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Getting Back To Business Basics: Solid Work Ethic Still Rules

By Barbara C. Higgens, PMI CEO/Executive Director



Barbara C. Higgens

A common theme around here at PMI is the power of networking – building and then leveraging relationships for mutual benefit. I have benefitted both personally and professionally from networking. In addition, I have been fortunate to have had a number of mentors and role models throughout my career. I'm a believer in learning and leading by example.

Following the recent coverage on yours truly in a recent April issue of *Plumbing Engineer* magazine as an "Industry Leading Lady," I was approached by a young woman who asked me to be her mentor. I'm flattered by the request and the opportunity, and a little bit rattled. Do my Baby Boomer values apply to business today?

I've come to the conclusion that they do. Despite the generational differences between my "mentee" and me, I believe that a solid work ethic and business basics still apply:

- Character matters.
- Honesty is indeed the best policy.
- Say what you mean and do what you say.
- Be a resource people can count on: under promise and over deliver.
- Stick to your principles and stay the course in doing what you know is right, no matter the obstacles or opposition.
- Practice workplace courtesy be respectful of the time of others, apply the Golden Rule.
- Persistence pays. Coming up with project ideas is easy. Putting those ideas into action is the challenge. Don't let up until the job is done.
- Focus on you: don't measure yourself against others;

right does win out; nice guys don't always finish last; people do figure it out in the end.

At this late stage in the evolution of our working world, while it pains me to admit it, women do carry additional and unique challenges as they strive to be recognized and move ahead into positions of responsibility and authority. Strong men and strong women are often viewed with a bit of a double standard. The 45th Governor of Texas Ann Richards sums it up nicely: "Ginger Rogers did everything that Fred Astaire did, but she did it backwards and in high heels." Women often need to go above and beyond the call of duty ... but in my book, that's OK! Just tell me that I can't do something, then stand back and watch what happens. I love a challenge. Unfortunately though, assumptions and stereotypes persist. Apparently, as human beings, we can't help it. So, in addition to the business basics noted here, women must put effort into turning those preconceived notions upside down to avoid falling into the trap of expected behavior.

- Don't just be on time ... be early! Being late is not an option.
- Embrace tough decisions and check your emotions at the door.
- Stand up for yourself and your ideas. Don't let others take credit for your hard work.
- Ask for help when you need it and call "time out" when the plate gets too full.
- Accept compliments for a job well done. Don't undermine your efforts by being self-deprecating and undervaluing your own work.

That last one is tricky. There is a lot of puffery out there, especially during this time of political campaigning. It's one thing to claim expertise and leadership, and quite another to demonstrate it. Actions do speak louder than words.

There is, rightfully, a growing appreciation for those who

Continued on page 6

Water Reuse Initiatives Continue to Gain Momentum

By Matt Sigler, PMI Technical Director

The Califor-

nia Building

Commission

(CBSC) and

Department

of Housing

and Commu-

nity Develop-

ment (HCD)

is preparing

California

Standards



Matt Sigler

to develop building standards for recycled water use, with PMI and several of our members participating in the process. This topic is important to address as states and local jurisdictions look into ways to conserve potable water through reuse.

In early June, I attended the One Water Summit in Atlanta, by the U.S. Water Alliance (of which PMI is a member), to learn more about national trends in managing water resources; especially as they relate to the reuse of potable water. I'd like to share a little about what I heard and learned at the conference.

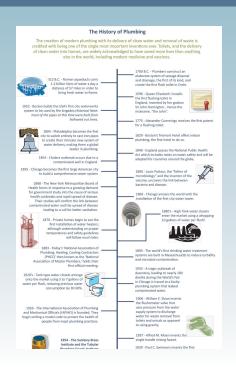
The first presentation was conducted by a representative from Silicon Valley Advanced Water Purification Center, the largest water purification plant in northern California. There, wastewater is purified by microfiltration, reverse osmosis, and UV light disinfection and transformed into drinking water that meets California's primary drinking water standards. Currently, the purified water is used only for non-potable applications (i.e. landscaping, cooling towers) in San Jose. However, there is a plan to submit a draft report to the California legislature in September 2016 for consideration of using the purified water for potable water applications.

Second, a speaker from Dow Chemical's Water & Process Solutions Division presented the concept of a "circular economy," which is the need for businesses to reduce water consump-

PMI Needs Your Help Updating the 'History of Plumbing'

It's time to reprint PMI's "History of Plumbing" timeline and we need your help. Thanks to those of you who have already submitted new tidbits to be included (and also to those who have caught a needed correction or two). We're getting ready to reprint it and ask that you submit any further additions to PMI staff no later than August 15, 2016.

