

# 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

- Congratulations to our Virginia team on the successful completion of two CMAVs on the USS Oak Hill (LSD-51) and the USS Iwo Jima (LHD-7). Both projects commenced in early July and concluded in late August.
- EMAV work on the USS McFaul (DDG 74) at Naval Station Norfolk started in mid-July and was completed in early September.
- In late July, we awarded Wigberto Rivera the President's Gold Coin Award for consistently going above and beyond and making a positive impact every day. Congratulations, Wigberto, and thank you for your unwavering commitment. We feel fortunate to have you on our team!
- Exciting news was announced in early September: our Virginia team was one of the recipients of Lot I and Lot II indefinite-delivery/indefinite-quantity multiple award contracts (IDIQ MAC). These contracts are for maintenance and modernization work on nuclear-powered attack submarines during their scheduled Chief of Naval Operations maintenance availabilities.



- On September 6th, our Virginia team came together to enjoy a delicious BBQ spread prepared by several members of our incredible production team during VSRA's annual Ship Repair Race Night. Although the rain shortened the races, everyone had a great time, and as always, we are already eagerly anticipating next year's race night.
- Our Virginia team successfully completed CMAV work onboard the USS Stout (DDG-55), which began in early August and concluded in mid-September.
- Congratulations to our Virginia team for successfully completing repairs on the USS Hershel "Woody" Williams (ESB-4) between mid-August and mid-September.
- Construction on our 14th Street project is progressing steadily. Although the changes may not be immediately visible, a lot is happening below ground. We are nearing the completion of the first of two stormwater pipes on the site, and our vision for the facility is becoming clearer. Curbs are being poured and shaped, clearly outlining entrances, parking spaces, landscaping islands, and conduits for future light posts.
- Work aboard the USS Tortuga (LSD-46) is steadily nearing completion. This CMAV availability project began in late March, and our crew has been diligently working to complete this project by mid-October.
- A big thank you to our incredible team! The ECR, JMR, and Colonial Welding teams exceeded last year's contributions by collecting 500 pounds of food and 55 pounds of water, providing about 425 meals. This amazing effort will greatly benefit local food banks in Newport News, Jacksonville, and San Diego. Your hard work made this food drive a resounding success!
- Our VA team is busy preparing for the arrival of the USS Stout (DDG-55) and USS Gravely (DDG-107) at our River Port shipyard at the beginning of the new year. Next year is shaping up to be quite the busy season for Virginia operations.
- Our Florida team successfully completed its support for BAE JSR during the final stages of the DSRA for the USS Ramage (DDG 61). This achievement represents a culmination of six months of work and over \$4 million in T&M support provided to BAE JSR. Key contributions included ECR's completion of structural work in the intakes and gas turbine mixing rooms.
- Congratulations to our Florida division for being awarded a package of 28 items, totaling over \$5.2 million, for structural work on the USS Sullivan (DDG 68) during its DSRA, which will run through March 2027. This DSRA marks the first time a U.S. Navy vessel will utilize BAE JSR's new syncrolift facility. Major work items include the SLQ-32 modification and structural plate repairs in the engine rooms.
- Our Florida division celebrated the hard work of all team members with an Employee Appreciation Luncheon in late August. Everyone enjoyed a delicious barbecue spread, great music, and even better company. Additionally, Mister Softee stopped by to serve refreshing ice cream.
- In the third quarter, three team members from Florida were honored with the President's Gold Coin Award for their hard work and dedication. Congratulations to Garry Gueffroy, Aron Johnson, and Yraida Parra Gonzalez for your outstanding contributions. We truly appreciate everything you do!
- Congratulations to our Florida team for successfully completing both the USS DELBERT D BLACK (DDG 119) CMAV and the USS THOMAS HUDNER (DDG 116) CMAV during the third quarter.



