In life we sometimes discount the small things assuming they are insignificant. Later we find out that they often make all the difference. An example of this is a researcher who recently found a way to make computer hard drives hold many times the information by introducing common table salt during the manufacturing of the discs. Another example is stainless steel wherein trace components provide the chemical bonds that inhibit corrosion. Our mothers know that yeast and baking soda are among the smallest ingredients measured in bread or cake, but they are critical to good baking.

Each of us at Physical Facilities has recently had the opportunity to report on and review our progress on the goals we submitted for this past year. We are now charged with establishing new goals for the coming year. I enjoy thinking of better ways to accomplish things. Engineers are trained to evaluate factors that influence a problem. We group them together to make open or closed systems. Most mistakes are made when one factor is forgotten, misapplied, or its affects are misunderstood. To select which ones lead to a solution takes knowledge, experience, and sometimes a little trial and error. I think this is where the phrase “thinking outside the box” comes from.

As we contemplate how to make Physical Facilities better this coming year, remember the small things like teamwork, customer service, and good communication…and let’s have fun while we work.
A few years ago President Thomas S. Monson voiced the principle, “When performance is measured, performance improves. When performance is measured and reported back, the rate of improvement accelerates.” Over the last year Physical Facilities employees have put this concept to the test with some amazing results. At the end of 2010, all 36 departments, shops, and specialty areas in our division were asked to establish a goal that would make them and the campus a better place. One year later in November of 2011, each individual returned and reported their team’s experience. The success stories were notable and the difference each goal made in improving our performance was substantial. In 2012, it is our challenge to once again set meaningful goals that will make our campus community and us better than ever.

I give my personal thank you and congratulate every employee who can look back on the past year and say to herself or himself, “I set my sights on something higher and through my personal efforts I achieved it. I have made a positive difference.”

### Congratulations to our SAERA Award Recipients — 2011

<table>
<thead>
<tr>
<th>DATE</th>
<th>EMPLOYEE</th>
<th>DEPARTMENT</th>
<th>VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2011</td>
<td>Kevin Wafford</td>
<td>Custodial</td>
<td>Exceeding Customer Expectations</td>
</tr>
<tr>
<td>October 2011</td>
<td>Juan Espinoza</td>
<td>Custodial</td>
<td>Competency</td>
</tr>
<tr>
<td>October 2011</td>
<td>Kendall Wilson</td>
<td>Carpenter</td>
<td>Exceeding Customer Expectations</td>
</tr>
</tbody>
</table>

### Congratulations to our Recent Retirees — 2011

<table>
<thead>
<tr>
<th>DATE</th>
<th>EMPLOYEE</th>
<th>DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 November 2011</td>
<td>DeeAnn Jennings</td>
<td>Construction</td>
</tr>
<tr>
<td>30 November 2011</td>
<td>Albert Johnson</td>
<td>Air Conditioning</td>
</tr>
<tr>
<td>31 December 2011</td>
<td>Mary Asmus</td>
<td>Planning</td>
</tr>
</tbody>
</table>

### Student Spotlight

- **Kerry Wilson:** Works in the Building Envelope/Roofing Department since 2005. He has three sons, two grandsons, and two granddaughters. He doesn’t quite know how to handle the girls, but they have his number. He enjoys camping, cooking, motorcycles, hiking, fishing, traveling, scouting, and being with his family. Kerry also loves scuba diving. His motto is to “work hard and play hard every day!”
- **Ellen:** Has worked in Physical Facilities since July 1988. She began in the Key & Locker Office, then transferred to the Custodial Office after four years. Ellen and her husband, Larry, live in Springville. They have seven married children and will have 19 grandchildren by next year. They enjoy time with family, monthly Sunday dinners, holidays, and camping. Her favorite things are family pictures and making quilts.
- **Will Graham:** Has worked in the Upholstery Shop for nine years. He lives in Orem with his wife and six children. His responsibilities include blinds, drapes, and upholstery. His interests are soccer, camping, hiking, and family activities. Will is a coach for a youth soccer team. He loves working with the young people in his shop. Working at Brigham Young University has been a real blessing to his family.
The Carpenter Shop is a multi-talented, diverse operation with a variety of trade skills stretching from cabinetry, millwork, and furniture construction to concrete, brick, block, ceramic tile, drywall, plaster, ceilings, doors, and framing. It serves Brigham Young University by responding to the construction, maintenance, and repair needs of the university. This talented group holds multiple general contractor and specialty licenses associated with building and construction. Each individual came to BYU with many years of experience in their specialty or trade, and the combined construction-related experience of the shop totals well over 500 years, allowing for an effective response to a large variety of requests. Each full-time employee also brings a special strength and skill level that is unique from that of every other person, and it’s these special talents that enable them to accomplish all that is expected and often even more.

