WEBVTT

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00:00:03.490 --> 00:00:14.140

Kyle Bryant: Welcome everyone to this week's Red List Weekly Webinar. We're so grateful that those that are joining can join. And if you're watching in the future. Thanks for checking it out.

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00:00:14.250 --> 00:00:19.370

Kyle Bryant: So the before we dive into today's topic, which is, of course, operator basic care.

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00:00:19.812 --> 00:00:40.450

Kyle Bryant: I want to invite you guys to a couple of events that are coming up. We had our 1st successful user conference last year in October. So we're we're holding another one this year in October, in Provo, Utah. So please come to that. If you can. We'll be sending more information on how you can sign up for that soon.

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00:00:40.790 --> 00:00:53.359

Kyle Bryant: and then we also have our next masterclass session coming up on February 17.th If you go to the get read list website, resources and webinars, you'll be able to sign up for that masterclass.

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00:00:54.052 --> 00:01:03.927

Kyle Bryant: Trevor, our client success. Director, is the one that does that, and he is gonna teach you how to use digital forms in the red list system.

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00:01:04.450 --> 00:01:06.940

Kyle Bryant: to to complete your inspections.

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00:01:07.630 --> 00:01:33.899

Kyle Bryant: So I'm going to introduce again Kyle and Greg, our product leader, superstars. They've done some massive amounts of work in the past year to kind of help us transform our lubrication management. Software. And as we kind of have delved into this. We've learned that there's a lot of need for operator basic care. So, Kyle, I'm gonna let you take it away.

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00:01:34.470 --> 00:01:55.289

Kyle Bryant: Perfect. Thank you, ray. So we realize that operation operator, basic care can mean a lot of different things for different companies. Here at Red List, we really focus on operation operator, basic care being the step where you go from your basic maintenance and lubrication to involving more of your team. In the maintenance of your

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00:01:55.370 --> 00:02:09.879

Kyle Bryant: of your equipment. This approach improves your the efficiency, and we'll dig into some of the reasons why, as well as decreases downtime and increases employee safety. And so when everybody

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00:02:10.240 --> 00:02:23.239

Kyle Bryant: kind of comes together to be responsible and take ownership of the running and quality of your equipment, there's a lot of benefits that happen. And so we look at that as kind of the next step towards 0 downtime goals

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00:02:23.860 --> 00:02:27.910

Kyle Bryant: from your lubrication and lubrication management.

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00:02:30.460 --> 00:02:39.380

Greg Drummond: So what is operator? Basic care operator? Basic care is getting your operators more involved and familiar with the care of their equipment.

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00:02:40.299 --> 00:02:49.669

Greg Drummond: They do routine maintenance, perform basic lubrication, cleaning and inspecting tasks, and they frequently

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00:02:50.780 --> 00:03:14.890

Greg Drummond: clean and inspect the equipment and just become more familiar with it every day, so that they are also more concerned about the overall health of the assets that they're operating on a daily basis. And this is also kind of outlined and defined through total productive maintenance. Total productive maintenance is pretty widely used.

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00:03:14.940 --> 00:03:35.880

Greg Drummond: Strategy for maintenance throughout a facility is proactive maintenance strategy that involves employees optimizing equipment reliability to minimize downtime and improve overall efficiency and getting the operators involved in. That is one of the major steps in the total productive maintenance process.

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00:03:38.430 --> 00:03:45.029

Kyle Bryant: Like Greg mentioned in total productive maintenance a phrase that they use is autonomous maintenance.

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00:03:45.050 --> 00:04:01.779

Kyle Bryant: What autonomous maintenance means to us is that your maintenance becomes a part of your operation and a part of your production schedule, so that it just happens on a on a frequent and regular basis that keeps your machines running at an optimum level.

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00:04:01.790 --> 00:04:22.170

Kyle Bryant: Some of the other benefits of moving to an operator. Basic care model is that it really increases the training and development opportunities for your employees, your operators become more familiar and take more ownership of the equipment that they're running. They start to understand its basic operations and what it needs to run

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00:04:22.170 --> 00:04:31.869

Kyle Bryant: at maximum efficiency which decreases your downtime increases your output and also increases the quality of the products that you're creating

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00:04:32.304 --> 00:04:54.479

Kyle Bryant: another benefit that we see directly correlated to operator. Basic care is that the additional training that they get and understanding of the equipment leads to better compliance with safety protocols, and understanding of the consequences of both running poorly maintained equipment as well as some equipment, specific safety considerations.

