



Change is in the Wind, But We're Solidly on Course!

By Peter Jahrling, Sloan Valve Company, 2017 PMI Board President



Pete Jahrling

The only constant is change, and as we begin another new year, change will be remembered as the hallmark of 2017. We have a new administration in Washington D.C., with many questions and challenges ahead. We also have some changes here at PMI, with Barb's announcement of her transition to retirement after 18 years with PMI. Unlike the somewhat divisive nature of the national

change of command, PMI's process continues to be collaborative, inclusive and professional.

While for some change may trigger a feeling of uneasiness and uncertainty, for me change offers an exciting opportunity for growth and renewal. We'll channel any nervous anticipation and focus our energies on leveraging the opportunities that PMI change presents.

PMI has a distinct personality. There is no question that some of that is a reflection of Barb. She has worked very hard to turn around the 1998 "just-say-no" PMI of the past into the collaborative, trustworthy, truthful, and reliable entity it is today. PMI is now invited to the table to provide input and direction. We are truly an industry partner and we will remain true to our identity as we move forward, always enhancing member value.

Just as ballast provides stability in sailing, a strong vision and well-thought-out strategic plan provides stability in these times of organizational change. PMI is well-positioned to leverage our strengths and continue the excellent forward momentum that has been established over the years. Your PMI Board of Directors and committee chairs are focused on success. Barb has assembled a dedicated and talented staff, a well-connected team of consultants and has worked hard to build strong relationships domestically and globally. Our network of connections is intact and our visibility and influ-

ence are strong. It is on that solid foundation that PMI will continue to build, grow and expand.

There will be no big bang. No flash. Just a deliberate transition to our future. We will adjust our sails to artfully tack as we continue our voyage. There may be some recalibration as we examine our course, but there will be no major rerouting — our destination remains the same.

Change is in the air. I encourage you to embrace it with gusto! Buckle up. We are in for an amazing ride in 2017!

Photos and Videos from PMI Conference Available on Facebook, YouTube

View pictures from the PMI Conference on the Safe Plumbing Facebook page: goo.gl/wOFveS

See conference videos on PMI's YouTube page: goo.gl/BVoBea

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Seeking a Healthier Balance Through a Simpler Life

By **Barbara C. Higgins, PMI CEO/Executive Director**



Barbara C. Higgins

The start of the new year brings the opportunity for fresh beginnings and for coming clean. In the last issue of *Ripple Effect*, I confessed to being a worrier.

This month I'd like to discuss balance. Mine is very poor, both physically and personally. Having spent the holidays with our kids and their young families, I am continually amazed by how much activity they pack into each day. While I consider myself a pretty darn effective multi-tasker, my focus for the past 18 years has been fairly singularly aimed on PMI. With my decision to start winding down my career, that's about to change. I'm starting to improve my habits now, including finding time to take better care of myself. Our kids not only have successful careers, but they are effective, engaged parents, compassionate spouses, and put both "me time" and physical fitness high on their list of priorities. I'm impressed. That healthy balance provides me with a road map for my next phase.

Ken Gronbach, demographer and author, was one of the highlights of the 2016 PMI Conference. He outlined for us a long list of changes headed our way. Among the most significant are the changes to the notions about the "American Dream." Owning a big house in the suburbs is no longer the goal. Even owning a car or, for that matter, your kid's toys are no longer must-haves. The theme appears to be about "simplifying." Smaller, efficient homes, convenient urban locations with amenities just a few short steps away. Uber and Lyft have replaced the need to own a car. Concepts like Airbnb provide

alternatives to cookie-cutter hotel accommodations.

With the passing of both of my parents during my tenure at PMI, the Higgins house has become the repository for their treasures—those things which they held dear and passed along to us. With the "stuff" comes charming anecdotes, together with the trust that we will take the same care of the "stuff" that they did and then will pass these items to yet another generation. But we are finding out that the next generation does not share the same attachment, sentiment, commitment or dare I say "guilt" associated with the residual mementos of families. So here is where the game of musical chairs ends. Memories are preserved and records are kept in other ways, without the physical burden of "stuff." "Cloud" storage seems to have replaced scrapbooking.

