

RED IRON

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A Kimray Industries monthly magazine distributed to team members and shareholders to provide information about company culture, development, and community involvement.

PUBLICATION TEAM

Kevin Blankenship
Communications Manager

Lynly Grider
Communications Graphic Artist

If you would like to submit an inquiry or suggestion for an upcoming article, email us at idea@kimray.com.

To submit a Kudos, email us at kudos@kimray.com.

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ON THE COVER:

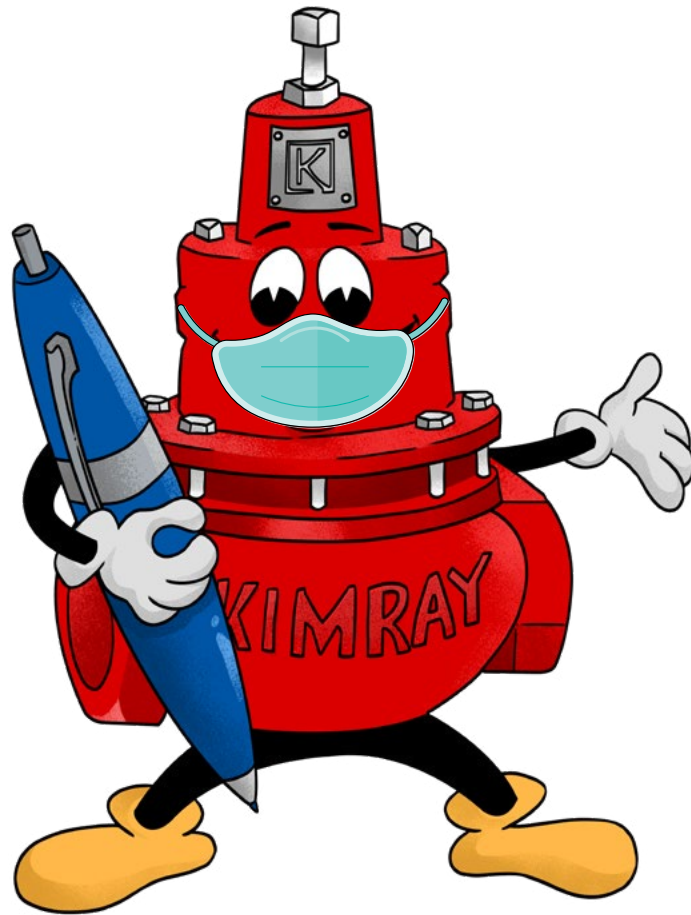
Machinist Joe Monsebais loads a part into a chucker.

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ASK AARTHUR

Welcome to a record-breaking chilly February. I hope you and your family were able to stay warm and rode out the frigid temperatures that lasted nearly two weeks across the nation. It's good to see light jacket weather as we head toward spring finally. Great things are on the horizon at Kimray; as sales are up, a COVID-19 vaccine is becoming more available to all of us, and there are plans to return to campus very soon.

IN THIS ISSUE, discover the company's vision with a re-introduction to Kimray's Vision 2030 Plan on page [6](#). Learn how talent management at Kimray is creating a career path for our team members on page [12](#). And meet Bobby Brown, Kimray's first black Director of IT, as we celebrate Black History Month on page [14](#).

HAVE A QUESTION OR IDEA YOU'D LIKE TO SHARE? I WANT TO KNOW! CONTACT ME AT
IDEA@KIMRAY.COM.

KUDOS!

If you have someone you'd like to nominate for kudos, email your submission to kudos@kimray.com.



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Kimray team members can now use PayActiv to access their earned wages that haven't been paid yet. This is a new benefit that will allow team members to access wages in any amount between \$40 and \$500 each month.

There are no interest fees or hidden charges, only a flat fee of \$5 is added to the amount accessed. On the team member's next regular pay date, the total amount accessed plus the \$5 will be withheld from that check.

PayActiv also has additional benefits. If you need access to an Uber ride, you can schedule one through the PayActiv app! The cost of the ride will be deducted from your next regular paycheck.

To get started with PayActiv, there are instructions for downloading the app, connecting your bank account, and accessing your earned wages in Kronos. If you have additional questions, reach out to mblessing@kimray.com.



THE NEW LOOK OF DULANEY

With the changes that our industry faced last year, Kimray had to become more efficient, over the short-term and long-term.

One plan now coming to fruition is the redesign of Assembly's entire layout in Dulaney (Building 17). The move will maximize the space inside Dulaney and include storage for shipping, and free us from the need to lease the Distribution Center building once that department moves into Warehouse One at the north end of Dulaney. The move will also result in efficiency gains in people movement and inventory transactions by having the DC and its supplier in the same building again.

"Instead of something getting built in Dulaney, packaged and put on hand and then trucked to another building and put in stock, now it just moves via forklift from one side to the other," said Stephen Newbury, Warehouse Manager. "Instead of waiting an hour or more at a minimum, sometimes a day, something can go from being built to being in stock ready to ship within an hour."

But it's no small feat to redesign the layout of an entire building — especially one like Dulaney, with familiar lanes of traffic and processes that have been in place for years.

"We were looking at ways to improve the workflow," said Jose Ruiz, Senior Industrial Engineer. "Bringing material closer to the point of use was the main goal, along with trying to streamline all of the processes. The closer the material to its point of use, the less it's going to be handled, and the people who were doing that are going to devote that time to something else, something more productive."

From our experience with the Mixed Model Line and similar projects over the past couple of years, the team knew we are a little more efficient when we use assembly lines versus tables.

Racks have been removed or relocated, and the packaging station is moving north into the center of the Assembly operation. Now D-line and E-line will share a packaging line, and A-line and C-line will share another packaging line.

“So we are ready to do it A through Z,” Jose said. “You build a valve, you package it, you put it on a pallet, and you move it to the warehouse.”

Reduced space is the biggest challenge, with safety goals paramount in a situation where both forklifts and pedestrians are present. Guards are up and the Aisle-masters have been reallocated so that they won't need to be close to people working on foot very often.

The next challenge is how to move material without a buildup. Jose said another change in the near future could be gaining some space in between the racks that are for parts pulling and the sub assembly area. A longer-term project will be to right-size the baskets we use to store components. Using 30-by-30 composite totes instead of 48-by-48 wire baskets will mean we waste less space.

Jose said the job couldn't have been done without collaboration with the people who actually do the work in Assembly, Material Handling, and Packaging.

