special thanks to everyone at our California division for making a difference this season.
- At the end of 2025, our Florida team was awarded and began CMAV work on the USS LASSEN (DDG-82). The project is scheduled for completion by January 30, and our team remains dedicated to delivering exceptional results on time and to the highest standards.

JACKSONVILLE MACHINE & REPAIR (JMR)

- The JMR team has been exceptionally busy. We are nearing 90% completion of the Hooper dredge cofferdam and booster pump modification project after an intensive two-month effort. Throughout this project, our team successfully installed over 100,000 pounds of steel and piping, an impressive accomplishment that highlights the scale and capabilities of our operation.





- As the dredge project nears completion, our JMR waterfront ship repair facility is actively undergoing renovations and upgrades to further expand our capabilities and infrastructure.
- JMR is proud to be the newest waterfront ship repair facility in Jacksonville, Florida, opening the door to an entirely new customer base and expanded service offerings. This progress is clear proof that if you build it, they will come. Since moving into the facility in February 2025, the transformation has been remarkable. The growth, momentum, and teamwork displayed over the past months are a direct reflection of the dedication and skill of our people. We are extremely proud of what our team has accomplished in such a short time and even more excited about what lies ahead. Thank you to everyone who has supported JMR throughout this journey. We are excited to continue building, growing, and serving our customers at the highest level in the coming year.

COLONIAL WELDING

- The Colonial Welding team demonstrated exceptional reliability and expertise, playing a vital role in meeting ECR's needs for two 40-foot gangways for upcoming projects. While one gangway was obtained from a specialized fabricator, the second proved unavailable within the tight timeline. Rising to the challenge, Colonial Welding swiftly closed the gap by leveraging proven River Port designs and our fabrication experience. Under the leadership of Field Supervisor Tyler Sutherby, the team efficiently constructed and successfully tested the required gangway on schedule.
- Colonial Welding recently upgraded our Norfolk facility by adding a fully enclosed break area, providing employees with a comfortable space to relax during breaks regardless of the weather.
- Our team celebrated the holidays with a party for team members and their families at Shore Break Pizza. The event was filled with fun, laughter, and shared memories, making it a truly festive occasion for everyone.
- 2025 brought its share of challenges for Colonial, but our team's adaptability and determination allowed us to finish the year on a strong note. Looking ahead, we are eager to grow our enclosure division, specializing in fabricating Acoustical Enclosures in a range of sizes and configurations. We have a dedicated team of about 8 employees who specialize in these projects. In 2026, we plan to actively market these services to attract new customers and further expand our reach.

ALL TEAMS

- In October, all teams participated in Wear Pink Day to raise breast cancer awareness and show team unity. Donuts provided by ECR, JMR, and Colonial Welding added a sweet touch as we came together for a great cause, fostering a community built on hope and support.
- Throughout November, all VA teams, including Colonial Welding, supported the Peninsula Rescue Mission by raising funds and donating wish list gifts. Thank you to everyone who contributed to our Holiday Giving Drive—your generosity brought holiday cheer to local children and showcased our team's year-round spirit of giving.
- In December, our team celebrated the 6th Annual Spirit Week with a creative Ugly Sweater Contest. Congratulations to Kevin Krug for winning with his standout Waffle House sweater, and thanks to all who made the week memorable.

IT INSIDER

HOW TO GET MORE OUT OF MS TEAMS

BY CHRIS GARDNER



Microsoft Teams is one of our most-used tools, but many of its best features often go unnoticed. Here are a few simple tips to help you stay organized, communicate better, and save time during the workday.

Keep Chats Under Control

- **Use channels instead of private chats** when possible—this keeps conversations visible and easier to find later.
- **Reply within the same thread** in a channel to keep discussions organized.
- Too many notifications? You can **mute channels** you don't need to follow closely.