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00:04:56.500 --> 00:05:05.049

Greg Drummond: Of the major benefits that we see in moving to operator. Basic care is that most lube routes have

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00:05:05.070 --> 00:05:28.439

Greg Drummond: a inspection or a check or a grease task that happens on maybe a weekly, a monthly or 3 month cadence, and moving those routes into the hands of the operators, gives them the ability to look at those pieces of equipment every day, and then sometimes every shift.

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00:05:28.968 --> 00:05:40.209

Greg Drummond: So it removes some of the responsibility from the maintenance team, which may or may not be near the asset, in a very.

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00:05:41.130 --> 00:05:42.742

Greg Drummond: in a very

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00:05:43.680 --> 00:06:11.776

Greg Drummond: regular cadence, into the hands of the actual operators who are looking at it every single day, and they can create clear sops for the equipment and maintenance for the equipment that are usually pretty easy for them to follow, and it also helps them ensure that not only is the equipment up and running, but also running at optimum capacity.

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00:06:13.030 --> 00:06:14.040

Greg Drummond: so

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00:06:14.290 --> 00:06:22.899

Greg Drummond: I'm gonna move into kind of how Red List can do operator basic care at this point. And I'll share my screen.

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00:06:23.870 --> 00:06:27.850

Greg Drummond: So see here.

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00:06:36.460 --> 00:07:03.360

Greg Drummond: So in Red List, we give you the ability to kind of build out your asset hierarchy. And then, as you build out your hierarchy, you can create different assets and tasks and components on those assets. So I'll give you an example of this is kind of a paper machine in here. I've created a forming section, and then within the forming section. I have

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00:07:03.530 --> 00:07:19.630

Greg Drummond: assets that you might find in a paper pulper paper facility that are related to this forming section. So, as I've gone through here, you can see that I have a operator inspection

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00:07:20.496 --> 00:07:34.470

Greg Drummond: for this asset, and there is a task to inspect it every single day. So kind of what that looks like from a

operator round is if I go to my routes

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00:07:34.620 --> 00:07:47.559

Greg Drummond: and I'm on my paper machine one, and then I look at my open routes. I come in here, and I can see this forming section operator daily Route. When I open that up

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00:07:47.560 --> 00:08:12.180

Greg Drummond: I can see these are all of the tasks that I have due within this route. So it's sorted in the same order that I have the actual assets in the system. I come in here. I open it up, and the task that gets generated is this inspect task.

I've already filled out a few of these forms. Let me jump down to one of them that I have not yet. So

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00:08:12.180 --> 00:08:19.970

Greg Drummond: on the foil roll I come down here. I have an inspect task that's due today. I open the form that's associated to it.

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00:08:20.350 --> 00:08:39.459

Greg Drummond: and I can do a general inspection. And mark this as past or failed. If I mark it as past, there's kind of nothing wrong with it. I'm going to move on from there. If I mark it as failed, then I can have some conditional logic in these forms to allow me to add additional information.

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00:08:39.490 --> 00:09:05.269

Greg Drummond: Other things that I can do in here is, I can add, in images I can add in where they are required to take a picture. So in a case where I wanted to check a gauge, and I wanted to say that that gauge had, like it was 90 degrees. I could also require them to take a picture, so that I have kind of additional evidence that the temperature was what they're saying. It is

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00:09:05.780 --> 00:09:24.829

Greg Drummond: and these forms can be built out to be as complicated or simple as you want them to be, and they can be very specific for very specific assets with conditional logic for those specific assets. So in this case I'm going to come in here and say found leak

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00:09:24.970 --> 00:09:27.970

Greg Drummond: and gearbox.

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00:09:29.100 --> 00:09:38.430

Greg Drummond: and then I would come in here and also put in the temperature of the bearing I could put in that it was 85 degrees, and then I would submit this

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00:09:38.970 --> 00:10:04.479

Greg Drummond: so that form moves from a red color into this kind of dark blue that I filled it out color. And then, as I go through and complete all of my tasks. I would just select those tasks and mark them as complete. And then this one also requires a signature, and then a scan which I don't have the ability to do on my computer, but

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00:10:05.400 --> 00:10:18.971

Greg Drummond: but it would require a scan at that asset. So we would have a QR code set up for that, so that the user would be forced to scan the QR code in order to say that they were actually at the asset, and

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00:10:19.290 --> 00:10:44.430

Greg Drummond: that they were able that they did this inspection while they were at the asset. All of those things are configurable within the system. And then the other thing to note is just. I would go down the list of all of these assets in my line that I'm responsible for, and I would fill out the inspections and complete all of the tasks in order to complete my kind of daily route as an operator.