- JMR Shipyard has installed new exterior signage on our main office building. Check out these current aerial shots of the facility.
- Check out our ECR and JMR Florida team looking great in their brightly colored safety T-shirts. Thank you to our incredible team for making the commitment to always prioritize safety. You guys rock!
- Congratulations to our California team for completing a 7-month CMAV Availability on the USS ESSEX (LD-2) in mid-September.
- With the addition of Auxiliary Systems Inc. employees to Colonial Welding, we have successfully produced and shipped one Acoustical Enclosure every two weeks for our customer, Kaeser Compressor.
- Kudos to our team for completing the refurbishment of Norfolk Southern's telescopic coal chutes in late September.
- Colonial Welding's field division is expanding and is eager to take on more exciting projects! They have been increasingly involved with Cape Ships in facilitating the offshore wind turbine project.



## QA CORNER

Meeting Customer Deadlines with Quality Integrity  
 Author: Dave Martin

Meeting customer delivery schedules is a primary customer driver and is the difference between a successful and failed repair project. Timelines for ship repair contracts are driven by two imminent influences: mission and costs, neither of which is mutually exclusive. In other words, failing to accomplish mission objectives can create cascading failures in achieving fleet mission objectives, thereby affecting other vessel timelines, resulting in increased costs for alternative deployment logistics. Another consideration is a ship repair facility's reputation, which can be damaged with lingering consequences.



In the tightrope walk of providing great customer service, balancing Quality Assurance integrity is key. Here is how we keep customer requirements and quality integrity in equilibrium:

- 1. Setting realistic expectations** by communicating timelines that factor in Quality Assurance processes.
  - Requires a thorough understanding and planning for the quality requirements specified.
- 2. Plan for and expect diversity** in quality outcomes.
  - Conditions found may be different from those reported by the customer prior to the start of the project, which can increase or decrease the scope of the project.
- 3. Regularly review** and optimize workflows.
  - Identify bottlenecks.
  - Streamline tasks for efficiency.

“Balance” is defined as stability based on planned diversity. It is imperative to consider planning that ensures ECR maintains a balance between speed and quality so that “All things work together for good...”.



## IT CORNER

Phishing not Fishing  
Author: Chris Gardner

IT is in the process of standing up a better spam filter solution for the company. Even though this will help, there is not a spam solution in existence that is 100% as the playing field constantly changes. You have always had the most important role when it comes to phishing/malicious email detection and avoidance. That is one of the reasons we do quarterly phishing campaigns and training.

Here's what you need to understand and do as a user when dealing with phishing emails:

### 1. Be Aware of What Phishing Is

Phishing emails are malicious messages designed to:

- Trick you into clicking on harmful links
- Steal your login credentials or personal info
- Install malware on your device
- Impersonate trusted individuals or companies

### 2. Recognize Common Signs of Phishing

Look out for:

- **Unexpected requests** (e.g., "urgent" password reset or invoice payment)
- **Spelling and grammar mistakes**
- **Suspicious links** (hover over links to preview the URL)
- **Unusual sender addresses** (even if the display name seems familiar)
- **Attachments** you weren't expecting

### 3. Your Responsibilities as a User

- **Do not click** on suspicious links or open unknown attachments.
- **Do not respond** to suspicious emails with personal or company information.
- **Report** the email immediately to [helpdesk@ecrfab.com](mailto:helpdesk@ecrfab.com)

### 4. Think Before You Click

Ask yourself:

- Was I expecting this email?
- Does the email make me feel rushed or scared?
- Is the language oddly formal or unprofessional?
- Are there inconsistencies in the sender's details?

If something feels off — **trust your instincts** and verify them before acting.

### 5. After You Spot a Phishing Email

1. **Do not interact with it.**
2. **Report it** by submitting a ticket
3. **Delete** the email after reporting (unless advised otherwise).

Remember that this only works with your help, and we always want the weakest link in the chain to be the software and not you.