Find Files Faster

- Files shared in chats and channels are automatically saved—no need to ask for them again.
- Use the **Files tab** at the top of a channel to quickly access documents.
- The **Search bar** at the top of Teams can find messages, files, and people all at once.

Meetings Made Easier

- Join meetings a few minutes early to check your audio and camera.
- Use **"Mute" when not speaking** to reduce background noise.
- Turn on **live captions** if you're in a noisy environment or miss something.

Manage Notifications

- Customize notifications so you're alerted only when needed.
- Use **@mentions** when something truly needs someone's attention.
- Set your status correctly (Available, Busy, In a Meeting) to help others know when to reach out.

A Quick Security Reminder

- Be cautious when clicking links or opening files shared in chats—especially from unexpected messages.
- If something doesn't look right, report it to IT.

In summary, because Teams is probably the most used tool that we have so make sure you are making the most of it. Please be polite and respectful and always dress for the situation if you are on video.

Happy New Year!



FABRICATION CORNER

WHERE TRADESMAN INGENUITY OVERCOMES
INDUSTRY OBSTACLES

BY JAMES COOPER

In an industry shaped by demanding specifications, schedule pressures, and evolving requirements, tradesmen consistently rise to the challenge through ingenuity and experience. Fabrication Corner showcases the hands-on problem solving, adaptive thinking, and craftsmanship that allow skilled professionals to overcome industry obstacles and deliver compliant, reliable solutions. This section recognizes the creativity on the shop floor—where knowledge, skill, and innovation intersect to keep work moving forward despite constraints.

COLLABORATION IN ACTION

Led by John Nelms and through the collaboration of the Florida and Virginia teams.

This project is a clear example of how collaboration across ECR's teams turns operational challenges into engineered solutions. Faced with the need to improve exhaust ventilation while also addressing spark suppression and debris collection, fabricators, welders, and QA personnel worked together to design and build a custom adapter that integrates all three functions into a single, practical assembly.

By combining shop-floor experience with fabrication know-how, the team developed a solution that could be produced in-house, fit existing ducting, and meet safety and operational requirements without delaying work. From layout and mock-up to material selection and final assembly, this effort highlights how shared expertise, open communication, and hands-on ingenuity across ECR enable the team to overcome industry obstacles and deliver effective, compliant results.



QA INSIGHTS

BUILDING A QUALITY CULTURE AT ECR

BY DAVID MARTIN

A quality culture at ECR means embedding integrity, precision, and continuous improvement into every process. We can ensure work is done right the first time through strict adherence to standards (like NAVSEA, ABS and OSHA), using skilled personnel and quality materials, encouraging open communication and accountability, and prioritizing safety. This will guarantee seaworthiness, compliance, and operational readiness of our customer's vessels.

IT MOVES BEYOND MERE COMPLIANCE TO A MINDSET WHERE EACH ECR EMPLOYEE TAKES OWNERSHIP FOR EXCELLENT OUTCOMES, DRIVEN BY A DEEP UNDERSTANDING THAT LIVES AND NATIONAL SECURITY DEPEND ON IT.

Key Pillars of Quality Culture at ECR:

- **Integrity & Accountability:** Performing work correctly initially, taking responsibility, and having pride in every task.
- **Transparency & Communication:** Openly discussing challenges (like potential delays) to find solutions, building trust, and fostering teamwork.

QA INSIGHTS CONT.

- **Competent Workforce:** Employing qualified personnel and mentoring new mechanics to build a strong foundation.
- **Proactive Quality Management:** Implementing systems and corrective and preventive action controls, not just reactive inspection, to prevent defects.
- **Safety Integration:** Combining quality with robust health and safety protocols, as quality work directly supports personnel safety.

Best Practices in Action

- **Thorough Documentation:** Detailed inspection and recording throughout the entire repair cycle.
- **Standard Compliance:** Following customer and regulatory (NAVSEA, ABS and OSHA) rules.
- **Systematic Control:** Implementing Quality Assurance (QA) and Quality Control (QC) with rigorous testing.
- **Continuous Improvement:** Performing self-assessments, setting targets, reducing waste, and consulting with workers for ongoing enhancement.

