



HAPPENINGS

Quarterly Newsletter

ISSUE 23 • JULY 2026



COMPANY NEWS

EAST COAST REPAIR & FABRICATION

- USS Stout (DDG-55) completed on time in early May despite delays caused by an ammunition offload. The team successfully overcame these challenges to deliver the project on schedule and on budget.
- The Florida team completed EMAM work on USS Farragut (DDG-99) on time in mid-May.
- The Virginia team also completed the USS Arlington (LPD-24) CMAV on time in early June.
- Between mid-June and the end of June, Florida team successfully wrapped up work on both USS Ramage (DDG-61) and USS Winston Churchill (DDG-81), delivering both availabilities on schedule.
- Most recently, in early July, the Florida team completed CMAV work on USS John Basilone (DDG-122) on schedule.



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- The Virginia team completed the APL-71 availability on time in late June and is on track to complete the YRBM 43 availability on schedule in early August.
- Virginia team is also preparing for the arrival of USS Bainbridge (DDG-96) in mid-August.
- The USS Hershel "Woody" Williams (ESB-4) ROH and IA3 availabilities have also kicked off. With approximately \$40 million awarded in a month, the Virginia team remains on track for successful completion in late September.
- ECR's first SRA, USS Gravelly (DDG-107), remains on track for an on-time delivery in mid-October.
- River Port Pier 15 construction progressed significantly with the installation of 104 new concrete piles, each 110 feet long and capable of supporting more than 100 tons. Reinforcing steel for the new concrete overlay was also installed, increasing the pier's load-bearing capacity and ensuring it met structural requirements for crane and heavy equipment operations. The project remains on track for August completion, with concrete placement identified as the next major milestone.
- In early June, the Virginia team celebrated the successful on-time completion of the USS Stout ISRA with a team luncheon, recognizing the hard work, dedication, and collaboration that contributed to this important achievement. During the event, we also honored a few outstanding employees with the President's Gold Coin Award for their commitment to excellence: Conrado David, Nick Yaeger, Corey Eck, Tony Aulds, Jeremy Caban, Anthony Waddler, William Cox, Esteban Lopez, Nick Forbes, Robert Shelburne, and Marcos Correa Rivera. Thank you to each recipient for their contributions and for helping make ECR exceptional.
- ECR was proud to join fellow sponsors and industry partners at the Virginia Ship Repair Association's Ship Repair Race Night at Langley Speedway. The event brought together members of the Hampton Roads maritime community for an evening of exciting racing, family-friendly activities, and meaningful networking. From sharing barbecue and games with colleagues to strengthening relationships across the industry, the evening reflected the collaboration, partnership, and shared commitment that make the Hampton Roads maritime industry thrive.
- ECR was thrilled to sponsor and compete in the 30th Annual ASNE-Sika Ultimate Build-A-Boat Challenge in Portsmouth. Congratulations to Team "EZ DAY" and team members Simon Baney Vuocolo and Tyler Russo, with guidance from Jason Kjos and Francisco Jusino, for their outstanding teamwork, creativity, and performance throughout the competition. Their dedication and collaborative spirit were on full display and contributed to an impressive showing at this fantastic vent.

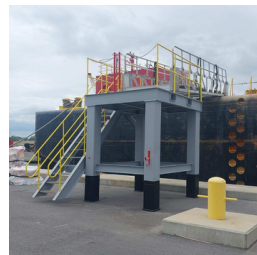
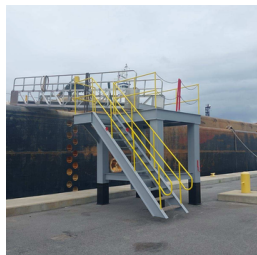
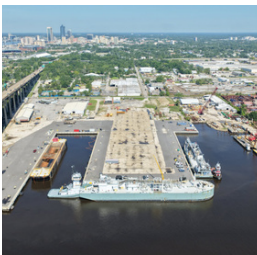