# HR CONCEPTS CORNER

10 Stress Management Tips to Stay Focused at Work

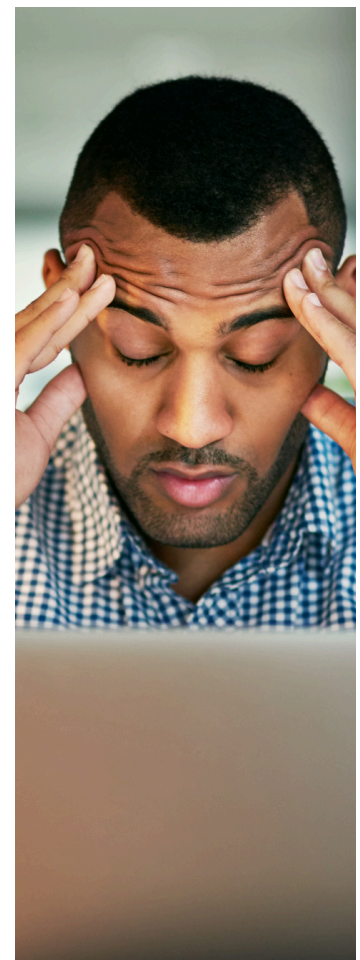
Source: Vanderbilt Communications and Marketing, 2024)

Stress can creep up in our day-to-day lives and affect how we think, feel and perform in the workplace.

Managing life stressors can support our mental health, improve productivity at work and reduce the risk of workplace conflict, injuries and accidents. A few common stressors that can affect job performance are lack of sleep, loss of a loved one, health ailments, financial obligations, prolonged periods of work stress or caring for a family member.

Identifying a few stress management tips that work for you is essential to your well-being in today's fast-paced workplaces. Here are some suggestions for how to get started:

- **Identify stress triggers** – Think about what major stressors you are currently experiencing. Ask yourself: What is making me anxious, frustrated or tense? Slowing down and noticing what's causing your stress is an important first step toward lowering it.
- **Reframe negative thoughts** – The thoughts you have and what you tell yourself about a situation play a huge role in how you feel and what you do.
- **Create a prework ritual** – It's common to find yourself scrambling to get things done before work. Or maybe there are days you wake up feeling the pressure of looming work demands. Kickstart your day by writing a to-do list, nourishing your body with a healthy meal or exercising.
- **Choose single-tasking instead of multitasking** – We often think juggling various tasks at once is key to staying productive. But single-tasking can be a more effective way to get work done. Not only does it help to reduce stress, but it also allows our brains to concentrate on one thing at a time without quickly shifting focus.
- **Get involved in team-building activities** – Joining colleagues in group activities can be an effective stress reliever.
- **Stay active** – Adding movement to our day can help us better manage our stress and improve our sleep quality.
- **Develop healthy sleeping habits** – Prioritizing your sleep routine will help you feel more alert and focused while at work.
- **Disconnect from work at the end of the day** – After a long day, taking the time to decompress can help recharge your mental batteries.
- **Talk to your manager or supervisor** – While it may be tough to talk about what's stressing you, opening up to your manager or supervisor may get you closer to feeling supported and having your needs met.
- **Connect with a mental health expert** – Consider speaking to a [mental health coach](#) or [therapist](#) about what you are going through. A professional can offer a safe, nonjudgmental space to share your feelings, as well as helpful tools to better manage stress and anxiety at work.



People wonder how to be more productive at work, and it starts with caring for yourself. By making small changes, you can feel more in control of your mental health and show up at work in productive ways.

Your Employee Assistance Program (EAP) is here to help you and your household through difficult times. Get 4 visits for in-person or virtual counseling per person in your household, per issue each year. These resources are private, confidential, and available to you 24/7 at no extra cost.

Get the help you need, 24/7

•Visit [anthem.com/EAP](https://anthem.com/EAP) and log in with company name: ECRF.

•Call your EAP at 800-346-5484 for help with questions.