Why It Matters at ECR

- **Ensures Seaworthiness:** Guarantees vessels meet operational and regulatory demands.
- **Enhances Safety:** Protects personnel, the environment, and the customer's vessel.
- **Boosts Efficiency:** Reduces rework, enhances productivity, and improves consistent performance and timely delivery of services.
- **Builds Internal and External Trust:** Essential for stability and integrity in our services.

SAFETY TALK

BUILDING A SAFER TOMORROW FOR YOU:
OUR COMMITMENT TO SAFETY IN THE NEW YEAR

BY JASON KJOS

As we step into a new year, it's the perfect time to reaffirm our commitment to safety—both as individuals and as a team. Safety isn't just a set of rules; it's a culture that protects lives, strengthens trust, and drives excellence in everything we do.

Why Safety Matters

Every task we perform impacts not only our own well-being but also the well-being of those around us. A strong safety culture ensures that everyone goes home healthy and unharmed at the end of the day. It's about caring for each other and taking responsibility for creating a safe environment.

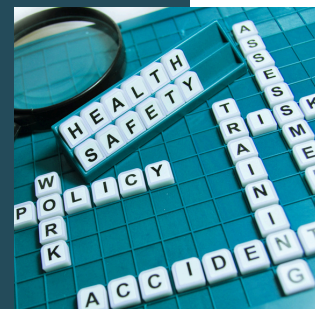
Our Safety Values for the Year Ahead

1. **Be Proactive, Not Reactive:** Identify hazards before they become incidents. Speak up when you see something unsafe—your voice can prevent accidents.
2. **Follow Procedures Every Time:** Shortcuts may save time, but they can cost lives. Let's commit to doing things the right way, every time.
3. **Look Out for Each Other:** Safety is a team effort. If you notice a colleague in an unsafe situation, step in and help. Together, we create a stronger safety net.
4. **Continuous Learning:** Stay informed about safety protocols and training opportunities. Knowledge is one of our best defenses against risk.

Your Role in Our Safety Journey

Safety starts with you. Whether it's wearing proper PPE, reporting near misses, or participating in safety meetings, every action counts. Let's make this year one where safety is second nature—where we don't just meet standards, we set them.

Remember: A safe workplace is a productive workplace. Let's work together to make this year our safest yet!



HR CONNECTION

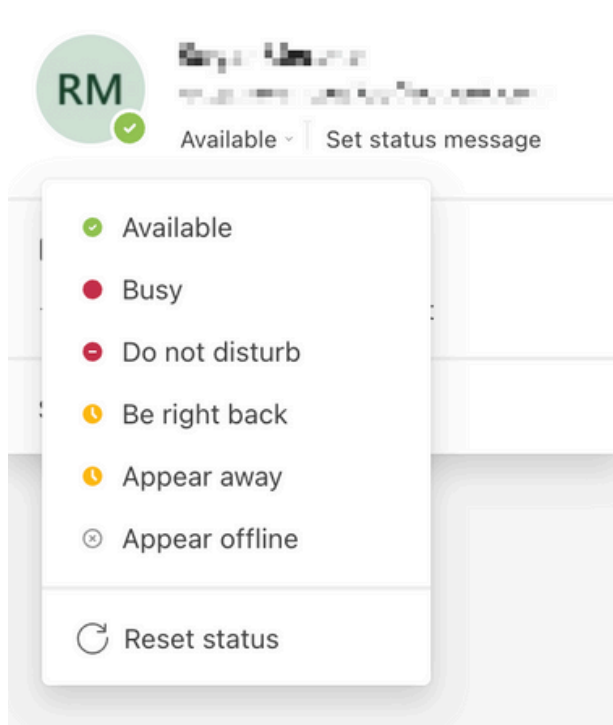
MICROSOFT TEAMS MESSAGING MANNERS

BY ERIN O'NEIL

Instant messaging is a great way to boost productivity in the workplace when used correctly. Here are some tips to effectively communicate with your colleagues, maintain professionalism and to get the most out of using Microsoft Teams.