- The BASE A Team, supporting the construction of USS Enterprise (CVN-80), achieved significant progress during the second quarter with the successful completion of Unit 5947. In addition, Unit 6316 is currently undergoing blasting and coating, while Unit 5946 is preparing to enter that phase. The success achieved across these projects is a direct result of our teams' commitment, expertise, and unwavering focus on delivering outstanding results.
- Throughout the second quarter, several ECR team members were recognized through Employee Anniversary, Trade Spotlight, and Career Advancement Spotlight features. We encourage everyone to visit our LinkedIn, Facebook, and Instagram pages to celebrate these colleagues and learn more about their accomplishments: Levi Epstein, Dan Stranigan, Erick Rodriguez, Matt Reed, Raymond Olivencia, Ken Wilson, Robert Gill, Dario Newman, and Nick Yaeger.
- Congratulations to Jahlani Williams, ECR Sheet Metal Lead Mechanic and 2024 VSRA Junior Tradesperson of the Year, on being featured on Ship Repair Radio! In the interview, Jahlani shares how a career in the maritime trades led to growth, leadership, and success at ECR. Be sure to check out our social media post for the link to listen to the full interview and hear Jahlani's inspiring journey firsthand.

JACKSONVILLE MACHINE & REPAIR (JMR)

- We are happy to report that, as of July 4th, we have reached 200 days with no safety infractions. Thank you to the entire team for your continued commitment to maintaining a safe and responsible work environment.
- To further strengthen safety and environmental preparedness, the AMC / JMR Emergency Response Spill Unit has been established pier side to provide immediate response capabilities for any potential pier-side emergencies. This initiative also includes the addition of approximately 1,000 feet of containment boom, enhancing the facility's readiness to respond quickly and effectively to potential spill events.
- JMR continues to make upgrades throughout the shipyard, with one of the most recent additions being a 60-foot-tall flagpole proudly displaying the American flag as a symbol of pride, unity, and commitment to our nation. Be sure to check out our social media pages to view the latest aerial shots of the JMR shipyard facility, which highlight a yard that is alive, thriving, and building the future.
- JMR recently expanded its temporary services capabilities with the fabrication of a new brow tower designed to securely support a gangway, enhancing both operational efficiency and accessibility within the shipyard.
- Following the Marine Log Ship Repair USA Conference, JMR and ECR welcomed Kevin Terry, Senior Defense Advisor for the Shipbuilders Council of America, to their Jacksonville waterfront facility. Hosted by Ralph Duskin and Erin Snyder, the visit highlighted the companies' ship repair, fabrication, and precision machining capabilities, showcasing their vital role in supporting America's maritime industrial base and national readiness.



COLONIAL WELDING

- Colonial Welding is in the early stages of working with EMC and Dominion Power on a large project for a Virginia-based power station, potentially providing work for years to come.
- We have onboarded several new employees in recent weeks to keep pace with our growing work demand. Our senior staff has played a key roll in onboarding our new employees in conveying our high level of safety and quality.



- As a job shop, we are only as capable as the equipment we have. This means we are always looking at new technologies and how they can benefit us. Colonial will be demoing Cobot welders in the near future to aid in high quantity manufacturing work, as well as exploring higher-capacity forming equipment and a new plasma cutting system – not only to support our ECR family, but also our large commercial customer base.
- Colonial is becoming more involved with our shared social media resources, not only to aid in capturing a new customer base, but also showcasing the quality products we produce and the high level of technology we offer. So be on the look out for those posts!
- Throughout the second quarter, a few Colonial Welding team members were recognized through our Retirement and Trade Spotlight features. We encourage everyone to visit our LinkedIn, Facebook, and Instagram pages to help celebrate these valued colleagues and learn more about their contributions and accomplishments. Congratulations to Dan McAdoo, Joey Peralta, and Richard Calvert for their well-deserved recognition.
- As we close out the first half of an amazing year, we very excited for the future, and proud of the backbone of our company which is our employees!

ALL TEAMS

- Safety is more than a priority; it's a core value. In April we we're proud to celebrate S23 Holdings and Affiliates' recognition at the 2025 AEU Safety Award Luncheon and thank every team member whose commitment to safety made this achievement possible.
- May was Mental Health Awareness Month, and our teams across Virginia and Florida showed their support through Wear It Green Day, shared resources, wellness-focused activities, and well-deserved mental health breaks featuring Kona Ice, Mr. Softee, and Pelican's Snowball trucks. We wrapped up the month with a company-wide Self-Care Gift Basket Giveaway, congratulations to Erin O'Neil (ECR VA), Jose Garza (ECR VA), Ronnie Woods (ECR FL), John Clark (Colonial Welding), and Danny Conger Jr. (JMR). Thank you to everyone who participated and helped foster a culture of support, openness, and care. Mental health matters every day, not just during Mental Health Awareness Month.
- Wearing blue for a purpose. In recognition of Men's Health Month and National Safety Month, our team proudly participated in Wear Blue Day to raise awareness about the importance of preventive care, regular checkups, and early detection of serious health conditions. Wearing our company-provided blue shirts also gave us the opportunity to celebrate our recent AEU Safety Award and reinforce our commitment to a culture where health, well-being, and safety come first. Thank you to everyone who joined us in supporting this important cause.