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00:10:44.450 --> 00:10:51.330

Greg Drummond: and this could include one asset, or it could include 30 assets. Whatever I'm responsible for as the operator.

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00:10:56.870 --> 00:11:12.791

Kyle Bryant: Perfect. Thank you. Greg, a big focus for us. With the operator, basic care is like, Greg was saying, providing all the information that somebody would need in order to complete their tasks. Including schematics.

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00:11:13.360 --> 00:11:41.079

Kyle Bryant: sops. All of that information attached to the task, we realize that one of the challenges of moving from specialized people into a more general group performing these is that their knowledge base, and their understanding of those tasks just by the very nature of that is kind of diluted. And so we overcome that through these clear checklists and sops on how to perform the tasks.

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00:11:41.616 --> 00:11:44.353

Kyle Bryant: Another way that we approach that

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00:11:45.110 --> 00:11:50.080

Kyle Bryant: is to make information readily available in different ways for people

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00:11:50.250 --> 00:12:01.499

Kyle Bryant: at Red List. We are very focused on the strategic application of AI, both for speeding up our work internally as well as for our customers.

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00:12:01.760 --> 00:12:11.816

Kyle Bryant: Let me switch over, and I'll give you an idea of kind of what that looks like in our app. One of the ways that

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00:12:12.940 --> 00:12:13.760

Kyle Bryant: okay.

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00:12:17.640 --> 00:12:22.663

Kyle Bryant: as much as I could listen to your voice all day. 52

00:12:23.900 --> 00:12:25.330

Kyle Bryant: Oh, it didn't

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00:12:25.820 --> 00:12:43.676

Kyle Bryant: take you got stuck on there, are you seeing it now? Yes, we are perfect. Thank you, Ray. So one of the ways that we've applied AI into the red list system. This is a feature that can be turned on for your organization, but as your operators run their rounds

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00:12:44.480 --> 00:12:53.030

Kyle Bryant: they can go into various assets as they pull those assets up.

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00:12:53.960 --> 00:12:57.460

Kyle Bryant: There is an AI assistant, we call him Red.

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00:12:58.030 --> 00:13:11.839

Kyle Bryant: who has all of the the manuals and sops uploaded for that equipment, and pulls the system information from the routes as part of his knowledge base as well as just general maintenance knowledge.

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00:13:12.324 --> 00:13:15.504

Kyle Bryant: So you can come in here. You see that red greets you

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00:13:16.776 --> 00:13:25.259

Kyle Bryant: typically will tell a semi funny joke. But really just letting your people know that he's there to help them if they have any questions.

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00:13:26.910 --> 00:13:33.929

Kyle Bryant: So you can type in really any question that you have about it. For this one, we'll say how many

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00:13:35.270 --> 00:13:42.000

Kyle Bryant: components and tasks do I have on this set?

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00:13:43.010 --> 00:13:49.820

Kyle Bryant: Red will take a minute to think about it as he looks through all of the documentation that he's been fed on this equipment.

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00:13:49.980 --> 00:13:58.030

Kyle Bryant: and then he will come up with the answer that gives you a very specific understanding of

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00:13:58.240 --> 00:14:03.399

Kyle Bryant: what you're looking at on this. So in this we have these tasks.

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00:14:04.118 --> 00:14:07.120

Kyle Bryant: You can tell which ones are overdue

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00:14:08.550 --> 00:14:20.180

Kyle Bryant: and so start walking through it that way. If if the operator is not familiar with the equipment, you can also ask questions about preparing for it, such as what are

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00:14:22.010 --> 00:14:27.410

Kyle Bryant: lubricants, I need to complete these tasks

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00:14:40.700 --> 00:14:43.169

Kyle Bryant: and then he gives you a

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00:14:43.810 --> 00:14:48.044

Kyle Bryant: an understanding. It doesn't look like, we have the specific lubricants,

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00:14:48.600 --> 00:14:55.929

Kyle Bryant: but we're going to need to bring Greece. We're going to need to bring transmission fluid.