The Carpenter Shop staff consists of nineteen full-time employees and several talented students, which helps explain how they are able to keep up with the heavy work loads and demanding timelines. At times the work load becomes heavy enough that it is necessary to involve outside subcontractors and/or construction-related companies to keep up with the rigorous schedules imposed upon them. At any given time work orders can number over one hundred, with an additional three to five hundred service requests. Service requests are similar to work orders except that they are usually much smaller in scope such as a squeaky door hinge, a missing doorstop, or a faulty light switch. Obviously the Carpenter Shop is not equipped to solve every problem; therefore, they often call upon other specialty shops in Physical Facilities for assistance. It’s their teamwork spirit and ability to work with other shops that make Physical Facilities such a strong service arm for the university.

Mentoring students is another high priority for our full-time employees and, in fact, the Carpenter Shop works hand-in-hand with students in the Technology and Engineering Education Program. These students learn how to build cabinets, podiums, credenzas, etc., which helps them reach skill levels not previously thought possible for young students. When they leave BYU to participate in their internships or student teaching opportunities in engineering, construction, technology or shop-related real-world endeavors, they do so with confidence because of the unique and specialized skills they developed in the Carpenter Shop. There are some student employees who are enrolled in Construction Management classes or other educational programs who enjoy learning cabinetry and millwork skills as well. Their work experience in Physical Facilities doesn’t stop there; however, as they also learn to frame, sheetrock, install doors and lay-in ceilings, cabinets, and countertops. They even help with concrete and tile work. Many students can eventually become skilled enough to complete service requests on their own. In fact, we were recently informed that one of our student employees built his own home after he graduated!

In reading this article, it’s our hope that you have gained a more in-depth perspective of our Carpenter Shop operation. The staff in this shop certainly plays a major role in providing service to BYU and other areas that extend far beyond our campus such as the student housing complexes, Aspen Grove, Timp Lodge, Spring Haven, and even the buildings on top of West Mountain. This is a dedicated, close-knit group whose many talents make a real difference at BYU.
Welcome New Employees
We extend a warm welcome to all our new full-time employees listed below who have recently joined our Physical Facilities Division team.

Ronald Marsh / Carpenter
Bret Anderson / Carpenter
Dennis Stott / Paint
Deborah Tehrani / AAVP Office
Jolee Heitman / AAVP Office
Dale Mangelson / Custodial
Kraig Allen / Custodial
Kinzi Johnson / Custodial
Damian Howard / Custodial

Physical Facilities Division
201 BRWB
Provo, Utah 84602

Did You Know?

• The total area of sidewalks cleared after each snowstorm at BYU is equivalent to a pathway six feet wide by 150 miles in length.

• Snow is removed from 200 acres of campus parking lots, which is equivalent to 151 football fields or 3200 tennis courts.

• If a snowstorm occurs during the outdoor sporting event season, the Grounds snow removal crews must clear up to twelve acres of play fields. As long as snow continues to fall, the crews continue to work around the clock.

• The Grounds crews cover not only BYU campus; they are also responsible for clearing sidewalks and roads at the MTC and Provo Temple. Removing the snow in a timely manner is no small task. The job requires 26 tractors and plows, half a dozen snowblowers, 120 student employees and 43 full-time employees.

• Grounds crews use 800 tons of salt and 120 tons of calcium chloride each year to melt the ice and snow. To prevent harm to the plants, calcium chloride is used on sidewalks surrounded by grass and shrubs.

• In addition to Grounds crews, Custodial workers also labor to keep the university in tip-top condition during and after a snowstorm. It takes 216 student employees, 80 full-time employees, 216 shovels and 45 snowblowers to ensure proper snow removal and campus safety.

• BYU receives power from two points of delivery at 43,000 volts. Our substation transformers step down that energy to a distribution level of 12,500 volts and then, by means of 265 medium voltage transformers, the voltage is reduced further to 480 and/or 208 volts within each building.

• During the summer months, the campus-wide energy load can reach 24,000 kilowatts, which is enough to supply 5,000 homes, 17,000 refrigerators, 40,000 toasters, or 270,000 laptop computers. During winter months the load can reach 19,000 kilowatts during daytime hours and 12,000 kilowatts at night.

Happy New Year!