“You want to have everyone's voice heard,” he said. “You want everyone's ideas incorporated as much as possible. You always have to compromise, but I think the way we developed this layout took into account everyone's input.”

Stephen said a big reason why this project has finally taken off is the team that's working on it.

“Jose is critical in this because he takes all this information and then distills it down to the master

plan,” Stephen said. “We meet far more often than we used to, but Darin Cosby is really good about keeping those meetings productive. It's all task-based. Through the two of them, primarily, this thing has moved very quickly.”

Jose said the most satisfying aspect of the project was to see things moved, tested, and re-installed.

“When that comes together, it's always a good feeling,” he said. “When you design something and then you build it, it's always rewarding to see it come to life.”

Stephen said the most satisfying aspect of the project has been the speed at which it's happening. There was a team-wide dedication to getting this project done.

“Physically seeing all the pieces working together, solving the problems — which there are many, but we're solving them — all of the action and motion and kinetic intertwine of people, is exciting.

“I've never been part of a team where everyone was this proactive,” Stephen said. “If a restocker has concerns about the layout or about the way she's going to restock a component of Assembly, she just talks to this director or this manager in any area and they come together to solve it.

“We want to get it done quickly but right. We're making sure we don't fall into traps by leaving out key elements. If somebody sees something, they say something.”



VISION 2030

WHAT KIMRAY LOOKS LIKE IN THE FUTURE

updated Spring 2020

RECASTING VISION 2030

This past year marks the 72nd anniversary of Kimray and the 5th anniversary of when we embarked on “Vision 2030,” our long-term picture of what Kimray looks like in the future. As you know, much has changed in the last five years. We’ve been through two significant downturns, a global pandemic and economic shutdown, and political change on many levels. Nevertheless, our vision for the future of Kimray has not changed. We know what kind of company we want to be; we just have to find new paths and make new strategies to get there.

Last year our executive team went through Vision 2030 with a fine-tooth comb. We asked ourselves two questions: is the Vision still inspiring, and is it strategically sound? In the end, most of Vision 2030 is unchanged. However, we did make some adjustments that I’d like to share with you.

Let’s first review the differences between Mission, Values, Vision, and Strategy. Kimray’s mission is clear

and simple: “Making a difference in the lives of those we serve.” That is our purpose. It is the “why” behind what we do each day.

Surrounding the mission are Kimray’s core values: Honoring the Lord in All We Do, Responsible Stewardship, Strengthening the Family, and Maintaining a Good Name. These values guide the way we carry out our mission.

Next, we have vision, which is a long-term picture of where the company is going and what it looks like when we get there. A compelling vision needs to be inspiring, but it also needs to be strategically sound. A decade from now, when we finally reach 2030, it will be time to launch into the next chapter of Kimray’s history with a new vision for the future.

Once we have a clear vision of where we want to go, the next step is to develop a strategy to get there. Strategy includes all the nuts and bolts, steps and metrics, budgets and cash flow needed for us to achieve

our vision. While a company's mission and core values should rarely (if ever) change, and our vision should last at least a few years, the strategies we use to reach our vision change frequently because we live in an ever-changing world. It's okay to take a different path up the mountain, as long as we're still moving in the right direction.

So, with that background, let's look at Vision 2030, which is a story of what it looks like to be transported to Kimray in the year 2030. [You can download a digital copy of our updated Vision](#), or you can ask for a printed copy at the front desk or in our training department. The original Vision has an embossed cover; the updated Vision has a watermark cover and says "Updated Spring 2020" on the inside.

The Introduction to Vision 2030 highlights how some things about Kimray are the same, like our mission and values, while many things are new and different. That's because we are constantly learning, growing, and improving as an organization. This is also the first place we try to describe "The Kimray Way," which is how we value and respect our colleagues, our customers, and our community. At Kimray, we believe everyone is equally and intrinsically valuable, and this belief impacts everything we do.

Chapter One talks about what it means to be a business full of businesspeople. The last line in this chapter is so true—it feels good to be "in on things" and to have a hand in shaping the future of our business. I want everyone at Kimray to have the information they need so we can all pull in the same direction. We are truly in this together. This chapter also talks about how we deal with conflict at Kimray. We don't always have to agree, but we should always feel like we are heard. Kimray needs to be a safe place to share ideas, ask probing questions, and challenge our way of thinking in order to make the best decisions possible.

Chapter Two describes the Kimray Family of Companies. It literally hurts to hear in this story about another downturn after the year we had. However, we specifically kept that in our Vision because it's a powerful reminder of why we want to diversify into other industries. In the original version, we said half our

revenue comes from outside of oil and gas by the year 2030. Now we say "much of our revenue" comes from diversification because our goal is not a particular percentage—our goal is to make Kimray as stable as possible for as many people as possible.

Chapter Three is about financial health. Our biggest change to this section is that we removed the dollar goal of \$500 million in revenue because that number is no longer strategically sound. Instead of specifying a dollar amount, we focus on the more important goals of generating cash, building value, maintaining jobs, and serving stakeholders.

Chapter Four talks about Kimray's use of technology. Some of you might notice SQDC in this chapter, which we added this year because it perfectly describes why we invest in technology—to improve safety, quality, delivery, and cost. We also added the notion that technology helps us predict and prevent problems instead of just reacting to them. I am excited about technology at Kimray and how it will continue improving what we do and how we do it.

Our next chapter focuses on leadership at Kimray. I can't help but smile when I read the opening scenario because we've already seen this take place several times, with one leader passing the baton to the next! Even though parts of this story have already become true, we kept it in Vision 2030 because we can still find ways to improve our leadership development and succession plans.

Here are three things we added to this chapter. First, we still want to be a privately-held company built to last for generations to come. This is part of being an "evergreen" company, which is a term that describes companies built to last 100 years or more.

Another change we made is having the fourth generation of Kimmell family members involved in "governing" the business where the original version said "managing" the business. I don't know how many of Garman's great-grandchildren will work at Kimray and in what capacity. However, there is always a place for the family to give input to the Board of Directors to ensure that Garman's legacy of faith, family, and service continues for years to come.

The third change we made is the last sentence. We added that “Leaders at Kimray know they can’t live their best life unless the people they lead are living theirs!” I hope everyone in leadership—in 2030 and right now—takes this message to heart. A leader’s job is to serve and support the people we lead so that together we can accomplish our goals.

Chapter Six is titled “Over the Rainbow” and it describes what it’s like to be part of the Kimray family. I love how this chapter ends: “Kimray is a community of people who invest their lives in working, serving, and sharing life together.” That’s already true, but hopefully this part of our culture will be even more vibrant in years to come.