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00:14:56.210 --> 00:15:00.630

Kyle Bryant: And then whatever we need for the screw shaft and the wheels

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00:15:01.278 --> 00:15:04.560

Kyle Bryant: as you build out your charting with

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00:15:04.770 --> 00:15:19.669

Kyle Bryant: product specific details. It can tell you what types and quantities that you'll need to bring, so that as you go to your storeroom you, you know that you have enough lubrication and other parts to do your operator rounds.

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00:15:20.578 --> 00:15:27.699

Kyle Bryant: So that's our AI embedded into the tool for red list that helps with operator basic care.

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00:15:28.250 --> 00:15:32.539

Kyle Bryant: Another tool that we have. We call them digital twins

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00:15:33.148 --> 00:15:44.030

Kyle Bryant: red list can come out and map your facilities or your lines. Individual pieces of equipment and then create 3D models based on those images.

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00:15:44.805 --> 00:15:47.459

Kyle Bryant: We use these in a lot of different ways. 77

00:15:47.850 --> 00:15:51.099

Kyle Bryant: Let me expand this out

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00:15:59.503 --> 00:16:07.719

Kyle Bryant: it is not letting me expand it out. But one of the ways that we do this is being able to explore it as a 3D space.

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00:16:07.900 --> 00:16:13.869

Kyle Bryant: So within this, it's a lot like Google Maps, where you have different points that you can walk over to

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00:16:14.040 --> 00:16:16.620

Kyle Bryant: as you kind of walk around.

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00:16:23.840 --> 00:16:27.800

Kyle Bryant: Don't think it's appreciating being shared on zoom.

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00:16:31.510 --> 00:16:35.499

Kyle Bryant: As you walk around, you can see the detail of all of the equipment.

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00:16:36.770 --> 00:16:41.899

Kyle Bryant: You can add any points that you want to, and notes around that.

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00:16:42.180 --> 00:16:47.570

Kyle Bryant: It also integrates with red list so that it can pull up the tasks that you have

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00:16:48.770 --> 00:16:51.660

Kyle Bryant: and then allows you to do measurements as well.

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00:16:52.010 --> 00:16:55.640

Kyle Bryant: so you can see right here. This is the switchboard.

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00:16:55.900 --> 00:17:00.530

Kyle Bryant: You can pull it up and pull up the man. The Manual for the switchboard.

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00:17:05.240 --> 00:17:07.410

Kyle Bryant: zoom in and go to it

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00:17:10.369 --> 00:17:14.060

Kyle Bryant: and then pull up within that digital twin.

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00:17:14.160 --> 00:17:16.499

Kyle Bryant: the Manual for that piece of equipment.

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00:17:17.403 --> 00:17:18.450

Kyle Bryant: This allows

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00:17:19.030 --> 00:17:29.121

Kyle Bryant: both operators to see these available in the mobile application, but also more comprehensive training for your learning and management teams.

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00:17:29.800 --> 00:17:42.050

Kyle Bryant: to be able to walk through a facility show pieces of equipment and routes, and what you need to do. Without having to take everybody out onto the production floor or interrupt production at all.

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00:17:42.593 --> 00:18:02.560

Kyle Bryant: Other things that you can do. With this technology is to, we can create CAD drawings of specific pieces of equipment. We can also create 2 dimensional models that you can use to plan facility development. We use them in store rooms to help you organize your products and

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00:18:02.958 --> 00:18:14.120

Kyle Bryant: resort how you want them digitally before you do it in real life to optimize the way that you manage your your parts and lubric lubricants.

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00:18:14.460 --> 00:18:20.010

Kyle Bryant: So those are a couple of ways that we're helping close that gap as you move from a

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00:18:20.560 --> 00:18:47.939

Kyle Bryant: more specialized workforce to a more generalized workforce, one of the other benefits that we see to this is that it allows you to take those specialized resources and apply them to where they'll have the most impact. Like Greg showed as your operators notice deficiencies, and as they report them that flows right then to your more specialized maintenance, people that can do the more complex tasks.

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00:18:51.190 --> 00:18:56.349

Kyle Bryant: So, Ray, that is a little bit of how we approach operator basic care for red list.

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00:18:56.800 --> 00:18:57.980

Kyle Bryant: Turn it back to you.

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00:18:58.150 --> 00:19:00.647

Kyle Bryant: Think we do have a couple of questions.

