

Organizing The Organization: The Three Ds of Paperwork

By Barbara C. Higgens, PMI CEO/Executive Director



Barbara C. Higgens

In previous issues of *Ripple Effect*, we've established that I am a pack rat. The habit stems from both my sense of sentimentality/nostalgia, and paranoia that the moment I toss something out, someone will need the item or document. As I prepare for the next chapter of my life and approach the end of my PMI career, I've been focusing on setting up my PMI office for the next CEO. I

have a unique but personally effective style when it comes to organizing, as the other PMI staff members will attest. (I know exactly which pile I need to dig into to find what I'm looking for.) I'm now fine-tuning my system to make it more conducive to passing the baton.

In sorting files, I have found some gems. I came upon the following advice, clipped from a magazine but with no author or source identified. I think it's worth sharing,

The three Ds of paperwork:

- Do it! Take immediate action; make this a high priority
- Delegate it! To someone else or a system
- Dump it! Decide if you need it. Can you get it from somewhere else? Know that 80% of filed paperwork is never referred to again!

The article goes on to report that an average of 22 minutes per day is spent looking for paperwork. (Yikes!) The author reinforces PMI's practice of date-stamping paperwork (including "REV" dates) and then purging by month and year. While some of our files must be kept permanently, PMI's date-driven retention policy comes in handy when the struggling with the decision "to bin" or "not to bin." The article further suggests color coding files by priority, which brings us to the important topic of prioritizing.

Setting priorities is essential to effective multi-tasking, which

in turn is essential to survival in today's world. "How to prioritize and organize" was the subject of one of our recent PMI staff meetings. Here's my contribution to the discussion:

Make a list

- Make and update a list of projects at the end of each day to hit the ground running in the morning when you're "fresh." Assign a time range for each item and stick to it. For example, tell yourself "I will spend no more than 30 minutes on returning phone calls" and then move to the next project.
- Be sure to cross off items as they are completed for a sense of accomplishment and progress.
- If the same projects are frequently carried over to the next day, that's a problem and it's important to understand the reason why. Is the direction unclear? Do you need help? If so, ask! If projects are stacking up and not moving off the plate, that is a red flag!
- Work to complete something of significance each day. Keep the production line moving. "Ongoing" is rarely an option.
- Review your list for items that can be quickly knocked off and do those first to build your momentum. Be an over-achiever. What can you do early or right now to get ahead of schedule?

Keep it moving

- Be detailed when leaving messages and ask others to be detailed in their response. You'll be able to keep the project moving even through the inevitable game of "phone tag."
- What projects are related to each other and can be worked on simultaneously or sequentially while your mind is on the same theme?
- What can be delegated? (The whole project or key parts?) Are you doing too much? Can someone else do it more

Continued on page 7

International Focus Creates Opportunities, Pays Dividends

By Matt Sigler, PMI Technical Director



Matt Sigler

PMI changed its name to “Plumbing Manufacturers International” from “Plumbing Manufacturers Institute” in 2010 to reflect both the interests and make-up

of its membership. Since then, PMI has been involved internationally through our great partnerships with organizations such as the Canadian Institute of Plumbing and Heating (CIPH) and Bathroom Manufacturers Association (BMA). Through these partnerships, PMI has been able to provide early warnings to our members on issues such as nickel in Europe, or to address regulation and code issues in Canada (water efficiency amendments in Vancouver and building code changes in Ontario, for example). Recently, PMI has been more involved on the international stage in codes and standards development in other countries besides Canada.

In 2016, PMI submitted comments to the Saudi Arabia Standards Organization (SASO) in regard to a proposed standard for ceramic sanitary appliances (SASO 1473/2016). Within PMI’s comment letter, we encouraged SASO not to set a maximum water consumption rate of 0.8 gallons per flush (gpf) (3.0 Lpf) for water closets by citing the research conducted by the Plumbing Efficiency Research Coalition (PERC) which showed that flush volumes at or below 1.0 gpf (3.8 Lpf) produced inconsistent results in the drainline transport of solid waste, leading to large blockages. Through our relationship with the U.S. Department of Commerce, we are continuing to apply pressure on SASO to address our concerns.