Acknowledge and Use Status Messages.

1. Send messages to colleagues when their status is green.
2. If you don't know their status, you may want to send an email requesting they Teams you when they are available.
3. Use and update status messages to communicate your availability to others.



- Available is when you're active in Teams and don't have anything on your calendar (no meetings or calls, for example). Note that Teams will automatically set your status from **Available** to **Away** when you lock your computer or when it enters idle or sleep mode. On mobile, this will happen when the Teams app is in the background.
- Busy is when you want to focus on something, and you still want to receive notifications. If you're in a meeting or call, Teams will automatically change your status to In a meeting or In a call (Busy) when not set to Do not disturb.

Sources: (Simple Rules for Instant Messaging Etiquette in the Workplace, 2023)
(Mind Tools Content Team, n.d.) (Etiquette Rules for Office Communication, 2019)

- Do not disturb is when you want to focus or present your screen and don't want to receive notifications.
- Be right back is when you want to say you're temporarily away. It's never set automatically.
- Appear away is when you need to work without responding right away.
- Appear offline is when you want to indicate that you're not signed in to Teams, so won't be responding until you're back online. You'll still receive notifications if anyone messages you.

Be courteous and start with a short greeting and/or seek permission.

1. Begin messages with a brief greeting, like "Hello" or "Good morning."
2. Ask colleagues whether they have time to talk with you at that moment.
3. Ask them when a better time would be if they aren't available right then.

Keep messages brief.

1. Maintain short, focused, and clear conversations.
2. If a message becomes long or more complex, transition to a call or an email.

Be professional, polite, and friendly.

1. Avoid the overuse and/or inappropriate use of emojis.
2. Only use exclamation and question marks when essential.
3. Using all capital letters means you are yelling.
4. Say "Please" and "Thank you" when appropriate.
5. Respect colleagues by sending short updates like "Yes" or "Checking now," etc.

Remember your chats are not private.

1. Every message that you send and receive is stored for future access.
2. Do not discuss sensitive or confidential information through Teams messages.
3. Avoid having personal conversations with colleagues.
4. Do not say anything that would negatively impact you, a colleague, or the company.

End your messages properly.

1. Acknowledge that a conversation has ended with a "Thank you," or "Got it". Doing so will foster better relationships with your colleagues.

Q1 ACTIVITIES

DETAILS FOR EACH EVENT WILL BE SHARED VIA EMAIL.
BE ON THE LOOKOUT!

National Heart Month (Spreading Awareness) – All Feb
Wear Red Day – Feb. 6th
March Activities TBD

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 amyerseecrfab.com to inquire about joining.

SOCIAL CHATTER

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



Left to Right: We proudly sponsored and attended the 39th Annual VSRF Golf Tournament, serving snacks, refreshments, and merchandise to fellow VSRA members. Our team also demonstrated support for the fight against breast cancer by participating in Wear Pink Day. Additionally, we sponsored and hosted a booth at the Elizabeth River Fishing 3rd Annual Speckled Trout Tournament, with all proceeds benefiting St. Jude's.



Left to Right: We honored Veterans Day by thanking and recognizing those who selflessly served and defended our freedom. We also shared the latest aerial photos of the JMR waterfront shipyard facility. In addition, we celebrated our dedicated team by acknowledging the work anniversaries of employees from October, November, and December.



Left to Right: We shared the latest aerial photos of the River Port shipyard facility, illustrating the striking changes between 2018 and today. We also showcased pictures from holiday celebrations in Florida and Virginia, capturing the joyful moments as we closed out the year with a bang. Additionally, we highlighted our holiday giving efforts, supporting children at the Peninsula Rescue Mission and in the Barrio Logan community.