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00:19:01.720 --> 00:19:20.980

Kyle Bryant: so, considering that operator basic care does give a lift to these facilities, that kind of spread out these maintenance tasks across the workforce. Why do you think more people are not doing that in your guys experience in

working with our customers and being on site? Why do you think.

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00:19:21.780 --> 00:19:40.439

Kyle Bryant: yeah. So I'll maybe take a 1st swipe at this and then see if Greg has any anything to add. I think a big part of it is one, the training aspect of it. There are fewer and fewer people coming out looking to be professional lubricators or maintenance people.

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00:19:40.440 --> 00:20:03.559

Kyle Bryant: and so the the employees that they're hiring have less training, and that gap seems a little bit overwhelming to get them the understanding. They'll need to be able to work autonomously on their maintenance. The second is the turnover rate. We're seeing people stay less and less at specific facilities or in the industry. The workforce in general is more transient. And so

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00:20:03.720 --> 00:20:23.669

Kyle Bryant: it it also is a big barrier to be replacing these people, trying to retrain them, getting them out there, and so that those 2 challenges I think, are, what are keeping a lot of people from moving to operator basic care but are also the challenges that we've addressed as we've built out our our Obc program.

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00:20:25.270 --> 00:20:49.959

Greg Drummond: Just kind of going back to that training aspect of it. It's it's really hard for a checklist on a piece of paper to give enough information to an operator to make sure that they are doing what is necessary for their kind of lubrication, or cleaning or inspection tasks. And so

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00:20:50.360 --> 00:20:58.170

Greg Drummond: when you can create a form that is, has conditional logic associated to it. So let's just say

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00:20:58.630 --> 00:21:13.809

Greg Drummond: the temperature is a hundred 50 degrees, and at a hundred 20. They're supposed to flip a switch or or add some coolant or something along those lines where they are making a change.

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00:21:13.930 --> 00:21:14.980

Greg Drummond: And

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00:21:15.480 --> 00:21:25.359

Greg Drummond: if you just have one piece of paper that just has a big list of instructions. It's easy for that to get lost. But if you can have a software or a digital

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00:21:25.680 --> 00:21:40.060

Greg Drummond: solution that will conditionally say, Oh, at 150 Do. X. And now they have the instructions that they need without having to go consult with anybody, and they can kind of

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00:21:40.280 --> 00:21:59.219

Greg Drummond: do all of this stuff on their own. And you can program the forms to be able to kind of handle all these different variables for you, as opposed to hoping that a operator kind of looks at the checklist and make sure to read all

the conditions correctly and

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00:21:59.440 --> 00:22:07.270

Greg Drummond: understand them well. So it it takes a lot of the guesswork out of the need.

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00:22:07.560 --> 00:22:22.129

Greg Drummond: or it takes a lot of the fear of them guessing out of the operator's hands. And it's more so if this do that, and so it makes it a lot easier for training purposes and not having to memorize things.

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00:22:22.830 --> 00:22:40.410

Kyle Bryant: I think that maybe as far as the motivation for not switching over goes like we were. We were talking to one of our customers the other day. And they have had consistent problems prior to moving over to Red List with people putting the wrong

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00:22:40.620 --> 00:22:48.580

Kyle Bryant: fluids into reservoirs, and so specifically for them. They have large hydraulic fluid reservoirs

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00:22:49.031 --> 00:23:10.559

Kyle Bryant: and then they sit in close proximity to their oil reservoirs, and if you add one to the other. You then have to flush. The entire system cost them about $300,000 to do that. And previously they were seeing about one of those mistakes a month. And so the cost of that and those mistakes, I think, is what

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00:23:11.160 --> 00:23:16.420

Kyle Bryant: makes people worried about moving to this. They actually were still just

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00:23:16.900 --> 00:23:37.879

Kyle Bryant: doing that through a lubrication team. But we're seeing some of those challenges of not being of being able to hire fewer and fewer experienced lubricators. And so the newer lubricators that were coming in were actually the ones that were making those mistakes. And so even though they weren't transitioning to operator basic care yet

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00:23:38.000 --> 00:23:38.710

Kyle Bryant: got it.

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00:23:38.930 --> 00:23:45.090

Kyle Bryant: The challenges that they were seeing were still the same, and and the solutions that we offered to them were still the same. Okay?