I should also point out that we still want to pursue the Baldrige National Quality Award. Like API and ISO certifications, I believe pursuing the Baldrige Award will help us identify weaknesses, improve our processes, and make Kimray even stronger.

Something we added to this chapter is that Kimray is a welcoming and uplifting environment. That’s been true for as long as I can remember. But in a time when people seem more divided than ever, we want Kimray to be a place that unites people from many different backgrounds to achieve our common mission of making a difference in the lives of those we serve.

Chapter Seven shines light on extreme customer service and why it matters. As a reminder, customer service is something everyone at Kimray should care about. This chapter is not intended for one or two departments. Everyone at Kimray impacts the way we serve our customers. If you don’t have clear line-of-sight between what you do each day and how it impacts our customers, please talk with your supervisor so we can help you understand your role on the team.

Something new in this chapter is our reference to on-time delivery. Instead of choosing a certain percentage of on-time delivery, such as 95%, we now emphasize the factors most relevant to this issue: consistent delivery and customer expectations. Meeting or exceeding customer expectations, and doing it consistently, should determine our strategy for lead time and delivery.

Our final chapter is Spreading the Kimray Way which includes hosting visitors on campus. I don’t know when we’ll start having tours after COVID-19, but eventually Kimray will be a center of hospitality again for those who want to learn about our way of doing business. While I’ve always imagined this scene in our new building at Cornerstone, we are several years away from restarting that project. However, we don’t need a new campus to inspire other people. We can do that in our current location right now!

That’s why we launched The Kimmell Foundation for Recovering Leadership. The Foundation is a strategy to help fulfill our vision of Spreading The Kimray Way. In short, the Foundation’s job is to develop resources, experiences, and relationships that help leaders build a culture where everyone is equally and intrinsically valuable. This not only has potential to impact thousands of people in other organizations, but it also helps Kimray stay true to our mission and values because we’re telling others what kind of company we want to be.

Sometimes it’s hard to appreciate what you have when you’re immersed in it, and I think that’s true about Kimray. This is a special place filled with remarkable people on a grand mission to make a difference in the lives of those we serve. I am honored to be part of this community with you, and I look forward to what God has in store for us individually and corporately.

In fact, that’s how Vision 2030 ends. It reads:

Looking Forward. As the sun sets on another day at Kimray, we thank God for His blessing. We are grateful for our Kimray family and we look ahead to a bright future. You might ask, “Why do we do all this?” It is because we are called to serve. We are called to excellence. We are called to invest in people’s lives. This is how we make a difference in the world around us. After all, that is “The Kimray Way.”



I CAN SEE CLEARLY NOW

I think I know how Johnny Cash felt when he wrote that song.

I can see clearly now the rain is gone

I can see all obstacles in my way

Gone are the dark clouds that had me blind

It's gonna be a bright sunshiny day

As I write this musing, I am near Essex, Montana, on the edge of the Glacier National Park. It is 4:00am, and I can stand on the deck of our cabin and follow the band of the Milky Way from the east horizon to the west horizon as it arcs across the dark Montana sky. I have been looking at the stars for over an hour and have also seen two shooting stars when they flamed out entering our atmosphere.

I don't think I have ever seen the Milky Way from anywhere in Oklahoma. There is too much light pollution. The stars are there, they just can't shine through the light that is all around us. Here, however, there is so little light coming from the earth that the sky is truly dark and the stars are all visible. This morning, with no moon, no haze or clouds, and no ambient light, the conditions are perfect and I can see with absolute clarity the structure of our galaxy.

The cabin where we are staying doesn't have Wi-Fi, and there is no cell phone signal out here either. It took a little while once I got here to stop checking my phone. It's a habit, obviously. At some point though, it

finally sunk in that I was not going to get any texts or emails, and I finally put it away. Still, there were several times during the first evening as we ate dinner and watched the sun set over the mountains that I started to reach for my phone to look up something, only to remember that I couldn't.

It's quiet here too. There is a train track that I estimate is several miles away, and yet I can hear the engines as they struggle to bring the cars up from the valley and take them over Marias Pass. Every once in a while, we can hear a vehicle on the two-lane highway down in the valley, but as it gets later, even that stops. We are just a long way from anywhere.

So, I find myself in the early hours of the predawn staring at a billion stars in an amazing band stretched across the sky, and I realize that the stars haven't changed or moved; I have. I put myself in a place where there are no distractions and no noise to drown them out, and now I can see them clearly.

We live in a world that is full of distractions and noise. We live in a time where clarity seems impossible to find. However, like the stars, clarity is out there—it is just being eclipsed by the world around us. If we want to see clearly, we must find ways to reduce the noise.

When I am in the city, the lights all around me serve a purpose. They illuminate my immediate surroundings and allow me to navigate across the room, or across the

street, or even across the whole city. At the same time though, they prevent me from seeing the galaxy I live in. I am well equipped to manage the things that are near me, but I am blinded to the vastness and complexity of the larger world.

It is easy to believe that more information leads to more knowledge and better decisions. In some cases, this may be true, but just like the lights in the city, information can be noise that prevents me from seeing farther out. If I am not careful, I can find myself trapped in a bubble that is well illuminated and highly defined, but also constrained and small. Out of necessity and practicality we must spend a significant portion of our time paying attention to the things that are close and immediate. However, as a leader I must also create some space where I can escape that bubble and catch a glimpse of the galaxy to get my bearings.

A good friend and mentor recently reminded me that it was my responsibility to have a vision for where I wanted to go and what I wanted to do. He cautioned me that it is easy to replace vision with strategy and then believe that the strategy is what I should hold on to. Strategy is the stuff illuminated by the lights and explained by the data. Strategy is the noise of our daily lives. Strategy must change as conditions change. Vision is the glimpse of the galaxy and the ability to see the stars and know where we are going on a much larger and grander scale. Vision is our north star. Vision survives present conditions.

I know I have been spending too much time lately looking down at the ground, lit by the lights of noise and distraction, and not enough time looking up at the stars. To change this requires that I intentionally make the effort to find space where I can block out the distractions and see the vision. I must find the mental and emotional equivalent of the mountains in Montana, where there is significantly less to distract me.

You may be saying, “I’m not sure it’s worth the difficulty of getting that far off the path and off the grid just to see the stars at 4 o’clock in the morning.” It is easy to tell ourselves that it is impossible to look up from the millions of things that ask for our attention and keep us focused on the ground in front of us. It may actually require physical distance from the noise and distractions to create the mental and emotional space

necessary to see clearly. As I look at the stars, I know it was worth it for me.