IT INSIDER

IT AND SHIP REPAIR: A CRITICAL PARTNERSHIP FOR MODERN MARITIME SUCCESS

BY CHRIS GARDNER

Keeping Ship Repair Moving Through Technology

When people think about ship repair, they often picture dry docks, welders, engineers, cranes, and technicians working around the clock to keep vessels seaworthy. What is less visible—but equally essential—is the Information Technology (IT) infrastructure that supports nearly every aspect of modern ship repair operations.

Today's ship repair industry relies heavily on technology to improve efficiency, enhance safety, reduce downtime, and deliver better outcomes for customers. The partnership between IT and ship repair has evolved from simple office support to becoming a strategic driver of operational success.

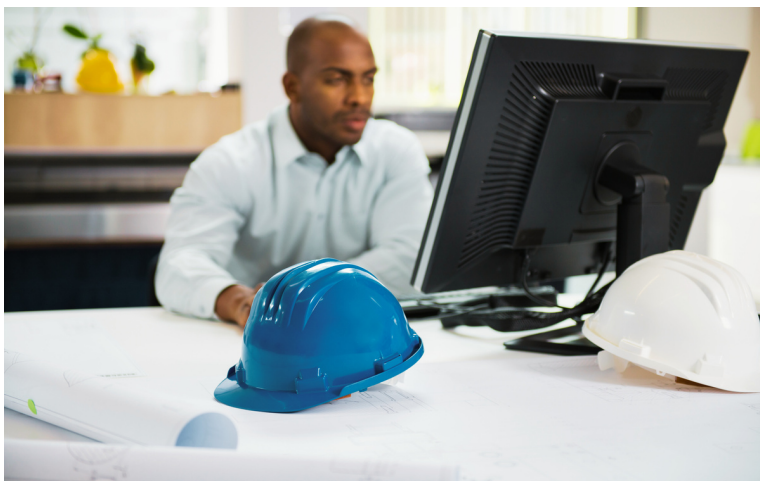
Every repair project generates a significant amount of information. Work orders, engineering drawings, inspection reports, procurement records, labor tracking, and customer communications must all be managed accurately, efficiently and securely.

IT systems provide the digital foundation that allows these activities to function seamlessly. Managed software and project tracking platforms enable teams to monitor progress, allocate resources, and maintain visibility throughout the repair lifecycle. Without reliable IT infrastructure, critical information can become fragmented, causing delays, increased costs, and potential quality issues.

Enhancing Cybersecurity in Maritime Operations

As shipyards become increasingly connected, cybersecurity has become a growing concern. Repair facilities manage sensitive customer data, engineering specifications, financial information, and operational systems that must be protected from cyber threats.

Strong cybersecurity practices help protect both the shipyard and its customers from operational disruptions and data breaches.



Preparing for the Future

Emerging technologies continue to reshape the maritime industry. Artificial intelligence and cloud computing are creating new opportunities for ship repair organizations.

As vessels become smarter and more connected, shipyards must evolve alongside them. IT departments will continue to play a central role in integrating these technologies and ensuring organizations remain competitive in a rapidly changing industry.

Conclusion

Ship repair and Information Technology may seem like separate disciplines, but they are increasingly interconnected. Successful ship repair operations depend on reliable systems, secure networks, accurate data, and efficient digital tools.

The future of ship repair is not just built in the dry dock—it is also built in the data center, the network infrastructure, and the software platforms that support every stage of the repair process. By working together, ship repair professionals and IT teams help ensure projects are completed safely, efficiently, and successfully.

Technology is no longer just supporting ship repair; it is helping drive the industry forward.



QA INSIGHTS

QUALITY AND INTEGRITY IN SHIP REPAIR

BY DAVID MARTIN

Quality and Integrity are the two foundational pillars that guarantee a vessel's seaworthiness, operational life span, and crew safety. The following article "fleshes out" the two pillars of Integrity and Quality and their application to ship repair performed by ECR.

Integrity

Structural Integrity- SYM Naval

"The ability of a vessel's hull, keel, and internal framework to withstand intense cyclic loads and environmental stresses without catastrophic failure or excessive deformation

Watertight Integrity- United States Coast Guard

"Preventing the entry of water into the hull below the main deck through rigorous inspection and maintenance of bulkheads, seals, and hatch covers to prevent progressive flooding".