# SAFETY TALK

ECR Employees: Your Safety Is Our Priority – Report Workplace Hazards  
Author: Jason Kjos

At East Coast Repair & Fabrication (ECR), safety is at the core of everything we do. Working in a shipyard environment presents unique hazards, and your vigilance is essential to maintaining a safe, productive workplace. Reporting hazards promptly helps prevent accidents, injuries, and ensures we all go home safely each day.

## Common Hazards in ECR Worksites

- **Slip, Trip, and Fall Risks:** Spills, cluttered walkways, uneven surfaces, and damaged flooring.
- **Heavy Equipment and Machinery:** Cranes, lifts, and welding tools—any malfunction or misuse can lead to serious injuries.
- **Chemical and Fuel Exposure:** Handling paints, solvents, fuels, and other hazardous materials responsibly.
- **Confined and Tight Spaces:** Limited access areas that pose risks of suffocation, toxic exposure, or entrapment.
- **Welding and Cutting Operations:** Sparks, fumes, and radiant heat that can cause burns or respiratory issues.
- **Rough Terrain and Structural Hazards:** Damaged scaffolding, weak ladders, or unstable surfaces.

## Why Your Reporting Matters

- **Prevents Accidents:** Early detection of hazards reduces the risk of injuries.
- **Maintains ECR’s Safety Standards:** Keeps our team compliant with safety regulations.
- **Protects Our Team and Equipment:** Your action helps safeguard everyone and our resources.
- **Fosters a Safety-First Culture:** Together, we create a work environment where safety comes first.

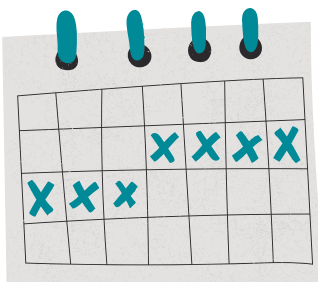
## How to Report Hazards at ECR

- 1. Recognize the Hazard:** Be alert for unsafe conditions like leaking hoses, damaged equipment, or misplaced tools.
- 2. Report Immediately:** Contact your supervisor or local safety official.
- 3. Describe Clearly:** Provide specific details about the hazard’s location and nature.
- 4. Ensure Follow-Up:** Confirm that the issue has been addressed and resolved effectively.

## Your Role is Critical

No hazard is too small to report. Your proactive approach helps prevent potential accidents and keeps our worksite safe for everyone. Remember, safety is a team effort—your voice is vital.

Let’s work together to uphold ECR’s commitment to safety. Stay alert, report hazards, and keep safety at the forefront of all we do!



## Q4 ACTIVITIES

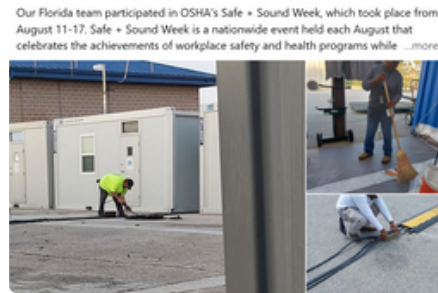
Details for each event will be shared via email. Be on the lookout!

- Food Bank Food Drive - Sept. 15th - Oct. 3rd**
- Wear Pink Day - Oct. 24th**
- Pumpkin Carving Contest & Candy Jar Guessing Game - Oct. 27th - 31st**
- Holiday Donation Drive - Nov. 5th - Dec. 3rd**
- Holiday Spirit Week - Dec. 8th - 12th**
- VA Holiday Party - Dec. 19th**
- FL & CA Holiday Party - TBA**