In addition, in 2016, PMI submitted comments to CONAGUA in Mexico in

regard to a proposed standard for faucets, valves and fittings (PROY-NOM-012-CONAGUA-2015). In February 2017, I had the honor of attending the committee meetings held at CONAGUA. The focus of our comment letter and comments made at the meetings were to harmonize the proposed standard with ASME A112.18.1/CSA B125.1 as much as possible. Thus far, PMI and our members have been successful in convincing CONAGUA to adopt lead requirements that are consistent with those used in the U.S. and Canada. We also continue to put pressure on CONAGUA to make the effective date of the standard no earlier than 12 months after it is published, and have encouraged CONAGUA to adopt a certification scheme that is more consistent with what our members are used to in the U.S. PMI will continue to remain engaged in the development of this standard, and have once again asked our friends at the U.S. Department of Commerce to get involved as well.



Matt represented PMI members at committees held at CONAGUA in Mexico.

Besides codes and standards development, PMI is also involved in recruiting international members that sell plumbing products in the U.S. It should be noted that 11 of PMI’s current members, or one-third of our membership, have headquarters outside of the U.S. This is why it is so important for PMI staff to participate on the international stage at such events as the World Plumbing Council Meeting or ISH in Frankfurt, Germany, every two years. It was at ISH where **Barbara C. Higgins**, PMI CEO/executive director, was able

to recruit both Duravit and Dornbracht to join PMI. (See pages 4 and 5.)

I believe it is safe to say that PMI’s focus on international issues has been beneficial for our members and sets us apart from other trade associations. It is also where I believe PMI’s future growth will occur as we become more involved internationally and possibly look to other markets in Latin America, Asia, or elsewhere where our members sell products. As a world-class organization, PMI can make a difference.



65 attendees participated in a press event to provide an update on the European Water Label. Speakers included Carlos Velazquez, Roca, Pietro Mariotti, Geberit, Sue Knight, European Federation of the Sanitary and Heating Wholesale Trade (FEST), and Nuno Pargana of the European Ceramic Sanitaryware association (FECS/Cerane Unie) who opened the event. He is shown here with Barb Higgins and Yvonne Orgill, BMA chief executive. The label is supported by 129 Brands and 9,787 registered products.



Pete DeMarco, IAPMO, was one of the speakers at the meeting of the World Plumbing Council (WPC) meeting which Matt attended and of which PMI is a member. WPC’s mission is “to promote the role of plumbing in improving public health and safeguarding the environment by uniting the plumbing industry for the benefit of all.”

Todd Teter: Passionate Philanthropist and PMI Advocate

By Judy Wohlt, PMI Communications Team, Valek and Co.



Todd Teter

Balance. Connection. Passion. Those three recurring themes have helped **Todd Teter** make great strides in his life – from raising millions of dollars for his favorite charities, to running 27 races in 2016, to developing new trend-setting products with his team at Moen Incorporated.

Todd is a PMI Board of Directors member and vice president and general manager of Moen's U.S. wholesale business. Also an avid runner, Todd can attest to the discipline, patience and commitment it takes to train for and successfully finish each race. The same can be said about his career accomplishments – and his involvement in the meaningful work PMI undertakes for the plumbing industry.

Todd has been involved with PMI for some time now and sees it as a unique organization that serves an important role in the industry. "Our members offer tremendous technical expertise, making them the go-to advisors when codes and standards are being set. From an advocacy standpoint, we're a voice of the industry and a one-stop shop for influencing issues that lead to action," he said.

He has enjoyed serving on PMI's board, helping to frame the organization's strategy and core values while staying focused on PMI's priorities of water efficiency and sustainability, and health and safety issues. "I'm especially proud of our work in Flint, Michigan. That was PMI at its best," Todd said. "It was pretty amazing to act as quickly as we did to support the efforts with all the necessary products and resources while the United Association plumbers union

(UA) organized a large contingent of plumbers there to do the work."