The piece was developed a few years ago to demonstrate the critical role plumbing has played throughout history to promote public health and safety. It's become a very popular and effective communications tool! Take a look at <u>safeplumbing.org/timeline</u>



tion to levels that can offset increasing demands. The core principle of this concept is to reduce water consumption, reuse water where possible, and renew freshwater sources. In California, Dow has been involved in various toilet-totap and desalination projects, including the largest toilet-to-tap facility in the world, located in Orange County, that provides enough drinking water to supply 850,000 residents daily. Additionally, Dow has been involved in the desalination plant in Carlsbad that provides 10 percent of San Diego's drinking water.

Lastly, I listened to a representative from Clean Water Services, which maintains and searches for ways to improve the infrastructure and efficiency of water resources throughout the Tualatin River Watershed in Oregon. In June 2014, Clean Water Services purified 1,000 gallons of water from the Tualatin River, taken downstream of wastewater facilities, for use by local brewers for the Pure Water Brew Project. The water used for the project went through a process of ultrafiltration, reverse osmosis, and disinfection/advanced oxidation to meet federal drinking water standards. The point of the project was to get people over the mental barrier of drinking treated sewage water, as all water we drink has been someplace else before.

In regard to the above examples on water reuse, a couple of questions come to mind. For one, how will plumbing products perform when used with treated wastewater in potable applications? A bigger question for regulators may be how will they persuade the general public to overcome the "ick factor" of drinking, cleaning and bathing with treated wastewater? One thing is clear, especially in drought-ridden states, the reuse of wastewater will continue to gain momentum, and may eventually become a way a life for many U.S. citizens.

LSP, Inc.'s Michael Miller – PMI's Resident 'MacGyver'

By Jeff Conlin, PMI Communications Team, Valek & Co.

While at-sea, or "underway," for the U.S. Navy on a Royal Netherlands Diesel Submarine, Chief Fire Control



Technician (Submarine Service) **Michael Miller** was informed of a problem that, if left unresolved, would delay the start of an exercise for the North Atlantic Treaty Organization (NATO). His significant challenge: fix a broken torpedo tube sea pressure water valve, despite having limited parts for repairs. Time was critical and—above all—a solution needed to account for safety.

Michael did not shy away from the challenge. Cool under pressure, he collaborated with a Dutch engineering team to design and install a bypass. This "MacGyver-like" fix not only met safety requirements for seawater valves, but also allowed the original NATO exercise to happen on time. Michael and team took only slightly longer than 24 hours to come up with the safe solution.

"When you are at sea and under water, you must rely upon your own abilities and ingenuity, as well as that of your team, in order to make repairs and keep things running," said Michael, who currently serves as director of product partnerships for LSP, Inc., part of NCH Corporation. For PMI, Michael serves as a board member and most recently was named board liaison to the PMI Fair Trade Issue Committee.

As Michael did for the U.S. Navy, he has proved to be a valued resource for friends, family, his current employer and PMI. As the board liaison, he will provide ongoing communication between the Fair Trade Issue Committee and PMI Board of Directors.

"Part of my new role will be to address questions brought up by committee members and make sure they have a voice on the board," he said. "Questions and issues can appear with little notice and require action. I want to make sure that we are expediting feedback and that we continue to live up to the same high standards that member organizations have come to expect of PMI."

PMI advocates for enforcement of trade laws and border regulations, protection for intellectual property rights, and modification of U.S. trade laws to call out indirect subsidies as unfair practices. "On the legislative side through fair trade, PMI understands the issues and their implications and works to stay ahead of emerging regulations. We strive to be forward-thinking as we look to the future of our industry and contribute our voice to the rule-making processes at the federal level," he said.

Michael takes his involvement with PMI seriously and touts deep expertise within the organization, including its staff and fellow members' engineering, science and government knowledge. "I participate with PMI for two reasons. The first one is to have the opportunity to work with the highly talented engineers from our member companies, to learn from their experience, and to gain valuable insight into the regulations that govern our industry. PMI helps its member companies to understand what's coming down the road with new legislation and regulatory issues," he said.

The second reason, Michael cites, is to give back to the industry and to the general public that it serves: "We belong to a noble profession that has a great deal of responsibility to provide safe, reliable plumbing. Properly disposed waste and safe drinking water are fundamental parts of our society that we need to protect."