Operational Integrity- Goodwin Marine Services

"Ensuring that vital marine machinery, electrical equipment, and propulsion systems operate precisely as engineered to avoid unexpected breakdowns at sea".

Quality

Pre-Repair Documentation

Includes Technical drawings and process instructions, or protocols that must be reviewed for understanding and dissemination to the process owners.

Fit-up and Tolerance Inspections

Proper gap measurement between welded components before final welding and tolerance verifications between machinery parts prior to operation can avoid failures under high operational stress.

Non-Destructive Testing (NDT) and Pressure and Load Testing

NDT is the application of testing structural materials, including piping to verify weld soundness and hull thickness without unnecessarily damaging the material. Pressure and Load Testing of repaired systems like fuel or hydraulic piping and electrical systems ensure proper operational function. These inspections are often witnessed by a customer representative or a class surveyor prior to being released for full operation by the customer.

Frameworks of Regulations and Standards influencing Integrity and Quality

Ship Repair is a highly regulated industry due to the potential catastrophic safety and environmental impacts that have occurred because of negligence or poor-quality oversight during repairs. Substandard work during ship repair availabilities can result in significant operational and financial issues, concerns or problems for the customer and the shipyard.

The following are a few examples of Regulations that enforce Standard codes that impact the integrity and quality Ship Repair are:

- ISO 9001: Establishes standard Quality Management Systems across industries to ensure management, monitoring and improvement of material controls and production processes.
- NAVSEA Standard Items (NSIs): These documents dictate uniform repair and alteration procedures for non-nuclear vessels.
- SOLAS (Safety of Life at Sea) Convention: Mandates strict compliance with international safety protocols during any onboard or drydock repair to maintain seaworthiness of vessels.

ECR is committed to rigorous pursuit of Customer Satisfaction and Continuous Improvement of processes that protect the **integrity** of our customer's crew's and vessels utilizing safe **quality** processes and competent management.

SAFETY TALK

SUMMER SAFETY: ENJOY THE SEASON - ON AND OFF THE JOB

BY JASON KJOS

Summer is a time many of us look forward to all year—longer days, warmer weather, and more opportunities to spend time outdoors with family and friends. Whether you're heading to the beach, firing up the grill, or tackling home projects, it's important to make safety a priority both at home and here at work. By staying mindful, you can enjoy everything the season has to offer while keeping yourself and others protected.

Staying Safe During Summer Activities

Outside of work, summer fun often comes with added risks due to heat, water exposure, travel, and physical activity. Here are a few reminders to help you stay safe:

Beat the Heat

- Stay hydrated—drink water regularly, even if you don't feel thirsty.
- Avoid excessive caffeine or alcohol, which can contribute to dehydration.
- Take breaks in the shade or air conditioning to prevent heat exhaustion.
- Know the signs of heat-related illness: dizziness, headache, nausea, and confusion.

Practice Sun Safety

- Wear sunscreen with SPF 30 or higher and reapply every two hours.
- Use sunglasses and hats to protect your eyes and face.
- Limit direct sun exposure during peak hours (10 a.m. to 4 p.m.).

Water and Recreation Safety

- Never swim alone; always use the buddy system.
- Wear life jackets when boating or participating in water sports.
- Keep a close eye on children around pools, lakes, and oceans.
- Follow local safety regulations and posted warnings.

Travel Smart

- Inspect your vehicle before road trips (tires, fluids, lights).
- Avoid distracted driving—put the phone away.
- Take breaks on long drives to stay alert and refreshed.

Bringing That Safety Mindset to Work

While summer activities may change outside the workplace, workplace hazards can increase during the warmer months. Staying focused on safety at work is just as important as being cautious at home.

Heat Stress Awareness

- Follow established heat illness prevention plans.
- Take scheduled breaks, especially when working outdoors or in hot environments.
- Use cooling measures such as hydration stations, shade, or ventilation.
- Look out for coworkers—heat fatigue can affect anyone.



SAFETY TALK CONT.

Stay Hydrated On the Job

- Drink water frequently throughout your shift.
- Don't wait until you feel thirsty – hydration should be proactive.

Maintain Focus

- It can be easy to daydream about weekend plans or vacations, but distraction can lead to incidents.
- Stay engaged in your tasks and aware of your surroundings.
- Follow all safety procedures and use proper personal protective equipment (PPE).