Todd's desire to help others runs deep. When his oldest daughter **Megan**, now 30, was diagnosed with Type 1 diabetes at the age of 15, he and his family made a commitment to do everything they could to help. It led to Todd's involvement with JDRF, the leading global organization funding Type 1 diabetes research, including serving on its board of directors for 12 years and acting as board president for four years. He also has lobbied on Capitol Hill for the organization and works on fundraising events, including the annual gala and JDRF fall walk at the Cleveland Zoo, which registers about 6,000 participants every year. In addition, he and his wife **Stacy** serve on the Cleveland Clinic Children's Hospital Board.

"For me, it's all about finding balance in life," he said. "You need to have a fulfilling career delivering great results, but spending time with your family and giving back are equally important."

Todd just celebrated 16 years at Moen, a North American manufacturer of kitchen and bath faucets, showerheads, sinks, accessories, and garbage disposals, and has been running the company's U.S. Wholesale business for almost 10 years, helping to define, develop and implement strategies for growth. He also manages a team of about 300 people, who work on new product development, sales, marketing, finance, data analytics and supply chain. But what really sticks with Todd is a profound feeling of "connection" – to the people he works with and the people who use Moen's products. "We're involved in helping fulfill people's dreams of building and owning a home," he said. "It can't get any better than that."

It is perfectly stated by Moen's Operating Philosophy, "Do What's Right," "Work Together," and "Get Results."

"Being a part of this industry gives me those same feelings as I've worked with exceptional business partners, developed really meaningful relationships, and even made some great friends along the way," he said.

With five kids, ranging from ages 14 to 30, Todd says his life runs at a pretty fast pace, but he wouldn't change a thing. He even gets to slip in a golf game occasionally. He is a dedicated runner who competes in the Hermes race series in Cleveland every year. His hard work has paid off with Todd finishing in second place in his age group the last two years. "We're definitely living our lives to the fullest," he said.



Todd Teter sprints toward the finish line during a race in the Cleveland Hermes race series.

Save the Dates!

California Executive Fly-In will be held June 13-14, 2017, in Sacramento, Calif.

Washington D.C. Executive Forum and Fly-In is scheduled for September 13-14. Be sure to make your hotel reservation now as September is a busy time in Washington, D.C., and the hotels will sell out!

Both events are by invitation only. For more information contact **Jodi Stuhrberg** at 847-481-5500 ext. 107, or jstuhrberg@safeplumbing.org.

2017 ISH Trade Fair Attracts 200,000+ Global Visitors

ISH, the world's leading trade fair for the combination of water and energy, has once again demonstrated its significance for visitors and exhibitors. 2,482 exhibitors (Germany: 889, international: 1,593) from 61 countries, including all world-market leaders, launched their latest products onto the world market on an area of 260,000 square meters in Frankfurt am Main from March, 14-18, 2017. Altogether, 200,114 visitors (2015: 196,777*) made their way to Frankfurt Fair and Exhibition Centre to discover the numerous innovations and the latest

trends. See report: goo.gl/Mvi6TY.

PMI staff **Barbara C. Higgins** and **Matt Sigler**, and consultant **Frederick Desborough** made the rounds at ISH to collect thoughts and ideas on member benefits and value. Not pictured but also visited were Dornbracht, Duravit, LIXIL, Hansgrohe, TOTO and several member prospects. Contact reports have been filed with the PMI Board of Directors. Matt attended a meeting of the World Plumbing Council (WPC) and Barb made a new connection with EUnited

Valve Manufacturing Association. PMI also connected with CIPH contacts including Moen Canada president **Mike Dennis** and **Nick Fink**, Moen's new president of the Global Plumbing Products Group in Cleveland, Ohio.

