



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



*Domestic Hot Water Heat Exchangers*



*Expansion & Storage Tanks*

## Hershey Lodge Boiler Replacements

Continuing the great working relationship with Hershey Lodge in Hershey, PA (aka Chocolatetown USA), James CRAFT & Son was hired to provide and replace the facility's boilers. We furnished and installed three Aercos natural gas-fired condensing boilers, three domestic hot water heat exchangers, eight circulating pumps, two thermal mixing valves, two hot water storage tanks, an expansion tank, and all associated plumbing, piping, valves, strainers, thermometers, switches and sensors.

This project consisted of more than 1500 hours, involved seven subcontractors, and overall took about four months to complete due to scheduling and coordination requirements. The priority was getting domestic hot water up and running for the Lodge. Once the new boilers were installed, started, and inspected, we then began demolition of the old systems. The entire system was up and running by September.

A great job by all involved: Nick Miller and Thad Stager (Estimators), Fred Craft (Engineer), Jeff Hanna (Project Manager), Ian Sayres (Lead Installer/Foreman).



*Condensing boilers*



*Ventilation stacks*



*Circulating pumps*



*Piping & smart mixing valves*



*Sable, corkscrew and sickle are terms used to describe which part of a dog's body?*



## Trivial Pursuits

- 1) Which of these U.S. cities never served as the nation's capital?
  - a) Philadelphia
  - b) New York
  - c) Boston
  - d) Washington
  
- 2) Which of these particles of matter has a negative charge?
  - a) proton
  - b) neutron
  - c) electron
  - d) neutrino
  
- 3) Which type of artisan commonly employs a kick wheel?
  - a) potter
  - b) carpenter
  - c) diamond cutter
  - d) glassblower
  
- 4) Who invented the mercury thermometer?
  - a) Anders Celsius
  - b) William Kelvin
  - c) Daniel Fahrenheit
  - d) Galileo Galilei
  
- 5) *Sable, corkscrew* and *sickle* are terms used to describe which part of a dog's body?
  - a) tongue
  - b) ears
  - c) hair
  - d) tail

—from *mental floss*

Answers: 1) c; 2) c; 3) a; 4) c; 5) d.

## Build Innovation Into Your Culture

How can you build a culture of creativity and innovation in your organization? Vicki Huff of PwC offers these suggestions on the *Strategy + Business* website:

- **Support a sense of pride.** Make sure your co-workers and employees know what good things your organization does for your customers and community. When they feel proud of their work, they'll try harder to find new ideas for improvement.
- **Don't punish failure.** As long as people are trying their best, don't make failure something to fear or be ashamed of. Let people know you want them to take risks and fail occasionally on the road to greater success.
- **Empower people.** Let them make decisions about how they work best. If it makes sense for your business, encourage flexible scheduling and working from home to show you trust them to make their own decisions.
- **Put the customer first.** For every idea that comes up, start by asking, "How does this help our customers?" Focus on long-term value so you can create loyal customers who'll keep doing business with you for years. Creating a customer-centric culture will help keep your employees and co-workers focused on what is most important.

## A Rational Approach To Risk

Leaders are responsible for strategy and plans—and managing the risks involved in carrying them out. Here are some techniques for minimizing your exposure:

- **Examine the assumptions in your plan.** Ask basic questions to pinpoint the foundations of your strategies, and decide which of your assumptions are built on information that's incorrect or could change. For instance, the cost of goods that you have calculated in your plan could go up, which could change the amount of profit you project.
- **Look for warning signs.** Identify potential obstacles to a successful outcome. Have other organizations failed at similar projects? Are you assuming that conditions won't change, or that a competitor won't strike back? Question your assumptions again to be sure you haven't overlooked anything.
- **Take preventative action.** Look for ways to reduce your vulnerability. You can't plan for every possible contingency, but you can prepare for the most likely problems.
- **Set up a hedge strategy.** Split your bet to minimize the risk and maximize your chances of success. For instance, can you develop two new products to test instead of one? Don't stretch yourself (and your team) too thin, but look for ways to improve your odds by sharing resources as well as risk.

## Any Time Is Good For Exercise And Sleep

If you're not getting enough sleep, your work will suffer the next day. If it becomes an ongoing problem, you could find yourself out of the running for promotions and opportunities that will go instead to more energetic (and well-rested) colleagues.