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.



WELCOME ABOARD!

Q4 (Oct.-Dec.) – 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 will accomplish.

Alex Renta

Helper 1/C, JMR

Brandon Dwinger

Crane Operator

Coby Henderson

OSM Supervisor I

David DeBose

Welder Supervisor I

Donna Kiernan

Operations Planning Manager

Edward DePietro

Operations Planning Specialist

Ethan Flora

Helper, CW

Gilbert Holloway

Electrician Supervisor I

Jason Brisson

Rigger 2/C

Jeffrey Harris

Welder 1/C

John Brock

Helper 1/C, JMR

Jonathan Lambert

Welder 3/C

Kendrick Boone

Rigger 1/C

Michael Santiago-Santos

Welder 1/C

Ronald Thomas Jr.

Project Manager II

Shawn Clement

Safety Supervisor, JMR

Taurin Perry

Firewatch Coordinator

Terry Mobley Jr.

Welder 3/C

Thomas Pedersen

Structural Supervisor I

Timothy Barnes

OSM Supervisor I

Tyler Kerlegan

Helper 1/C, JMR

Valeni Felton

Structural Foreman

PROMOTIONS

Congratulations to our team members who got promoted during the fourth quarter (Oct.-Dec.).

James Miller

Project Manager II to Senior Project Manager

John Lewis Jr.

QA Specialist to QA-2 Inspector

Kevin Krug (CW)

Executive Production Manager to Operations Manager

Natasha Toms

Assistant Superintendent to Superintendent I

Barbara Nicholas

Director of Human Resources to VP of Administration

Caitlyn Nicholson

IT Helpdesk Specialist I to IT Helpdesk Specialist II

Corey Jacobs

General Foreman to Production Manager, Base A

Devonna Fehr

Project Manager II to Program Manager, Base A

Ricky Whisonant

OSM Supervisor II to OSM Foreman

William Cox Jr.

Pipe Fitter 1/C to Pipe Shop Supervisor

Q1 ANNIVERSARIES

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

1 Year Anniversary

Aron Johnson
Casey Belardi
Chauncey Wood (JMR)
Clinton Huelle (JMR)
Corey Jacobs
Darien Cypress
Donald Bowen
Dwayne Ward
Francisco Jusino
Harold Guzman Jr.
James Hurtt
Julian Aguilar
Kai Perez
Kristie Alex
Kyle Whitehurst
Leron Morrison
Mason Matisans
Paige Woodbury (CW)
Richard Adolph-McDaniel
Sean Foley
Steven Wilson (JMR)
Tyler Sutherby (CW)
Wayne Jackson

3 Year Anniversary

Danual Pearce
Gary Ritchey
Jennifer Branch
Maritza Montecinos
Michael Culver
Nicholas Forbes
Robert Bock
Russell Fields
Tyrone Jackson
Walter Calvert (CW)

5 Year Anniversary

Angel Colon Nieves
David Judah
Deborah York

7 Year Anniversary

Marlene Borawski

20 Year Anniversary

Jacqueline Stevens (CW)

You play a vital role in the prosperity of our company.

Thank you for your hard work.

We formally recognize anniversaries for years 1, 3, 5, 7, 10, 15, 20, 25.

HIRING NEEDS

- STRUCTURAL FOREMAN, FL-JMR
- PIPE SHOP FOREMAN, FL-JMR

- STRUCTURAL SUPERVISOR I, FL
- SUPERINTENDENT I, VA

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



LEADERS Q/A

Featuring: Kevin Krug, Operations Manager CW

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

I started in the industry and Colonial Welding & Fab going on 15 years now. When I was 22 still trying to figure out life and adulthood.

What led you to become the Operations Manager of Colonial Welding?

The answer that always lingers in my mind, is "what is next?" Starting off as a helper, I always strived for more. How can I do better, what is the next step. And that mentality has never really stopped.