Relationships were reinforced with the **Yvonne Orgill**, chief executive, and **Christian Taylor-Hamlin**, technical director, of the Bathroom Manufacturers Association (BMA) and **Nuno Pargana** of the European Ceramic Sanitaryware association (FECS/Cerane Unie).

Thanks to all for their time and input!

Readers Write: John Koeller, P.E. Comments on PMI Editorial

"Reading the *Ripple Effect* this morning, I was particularly interested in what you wrote on page 2. Specifically, 3 different sections caught my attention:

On the topic of plumbing product flow and flush rates, I couldn't agree with you more! For the past year, I've been giving pretty much the identical presentation that deals with this issue to local chapters of IAPMO and ASPE. In the context of what the California Energy Commission has adopted and what water utilities seem to be promoting (with respect to indoor plumbing), I am telling people we are attaching 21st century water-efficient products to the end points of a plumbing system conceived and designed to 1940s criteria. It is somewhat like attaching 2017 automobile components to a 1948 Ford! See the attached illustration. This, of course, leads my presentation into

the 'unintended consequences' on both sides of the water meter. A large part of this is focused on what water and wastewater utilities are facing daily because of reduced liquid flows.

Secondly, I don't necessarily see the WaterSense penetration data developed in the previous PMI/GMP study in the same way others have. For example, I can tell you that for all 2015 deliveries into the marketplace, tank-type toilets were well over 50 percent WaterSense-compliant and over 25 percent of all urinals were likewise WaterSense-compliant. This is a very significant accomplishment for the plumbing industry and the WaterSense program, achieved in a very short time. Clearly, the two sets of numbers are viewing the "marketplace" quite differently, one being current deliveries of product (e.g., 2015) and the other (PMI/GMP) being an assessment of the already-installed base.

Third, I agree with your point about reducing flow rates in an era where some of the population hasn't yet embraced water efficiency. I have tried to aggressively communicate this same message in all of my presentations, particularly when others are proposing to ratchet down flow and flush rates even further

without a full and honest investigation of the consequences (good and bad). I am always dismayed when those with limited knowledge of plumbing and water quality only look at gross water use reductions (calculated solely from engineering calculations) that fail to consider 'real world' experiences and issues.

In summary, I think this is one of the best pieces you have written for *Ripple Effect* because it was clear and concise, and on target."

John Koeller, P.E.
Koeller & Company



Keeping an Eye on the Prize While Focusing on Mutual Goals

By Barbara C. Higgins, PMI CEO/Executive Director

water main breaks. Our WaterSense study (see p. 11) shows that while WaterSense toilets bring with them a market penetration advantage, it is encouraging consumers to adopt these great products, which not only use water efficiently but perform well, too. A follow-up study confirmed our partnership between PMI and the Alliance for Water Efficiency (AWE), that we published very soon, will show the potential mass savings to be gained by retrofitting residential water products.

And isn't this really what it's all about — saving water is often first step in conversations where that concept appears to be lost. The aim is to ensure that we focus and put pressure on our manufacturers, without regard to the other components in the system. PMI's WaterSense program is a great example of this. Our products can't save water if they are sitting on the shelves. A new generation of products doing their work on the job sites.

Real water savings will only be achieved by working together with the other components in the system. Check it out, see, see — like lightning — can only be addressed in a group setting. There is no "one right answer." There is no one right answer. There is a result of our short attention span. (Lead A significantly lower number to a room, without all of the players in the room, often means the same conversation intended consequences: shared shock, shared surprise, shared pain on consumer plans, shared responsibility. Taking an example from the construction industry, houses under the sun built to measure and aging, underused, water infrastructure at quality has become an issue. We now need to use circulation fans, or

While the key to building consensus is focusing on mutual goals, politics often gets in the way. We can't divide the world into winners and losers. Good guys and bad guys. It's right. You're wrong. To protect my interests, I'll show you under the sun. The "big picture" is not only unappreciated, it often disappears as details of the real solutions. Some folks have a vested interest in and in fact have built careers around the turmoil and conflict that results. Think of the professions that might become extinct if we get along and mutual and other with respect to sustainable issues. The collaboration of PMI member companies with the United Association (UA) plumbers' local in Flint, during the week there, remains a testament to the power of working together for the greater good.