Housekeeping and Equipment Safety

- Keep work areas clean and free from hazards.
- Inspect tools and equipment before use.
- Report unsafe conditions promptly.

One Safety Mindset, Everywhere

The same principles that keep you safe at a backyard barbecue or on the lake—awareness, preparation, and responsibility—apply at work as well. Safety isn't something we turn on and off; it's a habit and a mindset we carry with us everywhere.

Final Takeaway

Enjoy the summer season to the fullest—but make safety part of every plan. By taking simple precautions both on and off the job, you help ensure that everyone goes home safe, healthy, and ready to make the most of the season.

Stay safe, stay hydrated, and have a great summer!

HR CONNECTION

BUILDING A RESPECTFUL WORKPLACE: COMMUNICATION, ACCOUNTABILITY, AND TRUST

BY ERIN O'NEIL

A respectful workplace is something we build together every day. It shows up in the way we speak to one another, listen to different perspectives, work through challenges, and offer support when someone needs it. When people feel heard, valued, and comfortable speaking up, our teams are stronger, safer, and more connected.

Respectful communication is about more than simply being polite. It means taking time to listen, choosing our words thoughtfully, and being mindful of how our message may be received. We will not always agree, and that is okay. What matters is that we handle differences with patience, professionalism, and a shared commitment to working well together.

Conflict can happen in any workplace, especially when things are busy or stressful. When concerns come up, it is best to address them early and respectfully. A direct, calm conversation can often clear up misunderstandings before they grow. If extra support is needed, employees are encouraged to reach out to a supervisor or Human Resources for guidance.

It is also important that employees feel safe asking questions, sharing ideas, admitting mistakes, and raising concerns. Speaking up should not feel uncomfortable or risky. When people know their voices matter, teams can solve problems sooner, learn from one another, and continue improving together.

Each of us plays a part in creating this kind of environment. The words we use, the way we respond to feedback, and the respect we show others all make a difference. Personal accountability means being willing to reflect, adjust when needed, and choose actions that help build trust.

No one is expected to handle difficult situations alone. Supervisors and Human Resources are available to help with communication challenges, conflict, policy questions, harassment concerns, safety issues, or other workplace matters. Reaching out early gives us the best opportunity to address concerns in a fair and helpful way.

A respectful workplace benefits all of us. By communicating with care, taking responsibility for our actions, and supporting one another, we help create a workplace where people feel respected and able to do their best work.

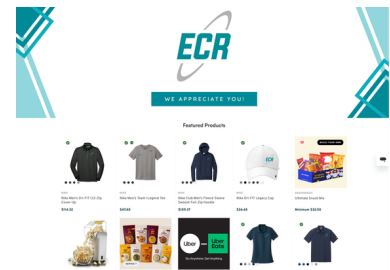
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Importance of Psychological Safety in the Workplace. (2017). Retrieved from Harvard Business Review: <https://hbr.org>
Workplace Violence Prevention and Respectful Work Environments. (n.d.). Retrieved from Occupational Safety and Health Administration: <https://www.osha.gov>

Stadium Gifting Portal

We are excited to share the continued success of our Stadium Gifting platform and are thrilled to see so many employees redeeming their gifts and enjoying the wide variety of options available through the portal. As a friendly reminder, gifts must be redeemed within three months of receiving them, as they will expire after that time. If you have any questions regarding a gift you are trying to redeem, please reach out to **Andreika Myers** at amyers@ecrfab.com for assistance so we can help ensure you are able to enjoy your well-deserved gift.

The Wellness Connection

Be sure to read each issue of the Wellness Connection newsletter, as it is filled with valuable information and may occasionally include an opportunity to win a prize. In this past May issue on Mental Health Resources, we asked our audience a question, and the first two people to submit the correct answer won a prize. Congratulations to Deborah York and Brooke Christner, and thank you to everyone for your continued engagement!



HIRING NEEDS

- SENIOR EXECUTIVE ASSISTANT, VA
- PIPE SHOP FOREMAN, FL
- PROJECT MANAGER I, FL
- PRODUCTION MANAGER ASSISTANT, FL
- PIPE FITTER SUPERVISOR I, VA
- STRUCTURAL SUPERVISOR I, VA
- WAREHOUSE & TOOL ROOM MANAGER, VA
- PROJECT MANAGER II, VA
- SENIOR PROJECT MANAGER, VA
- QA WELD PROGRAM MANAGER, 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!