Michael sees an opportunity for PMI to educate government and municipalities on plumbing science, technology and engineering to achieve greater understanding of impacts on safe water. For example, he warns: "Conservation is an important concern, but, if you reduce water flow to a bare minimum, you risk increased contamination build up at the tap as well as possibly eliminating its ability to properly move waste—potentially creating a much larger health problem for the public."

On the fair trade front, Michael indicates that PMI and its members are vigilant with monitoring U.S. trade regulations back and forth. PMI seeks common international manufacturing standards, elimination of arbitrary import restrictions, and other positions that support ensuring that imported products must meet the same requirements as domestic manufactured products.

In addition to his board duties, Michael has been involved with PMI's technical group, specifically with codes and standards development. He has close to 30 years of plumbing industry, product development, and management experience.

With Michael a member of the PMI Board of Directors, PMI benefits from the same skillset that preserved a critical military exercise for NATO and the U.S. Navy. Over the course of his entire military service, a similar pattern of readiness, problem-solving ability and cooperation and other traits helped Michael earn more than two-dozen awards, including a Submarine Qualified, Navy/ Marine Corps Commendation Medal; a Kuwait Liberation Medal (Kingdom of Saudi Arabia award); as well as a Presidential Letter of Commendation.

Ever since his service days, Michael has held a deep respect for the power of water, for the systems needed to contain and control its nature, and for its safe use. Without a doubt, Michael's skills, commitments and experiences will be used as PMI navigates its own uncharted waters.

Proactively Managing Influencers: PMI 2016 Conference



Join us at the 2016 PMI Conference as we engage PMI members to **Proactively Manage Influencers**. Set for October 24–27, we are returning to the Westin O'Hare in Rosemont, Ill., just outside Chicago to take an in-depth look at the issues affecting our industry and work proactively with others to foster change.

Monday, October 24

The 2016 PMI Conference begins on Monday, October 24, with an Invitation Only meeting of the PMI Board of Directors Meeting and Strategic Advisory Council (SAC) followed by an Executive Briefing by noted demographer **Ken Gronbach**. VIP (Invitation Only) and the All-Member Welcome Reception, round out the day.

Tuesday, October 25

Tuesday will open with a special welcome followed by a guest speaker **Ken Gronbach**, president of KGC Direct and author of *The Age Curve: How to Profit from the Coming Demographic Storm.* Mr. Gronbach will then moderate the **Executive Discussion Panel**.

After lunch, the Water Efficiency and Sustainability Committee will host a Green Panel Discussion with panelists: **Andrea Cooper-Lazarczyk**, Living Building Challenge materials petal and declarations manager, International Living Future Institute; **Vicki Worden**, executive director, Green Building Institute (GBI); and representatives of U.S. Green Building Council (USG-BC), and WELL Building Standard. The afternoon sessions will conclude with the **Interactive Workshop: Proac**tively Managing Influencers. Top off an information-packed day with an off-campus dinner at the Hofbräuhaus (transportation provided).

Wednesday, October 26

The newly-created Allied Member Committee will meet bright and early, followed by our **Dual Track Session** where attendees choose to attend either the meeting of the Technical Committee or that of the Outreach/Communications Committee, to address specific industry concerns. The Technical Track will feature an expanded presentation by George Tchobanoglous, Ph.D., professor emeritus, U.C. Davis Department of Civil and Environmental Engineering, on the "Impact of Low Flow on the Sanitary Sewer System." Mark Rossi, Ph.D., executive director, Clean Production Action, will present "Clean Production Action - Green Chemistry and Plumbing Products." We also welcome updates from across-thepond by Christian Taylor-Hamlin, technical director, Bathroom Manufacturers Association (BMA) and Ralph Suppa, president and general manager, Canadian Institute of Plumbing and Heating (CIPH). The Outreach/Communications Track will host a special presentation by Luca Ferrari, BRE. We'll also hear from WaterSense brand manager, Environmental Protection Agency (EPA); and the American Water Works Association (AWWA) [invited].

