



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

Boiler Replacements at Homestead Village



New Patterson Kelly boilers were installed at Homestead Village.



Domestic hot water storage tanks and heat exchangers were also installed.

Homestead Village is an exceptional Life Plan Community situated on 90 beautiful, tree-lined acres, conveniently located in the heart of Lancaster County. Proud of its strong values and rich heritage, Homestead Village strives to enhance the everyday lives of its residents.

In support of Homestead Village's facilities, James CRAFT & Son was selected to replace two existing boilers and two existing storage tanks, along with adding heat exchangers and an array of Armstrong mixing valves. The upfront goal was to achieve this with little-to-no downtime of the existing heating and domestic hot water systems in the facility.

The size and layout of the mechanical room presented some challenges, but our team overcame this during the demolition and installation. This was accomplished all while maintaining the integrity and efficiency of the installation and limiting downtime of the existing utilities.

This project was estimated by Victor Vascellaro and Drew Doxzon, managed by Andrew Snyder, and James CRAFT & Sons' key players in the field were Chuck Vaughn, Jason Wolf, Mike Cramer and Jon Hollinger.



Homestead Village was upgraded with Armstrong digital mixing centers.



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True or False? It costs the U.S. Mint more money to make pennies and nickels than the coins are actually worth.

True or False?

- 1) Humans can't breathe and swallow at the same time.
- 2) Twinkies have an infinite shelf life.
- 3) It costs the U.S. Mint more money to make pennies and nickels than the coins are actually worth.
- 4) Adults have fewer bones than babies do.
- 5) Goldfish have three-second memories.
- 6) Humans can distinguish between more than a trillion different smells.
- 7) Lightning never strikes in the same place twice.
- 8) If you cut an earthworm in half, both halves will regrow their bodies.
- 9) If you cry in outer space, the tears will just stick to your face.
- 10) Napoleon Bonaparte was extremely short.

—*Buzzfeed*

Answers: 1) True; 2) False; 3) True; 4) True; 5) False; 6) True; 7) False; 8) False; 9) True; 10) False

Ensure Employees Feel Safe Reporting Safety Problems

You can't fix safety problems in your workplace if you don't know what they are. Unfortunately, many issues go unreported until disaster strikes. The *Occupational Health & Safety* website explores the reasons why employees may be reluctant to report the problems they see:

- **Fear of retaliation.** Some employees worry that they'll be punished for "rocking the boat"—pointing out problems that could delay work or compromise productivity. Your policies and your employee manual should spell out that no one will be punished for reporting incidents or concerns—and your behavior should back that up.
- **Fear of being a "rat."** Employees may fear being thought of as a tattletale or a suck-up to the boss. You can dispel that by urging employees as often as possible to bring problems to your notice, thanking workers publicly for being concerned for their colleagues' well-being, and keeping an eye on your team to ensure that everyone is treated with respect.
- **Lack of action.** If you don't respond promptly to reports, employees will decide there's no use bringing issues to your attention. Take action immediately to show that you take safety reports seriously.
- **Red tape.** Requiring employees to jump through hoops and fill out endless forms to report a simple problem will discourage them from bringing anything to your attention. Keep an open-door policy so employees can come to you anytime they spot something amiss.

The Secret to Success

A young office clerk received a promotion, but felt unprepared to take on the challenges of his new role. He sought the advice of Mr. Smith, a seasoned and well-respected member of the staff.

"Mr. Smith," the clerk said as he approached the veteran employee seated at his desk. "What is the one thing in your career to which you attribute your success?"

Mr. Smith thought to himself a moment and then said, "Being able to make the right decision at the right time really helped me get ahead."

This prompted more questions from the clerk. "What helped you make the right decisions?"

"Well, experience goes a long way in helping you make the right decisions," replied Mr. Smith.

"But how do you know which experiences are the right experiences that will help you make the right decisions?" the young clerk asked.

"You don't," Mr. Smith replied. "Usually, you make the wrong decisions, and then you learn."

Creative Thoughts Start in Bed

Creativity is a vital skill that can enhance your career success. You can't always summon it out of the blue, so this advice from the *Study Finds* website should help: A survey of 2,000 British residents done by Microsoft Surface found many of people's best ideas tend to occur as they're dozing off, when they first wake up in the morning, and sometimes in the middle of the night. Pay attention to your thoughts in bed, write them down when ideas and solutions come to you, and keep rolling through problems before and after you sleep. You might discover some surprising answers.