During the Thanksgiving holiday, we spent a day at a great facility in Maryland called "Community Forklift."

Housed in a building the size of any decent Costco or Home Depot, the place was brimming with discarded odds and ends: furniture, plumbing products, cabinets, doors, picture frames, dishes – you name it. (In a real déjà vu moment, I recognized several items from the storage room of our basement which houses the afore-mentioned remnants of my parents). Community Forklift is a not-for-profit business set up to find new homes for old stuff. I have seen my future and learned my lesson: start down-sizing now! I have in fact started... I bought a book on how to do it. (Yes. That's correct. I added a book to my library collection about how to down size my library collection.)

Physical balance, life balance and simplicity: As I move into my new phase, I'm going to rededicate myself to improving all three. Wish me luck!

It's Not Too Late to Register for Jan. 11 Crystal Vision Breakfast at KBIS Show

The 2017 Crystal Vision Award Breakfast will be held on Jan. 11 in the Grand C Ballroom of the Rosen Centre Hotel during the KBIS Show in Orlando, Fla. The event salutes the manufacturers and builders who have donated generously to Storehouse of World Vision, which serves under-resourced communities throughout the U.S. World Vision partners with companies, which provide excess inventory that is given to people in economically distressed areas.

Register at worldvision.org/crystalvision2017.



Joel Smith ... Proud Problem Solver and PMI Board Member

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



Joel Smith

Joel Smith's fascination with how things work started early on. It continued to grow throughout high school and college as he worked with his older

brother, a plumber happy to teach his kid brother the ropes. As a plumber's apprentice, Joel was introduced to Kohler products, an early indication of the direction his career would take. After graduating from Northwestern University, where he studied engineering and served in the Reserve Officer Training Corps (ROTC), Joel joined the U.S. Navy as a nuclear engineer. He spent an exciting five years in Washington, D.C., working on submarines and aircraft carriers.

Joel says his transition from Navy engineer to Kohler engineer required a significant process shift. "I left a highly regulated Navy position where there was no room for failure and entered an industry where you could experiment – with the goal to fail fast, figure out what's wrong and correct it," he said.

Both experiences have served Joel well in his growing role at Kohler as a new product engineer, as well as during the past four years he has spent as co-chair of PMI's Government Affairs Committee. He credits the Navy for helping to hone his communication skills by working in a high-pressure, high-profile environment. He tapped those skills regularly when speaking on behalf of PMI during many meetings and hearings with the California Energy Commission (CEC), which passed some stringent regulations affecting the plumbing industry in 2015, including requiring lower flow rates for bath and shower products.

"We started with the CEC viewing us unfavorably," he said. "But the Government Affairs Committee and PMI membership came together to create a great game plan and compromise that worked for both the industry and for California. Now the CEC looks to us as a partner, which is a wonderful accomplishment for us all."

Joel particularly enjoys problem solving and working on a Kohler team that creates many "firsts" in the industry, like the first carbon fiber faucet. The Kohler Karbon™ faucet was the first articulating kitchen faucet engineered with a carbon fiber exterior for both strength and design. Another Kohler innovation Joel takes pride in was a blue-tooth enabled showerhead, which brought singing in the shower to a whole new level.



Joel Smith with his sons, Graham and David, exploring Bryce Canyon, Utah

Away from the office, Joel enjoys spending time with his wife, **Kara**, and two boys, **Graham**, age 14, and **David**, age 12. He'll also admit that his passion for work rivals his enthusiasm for barbeque. Most Saturdays, he can be found firing up his smoker at 5:30 a.m., lining the racks with his favorites, including Texas-style brisket, ribs, salmon and lamb.

Like a nicely cured delicacy, Joel's career has taken time, patience and balance, and he's savored every morsel.

As he celebrates almost 19 years at Kohler and his 10th year as a PMI member, Joel's looking forward to creating more innovations for his company and the industry. He sees plenty of opportunities where businesses and PMI can work together toward successful outcomes for the environment, industry and customers.