The afternoon will continue with reports from the Dual Track Sessions and the Allied Member Committee, as well as special Fair Trade Issue Committee guest speakers **Gary Stanley**, director, Office of Materials, U.S. Department of Commerce, and **Salim Bhabhrawala**, senior international trade specialist, U.S. Department of Commerce. Yvonne Orgill, chief executive, BMA, will report on the impact of Brexit from the European Union. We'll get down to association business at the Annual General Membership Meeting where we'll elect new officers and board members, and honor PMI service and new members. The 2016-17 financials will be up for review; we'll approve the 2017 dues schedule and host the ceremonial "passing of the gavel" from 2016 PMI Board President, Paul Patton, Delta Faucet Company, to 2017 president, Pete Jahrling, Sloan Valve Company (Note that Mr. Patton will remain as president through the end of 2016 and Mr. Jahrling will take over as president on January 1, 2017.) The day will wrap up with a reception and dinner.

Thursday, October 27

And that's not all! Don't rush off too soon and miss out on this exciting final day of the conference! Thursday, October 27, will begin with the Panel Discussion: "Next Steps: What You Can do to Advocate for Water Infrastructure Restoration, Efficiency, Sustainability and Safety" with industry experts and moderated by Lenora Campos, senior manager public relations, TOTO USA. We will conclude with the Advocacy/Government Affairs Committee meeting and Hill Visit Tutorial by PMI government affairs consultants Stephanie Salmon (Washington, D.C.) and Jerry Desmond (California).

The conference will conclude by noon to allow plenty of time to allow attendees to travel home.

Registration opens August 3!

Keep an eye on the PMI website for more details.

2016 Conference Schedule

Monday, October 24

Noon - 3:00 pm	PMI Board of Directors Meeting (Invitation only)
3:00 pm - 4:00 pm	Executive Briefing to Board and SAC with Ken Gronbach
4:00 pm - 5:00 pm	Executive Session (Board and Legal Counsel Only)
3:00 pm - 5:00 pm	Meeting Registration
5:30 pm - 6:00 pm	VIP/First-Time Attendee Reception (Invitation only)
6:00 pm - 7:00 pm	Welcome Reception for all attendees (Dinner on your own)
Tuesday, October 25	
8:30 am - 9:30 am	Opening Remarks and Special Presentation
9:30 am - 10:00 am	Networking break and exhibits
10:00 am - 11:00 am	PMI Year-in-Review followed by Ken Gronbach , president of KGC Direct, and author of <i>The Age Curve: How to Profit from the Coming Demographic Storm</i>
11:00 am - 12:30 pm	PMI Executive Discussion Panel with Ken Gronbach as moderator
12:30 pm - 2:00 pm	Lunch, exhibits and free time for office catch-up
2:00 pm - 3:30 pm	Water Efficiency and Sustainability Committee Green Panel with panelists: Andrea Cooper-Lazarczyk,
	Living Building Challenge materials petal and declarations manager, International Living Future Institute; Vicki Worden, executive director, Green Building Institute (GBI); and representatives of U.S. Green Building Council (USGBC) and WELL Building Standard
3:30 pm - 4:00 pm	Networking break and exhibits
4:00 pm - 5:00 pm	Interactive Workshop: Proactively Managing Influencers (PMI)
6:30 pm - 9:30 pm	PMI Hofbräuhaus Dinner (Transportation provided)
Wednesday, October 2	26
8:30 am - 9:00 am	Allied Committee Meeting
9:00 am - Noon	Dual Tracks (Choose One)
Technical Track	Featuring George Tchobanoglous , Ph.D., professor emeritus, U.C. Davis Department of Civil and Environmental Engineering, on the "Impact of Low Flow on the Sanitary Sewer System" and Mark Rossi ,
OR	Ph.D., executive director, Clean Production Action, on "Clean Production Action – Green Chem-
	istry and Plumbing Products." There will also be updates on PMI's research projects
Outreach/	With special presentations by Environmental Protection Agency (EPA); American Water Works Association
Communications Track	(AWWA) [invited]; and by Luca Ferrari, BRE. Updates on PMI's 2017 communication initiatives and more.
Noon - 1:30 pm	Lunch, exhibits and free time for office catch-up
1:30 pm - 2:00 pm	Reports from the Dual Track Sessions and Allied Member Committee
2:00 pm - 3:00 pm	Fair Trade Issues Committee Meeting featuring Gary Stanley and Salim Bhabhrawala, U.S. Department
1 - 1	of Commerce; and Yvonne Orgill of BMA on Brexit
3:00 pm - 3:30 pm	Networking break and exhibits
3:30 pm - 5:00 pm	Annual General Membership Meeting
6:00 pm - 7:15 pm	Cocktail Reception and Exhibits
7:30 pm - 9:30 pm	Networking Dinner
Thursday, October 27	
8:30 am - 10:00 am	Panel Discussion: "Next Steps: What You Can do to Advocate for Water Infrastructure Restoration, Efficiency, Sustainability and Safety" with Industry Experts and moderated by Lenora Campos , senior
	manager public relations, TOTO USA
10:00 am - 11:30 am	Advocacy/Government Affairs Committee Meeting and Hill Visit Tutorial with PMI government affairs consultants Stephanie Salmon (Washington, D.C.) and Jerry Desmond (California)