There is something therapeutic about realizing, in a visceral way, the vastness of the world I am part of. I need to be reminded that the things I worry about every day—COVID-19, our balance sheet, products and services, and all the other strategy stuff—are rather insignificant relative to the time frame of the universe. Compared to the galaxy, the part of the planet I spend all my time focused on is pretty small.

Likewise, taking time to “re-see” my personal and corporate vision helps me put my current difficulties in perspective. It helps me to acknowledge the transient nature of present circumstances. It allows me to relax and refocus in a way that creates a calm sense of purpose. These two things are connected. Getting away from the physical noise and distractions opens the door to seeing through the mental and emotional ones. This is why I strongly encourage our team to take time off and completely disconnect from work. Separating ourselves physically from work and the associated distractions puts us in the position where we can also disconnect from the mental and emotional noise.

As leaders, we need to transmit purpose and calmness to those we serve. Our people have plenty of inputs that signal they should panic and flail around. They are experiencing the noise and distractions just like we are, and they may not be able to “see” the stars anymore. Great leaders have the ability to handle the noise on the ground while they keep their eyes on the stars—maintaining the vision while surviving the day. If we can’t do that, our people will lose vision too, and then they will perish in the turmoil of the immediate.

A healthy community has an awareness of the vastness of the time and space we are in. The humility and calmness that comes from this realization provides the strength needed to strive against the daily noise. Great leaders help block out the light and noise of distractions so we can see the stars of our vision. They remind us that there are a billion stars up there, even when we can’t see them clearly. Putting ourselves and our team in position to see clearly is our responsibility as leaders, and it is *The Kimray Way*.



ICS SEES 50% INCREASE IN CLIENTS

Infant Crisis Services — Central Oklahoma’s only emergency food, formula, and diaper pantry serving any child under the age of 48 months — has seen almost a 50% increase in client numbers since the beginning of 2020.

“There is a lot of need in our community,” said Amanda Howell, the group’s manager of communications.

Since the pandemic went into effect, the group has continued to serve, both in person and on their mobile unit, the BabyMobile.

“We are serving all clients on a drive-thru basis to limit in-person contact and keep our staff and clients as safe as possible,” Amanda said, but even so they are serving record-breaking numbers of clients.

In normal times, Infant Crisis Services loves to have volunteers — in early 2020 several Kimray team members helped sort through donations — but they’ve had to put a stop to volunteering because of the pandemic.

Always, though, donations help meet the group’s clients’ needs most efficiently. Monetary donations allow ICS to buy things like diapers and formula in bulk and tax-free. In-kind items like wipes, bottles, diaper cream, and baby wash are extra items their clients always appreciate as well.

Amanda said the group’s biggest needs can change on a weekly basis based on the makeup of the donations that come in, but right now they’re in need of

baby wipes. She suggested looking into the Infant Crisis Services Amazon Wish List found here, or donating online at infantcrisis.org.

Starting in March of 2020, ICS went virtual with all their events. Right now they have tentatively scheduled in-person events for April and May.

“We continue to monitor the status of COVID-19 in our community and state, and will shift to a virtual format, or postpone, if necessary,” Amanda said. “We found that our donors have been just as generous — if not more — during the pandemic. If we continue to keep communication to the public via emails, social media posts, and phone calls to individual donors at an all-time high, our donors appreciate the transparency and will continue supporting us.”

Any time of the year, Infant Crisis Services welcomes in-kind donations of diapers, wipes, baby wash, sippy cups and new/gently used children’s clothing, preemie through 4T. In-kind donations can be dropped off at the ICS office any time during business hours, 8 a.m. to 5 p.m. weekdays. The group has a blue bin in place outside the donor door on the north side of the building for contactless drop-off.

“We are honored to play a small part in helping provide essentials to babies and toddlers,” Amanda said, “and we would be honored to have Kimray employees’ support in any way!”



TALENT MANAGEMENT AT KIMRAY

Finding a job that you love can be a lifelong pursuit. Asking yourself questions like “What do I want to do?” and “Where do I want to go?” are only part of the puzzle. Training, education, and experience are the essential steps that help make it come to life. So, when the opportunity arises, you’re ready.

At Kimray, People & Culture have been cultivating a talent management process to help team members recognize opportunities that are available, so they have the tools to advance in their line of work or change careers within the company if they choose. People and Culture partner with the Training & Development team to provide programs and systems available for team members to access along their journey. This isn’t something that has happened overnight, but with the recent announcement of workforce planning in this year’s strategic plan, it’s receiving more attention.

“Talent management is the lifecycle of a position and each person that becomes a part of the Kimray family, said Andrea Bryant, Kimray’s Director of People & Culture. “It starts before recruiting with the development of a job and finding that right person. It’s also the strategies we use to recruit and identify all of those pieces before the interview starts. Many of the elements like recruiting, job shadowing, and 360 reviews are just part of that process we use to make sure we find the right fit and develop opportunities for our team members.”

Amanda Koleada, Kimray’s Talent Manager, also sees this strategy as a tool that can be easily used by team members to plot a career path.

“Developing a recruiting strategy was one of the key things I started with when I arrived at Kimray, said Amanda. “Before a job life-cycle even starts it begins

with a job description. This entire process is made to be transparent so team members can approach us about where they want to go.”

The Talent Management process contains six components that help shape a team members’ career. Workforce Planning, Recruiting and Onboarding, Performance Management, Learning and Development, Succession Planning, and Engagement and Retention. Each of these components not only provide a roadmap for the different aspects of a team member’s career, but it’s an integral part of Kimray’s strategic Vision 2030 Plan.

“The ultimate goal is to keep our team members engaged and motivated,” said Amanda. “Sometimes you’re not aware of other opportunities right in from of you. But there is a career path at Kimray. We want to develop team member’s skills if they want to pursue a technical role, a leadership path, or advance in their current line of work. We’re approaching this from a mentor/career counselor aspect and through a partnership with our training department, we see this as a great opportunity to support our team members. We want to help our team members get to the place they want to be in their career.”

Certain elements of the process, such as job shadowing, are already underway. The job shadowing program allows team members to shadow another position in order to see what the day-to-day tasks are and how it fits into the business as a whole. It gives them a firsthand look at what other opportunities could be available to them if and when they would be ready and qualify. This provides a more educational slant to shadowing as an actual program, with an education feature and a takeaway.