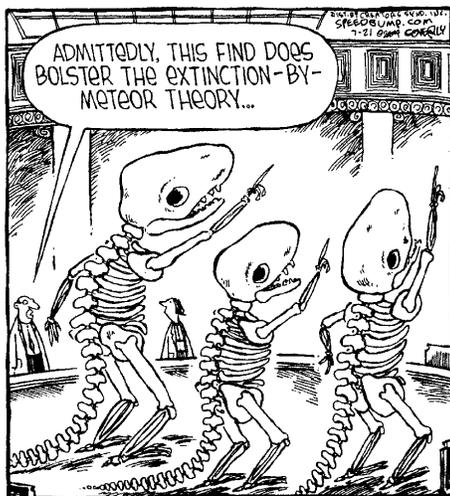
Four Steps to Building a Great Team

Teamwork doesn't come naturally to all groups. As a leader, you sometimes have to show people how to work together on a team and why it will be to their advantage. Bringing employees together during the team creation process will also help with group buy-in. Here's a four-step process to building a great team:

- **Ask the group to create a model of ideal team player behaviors.** This can start with a simple question: "Think of a time when you observed a team—or were part of a team yourself—that practiced teamwork well. What did the team members do?"
- **Select the most important behaviors.** Once you've completed your list, ask the group to narrow its responses to a half-dozen behaviors it considers essential.
- **Identify examples.** You and the group should think of powerful, easy-to-remember illustrations of the behaviors you've spotlighted. This ensures that team members know what kind of behavior is expected from them.
- **Pull it all together.** Combine your list of ideal team behaviors with your list of examples of those behaviors. Now you've got a model for team members to follow—one that your team helped to create.

SPEED BUMP

Dave Coverly



Five Ways to Turn Your Company Into a Learning Organization

Does your organization know how to learn? In a world dominated by the ability to process information, the ability to learn as an organization is crucial. Here are five ways you can create a learning organization:

1. **Encourage self-directed learning for employees.** Don't tell anyone what to learn, but give permission for people to explore what they think is important. Provide resources, too: access to information, the internet, time off, and tuition reimbursement, if possible.
2. **Promote cross-fertilization of ideas.** Bring together members of teams from different departments, and let them share ideas and strategies. Teach people to respect different opinions and points of view, so that group meetings produce thoughtful, innovative results.
3. **Use open-ended language.** In your meetings and discussions, ask questions that stimulate creative thought and learning without simply focusing on finding "correct" answers. If you can say, "Let's explore that further," you'll show everyone on your team that you consider striving for improvement more important than arriving at a single "right" answer.
4. **Treat mistakes as learning opportunities.** Hold honest, straightforward conversations when something doesn't work as anticipated. Look for lessons that might improve the process next time, as well as ideas for new processes that might result in an innovative product.
5. **Review the learning process.** On a regular basis, ask team members what's working and what isn't. With this information, get to work on fixing what doesn't work and enhancing what's going well.

Chocolate May Be the Perfect Cough Medicine

Good news if you've got a cough you can't get rid of—especially if you're a chocolate lover. The *Shape Magazine* website reports that an influential authority on respiratory medicine believes chocolate can do a great job of soothing coughs because it forms a protective coating inside your throat that shields the nerve endings that make you cough. Melted chocolate's viscosity permits a natural ingredient to defend those nerve endings and help them calm down.

The expert notes that drinking hot chocolate won't have the same cough-soothing effect because it's too diluted to have a long-lasting effect on throat nerves. You're better off sucking on a piece of chocolate and letting it melt down slowly to coat your throat.

Mammoth Traps Uncovered in Mexico

Ancient humans dug pits to trap and kill giant mammoths some 15,000 years ago, according to an article on the *Weather Channel* website. Archeologists in Mexico have unearthed two large pits and discovered hundreds of bones from the giant beasts at the bottom.

The pits were discovered during a dig at Tultepec, a town north of Mexico City. The pits are five to six feet deep and 80 feet long, and archeologists have excavated more than 800 bones from 14 individual mammoths. The haul includes eight skulls, five jaws, and hundreds of other assorted remains.

Previously, scientists believed that ancient humans chased mammoths off cliffs or led them into swamps to get stuck and die. The find is the first evidence that humans that long ago directly hunted and attacked mammoths for food, fur, and other uses.



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Employee Spotlight: Andrew Snyder

Andrew Snyder started with James CRAFT & Son in 2007 during the fourth year of his plumbing apprenticeship. After completing his education and graduating, Andrew rose through the ranks, gaining experience in manpower management, estimating, and sales. Soon after, he settled into our Project Management Department where he utilizes a wide variety of skills and knowledge as a leader on our job sites.



Andrew's most recent projects include the main water line replacement at York Hospital, the boiler system upgrades at Homestead Village, and York College's Center for Community Engagement. In his spare time, Andrew loves spending time with his wife and two daughters and enjoys playing golf. Additionally, Andrew is a skilled keyboardist, guitar player, and likes watching Baltimore Ravens games.



Pictured left: Andrew Snyder joined the James CRAFT & Sons team in 2007 after completing his plumbing education and apprenticeship. Above: Andrew Snyder, far right, is pictured with the rest of James CRAFT & Sons' project management department.

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