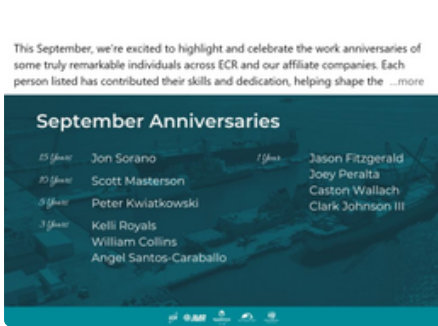
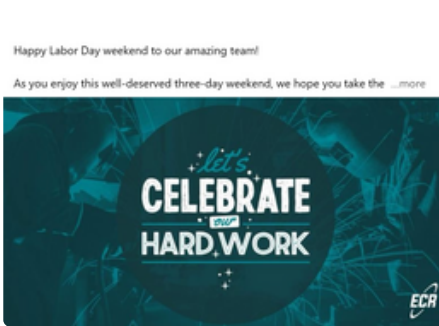
*If planning these kinds of events is of interest to you, you should join our Engagement Committee, where we plan, collaborate, and execute office activities and giving opportunities. Send an email to [amyers@ecrfab.com](mailto:amyers@ecrfab.com) to inquire about joining.*

# SOCIAL CHATTER

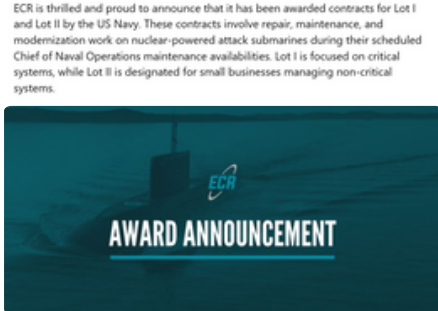
Here's what you may have missed on social or media outlets...



Left to Right: The Colonial Welding team and corporate office celebrated National Ice Cream Day with a sweet treat. Our Florida team took part in OSHA's Safe + Sound Week, which ran from August 11 to 17. On social media, we shared our team's initiatives to improve workplace safety. Additionally, we sponsored and attended the VSRA Annual Member Networking Social, where we enjoyed delicious food, refreshing drinks, and lively music, while forming connections with fellow VSRA members.



Left to Right: We thanked our team and wished them a Happy Labor Day weekend, emphasizing that their hard work drives us forward and makes a significant difference. We also recognized our dedicated team by celebrating the work anniversaries of employees from July, August, and September. Additionally, we provided an overview of the support we offer to commercial vessels at our River Port facility, which includes supplying potable water, fuel, and lay berthing services. Over the past quarter, we provided these services to the Cape Starr and Glenn Edwards.



Left to Right: We honored and remembered September 11th, a day that is etched in our hearts and minds forever. We also shared some significant news: our VA division has been awarded Lot I and Lot II IDIQ MAC contracts for maintenance and modernization work on nuclear-powered attack submarines during their scheduled Chief of Naval Operations maintenance availabilities. Additionally, we highlighted our participation in VSRA's 29th Annual Safety & Health Seminar.

**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!

## Q3 (Jul.-Sep.) - 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.

William Gwynn  
**Rigger 1/C**  
Logan Setser  
**Pipe Fitter 3/C**  
Victor Williams  
**Crane Operator Sup. II**  
Christopher Caldwell  
**OSM 2/C**  
Patricia Felt  
**Senior Staff Accountant**  
Russell Tjepkema  
**Operations Manager VA**  
Jennifer Holden  
**Production Admin. Asst.**  
Daniel Buttery  
**Pipe Shop Sup. I**

Ronnie Woods  
**Electrician 1/C**  
Camaria Gutierrez  
**WAF/Hotwork Coordinator**  
Jose Padilla  
**Pipe Fitter 1/C**  
Jalisa White  
**WAF/Hotwork Coordinator**  
Selena Harrison  
**ESH Inspector I**  
Michelle Roman  
**Estimator III**  
Michael Swindell  
**Crane Operator**  
Jeremy Swanhaus  
**Field Installer/Fabricator, CW**

Dionte Calderon  
**Field Installer/Fabricator, CW**  
Danny Conger Jr.  
**OSM 3/C, JMR**  
Darrin Sibley  
**Rigger 1/C, JMR**  
Edwin Hill  
**Ship Fitter 1/C, JMR**  
Cristhian Deras  
**Operations Admin. Asst., JMR**  
Pavlo Cherednyk  
**OSM 1/C, JMR**  
Culbert Pressley  
**EHS Inspector I, JMR**