SOCIAL CHATTER

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

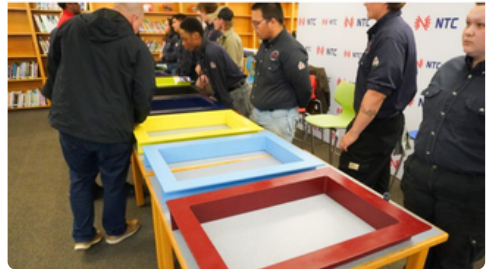
National Pet Day on April 11th was one for the books! We came together for a week-long Pet Supply Drive and Photo Contest, and the response was absolutely incredible. To everyone who showed up, donated, and spread the love, you ...more



We are proud to announce that S23 Holdings & Affiliates has been named a 2025 AEU Safety Award winner! ...more



The next generation of welders is ready. ECR attended Norfolk Technical Center's Senior Weld Project presentations to meet the Class of 2026 and witness firsthand the impressive skills these students have developed. ...more

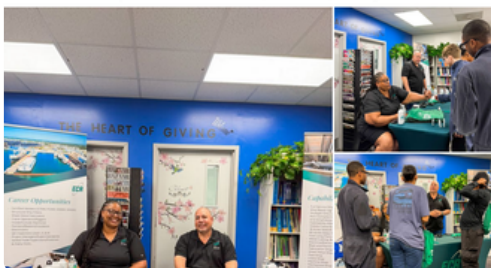


Left to right: In honor of National Pet Day, we hosted a weeklong pet supply drive and photo contest where our team came together with generous donations for our local pet shelters. We announced that S23 Holdings & Affiliates was named a 2025 AEU Safety Award winner and thanked our team for making it all possible. We also attended the Norfolk Technical Center's Senior Weld Project presentations to meet the Class of 2026.

Yesterday, we proudly participated in Weld It, Build It, Sail It! at Nauticus in Norfolk. This vibrant event brought together students, families, and job seekers to explore dynamic career paths in the maritime industry. ECR engaged attendees with ...more



Today, ECR attended Centura College's Welding & HVAC Career Event in Newport News. We thoroughly enjoyed meeting with both students and recent graduates, individuals who impressed us with their skills, motivation, and eagerness to ...more



Today, we pause to honor the brave men and women who made the ultimate sacrifice in service to our country. Their sacrifice is the foundation of the freedoms we hold today. On this day, more than any other, we reflect on the ...more



Left to right: We participated in the Weld It, Build It, Sail It maritime industry event at Nauticus. Our Recruiting/HR team attended Centura College's Welding & HVAC Career Event in Newport News, where they met with students and recent graduates looking to join the ship repair industry. We also honored the brave men and women who made the ultimate sacrifice in service to our country.

June is National Safety Month, and this year, we're joining the movement with purpose. ...more



Happy Father's Day from ECR!

To every dad, grandfather, and father figure, thank you for your unwavering ...more



In recognition of Men's Health Month, our team proudly wore blue to participate in Wear Blue Day. ...more



Left to right: We shared resources throughout June in honor of National Safety Month. We gave a special shout-out to our followers, partners, and team members, wished them a Happy Father's Day, and shared what a few team members said they love most about being a dad. We also recognized Men's Health Month by participating in Wear Blue Day and sharing valuable resources with our team.

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



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/eastcoastrepairandfab

WELCOME ABOARD!

Q2 (April-June) – 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.

Walter Quarterman

WAF/Hotwork Coordinator

Brian Stumborg

QA Specialist

Ronnie Davis

General Labor Supervisor II

Yazmeen Broughton Baker

QA Specialist

Antonella Espino

Communications Coordinator

Jody Ellison

Superintendent I

Matthew Booth

Welder 2/C

Erick Rodriguez Reyes

Pier Coordinator

Bassirou Ba

Welder 1/C

Craig Williams

Superintendent II

Ricardo Pilola

Superintendent I

George Thomas Jr.

Shipfitter 2/C

Ronald Taylor

Superintendent I

Anthony King

Crane Operator

Michelle Espiritu

Senior Staff Accountant

Christian Velazquez Berrios

QA Specialist

Joshua Roberts

Production Yard Foreman

Regine Phonville

Staff Accountant

Kavon Wallace

Electrician 3/C

Matthew Post

ESH Inspector I

Mark LeMere

Mechanic 2/C (CW)

Damar Rawlings

Welder 1/C (CW)

Raymond Durand

Sheet Metal Mechanic-Welder (JMR)

Aqer Holmes

Helper 1/C (JMR)

James Miller

Tool Room Attendant (JMR)

Dennis Olson

Inside Machinist 1/C (JMR)

Brandon Williams

OSM 1/C (JMR)

RETIREMENTS

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

Dan McAdoo, CW Vice President, VA – 4/30/2026

PROMOTIONS

Congratulations to our team members who were promoted during the first quarter (April-June).