Research to Determine If Low Flow Rates Yield Pathogens

PMI Seeks to Understand if Lower Flow Rates May Impact Public Health

Little scientific research exists on the relationship between low flow rates and opportunistic waterborne pathogens in plumbing systems. That's why Plumbing Manufacturers International (PMI) announced a request for proposal for a test protocol and budget—due Aug. 26, 2016—supporting research that examines whether the trend toward the ongoing lowering of flow rates in plumbing systems create unintended consequences on potable water quality.

"Without much empirical data to date, there isn't a definition for what constitutes 'safe' flow rates in relation to opportunistic pathogen growth, which may put the public at risk," said **Matt Sigler**, technical director at PMI. "PMI is looking to select a thoughtful research proposal and ultimately an experiment that addresses water quality impacts due to flow rates."

Through the study, PMI will test the hypothesis that low flow rates yield a greater proliferation of opportunistic pathogens in potable water and create unsafe conditions. Potable water should be satisfactory for drinking and for culinary and domestic uses.

As part of the request for proposal, respondents need to provide a well-defined experiment protocol with budget requirements. The experiment should

Getting Back To Business Basics (continued)

Continued from page 1

put their efforts into action rather than braggadocio. If the topic intrigues you, check out the book Quiet: The Power of Introverts in a World That Can't Stop Talking. Author Susan Cain, a selfproclaimed introvert, champions the value and contributions of those among us who are more apt to let their work and behavior speak for them. Reviewer Malissa Kent notes: "In our culture, which emphasizes group work from elementary school through the business world, everything seems geared toward extroverts. Luckily, introverts everywhere have a new spokesperson: Susan Cain, who's taken it upon herself to better understand the place of introverts in culture and society..." Kent concludes, "Highly accessible and uplifting for any introvert and any extrovert who knows an introvert (and over one-third of us are introverts), Quiet has the potential to revolutionize the 'extrovert ideal."

While, for the purpose of my excursion into mentoring, I'll assume that generational differences can co-exist with a traditional work ethic, demographics clearly cannot be ignored. We are delighted to present **Ken Gronbach**, who, as a PMI Annual Conference speaker, will address those issues in a fascinating presentation just prior and as an introduction to the Executive Panel Discussion on Day 1 of the October conference. The world is changing around us and our challenge is to adapt accordingly. Don't miss it! See pages 4–5 of this issue for details.

As your industry trade association, PMI strives to achieve a balance of the old and the new. You have by now received a member satisfaction survey, which I hope you will complete in full candor. PMI's aim and raison d'etre is to serve you. Help us do that by providing your feedback. We look forward to hearing from you and your continued participation in PMI events and conference calls. Be sure to mark your calendar for the PMI Annual Conference. Registration opens August 3, 2016.

See you there.

be simple, reproducible and run long enough to achieve a steady state, with both controlled water source chemistry and a controlled source of opportunistic pathogens. Flow rate ranges should also represent the minimum and maximum levels typical to premise plumbing systems. Other required proposal elements include showing:

- Measured test parameter data logged over the life of the project.
- Influent and effluent sampling of water at prescribed intervals.
- Biofilm sampling at prescribed location and times during the testing.
- Project report including the charted data, a description of any anomalies observed during the testing and a summary of the findings versus the original hypothesis.

Proposals are due by **Aug. 26, 2016** at 5:00 p.m. CDT. Submissions should be addressed to Matt Sigler, technical director at PMI, and sent to msigler@ safeplumbing.org. More information about the request for proposal is available at <u>goo.gl/szRFtZ</u>. Questions should be directed to Mr. Sigler at least 48 hours in advance of the deadline.