# RETIREMENT

*Honoring your years of excellent service to our team and celebrating the legacy of hard work and commitment you leave behind.*

Robert Wilson Jr., Sheet Metal Mechanic Master JMR – 8/12/2025

# PROMOTIONS

*Congratulations to our team members who got promoted during the first quarter (Jul.-Sep.).*

Sean Foley  
**Senior Project Manager to Program Manager**  
Simon Baney Vuocolo  
**ESH Inspector I to Superintendent I**  
Angel Colon Nieves  
**Maintenance Team Lead to General Labor Sup. I**

James Scrimgeour  
**Ship Fitter Master to Structural Sup. I**  
James Simons  
**Sheet Metal Mechanic 3/C to ESH Inspector I**  
Marcos Correa Rivera  
**Rigger 3/C to Rigger 2/C**

Andrea Hunter  
**Facilities Coordinator to Tool Room Manager**  
Andreika Myers  
**Comm. Specialist to Public Relations Manager**  
Tyler Meadows  
**Welder 3/C to Welder 1/C**

# Q4 ANNIVERSARIES

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

## 1 Year Anniversary

Michael Deel  
Richard Dichiara (JMR)  
Julius Abram  
John Lewis Jr.  
Andre Ricks  
Thompson Le (JMR)  
Richard Ritter  
Robert Shelburne  
Tyler Jackson  
Glenn Robinson  
Tracy Bryant  
Justin Cline  
Jose Garza  
Nicholas Yaeger  
Yraida Parra Gonzalez (JMR)

## 3 Year Anniversary

Michael Bird  
Warren Barnes  
Caitlyn Nicholson  
Gary Woolard  
Tucker Harvey  
Theodore Gatling (CW)  
Marcos Correa Rivera  
Corey Eck

## 5 Year Anniversary

Luis Rivera Colon (RP)  
Juanae Rowson  
Jeremy Caban  
Mark Hammonds (JMR)  
Kimberly Argo  
Tyler Russo

## 7 Year Anniversary

Andreika Myers  
Esteban Lopez Pineda

*You all 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

- SENIOR EXECUTIVE ASSISTANT, VA-ECR
- ESH INSPECTOR II, VA-ECR
- OPERATIONS PLANNING MANAGER, VA-ECR
- WELDER 3/C - BASE A, VA-ECR
- WELDER 1/C - BASE A, VA-ECR
- SHIP FITTER 1/C - BASE A, VA-ECR
- STRUCTURAL FOREMAN, FL-ECR
- PIPE SHOP FOREMAN, FL-ECR
- SUPERINTENDENT I, FL-JMR
- WELDER (ALUMINUM), FL-JMR
- OUTSIDE MACHINIST FOREMAN, FL-JMR
- OUTSIDE MACHINIST 1/C, FL-JMR
- SHIP FITTER 1/C, FL-JMR
- PIPE WELDER 1/C, FL-JMR
- PAINTER 1/C, FL-JMR
- BLASTER 1/C, FL-JMR
- PAINTER SUPERVISOR I, FL-JMR

***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: Erin Snyder, Operations Manager JMR



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

I started in the shipbuilding and repair industry in 1999 at Eastern Shipbuilding Group as a Pipe Fitter Helper, chasing the dream of one day becoming a welder.

### **What led you to become the Operations Manager of JMR?**

That's a very good question, I'd say it was the right place at the right time, combined with the right people believing in me.

### **What do you like most about your job?**

What I enjoy most is being part of the construction and development of a new ship repair facility from the ground up. There's real satisfaction in seeing projects through to completion and knowing we're helping to support the shipping economy.

### **What motivates you?**

I'm motivated by the opportunity to grow, both personally and professionally, and by working alongside great people. A quote that inspires me comes from Winston Churchill: "Success is not final, failure is not fatal: it is the courage to continue that counts."