Nicholas Yaeger

Electrician 3/C to Electrician 2/C

Julian Aguilar

Helper 1/C to Electrician 3/C

Harold Guzman Jr.

QA Specialist to QA-2 Inspector

Russell Fields

Superintendent II to Project Manager I

Mary Caraballo

QA Supervisor II to QA Manager FL

Wayne Waddell

Crew Foreman to Structural Foreman

John Heeren

Superintendent II to Project Manager I, JMR

Q3 ANNIVERSARIES

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

1 Year Anniversary

William Gwynn
Victor Williams
Patricia Felt
Russell Tjepkema
Danny Conger (JMR)
Cristhian Deras Romero (JMR)
Austin Gross (CW)
Jennifer Holden
Ronnie Woods
Jalisa White
Camaria Gutierrez
Jose Padilla
Pavlo Cherednyk (JMR)
Selena Harrison

3 Year Anniversary

Matthew Reed
Carlos Beals
Chez Fletcher

5 Year Anniversary

Ulanda Dildy
Michael Culver
Myles Chapman (JMR)
Andrea Hunter
Shanae Hannegan
Edwin Rivera Garcia

7 Year Anniversary

William LeMaster Jr.
Kimberly Wilson

10 Year Anniversary

Gary English

15 Year Anniversary

Ricky Whisonant
Lorenzo Evans
Alfredo David
Conrado David
Kevin Krug (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.**



LEADERS Q/A

Featuring: Russell Tjepkema, Operations Manager VA

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

I began my career in the ship repair industry 22 years ago after graduating from high school, when I was accepted into the Norfolk Naval Shipyard Apprentice Program as a Marine Electrician. I was also one of the first two apprentices selected for the Nuclear Power Program. After my time at NNSY, I transitioned into contract oversight with the Mid-Atlantic Regional Maintenance Center, where I eventually served as the CVN/Amphibious Program Manager. Those experiences provided me with a broad understanding of ship maintenance, modernization, and fleet readiness from both the shipyard and government perspectives.

What led you to become the Operations Manager of Virginia?

During my 21 years of government service, I had the opportunity to work with and observe nearly every type of shipyard and contractor in the industry. Each organization had its own unique culture and way of doing business. Although I did not work directly with ECR frequently while supporting large deck programs, I followed the company's growth from the outside. When ECR acquired the Riverport facility and I saw the success they were achieving, it was clear that something special was happening. ECR brought a fresh approach to ship repair, challenging outdated methods and creating a culture focused on execution, accountability, and on-time delivery. Everyone I interacted with at ECR shared an unwavering commitment to success, which was both refreshing and inspiring. When Justin approached me with the opportunity to join the team, it took only three days for me to make the decision to leave a 21-year government career. It remains one of the best decisions I've ever made, and I'm grateful every day to be part of such an exceptional organization.

What do you like most about your job?

Without question, it is the people. I have the privilege of working alongside individuals who are passionate, highly skilled, and deeply committed to their work. Watching teams come together to solve difficult problems, overcome challenges, and navigate complex government requirements without losing focus or becoming discouraged is incredibly rewarding. The dedication and professionalism of the workforce are what make this job so fulfilling.

What motivates you?

People continue to be my greatest source of motivation. Seeing a workforce that depends on one another, pushes each other to improve, and takes pride in its accomplishments inspires me every day. I am equally motivated by the company's growth and the impact our work has on the fleet. In a world where global events constantly remind us of the importance of national defense, knowing that ECR's work helps keep Navy ships mission-ready and supports those who defend our country provides a sense of purpose that is difficult to find in any other profession.

What values are most important to you as a leader?

Honesty is the foundation of effective leadership. Being honest with others—and with yourself—creates trust and credibility within a team. One of the most challenging responsibilities of a leader is addressing performance issues, whether with an individual or an entire team. Those conversations must be handled professionally, calmly, and constructively, with the goal of helping people improve rather than discouraging them. Equally important is the ability to recognize your own shortcomings and learn from them. Teams can quickly recognize when communication is not genuine, and a lack of authenticity erodes morale and trust. Leaders who are honest, transparent, humble, and willing to grow create organizations that are resilient, self-sustaining, and capable of long-term success.