PMI will continue to seek new partners in the name of problem resolution through consensus building. We will continue to keep our eye on the prize and focus on mutual goals. While we come together with separate backgrounds, experiences, institutions and perspectives, at the end of the day, we're all in this together. I think Mother Theresa had it right.

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PMI Connects with Members at ISH 2017, Frankfurt, Germany



Bradley Corporation CEO Bryan Mullet and Barbara C. Higgins, PMI CEO/executive director



IAPMO's Dave Viola, COO (left), and Pete DeMarco, senior vice president of advocacy and research (right) with Barb Higgins



Barb and the NEOPERL team: Marie Helen-Pernin, Fred Fraisse, J'aime Salvatore and Jorge Rudolph



Barb with Frederick Desborough (center) and Sarah Bruckner, director of EUUnited Vale Manufacturing Association (right)



Scott McDonald, vice president of marketing, and Robert Anderson-Schoepe, owner, of Fluidmaster, Inc.



KEROX CEO Attila Kovacs with Barb, Erika Kenyeres, export sales manager and Tamás Magócsi, R&D manager



Rick Elliott, Woolsey, and Mark Granger, Granger Plumbing, with Barb Higgins



Matt Sigler, PMI technical director with Martin Knieps, director, technical marketing, Viega



Timo Kopka, manager standards and approval, Franke, and Fred Desborough, consultant



Lars Christensen, director of product development USA, Reliance Worldwide Corporation, and Matt Sigler



Matt Sigler with Dave Purkiss, general manager, water distribution systems, NSF International



Holger Fehrholz, head of product management and R&D, Similor AG, with Matt

PMI Attends Flint, Mich. Water Infrastructure Conference

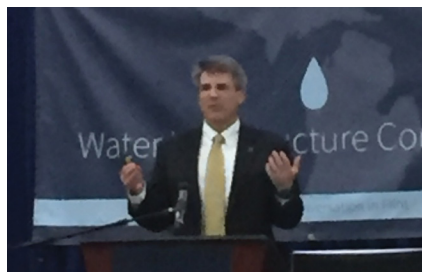
By Ray Valek, PMI Communications Team, Valek and Co.

PMI CEO/Executive Director **Barbara C. Higgins** and communications consultant **Ray Valek** attended the Water Infrastructure Conference in Flint, Mich. for an update on the status there. Also in attendance were **Andrew Kireta** of the Copper Development Association, which made a substantial donation to the Flint recovery effort; **Dann Holmes** and **Clif McLennan** of NSF International; and **David La France** of the American Water Works Association (AWWA), who was a featured speaker at the event.

David's presentation was titled, "Effective Utility Management: the Next Step Toward Michigan's Sustainable Water Infrastructure." In making a case for restoration of the nation's water infrastructure, he said many water mains across the nation were constructed during the first half of the 20th century. In contrasting the size of the nation's water utilities, he said most are small. Large water utilities serve metropolitan areas; only 8% of the nation's water utilities serve 82% of the population.

Flint Mayor **Karen Weaver** and Michigan Gov. **Rick Snyder** served as the conference co-chairs and also spoke to the conference attendees. They both emphasized their intention to work together to solve Flint's challenges, despite previous disagreements.

Gov. Snyder said that "life is not a straight line during crises, and our work is not done by any means. How do we learn from the mistakes that were made and make Flint a better place?" He



AWWA's David LaFrance addresses the audience.

encouraged attendees and "Flint Stones" (the nickname given to Flint residents) to make the conference a starting point for innovation and to set a tone for a national conversation on water infrastructure. He emphasized the need for what he calls RPA – relentless positive action. He has urged legislators to consider all public and private options to finance water infrastructure improvements across Michigan.