PMI Quarterly Highlight Report Sums Up PMI Engagement

PMI engaged in a variety of advocacy, technical, government affairs, communication and outreach activities during April-June 2016. Highlights include the D.C. and Sacramento Fly-ins, a WaterSense authorization provision in a U.S. Senate water bill, PMI involvement in industry networking, and a position paper on water infrastructure approved by the PMI board. Read the report at <u>goo.gl/FvXVes</u>

Making the Industry Rounds: PMI at ASAE, CIPH Meetings

PMI leaders recently attended the American Society of Association Executives (ASAE) Governance Development and Board Engagement Seminar. Together with PMI Board President **Paul Patton** and PMI Board Vice President **Pete Jahrling**, PMI CEO/Executive Director **Barbara Higgens** attended a symposium for chief elected officers and chief executive officers June 6-7 in Baltimore. Higgens, Patton and Past PMI Board President **Fernando Fernandez** also attended the Canadian Institute of Plumbing and Heating (CIPH) annual conference in Banff, Alberta, hosted by CIPH President and General Manager **Ralph Suppa**.



(l-r) PMI President Paul Patton, Delta; PMI CEO/Executive Director Barbara C. Higgens and PMI Vice-President Pete Jahrling, Sloan, at ASAE seminar



PMI Board President Paul Patton addresses CIPH attendees

Kohler Co. and American Standard Brands Combine to Donate 75 High-Efficiency Toilets

The California Water Resources Department, Department of Community Services and Development, and Governor's Office of Planning and Research thanked PMI and member companies Kohler Co. and American Standard Brands for the donation of 75 high-efficiency toilets that are being installed to assist the residents of East Porterville.

"Thank you so much everyone for your work making this happen and an enormous thanks to PMI and its member companies for this important donation," said **Carolyn Angius**, Governor's Office of Planning and Research.



Trey and Barbara Higgens, with Paul Patton and his daughter, Katherine, and spouse, Elaine Eilers, at the Chariman's Banquet, CIPH conference in Banff



(l-r) Paul Patton, Barbara Higgens and CIPH President and General Manager Ralph Suppa



(l-r) Paul Patton, Ralph Suppa and Barbara Higgens enjoy some Alberta cow-wrangling in Banff

Attention Communications Professionals! Attend the Aug. 9–10 O/C Seminar and Dinner ...

The August 9-10 PMI Outreach/Communications (O/C) Seminar, to be held at PMI corporate headquarters in Rolling Meadows, Ill., is still open to PMI member marketing, public relations and communications professionals wishing to attend.

The afternoon of August 9 will focus on internal O/C Committee structure and operations. That evening, there will be a networking dinner at Wildfire in Schaumburg, Ill., near the PMI offices. PMI's technical members in town for the Codes and Standards Workshop will join us.



We'll start up bright and early on August 10 with a strategy session to outline communication plans for 2017. All attendees will review the outcome of the July brainstorming session of the PMI Board of Directors and the PMI Strategic Advisory Council to lay out a plan. Register at <u>goo.gl/g0ktjT</u>

... And Stay for Aug. 10 Press Luncheon to Unveil New Water Infrastructure Position Paper



Representatives of the press will join those participating in the O/C Seminar to participate in the unveiling of PMI's new position statement on the need for a restored national water infrastructure. A panel discussion will follow featuring six expert speakers on water issues. Learn more and register at goo.gl/SiZ136

Send Us Your News for Added Exposure

The PMI communications team will post PMI members' press releases and news items on the safeplumbing.org website – bringing added exposure to your news. Send them to **Ray Valek**, ray@valekco.com. At the same time, you can provide or update us with your organization's public relations and social media contacts so that we can better share and interact with each other.

Attention Technical Professionals!

Back By Popular Demand! Don't Miss Unique PMI Aug. 9–10 Event!

The 2016 PMI Codes and Standards Workshop is scheduled for August 9 and 10 near PMI headquarters in northwest suburban Chicago.

Back by popular demand, the event is the perfect primer for those new to the plumbing manufacturing industry, and a wonderful refresher course for those who have been around a while. Topics include a brief



history and summary of the role of codes and standards, certification, compliance, an industry acronym guide, a report on significant code changes, and more.

The workshop extends over two half-days with a networking dinner with the O/C Committee professionals in between. One of the big benefits is having the opportunity to mingle with your counterparts throughout the industry.

And, you'll receive a jump drive with all of the meeting materials for future reference. Crack the code to codes and standards. Register today at <u>goo.gl/ynDyJm</u>

2016 PMI LEADERSHIP

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Rick Reles, Kohler Company (1/15–12/16)

Nate Kogler, Bradley Corporation (1/15–12/16)

Michael Miller, LSP Products (1/16–12/17)

> **Todd Teter, Moen, Inc.** (1/16–12/17)

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