What do you like most about your job?

I will always be a production guy at heart. I still love getting out in the shop when I get a spare minute to see how things are coming together and what hand I can lend. Also from a management standpoint, I love being able to pass on what I have learned to our employees in the shop. We never stop learning, and it's very rewarding to see someone else where you once were putting in the effort and discovering new talents.

What motivates you?

The people in my life I surround myself with. My wife, my close friends, and my co-workers / role models. Personal drive to see myself always do better than yesterday. Also never losing the ambition to create, to see something we do come into existence.

What values are most important to you as a leader?

Honesty, dependability, the ability to communicate and compromise when necessary.

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

I have always been a firm believer in leading by example and earning/giving respect. As Leaders, it is our duty to lead by example, never to be too good to do any one task, never be too busy to have a productive conversation, and always strive to lift our people up.

What are your hobbies (Not work-related)?

As I've gotten older, the list of hobbies has grown longer and the time to enjoy them shorter. I've been into cars since I could drive, video games when I have a spare moment. I tell people the 3 things I enjoy most where I can truly tune out the world are golfing, fishing, and riding one of my motorcycles.

What's your biggest fear?

Falling short, missing the mark, letting my family, friends, and colleagues down. I have learned in my recent past the mentality I have carried for so long is a double-edged sword. That what I'm doing isn't the best I can do, what can I do better, what is next. It is always good to strive and do the best you can, but don't let it drive you to the point of failure. Find your limits so you can stay successful and not fall short of what is important. Not failing the ones closest to you.

Tell us something we wouldn't know about you.

I had no clue what I wanted to do with my life after graduating high school. I went to art school for 3 years, took every art class I could, and every shop class. After graduating high school, I took some college courses and focused on architectural design, still not sure this was the right fit for me. Working retail just to earn a paycheck, I stopped going to college and focused what I could do to start a career. I have always loved working with my hands and creating things. At the time, a friend of mine was working at Colonial and said they were hiring for helpers and told me to apply. The rest is history.

MESSAGE FROM OUR PRESIDENT

As we close the chapter on 2025 and step into 2026, I want to take a moment to reflect and say thank you. I hope you each had a great holiday season and were able to spend well-deserved time with your families and loved ones.

I am incredibly proud and honored to work alongside such a dedicated and talented team. 2025 was a strong year for our company—one marked by growth, opportunity, and challenge. We faced new hurdles, pushed into unfamiliar territory, and continued to raise the bar. Through it all, we stayed focused, worked together, and overcame every obstacle. That determination and teamwork are what truly set us apart.



We are entering 2026 with solid momentum across all operations. At River Port Shipyard, our Virginia operations team welcomed the arrival of two DDGs, and additional module work is beginning with our partners at Trident. Florida is supporting a major docking with BAE JSR, JMR is operating near capacity with commercial vessels and a strong backlog of shop work, and Colonial's module and field service divisions continue to grow. These results are driven by hard work, accountability, and a commitment to doing things the right way.

Over the past year, we also made meaningful investments in our facilities and our people—from new state-of-the-art machines that expand JMR's capabilities to fleet upgrades, infrastructure improvements, and an enhanced 401(k) match. These investments reflect our belief in providing our teams with the tools they need to succeed and grow.

As we move forward, I want to reaffirm what defines us: Safety, Quality, and Schedule. These are not just priorities—they are the foundation of our reputation. Every one of us plays a role in protecting one another, delivering quality work, and meeting our commitments. Nothing we do is more important than ensuring everyone goes home safely at the end of the day.

Looking ahead to 2026, our vision is clear: continue growing responsibly, executing with discipline, and strengthening the culture that makes this company special. If we stay focused on our values and take care of one another, I am confident the year ahead will be another strong one.

Thank you for everything you do. I look forward to a safe, successful, and rewarding 2026 together.

A handwritten signature in blue ink, appearing to read 'Justin Stern'.

Justin Stern