Stopping by the CDA booth. Here are Andy Kireta and PMI's Ray Valek with Barb Higgins behind the camera.

Mayor Weaver talked about responding to the crisis, which was caused by interrupted corrosion control. "With the right minds at the table, we have significantly reduced the risks," she said. With plans to replace all lead service lines with copper lines within the next three years, Flint will have a "state-of-the-art drinking water system" when the work is complete, she stated. She thanked the Copper Development Association for an initial contribution estimated at \$1 million toward getting the replacement project rolling.

Other speakers addressing both local and national drinking water issues on the first day of the conference included **Gary Brown**, director, Detroit Water and Sewerage Department; **Keith Creagh**, director, Michigan Department of Natural Resources; **Robert A. Kaplan**, acting regional administrator, U.S. EPA Region 5; and Brigadier General (ret.) **Michael C. McDaniel**, director, FAST Start Program, City of Flint.



Michigan Governor Rick Snyder inspired the "Flint Stones" to continue their relentless positive action.

According to the *Detroit News*, the state of Michigan reported that the most recent round of Flint water testing showed continued improvements in the city's water, with 90 percent of "tier 1" samples testing below 8 parts per billion lead. The federal limit is 15 ppb. Michigan has so far authorized more than \$253 million in spending related to the Flint water crisis, including \$27 million for lead pipe replacement. Congress has approved \$100 million in federal funding that Flint is expected to qualify for.

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Continued from page 1

efficiently or faster?

- Waiting for answers from others? Call, remind, nudge, push! Until your projects are complete, consider yourself still on-the-hook for your assignments and deadlines. Leaving a message is not enough.

Set and honor deadlines

- Check your list for items with solid deadlines, especially when there are consequences in missing a deadline. Make time-sensitive projects a priority.
- Create flexible deadlines for projects that don't have hard due dates, to keep those projects moving, too.
- Look for items due to others. Are there others depending on your output in order to do their jobs? Make those projects a priority!
- Be on time for meetings and conference calls and insist that others to be on time as well. We need to honor the time blocked out for such events.

Focus on what's important

- Tackle first, highly visible projects and those that move strategies and key initiatives forward. Working on items that are critical to moving PMI (or your company/department) forward and adding value to the organization renders you as an irreplaceable staff member.
- Cleaning/filing can wait; publication deadlines/code change comments cannot. That said, don't let the cleaning/filing go too long though as this can improve productivity and can be a good break/stress reliever in hectic times.
- Serve others first; especially when your projects wait (e.g. lunch with a vendor, salesperson or colleague.)
- After reviewing your list, consider physically numbering the projects

in priority order. However, don't get caught in a trap of spending too much time on the list. Ten minutes is plenty.

Be a time miser

- Set aside time each day and, as noted above, a time limit for routine projects. Get them done as a chunk (returning non-urgent phone calls at the beginning or end of the day, for example).
- Take control of your day. Jealously guard your time and don't let others sabotage your productivity. Watch out for time vampires; those long-winded chatter boxes who suck the

guts out of your day. Set and communicate time limits. Then, control the conversation/meeting to the deadline. Help the "over-explainers" avoid repeating themselves by letting them know politely that you "got it the first time."

- When you need focus (e.g. writing an article for Ripple Effect), close the door; don't answer the phone; ignore pop-up emails. Go "off the grid." However, set a time limit to come back onto the grid.

Well—time's up. Gotta move on to my next project. Hope this helps!

PMI Technical Director Adds Committees

Matt Sigler, PMI technical director, has added two more committee appointments to his long list of active plumbing industry leadership posts.

Matt has been appointed to a committee that oversees NSF/ANSI 61 and 372 – plumbing industry standards restricting the lead content of materials coming into contact with drinking water. Matt's term on the Joint Committee on Drinking Water Additives – System Components began in March 2017.

Matt also recently began participating on the International Code Council's Plumbing, Mechanical, Fuel Gas Code Action Committee, which is charged with developing code proposals. Matt is currently coordinating suggestions from PMI members for developing code proposals for the 2021 ICC codes.