Cross-training is another talent management strategy that has taken shape in areas of Assembly and Warehouse. If production experiences a low-volume day, team members from one area are trained in other areas of Kimray so they are prepared to help where

needed on days the company is short on staff.

“I’m excited for team members to have access to the tools we have to offer,” said Amanda. We want to retain and engage team members to stay at Kimray. So, we want them to take advantage of this program.”

“Helping team members see the potential of where they can go is everything,” said Andrea. “We have five generations of people working at Kimray. All of them have different needs. For someone who is approaching the end of their career, those needs are different than someone who’s just started. How people want to be developed and recognized is incredibly important, so we wanted a program that highlights this and creates a plan that they can follow. So, we want team members to come and talk to us, because mentoring and guiding them through this process is exactly what we’re here for.”

Learn more about any aspects of Kimray’s Talent Management Process by contacting People & Culture at pc@kimray.com.



HONORING BLACK HISTORY MONTH

Bobby Brown

Kimray's First Black Director of IT

The road to where you want to go in life is usually never a straight path. But navigating the turns and obstacles you encounter can make that journey fulfilling. For Kimray's first black Director of Information Technology, that path is one he still shapes today.

"I started at Kimray in 1978," said Bobby Brown, seated at his dining room table. "I was twenty-five years old."

"At the time, I was attending OSU OKC and completing a degree in computer science. I was working at Denny's and a friend of mine got on at Kimray. He told me about an opening that was in IT operations. When I was following up on this while visiting Kimray, Don Brant, the operations supervisor, told the personnel director to just hire me on the spot. Although the IT position had been filled, he asked me if I was willing to take a job in the shop, I could transfer to IT when a position opened."

That path took 12 years, with various jobs in Kimray's machine shop that kept him busy. During that time, Bobby attained his accounting degree and CPA

designation, in the hope of making a change that would enhance his career.

"At the time, I was looking to move on from Kimray," he said. I had been in the machine shop for several years, and needed experi-

ence elsewhere to get where I wanted to go. When I sat down with the personnel manager, she let me know of a position that was available in IT."

After interviewing for the position, Bobby was hired and continued to gain experience in IT. Although he had planned to pursue a career elsewhere, whenever he got the itch to move, Kimray offered career advancement.

"That kept me at Kimray for 39 years," he said. "When I felt I was ready to move on, something always came up from Kimray, which was fine. I like a challenge."

In the early days, Kimray had a mid-sized computer system for business operations. When IBM came along, they licensed that as the base platform for everything Kimray needed. This covered payroll, accounting, inventory, manufacturing, everything you would need to run a business. Kimray was an IBM shop.

Bobby went on to say that initially, Kimray's web presence was not a part of IT. In the early days, the owners of the company were big Mac enthusiasts. "We even priced the feasibility of running the business on Apple software," he said. "At the time, you couldn't run an entire business from that platform. As the web presence moved to us later, we stayed relevant in those areas when it came to IT, which can be a challenge with upgrades and a fluctuating energy market. The 80s weren't kind to many of us tied to the energy industry. You have to weather that storm like any other, and work with what you have."

When Bobby brought it to their attention that more diversity was needed at Kimray, a closer look was taken at the company's hiring practices.





“I wanted to point out something that I think they could have improved upon,” he said. “And it didn’t go unnoticed. When they started using a placement agency for personnel, I did see changes. A friend of mine who worked in HR, told me that this was going to take some getting used to for a few people, but things were changing. More women were hired in assembly, and more minorities brought aboard.”

He went on to say that not every company is so willing to take this advice or listen to their employees. Too many other organizations take the talent that they have working for them for granted. “Sometimes we move within the flow of things and time moves by fast,” he said. “Unless something like diversity is pointed out to you, you’re not aware of it, as you may not be directly impacted by it. So, all of us can use a little push to look at things differently now and then.”

When asked about his favorite accomplishments at Kimray, Bobby laughed and said although it was a tough question, there was a rewarding answer. “I felt that in all my years at Kimray, I put people first. It was one of my strengths. Creating and developing relationships. I worked a lot with people, and I invested in people. And through that, I was able to make Kimray a better place. To me, working with people through com-promise moves us forward.”

As for role models, he credits his mother for giving him such a strong work ethic.

“I came from a single parent household,” said Bobby. “My father was killed in an automobile accident before I was born. But it’s no question that my mother was my biggest influence. She served as mother, father, and driving force for getting a good education. A strong work ethic was required in her household. You couldn’t get away with not cleaning your room, forgetting about school, being lazy, and

getting bad grades. She wouldn’t have it. She set a very high standard. I had a full-time job at 16. And even if I had to work late, she had no sympathy about not getting to school the next day. ‘You are going,’ she’d say. ‘End of story.’”

Bobby’s values and what he attributes as real success comes from his upbringing, but it also aligns with Kimray’s philosophy of loving what you do. He has always recommended setting high goals to his own children and continues to do so with others.

“Kimray is a good place to work, he said. “They put family first and they care about their people. If I was to recommend this to young people, I’d tell them to set high goals. And remind them that they are responsible for putting themselves in a position to meet those goals. Identify something you enjoy and pursue it. Because, if you love what you do, it’s not work,” he said. “I didn’t have to live for the weekends or holidays when I was working, because I enjoyed what I did.” That optimistic outlook coupled with high standards and hard work continued to reward him professionally as he was promoted to vice president of information technology in 2010 and carried out those duties until he retired.

Since retiring, he likes to keep busy. This includes checking up on family, partnering with a small apartment complex and improving the quality of life for his tenants, landscaping, and keeping on top of his many DIY projects.

“I have a Fitbit, and I average 11 thousand steps a day,” he said. “So, I stay pretty active. With my DIY projects, I have more to do than I can get done. I occasionally speak to people who have retired, and they say they’re bored. They say they might have to go get a part-time job. And I can’t even believe that. I can’t even get through my ‘honey-do’ list to get to the other things that I want to get done.”

Bobby Brown is living proof that it’s not the career that shapes your path in life, it’s definitely the person.



OKLAHOMA SCHOOLS OF CHARACTER

Two groups that share a similar mission — encouraging ethics in Oklahoma’s schools — are merging.

In 2011, Kimray Chairman Tom Hill founded the Oklahoma Center for Character Education with former Oklahoma Secretary of Education Dr. Floyd Coppedge and long-time educator Dr. Earlene Smith. Its purpose was to empower and encourage effective character education programs in public and private educational environments.