One solution: Work out a little every day. The National Sleep Foundation reported on a study that found that people who exercise for as little as 10 minutes per day tend to sleep better and wake up feeling more rested than those who don't exercise at all.

The belief that working out before bedtime is harmful to good sleep wasn't borne out by another study, this one from the University of South Carolina. Researchers found that young males in good physical condition reported no sleep problems after riding stationary bikes for up to three hours before going to bed. Exercise—at any time of the day or night—appears to be vital to getting the rest you need.

# Make A Commitment To Workplace Safety

Your employees' safety is a paramount concern, but you can't protect them all by yourself. They should assume some responsibility for taking care of themselves. Here's how to motivate employees to create a safe workplace:

- **Make safety an organizational value.** Emphasize safety from Day One. Include it in your employee handbook. Address it on a regular basis. Hold regular safety trainings. Showing your commitment to safety will help employees take it seriously.
- **Involve upper management.** Make sure the CEO supports employee safety in a visible way—by talking about it, listening to employees' concerns, and following safety procedures him- or herself.
- **Involve your workforce.** Don't just hand down rules and procedures from on high. Ask employees for their input. What problems do they see? What works, and what doesn't? Listen to and act on their opinions.
- **Set high expectations.** Don't settle for the bare minimum when it comes to safety. Let employees know they're expected to follow procedures without exception. Work with them on setting goals that protect them fully.

SPEED BUMP

Dave Coverly



# Neutralize Information Overload To Stay Up To Date

You can't accomplish ambitious goals without the right kind of information—and the right amount of it. Be careful not to get buried in data that's irrelevant. To become a conscientious consumer of news and information, follow this advice:

- **Don't read everything.** You simply can't absorb everything that's out there. Concentrate on prioritizing data, handing it off to someone who can decide whether you need to digest it, and discarding what's not useful.
- **Assess your information sources.** Identify sources of information that are essential and trustworthy. Weed out any publication, website or professional association whose information isn't of the highest quality.
- **Scan for information.** When you open a publication or look at a website, skim before diving in. Focus only on articles or reports that you need to read, not what's just mildly interesting to you. Stick to what's important.
- **Highlight the important stuff.** As you read a blog, book, or magazine, highlight or underline key messages. Save online articles in a special folder, and check it every once in a while. If you haven't gone back to any saved material, discard it.
- **Be an example.** If you don't want to get bogged down by long emails, texts, or voice messages, keep your own short. Let others know that they should keep their information as concise as possible—and remind them when they don't.



# What You Learned In College Can Help You Throughout Life

A terrific grade-point average in college doesn't guarantee success in life. But the skills you learned in class can help you excel on the job:

- **Don't turn in work late.** Some professors lowered your grade when you submitted a late paper. Deadlines are even more important in the workplace.
- **Show up.** Professors recognized who was a constant presence in class, and whose attendance was spotty. Your boss will see you as reliable if you're there every day.
- **Explore extracurricular activities.** When you're involved in something outside work, you'll be more productive and organized with your time—and learn skills to use in your career.

# Pet Project

You may not be able to claim Fido or Fluffy as dependents, but lots of people do consider their animal companions to be full members of the family. Data analyzed by *Forbes Advisor* shows that 66% of U.S. households own a pet and were expected to spend \$150.6 billion in 2024. In 2018, they spent \$91 billion, and, in 2022, it shot up to \$137 billion, according to the American Pet Products Association. In its 2024 State of the Industry report, the trade organization said the outlook for the pet industry's continued growth means there may be \$207 billion in pet spending by 2030.



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L to R: Dan Keeney, Chuck Vaughn, and Jim Craft



L to R: Jim Craft, Jeff Ream, and Missy Bowman



L to R: Tom Craft and Leah Hoptak



L to R: Brett Jordan, Tom Craft, and Ian Sayres



L to R: Tom Craft and Paul Phillips

## 2024 Safety Day Awards

At our recent annual safety day gathering, we proudly recognized the following for their accomplishments:

### Service Anniversary Awards

- Dan Keeney & Chuck Vaughn – 20 Years of Service
- Jeff Ream & Missy Bowman – 30 Years of Service

### Safety Awards

- Leah Hoptak – 5-Year Safety Award
- Brett Jordan & Ian Sayres – 10-Year Safety Awards
- Paul Phillips – 20-Year Safety Award

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