Matt also currently represents PMI members on the following committees:

- ASME A112 Plumbing Materials and Equipment Technical Committee

- IAPMO Uniform Plumbing Code Technical Committee
- IAPMO Water Efficiency and Sanitation Standard Technical Committee
- ASHRAE SPC 188 Technical Committee
- ICC A117.1 Technical Committee
- ASTM F15 Consumer Products Technical Committee
- Canadian Plumbing Industry Advisory Council
- ANSI Accreditation Committee
- AWE Research Committee
- NSF 350 Task Group on Non-Potable Water Use
- NSF 459 Biofilm Protocol Development Committee
- NSF 444 Prevention of Injury and Disease Associated with Building Water Systems Committee
- PHCC National Standard Plumbing Code Committee

NSF International and Dann Holmes Recognized by American Society of Plumbing Engineers

In recognition of its research and work to develop standards for clean drinking water, NSF International received the American Society of Plumbing Engineers (ASPE) Scientific Achievement Award at the ASPE Biennial Banquet. At the same event, NSF International's **Dann Holmes** was awarded the Peter Warshaw Service Award for his dedication to ASPE and the profession.

The Scientific Achievement Award recognizes the global public health organization's commitment to clean drinking water both in the U.S. and around the globe. NSF International led the development of the American National Standards for all materials and products that treat or come into contact with drinking water. In 1990, the U.S. EPA replaced its own drinking water product advisory program with the NSF International standards. Today, most major plumbing codes require certification to NSF International standards for pipes and plumbing components in commercial and residential buildings.

The Peter Warshaw Award presented to Dann Holmes is given to an individual



Keith Bush, ASPE, Dann Holmes and Clif McLellan, NSF International

who is dedicated to the tenets of the ASPE and who is strongly involved with ASPE membership and educating the industry. Dann has served on many ASPE committees and has provided presentations to inspectors and engineers on plumbing and mechanical codes, especially regarding changes in codes and standards throughout the industry. His recent article, "Building Water Health – Follow These Guidelines to Eliminate the Risk of Legionella in a Commercial Application," was published in the 2016 NSF International PME supplement.

"It was an honor to present these awards to a very deserving organization and to Dann as we appreciate his unwavering commitment to the Society," said ASPE President **Mitch Clemente**.

2017 PMI LEADERSHIP

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(1/17–12/18)

PMI STAFF

Barbara C. Higgins
CEO/Executive Director
bhiggins@safep plumbing.org

Matt Sigler
Technical Director
msigler@safep plumbing.org

Jodi Stuhberg
Association Manager
jstuhberg@safep plumbing.org

Ann Geier
Administrative Assistant
ageier@safep plumbing.org

PMI CONSULTANTS

Ray Valek
Public Relations
ray@valekco.com

Frederick Desborough
Technical Consultant
frd@flex-fluss.com

Erin Shencopp
Legal Consultant, Jones Day
eshencopp@jonesday.com

Newsletter Design By:
Maureen Baird Graphic Design
info@mbairdgraphics.com



NEOPERL has been a PMI member since 1976 and is a member of PMI's Quarter Century Club. Shown here: Marie-Helene Pernin and Frederick Fraisse.



Holger Schurle, deputy head of R and D, and Werner Kury, senior product engineer hosted Barb and her husband Trey Higgins on a tour of the Mulheim, Germany headquarters.



PMI's connection to Turkey was reinforced by a visit with Ahmet Cosan, of Manisa Armatur de Dokum Sanayi Ltd. (left), shown with Trey and Barb Higgins.



Martin Knieps, Viega hosted Matt Sigler at the Viega headquarters and plants in Attendorn and Lennebstadt, Germany.



1921 Rohlwing Road, Unit G
Rolling Meadows, IL 60008
Phone: 847 481-5500
Fax: 847 481-5501
www.safep plumbing.org