“I’ve never met a teacher that doesn’t emphasize character to some degree,” Mr. Hill said at an early Oklahoma Center for Character Education event. “Today we’re equipping future teachers to be more proficient at it, and showing them how to integrate character into math, reading, science, and other subjects.”

Six years older than the Oklahoma Center for Character Education, the Student Education and Ethics Development (SEED) Foundation started as an educational outreach effort by the Oklahoma Business Ethics Consortium. The SEED Foundation has organized ethics bowl competitions for colleges, universities, and high school students to practice applying ethics to real-life scenarios. The foundation’s work is used on 13 college campuses and in 18 high schools throughout Oklahoma.

The two groups had partnered together for years. As of the merger in November of 2020, the organization is now Oklahoma Schools of Character. The reconstituted group will use the Oklahoma Center for Character Education’s website, www.okcharacter.org.

“Both organizations have been running parallel for a long time, with different strategies for accomplishing the same mission,” said Kimray’s Robert Greenlaw, who sits on the Oklahoma Schools of Character board of directors. “This merger allows us to combine our efforts

and strengthen each other without the redundancies of operating two non-profit organizations.”

The nonprofit will continue helping schools implement best practices for character development, including the ethics bowls.

“We are excited to combine time and talents to help more young people in our state develop their ethical decision-making skills,” said Shannon Hiebert, co-president of SEED Foundation, now Oklahoma Schools of Character. “Today’s students will shape the future of our state, which is why building character, ethics, and integrity is so essential.”

The new-look group will keep up a long-time mainstay of the Oklahoma Center for Character Education, the “11 Principles of Effective Character Education,” which help schools become State and National Schools of Character.

The 11 Principles are attributes that schools can encourage and feed within themselves as entities and among their students and staff. The principles include fostering self-motivation, providing opportunities for moral action, engaging family and community, and regular self-assessment.

OSOC also promotes the Promising Practices initiative, organized by the national group Character.org. Promising Practices are activities by or within schools that provide a significant example of effective character development and are aligned with one or more of the 11 Principles.

Tom Hill continues to sit on the Advisory Council of the Oklahoma Schools of Character Board of Directors, along with former Oklahoma Gov. Frank Keating.

To learn more about all these initiatives and more, or to learn how schools can apply for Promising Practices recognition, visit www.okcharacter.org.



OKcharacter.org

**OKLAHOMA SCHOOLS
OF CHARACTER**

Promoting Ethics & Excellence in Education



SOCIAL EMOTIONAL LEARNING
AND THE SCIENCE OF
HOPE

HOPE RISING'S SOCIAL AND EMOTIONAL LEARNING TOOLS

Continuing the Red Iron's focus on hope in 2021, this month we look at an organization created to foster hope in children — particularly children in difficult situations.

Hope Rising (www.hoperisingsel.com), has created a series of educational programs that can be purchased by schools or other learning centers. The program, "My Best Me," is described as the first hope-certified Social and Emotional Learning program in the world. My Best Me presents the work of Dr. Chan Hellman, a researcher in hope and director of the Child Research Center at the University of Oklahoma.

Chan has conducted research on hope on children and adults for over a decade and published more than 150 works. His research has repeatedly demonstrated that hope is the single best predictor of a child or

adult's ability to thrive. Hope is even better than resilience in forecasting well-being.

"Hope is easily measured," Chan said. "I'm a quantitative psychologist, which means that my Ph.D. is in statistics and research methods, and I am absolutely convinced that I can measure anything."

His research shows hope can reduce the negative impact of toxic stress and build resilience against the Adverse Childhood Experiences that are increasingly common in children.





Chan said during the course of the educational workshops he conducts at schools, he was often asked for strategies or curriculum that can be used in working with children to teach hope. From that came the *My Best Me* curriculum.

“Hope is not wishful thinking,” Chan said. “Hope is the confidence that the future will be better than the present, and that you have the power to make it so.”

He said hope is comprised of three things: Goals, pathways, and willpower. (Red Iron will look at this concept in depth next month.)

A big part of *My Best Me* is the Children’s Hope Scale, a simple, six-item, self-report measure for children ages 7-17 that measures an individual’s pathways to their goals and willpower to achieve those goals. The scale is a significant predictor of academic achievement. Higher hope scores predict higher grades, better attendance rates, and better graduation rates.

“Most of my research has been focused on trauma and adversity, and how hope can be increased to produce positive outcomes for children,” Chan said.

“Hope can be a social gift,” he said. “The critical aspect of hope is the relationships we have with each other. If we did that with more intention, imagine the impact we could have on countless children’s lives. It’s unfathomable.”

The *My Best Me* program has seen extensive use in districts with high poverty rates and high numbers of students who have experienced trauma.

“The program helped our students set goals for themselves and opened up conversations in the classroom that were really important for the teacher to begin having with their students to have a better understanding of where the kids were with their overall social-emotional well-being,”

said April Grace, superintendent of Shawnee Public Schools.

“It gives teachers the training, the guidance, and the resources to take students through those steps to help with self-discovery,” Grace said. “The program can help reduce chronic absenteeism and bullying — we’ve seen that go down in those classrooms. It really helps with the overall school culture.”

The program allows students to open up and talk about their feelings and experiences in a safe environment, and teachers are able to build stronger relationships with students. That helps build a stronger sense of community in the school.

“You have to reach that social-emotional stability and feel like your climate is welcoming and comfortable to be able to open up,” said Geri Gilstrap, superintendent of Stilwell Public Schools. “Once they reach that, only then can they focus on academics.”

“Masterpieces are not created mindlessly or effortlessly,” Gilstrap said. “They are created with thought and focus, and that takes time ... It’s up to us to use curriculums like this to create those masterpieces.”

For more information about the educational programs from Hope Rising, visit www.hoperisingel.com.





WHAT'S NEW IN MACHINE SHOP?

Changes are coming to the Kimray Machine Shop, with a redone Paint Booth, remodeling in KMA, a new layout in the Main building to make way for new machinery, and the retirement of a pair of machines that are almost as old as the company itself.

“We have a lot going on,” said Machine Shop Manager Dave Johnson.

The biggest improvements are the additions to Paint Booth and the reconfiguration in KMA. In Paint Booth, the team has extended the line, adjusted shelving to allow for better movement, changed the walls, added a doorway, and painted the ceiling, the walls, and the line itself.

The facilities team has been hard at work with the updates to the paint booth. The changes go beyond appearance. There are now four basket lifts instead of two, upgrades to the blow-offs so the parts will be drier before they go to paint, and adjustments to the material flow.