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00:23:45.560 --> 00:24:02.830

Kyle Bryant: And what about people that have moved over to operated basic care? Do we have any people that we have that have seen a lift with this? Yeah, absolutely. So we kind of have a path that we follow it. It follows the principles of total productive maintenance. Where 1st you want to

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00:24:03.220 --> 00:24:12.840

Kyle Bryant: digitize the paper processes that you're using. And so that's kind of the 1st step for red list is just doing a 1 for one transfer of

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00:24:12.840 --> 00:24:35.030

Kyle Bryant: what you're doing into a digitized format. We typically see about a 10 to 20% decrease in downtime just from doing that. The process of organizing it in a way that it makes sense within a system going back through and rechecking and auditing all of the things. Yeah, taking pictures, creating visuals, collecting sops.

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00:24:35.391 --> 00:24:45.860

Kyle Bryant: And so that's kind of step number one. The second step, then, would be to really start nailing your your regular maintenance, and like your oil changes your greasing.

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00:24:45.880 --> 00:24:48.180

Kyle Bryant: You're inspecting cleans.

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00:24:48.610 --> 00:25:03.136

Kyle Bryant: And then that's kind of the next step is to go to Obc and have the operators learning those things. Being able to focus more on kind of the optimization. And those things that get missed kind of as

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00:25:03.730 --> 00:25:20.000

Kyle Bryant: teams that are stretched really thin. Try to cover everything. And then after that, we we see customers go into more of an optimization phase where they start adding things like their sensors sensor responses, vibration, monitoring.

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00:25:20.790 --> 00:25:27.440

Kyle Bryant: and really, kind of dialing in frequency of their tasks and their

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00:25:27.850 --> 00:25:42.520

Kyle Bryant: what they're doing with each machine and ultimately helping to then inform how they're building their machine and and what their setup looks like in the future to maximize production. So that's kind of the path that our customers are are typically on.

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00:25:42.660 --> 00:25:49.389

Kyle Bryant: that's cool. So you're kind of going from a point of reactive maintenance because something's broke that broken down to

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00:25:49.670 --> 00:25:59.990

Kyle Bryant: reactive preventative maintenance where you get an alert eventually from a sensor to tell you to go do a preventative task, because something's looking unhealthy. Okay, great.

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00:26:00.330 --> 00:26:05.860

Greg Drummond: One other thing that I would say is that it really increases communication between teams. 133

00:26:06.010 --> 00:26:15.984

Greg Drummond: So a lot of times we have reliability teams. We have maintenance teams, and we have operations, teams, and those teams don't necessarily talk

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00:26:16.840 --> 00:26:44.719

Greg Drummond: whereas when you can see something from the reliability side, where something's not being greased, or a breather needs to be changed, or something like that. That's 1 thing. But then, if I'm looking at that piece of equipment every day from an operator side, and a leak has come up today. Then it's a lot better for them to be able to communicate with the maintenance team at that point to hand it over to them to have them repair that.

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00:26:45.140 --> 00:26:53.989

Greg Drummond: So we just see a lot of increased communication between the 3 teams to make sure that equipment is really well maintained.

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00:26:57.730 --> 00:27:00.410

Kyle Bryant: Okay, I think we have some action items

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00:27:01.030 --> 00:27:03.900

Kyle Bryant: that we'd like our attendees to do.

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00:27:04.050 --> 00:27:22.559

Kyle Bryant: So if you would like to talk to our product team, please email products@getredlist.com. We love your feedback. We want to make the best products on the market. And we can't do that without our customers and partners feedback. So if you feel like there's something that can make our tool better, let us know about it.

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00:27:22.770 --> 00:27:36.960

Kyle Bryant: Then, if you feel like you're, you know, using redlist, you've got your lubrication management down. You're ready to take that next step into to operate a basic care. Go ahead and contact one of your Csm, so that's going to be samurai or Dallan Davenport.

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00:27:37.270 --> 00:27:46.959

Kyle Bryant: And then you can also ask us about our referral program. If you know work at a site or know a site that could use us.

141

00:27:48.140 --> 00:27:54.540

Kyle Bryant: let us know about it. Give me any. Send me an email ray.barne@getreddis.com. I'd love to hear from you.

142

00:27:55.290 --> 00:28:03.949

Kyle Bryant: Okay, thank you. Everybody for joining today's webinar. We'll see you again next week. Thank you, Ray. Thank you.

143

00:28:03.950 --> 00:28:04.840

Greg Drummond: Thanks, Fred.