### **What values are most important to you as a leader?**

Persistence and adaptability, having the drive to keep going and the flexibility to adjust when needed.

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

Mentorship and the ability to recognize and develop the strengths of the team. Above all, I believe in surrounding myself with like-minded people and giving them the space to succeed.

### **What are your hobbies (Not work-related)?**

I enjoy spending time with my family, and I've recently taken up the game of golf.

### **What's your biggest fear?**

My biggest fear is letting down the people closest to me, including my family. It drives me to give my best every day, support those around me, and lead with integrity, knowing that the effort I put in can make a meaningful difference for my family, my team, and the company.

### **Tell us something we wouldn't know about you.**

The past few years have given me a new perspective on life and what truly matters. I've learned to focus on making the most of every moment and every interaction, and to dedicate my energy toward leaving a lasting positive impact—both at work and in life.

# MESSAGE FROM OUR PRESIDENT

As we move through the third quarter of the year, time continues to fly by — a sure sign that we're staying busy, growing, and doing what we do best. The momentum across all divisions is incredible, and it's setting the stage for an even bigger year ahead.

In Virginia, a tremendous amount of planning is underway as we prepare for our first in-plant SRA at the Newport News facility. As most of you know, this location was awarded both an ISRA bundle and its first-ever SRA — two major milestones that will arrive in the first half of January. The planning and preparation happening right now are absolutely critical to our success. These availabilities will be highly visible, and the entire industry will be watching. We must deliver safely, on time, and with the exceptional level of quality that defines East Coast Repair & Fabrication.

Looking ahead, 2026 is projected to be the biggest year in company history for our Virginia operations. The amount of work already on the books is substantial and brings both great opportunity and new challenges. With more work comes the need for even stronger communication and accountability. We have to stay focused, identify potential issues early, and bring them forward immediately — because problems that go unnoticed or unreported can't be fixed. It's going to take a complete team effort to execute the work ahead of us, and I have every confidence that with the teams we have in place, we'll meet these challenges head-on and deliver outstanding results.

The Base A Unit Module program continues to progress steadily and has become a vital part of our operations and our future. The team's commitment to precision, craftsmanship, and teamwork has been exceptional, and they continue to set the tone for how we approach every project across ECR.

At JMR, we hit a major milestone recently — every slip was full for the first time, with seven ships in at once. Erin and his team have the waterfront running full throttle, and the results speak for themselves. Their ability to manage multiple projects while maintaining our standards of quality and safety is impressive, and the energy and drive coming out of JMR are helping push our entire organization forward.

In Mayport, the team is in high gear, supporting three LCSs and has officially kicked off work with BAE Jacksonville on the USS The Sullivans DSRA — a project that will carry through late 2026. The team has spent the past couple of months preparing for this work, and they're ready to execute. This is another major step for our Mayport operations, and it reflects their dedication, coordination, and professionalism.

I know that recent organizational changes and consolidations have created some discussion and uncertainty. These decisions were not made lightly. They were made to strengthen our structure and position us for long-term success. By combining forces in Virginia, we're able to better utilize personnel and resources, ensuring balanced workloads and stronger collaboration across teams. Balancing labor is never easy — especially when the Navy's operational tempo shifts to meet national needs — but adaptability has always been one of our greatest strengths.

I also want to take a moment to recognize the Warwick team for their years of dedication and performance. As we welcome them into the ECR ranks, I know that they'll bring that same drive, work ethic, and quality to ECR, and I'm confident they'll continue to play a key role in shaping our future.

As we move toward the holiday season, let's keep safety at the forefront of everything we do. Every task, large or small, deserves our full attention. We all share the responsibility of making sure that every team member goes home safely at the end of each day.

Your commitment, hard work, and professionalism continue to make ECR what it is today. I'm proud of the progress we've made together and excited about what lies ahead. Let's finish 2025 strong and carry that momentum into 2026 — which promises to be our biggest and best year yet.

Thank you for everything you do.



Justin Stern