A plan to improve the quality of the paint with primer is in consideration. That will mean one booth for primer and one booth for paint. A trial on that could come soon, with implementation months down the line.

“We’re getting the paint drier before we take it off the line, so they don’t chip as much once they start

moving around,” Dave said. “There should be a big quality gain there.”

“We’re hoping the environment will be better for the team members in there too, because they’re not going to see the fluctuations in hot and cold weather so much,” Dave said.

New machines that were planned last year for Building 1 and KMA in 2020 will likely come back this year as they were before. Plans for Machine Shop offices and a conference room have been scrapped, and the team converted an office into a meeting area, then laid out more equipment and space for new machines in Territory 1. First incoming will be two lathes, one to replace old/unreliable equipment and one that gives us new capacity. Everything in KMA will be moved around, even if it’s just a few feet.

“As we move a machine, we’re trying to get the floor prepped and either coated or at least polished before we add the equipment back on top of it,” Shane said.

In Territory 3, a group of chuckers that date from the 1950s are set to be removed by March.

“Those have probably been here for just about the life of Kimray,” Shane said. “They still run, but they’re not as consistent as we’d like, and it is harder to find trained operators to run and fix them. So, they will be replaced by machines that are more versatile and efficient.”

NEW FACES & NEW PLACES



Denzel Daniel-Jones
Assembler



Dakari Turner
Paint Booth
Operator

FEBRUARY ANNIVERSARIES

Donnie Andrews	8 years	OKC	Candace Clow	2 years	OKC	Brian Larrison	18 years	OKC
Samson Asamoah	9 years	OKC	Joe Cox	7 years	OKC	Amy Mason	1 year	OKC
Seth Bearden	5 years	OKC	Michael Crowel	8 years	OKC	Nicholas Reining	2 years	OKC
Randy Brown	8 years	OKC	Kendra Cruz	1 year	Houston	Ruben Rodriguez	4 years	OKC
Marcus Brumfield	10 years	OKC	Quinton Ferguson	2 years	OKC	April Trujillo	2 years	OKC
Andrea Bryant	6 years	OKC	Mike Fick	8 years	OKC	Jackson Truong	3 years	OKC
Kevin Callaway	2 years	OKC	David Freeman	2 years	OKC	Justin Werner	4 years	OKC
Mark Cantrell	9 years	OKC	Daniel Garcia	4 years	OKC	David Whitley	4 years	OKC
Ana Carpio	3 years	OKC	Isaac Hansen	13 years	OKC	Rory Wilson	4 years	OKC
David Cavazos	4 years	Corpus	Chase Hendley	2 years	OKC			
Jimmy			Justin Hoelscher	7 years	OKC			
Chanthalangsy	16 years	OKC	Holly Kosec	3 years	OKC			

KUDOS

I'd like to give out a special Kudos to the **Facilities and Security** teams for braving the cold weather and cleaning the entrances to our offices and our buildings. We were able to park and get inside quickly in extremely cold weather the next day, because they were willing to put in the time to make it safe for the rest of us.

Thank you so much!

Angela McDaniels
Scheduling Manager

I would like to give a Kudos to Warehouse Supervisor, **Tara Steinle**. With workload increases outpacing staffing, the warehouse team have been exceptionally busy. Last week saw hundreds of component orders flood the receiving docks. Tara chose to come in on her normal day off, and spent twelve hours receiving and stocking parts. Because of her initiative, production orders could be released to Assembly the next day.

Stephen P. Newbury
Warehouse Manager

The Manufacturing Team would like to give a huge kudos to the support that we received from everyone on Friday and Saturday. The leadership that was shown by **Brian Mercer, James Anderson, Pete Poxton, Dustin Armstrong, Zora Beck, Braden Morris, and Dustin Hayt** by offering the assistance from their teams was amazing.

Assisting in Assembly: **Braden Morris, Ray Gibson, Quinton Ferguson, Jose Ruiz, Trevor Ritchie, James Larsen, Amanda Massey, and Kyle Reynolds.**

Assisting in Machine Shop: **Joe Kos and Kyle Gustafson.**

The assistance allowed our team to get back on track with the schedule after a week that was impacted due to the weather. The character qualities of availability, enthusiasm, flexibility, and generosity all significantly made a difference in the manufacturing environment. We all appreciate the teamwork and collaboration that was on display.

Thank you all for displaying why it is such a blessing to be at Kimray!

Shane Waters
Director of Machine Shop
Chad Wilberding
Director of Assembly

FAMILY EVENTS

FREE OKCMOA & SONIC Foundation Family Art Kits

January 31 – February 28, 2021

Features a take-home art kit with supplies to complete activities to learn about sculpture. Virtual tours and videos will be available beginning Jan. 31 so participants can follow along.

Pick up an art kit at one of these Metropolitan Library locations for free:

[Capitol Hill Library](#)

[Del City Library](#)

Or stop by the OKCMOA Museum Store to purchase a kit for \$25, Jan. 31 - Feb. 6. Find a [list of supplies and the accompanying videos to follow along on your own](#).

Preregister here: <https://www.skeletonmuseum.com/current-upcoming-events/virtual-class-january-22/>

Website: <https://www.okcmoa.com/visit/events/sonic-foundation-family-art-kits/>

Website: <https://www.okcmoa.com/visit/events/sonic-foundation-family-art-kits/>

Free Art Adventures at Home with the Fred Jones Jr. Museum of Art

January - 26 – April 27

10:30am-11:00pm Every Tuesday

Due to the continuing COVID-19 situation, the weekly preschool storytime is currently meeting on Zoom. Just like the in-person program, Art Adventures at Home includes a book and related art activity using materials you are likely to have on hand.

Recommended for ages 3-7, but kids of all ages are welcome.

For more information about how to register for this virtual program, please contact museumtours@ou.edu. Space is limited.

<https://ou.edu/fjima/learn---engage/MuseumAtHome>

Free Discovery Days with the Oklahoma Hall of Fame

Through May 27

10:30pm-11:30am This event occurs weekly, on Thursday

Learn more about Oklahoma's Story through its People via Zoom. Enjoy an exciting virtual story time, followed by the creation of a simple craft inspired by the book. Then, participate in a show and tell.

Discovery Days are family-friendly and recommended for ages 3-7. This program is free and you can pick up a complimentary craft kit containing all the supplies needed each month from the Museum. Preregister [here](#).