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

Communication, organization, and brevity are critical leadership skills. Effective communication goes beyond simply providing direction—it requires clearly articulating expectations in a way that is timely, organized, and easy to understand. Leaders must ensure that their message cannot be easily misinterpreted and that teams understand not only what needs to be done, but why it matters. While brevity is something I continue to work on myself, I believe the ability to communicate clearly and concisely is one of the most important skills a leader can possess. It is also one of the most difficult to truly master.

What are your hobbies (Not work-related)?

I enjoy a variety of hands-on hobbies, particularly working with wood and equipment. I have spent time doing non-commercial tree trimming and removal, and I collect and restore chainsaws as a hobby. I also mill logs for woodworking projects whenever I have the opportunity. Outside of that, I have always enjoyed motorcycles and have ridden extensively throughout the East Coast and Midwest. I also love cooking and have spent a considerable amount of time learning bread making. I tend to immerse myself in whatever interests me, which has led to a wide range of hobbies over the years.

What's your biggest fear?

Honestly, I do not spend much time focusing on fear beyond the concerns that naturally come with being a father. In both life and business, fear can create hesitation and indecision, and indecision is often the greatest obstacle to success. I believe in making thoughtful decisions and moving forward with confidence. While every decision may not be perfect, taking action is usually far more productive than remaining stagnant. Growth, progress, and success come from being willing to make decisions and learn from the outcomes.

Tell us something we wouldn't know about you.

Most people are surprised to learn about my passion for chainsaws, woodworking, and cooking. If you catch me at the right moment, I can spend hours talking about any of those topics. Professionally, many people do not realize that I have been underway on nearly every class of Navy ship and have worked with a wide variety of platforms throughout my career. Looking back, I feel extremely fortunate for the experiences I have had and the opportunities I was given. Many of the challenges and assignments I resisted early in my career ultimately became some of the most valuable experiences, helping me understand the broader picture of ship repair and shaping the leader I am today.

MESSAGE FROM OUR PRESIDENT

As we enter the third quarter, I want to take a moment to recognize the incredible momentum we have built together throughout the year. What we have accomplished so far is a direct reflection of the dedication, professionalism, and teamwork demonstrated by every member of the ECR family. Because of your efforts, we continue to strengthen our reputation as a trusted partner that consistently delivers quality, safety, and performance for our customers.

Our operations remain extremely busy across all locations, and our teams continue to execute multiple complex availabilities simultaneously. Whether supporting our customers in the shipyards, fabrication facilities, or our corporate offices, each division plays a critical role in our overall success. The collaboration between our divisions and affiliates has never been stronger, and it is this "One Team" mentality that allows us to meet our commitments and overcome every challenge placed in front of us.

One accomplishment that deserves special recognition is our continued ability to deliver high-quality work while maintaining aggressive schedules. Time and again, our customers have relied on ECR to perform when it matters most, and our teams continue to respond by delivering quality products on time—and in many cases, ahead of schedule. That level of performance is what separates us from our competitors and continues to create new opportunities for our company.

As our secured workload grows and new projects continue to be awarded, we are also seeing our workforce grow. I want to personally welcome everyone who has recently joined the ECR team and thank those who have returned. Your knowledge, experience, and fresh perspectives strengthen our organization. To our long-tenured employees, thank you for continuing to mentor our newest team members and for setting the standard of excellence that defines our culture.

While we celebrate our successes, we must remain focused on continuous improvement. Every project presents new opportunities to become safer, more efficient, and more innovative. I encourage each of you to continue looking for ways to improve our processes, communicate openly, support one another, and never settle for "good enough." Excellence is achieved through thousands of small decisions made every day.

Finally, I want to leave you with a reminder that safety is, and always will be, our number one priority. Nothing we accomplish is more important than ensuring every employee returns home safely at the end of each shift. Take the time to perform the job correctly, look out for one another, speak up when something doesn't look right, and never compromise your standards. Our goal is not only to complete every project successfully, but to ensure every member of our team goes home to their family in the same condition they arrived.

Thank you for everything you do each day. I am incredibly proud of what we have accomplished together, and I am even more excited about what lies ahead. Let's continue building on our momentum, delivering exceptional results for our customers, and proving why ECR is an industry leader. Have a safe and successful quarter.



Justin Stern

