



Useful tips, news and information from James CRAFT & Son, Inc.

LGH's New Energy Center of the Future



Chilled water pumps.



Natural gas turbine with insulated ductwork.



Gas pressure regulator station.



An aerial view of the new, massive Evapco cooling towers.

The new, two-story, \$28 million addition to the existing power plant at Lancaster General Hospital brings added capabilities with a state-of-the-art, natural gas-powered energy center. This new facility is being called the “Energy Center of the Future” and comes complete with a pair of new 2 megawatt backup generators—fueled by 50,000 gallons of low sulfur diesel—that work in conjunction with the hospital’s two existing 2.1 megawatt generators. All of this is designed to power LGH for up to four full days if needed.

“When a natural disaster disrupts power and our community is in need, people turn to hospitals to be the light on the hill,” noted John Hartman, LGH’s Senior Director of Facilities Management in a recent issue of *The Experience*, LGH’s employee publication.

James CRAFT & Son is proud to have been involved in this cutting-edge facility to fulfill the requirements of the project’s unique mechanical package. The scope of work included significant demolition; fabrication and installation of the generator exhaust breeching; and installation of the new solar combustion turbine, the natural gas compressor and the heat recovery steam generator, as well as the massive Evapco cooling towers.

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How many Wright brothers were there?

The Wright Stuff

- 1) Although neither brother finished high school, how many honorary degrees were they granted?
 - a) 3
 - b) 5
 - c) 11
 - d) 15
- 2) How many major crashes did Orville Wright survive?
 - a) 2
 - b) 6
 - c) 8
 - d) 10
3. Everyone knows Wilbur's and Orville's first and last names. What were their middle names?
 - a) James and Henry
 - b) Charles and Frederick
 - c) Koerner for both (their mother's family name)
 - d) Neither had a middle name
4. How many Wright brothers were there?
 - a) 2
 - b) 3
 - c) 4
 - d) 5
5. What was their sister Katherine's nickname?
 - a) Kath
 - b) Swes
 - c) Reenie
 - d) Katie

Answers: 1) d, 2) c, 3) d, 4) c, 5) b

Answer These Questions To Determine Your Company's Strategic Direction

You can't achieve success if you don't know where your organization or team is going. These questions can help you set the right course:

- **What are your assumptions?** Clarify what you know—and don't know—about how organizations and people succeed in your industry.
- **What do you want to do, or sell, or make?** And, more important: What do you *not* want to do?
- **What does your ideal customer look and act like?** What customers do you want to avoid?
- **What's your competitive advantage?** What do you do better than the competition? Do you need to do any work to make yourself more competitive?
- **What rewards do you expect?** You need a good idea of what financial goals you can reasonably look forward to, as well as what emotional satisfaction and fulfillment you require to make your efforts worthwhile.



Accidental Invention

The custom of steeping tea in bags came about by accident, according to Cassie Liversidge, author of *Homegrown Tea: An Illustrated Guide to Planting, Harvesting and Blending Teas and Tisanes* (St. Martin's Griffin).

Thomas Sullivan, a tea dealer in New York in the early 20th century, shipped samples of his teas around the world in silk bags made by his wife. They expected customers to remove the tea from the bags for brewing, but many of the recipients believed that they were supposed to brew the tea in the bags. In time, the concept of the tea bag spread around the world. By 2012, more than 65% of the tea consumed in the United States was brewed in tea bags.

Rules Apply To Everyone

During the Civil War, Ulysses S. Grant, commander of the Union forces, had to reprimand a guard who had deserted his post. "Orders must be strictly and promptly obeyed always," Grant told the young soldier.

A week later, the same soldier was told to guard a steamboat loaded with ammunition. His assignment: to make sure that nobody with a lighted pipe or cigar came near the boat. On the guard's first day at his new post, General Grant started walking toward the boat, puffing away on one of his famous cigars.

"Halt!" called the guard. "I have been taught to obey orders strictly and promptly, and my orders are to allow no one to approach this boat with a lighted cigar."

With a smile at hearing his own words repeated back to him, Grant threw the cigar in the river.

Outside-the-Box Thinking

What we see can affect how we think. Psychologist Karl Duncker observed this over a century ago, according to an article on the Observer website, with an experiment known as the “Candle Problem.”

Duncker led some test subjects to a table with a candle, a book of matches, and a box of tacks. He asked them to find a way to attach the candle to the wall so that its wax wouldn't drip on the table. None of them could do it, until Duncker made a slight change.

In the second experiment, he used all the same materials, except this time he placed the tacks on the table outside the box. Most of the test subjects quickly figured out that they could stick the box to the wall using the tacks, so the wax would drip only inside the box.

The point? This sort of “functional fixedness” can be seen in many patterns of behavior, from taking the same route to work every day to holding on to ideas that have outlived their purpose.

“Success is not final; failure is not fatal: It is the courage to continue that counts.”

—Winston S. Churchill

SPEED BUMP

Dave Coverly



THE PARENTS OF THE YOUNG RAND McNALLY



Tips For A Productive Meeting

We've all been part of meetings in which nothing much was accomplished. Most likely, the person conducting the meeting failed to create the right environment for a productive discussion. For the next meeting you lead, follow this advice:

- **Insist on an atmosphere of confidentiality.** You're probably not discussing national security or high-level business information, but the principle should remain the same: Whatever people say in the room should remain in the room. That means people don't have to worry about their words coming back to haunt them later. Share results, not talk.
- **Agree on a united front.** Whatever disagreements arise during the meeting, make sure everyone is committed to standing together once the meeting is over. You should encourage people with different points of view to express their opinions, but impress on everyone the need to support your final decision and not to undercut it.
- **Don't let silence reign.** Too often meetings end in apparent agreement because no one spoke up to ask a question or offer a conflicting viewpoint. As a leader, make a point to ask the quiet people what they think—and remind folks that voicing their thoughts is a fundamental responsibility.
- **Discourage interruptions.** When discussion grows animated, aggressive speakers can easily drown out others in the room. You should play referee when this happens—making certain everyone gets a chance to speak. Employees who get shortchanged in one meeting may contribute less to the next meeting.

How To Be A Rock Star At Work

If you want to be successful at work, then getting a reputation for taking initiative is one key goal to accomplish. How do you earn that label? Try the following steps to make the word “initiative” synonymous with your name:

- **Go above and beyond.** People will be impressed when they see you willing to accept the responsibility that others might have shirked or simply not wanted.
- **Focus on helping others.** When you take on extra efforts, concentrate on helping your co-workers or the organization at large. People will start using words like “selfless” and “dedicated” to describe you.
- **Don't give up.** Stick to your projects to the end and get them finished. People will know they can rely on you to keep your commitments.



Energy Center Rooftop Exhaust Stacks

Energy Center...

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The fuel and lube oil supply/return piping, chilled and condenser water pumps, condenser water piping, chilled water system, water treatment and high pressure steam piping were also part of our contract.

Additionally, we were responsible for assembly and installation of the new steam turbine-driven chiller, as well as fabrication and installation of all HVAC ductwork, piping and related systems within the facility.



“While electricity reliability is at an all-time high, LGH’s tolerance for failure is literally zero. During surgery or at other critical moments in patient care, even a flicker of power has the potential to impact outcomes,” added Troy Hafer, Project Manager for Benchmark Construction, the project’s general contractor.

Left: Chilled and condenser water piping to the heat exchanger and chiller.

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