<https://oklahomahof.com/>



FREE Hooked on Fishing Lessons – Trout Edition

February 6, 2020 – March 6, 2021

10:00am - 12:00pm

This event occurs monthly, on the first Saturday of February, March

Students will be taught basic fishing skills including casting, and knot tying. Hands-on instruction with actual fishing time. Rods, reels, and bait will be provided. Preregister.

Schedule:

Feb. 6 - 10 a.m. - noon

March 6 - 8-10 a.m.

Dolese Youth Park

5105 NW 50th St,

Oklahoma City, OK 73117, US

https://parks.okc.gov/iEBMS/coe/coe_p1_all.aspx?oc=20&cc=PKFISH

FREE Bedtime Buckaroos

January - March 29

7:00pm

This event occurs weekly, on Monday. Features a virtual bedtime story online. Each week, there will be a new engaging Western story read by local authors, community leaders, traditional storytellers, or museum staff.

405-478-2250

<https://nationalcowboymuseum.org/blog/>

OKC Zoo

Corporate passes are available to check out at the Front Desk and may be used to schedule reservations. Please note that some exhibits may be closed or have limited access, as they cannot accommodate adequate social distancing guidelines. Masks are required to attend the Zoo. [Please refer to a previous email for instructions on making a reservation with corporate passes](#). The OKC Zoo is closed on Tuesdays and Wednesdays for winter.

Scissortail Park

Family passes to Scissortail Park for up to two adults and four children are now available at the Front Desk. Passes include amenities such as one free boat rental, half off admission to the Sky Rink skate park, and access to members only events and programs. [Park officials ask that you practice social distancing, and masks are encouraged if social distancing is not possible](#). Contact frontdesk@kimray.com to reserve your passes.

Oklahoma Historical Society

Currently open to the public. [View COVID-19 Safety Measures for the Oklahoma History Center here](#).

Myriad Gardens

Currently open with added safety measures within the Crystal Bridge Conservatory. [Read about other updates regarding hours and admission on their website](#).

FOOD FOR THOUGHT

with Bruce Barteaux

“And as Pharaoh drew near, the sons of Israel looked, and behold, the Egyptians were marching after them, and they became very frightened; so the sons of Israel cried out to the LORD... But Moses said to the people, “Do not fear! Stand by and see the salvation of the LORD which He will accomplish for you today; for the Egyptians whom you have seen today, you will never see them again forever. (14) “The LORD will fight for you while you keep silent.” (15) Then the LORD said to Moses, “Why are you crying out to Me? Tell the sons of Israel to go forward.”

Exodus 14:10-15

It is easy to be so captivated by trauma from the past and even our current circumstances that we become like a deer caught in the headlights. When this happens many times, we fail to move forward and continue to circle around in fear of the present or trauma of the past. At these times we need to move forward in faith. Not faith in faith itself, but faith in God. In order to have faith in God we need to trust what He is saying, not what we want Him to say.

There will always be voices all around us telling us what we need to do. Some of the voices will say they are speaking for God. The great thing about a relationship with God through Christ is that God the Spirit lives in every believer, and there is no need for a mediator to speak on God's behalf. God's Spirit speaks directly to every believer. It is certainly okay to share what we are “hearing” with others and listen to what they are “hearing,” but we answer only to Christ. This gives God's children great freedom to interact with each other without being under compulsion to submit the buzz going on around us or even our own fears and trepidations.

Fears from our past may paralyze us where we are and try to keep us from deciding because of the uncertainty of what may

result. But as the old saying goes, “not to decide is to decide.” Not deciding is choosing to stay where you are. The future will always have uncertainty but doing nothing or repeating the past will have consequences. Do you want more of what you have? Doing the same thing may give it to you, or maybe it will take very different actions to achieve the same result.

The point is this: God is going somewhere, and He is taking His children with Him. If we follow His lead, we will enjoy the benefit of His wisdom, no matter how things seem to be going in the moment.

The children in Israel were terrified at the Red Sea. They knew the cruelty of the Egyptians, who were hot on their heels. They were not emotionally secure with what seemed like a new God. What to do? What to do? Move forward! Follow the One who has proven His power, and you will not be disappointed. This applies in times of political unrest on a national and even worldwide scale and in the face of a pandemic.

God loves us so much He sent His Son Jesus! If He loves us that much, we can trust Him and move forward, following Him by faith.

“Therefore having been justified by faith, we have peace with God through our Lord Jesus Christ, through whom also we have obtained our introduction by faith into this grace in which we stand; and we exult in hope of the glory of God. And not only this, but we also exult in our tribulations, knowing that tribulation brings about perseverance; and perseverance, proven character; and proven character, hope; and hope does not disappoint, because the love of God has been poured out within our hearts through the Holy Spirit who was given to us. For while we were still helpless, at the right time Christ died for the ungodly. For one will hardly die for a righteous man; though perhaps for the good man someone would dare even to die. But God demonstrates His own love toward us, in that while we were yet sinners, Christ died for us. Much more then, having now been justified by His blood, we shall be saved from the wrath of God through Him. For if while we were enemies, we were reconciled to God through the death of His Son, much more, having been reconciled, we shall be saved by His life.”

Romans 5:1-10 NASB



BRUCE BARTEAUX

Corporate Chaplain

(405) 696-3795 mobile

(405) 525-6601 ext.1280 office

bbarteaux@kimray.com | chaplain@kimray.com

Office Hours: Monday – Wednesday 7:00am – 5:00pm,

Thursday 10:00pm – Friday 2:00am

 [KimrayChaplain](#)

Access weekly Bible studies online

View the [Playlist](#)



KIMRAY PEOPLE HELPING KIMRAY PEOPLE

The Make a Difference Foundation is a 501(c)(3) organization created to assist regular full-time Kimray team members who are experiencing a severe, unforeseen financial hardship due to circumstances beyond their control.

The MADF helps team members get back on their feet while reminding them that their coworkers and community still care during difficult times.

APPLY

DONATE

MAKE A DIFFERENCE

You can apply for assistance or make a donation to help a team member in need by visiting us online or emailing for more information.

makeadifferencefdn.org

MADF@kimray.com

We Can Help!



KIMRAY TRIVIA *Game*

Do you have what
it takes to be a
Kimray Expert?

Test your knowledge of Kimray
with our online quiz and see
where you land! Are you a
novice? Are you certified? Or
just an overall expert? Get
started and see the results!

NOVICE:
1 - 5 Questions
Correct

CERTIFIED:
5 - 9 Questions
Correct

EXPERT:
9 - 12 Questions
Correct

Visit the URL to the left or click
the red button to the right to
access the trivia game.