Joel Smith with his wife, Kara, and sons Graham and David, in Northern Ireland

He truly values his membership in PMI and is proud of the united front presented by the entire membership, which he describes as a "outstanding example of problem solvers."

Joel is also excited to be starting a new chapter as a PMI Board of Directors member in January and being more involved in PMI's strategic planning. "Collectively, we're the solution," he said. "I don't know how any company would survive without PMI and its dedicated staff as they stay on top of so many issues while disseminating so much helpful information to members."



Joel Smith enjoying nature and the outdoors

As the Transition Begins... the Well Wishes Continue

The announcement of the upcoming transition of PMI CEO/ Executive Director **Barbara C. Higgins** caught the attention of many friends and colleagues and caused an outpouring of well wishes. Here's more (continued from last month's issue):

Former and Current PMI Board Members

Best of luck with the transition and in the future. It was an honor and a privilege to serve in the association with you.

Jack Krecek, Managing Director, Precision Polymers Division, Fenner; Past PMI Board President and formerly of Elkay

WHATTTT... so did you decide you're going to try the retirement thing? Whatever your plan is I know you had to give it a lot of thought. Good for you!!!!

Lee Mercer, IAPMO and Past PMI Board President

Big shoes to fill there... where's your clone?

Fernando Fernandez, TOTO and Past PMI Board President

Your book of life is a testimony of faith and fortitude.

I will keep on reading this book and be thrilled with the story line...

Highest respect and love,
Stephanie Leonardos, President & CEO, AMERIKAM, and past PMI Board member

PMI Consultants and Industry Friends

Congrats Barb! And for sure, you have done a heckuva job for PMI...

Rick Schildgen, Owner, C L Graphics, Inc.

It's been a professional honor and personal delight to work with you all these years. Congratulations and all the best always to you and Trey. Godspeed!

Gary Stanley, U.S Department of Commerce

Well, what a professional way to do this (not that I'd expect anything less). I'm pretty sure that there won't be enough time to replace the irreplaceable and the business part of me is NOT happy. The personal part of me is thrilled for you and your family!

Jennifer Baker Reid, President, The Laurin Baker Group, LLC

The end of a wonderful era!

Mary Ann Dickinson, Executive Director, Alliance for Water Efficiency

WHAT????????????? What will the plumbing world do without you?

You did achieve many things while at PMI and I am proud to call you a friend. I cannot wait to see the Facebook pictures of the "next phase" of your life.

Jim Kendzel, MPH, CAE, Vice President, Certification, AHIMA, formerly of ASPE

I just saw the news of your retirement announcement. Congratulations! You are an amazing leader and I know that you will be missed at PMI. You've had a remarkable career and have been an enormous help to the entire manufacturing industry.

Please let me know if I can assist with anything while you go through this transition!

Ned Monroe, Senior Vice President, External Relations, National Association of Manufacturers

Just a note to congratulate you and send best wishes your way. The transition time is such that we'll see you around for a couple of more events, but in the meantime, we hope this brings you an exciting opportunity moving forward.

Michael R. Copp, Plumbing Heating Cooling Contractors Association (PHCC)

I just read the message sent out yesterday about the pending transition. Doesn't sound quite like retirement for you—yet—but a chance to go in a different direction for now. Best wishes for success in the transition period. Please let me know if I can help in any way. I hope we can stay in touch.

Gerry Kennedy, Executive Vice President, Emeritus, PHCC

Canadian Friends

You're retiring! Good for you! Well-deserved, Barb. You will leave a wonderful legacy with PMI. Well done! Best wishes from Kim and me.

Rick Elliott, former chairman, Canadian Institute of Plumbing & Heating (CIPH)

GlobalWaterWorks: Water Solutions that Deliver Profits

By Mary Conley Eggert, Founder and Chief Innovation Officer, GlobalWaterWorks

Demonstrating that investments in water technology can yield profits is not easy with current water rates, but a new 501c6 organization, GlobalWaterWorks, has taken on that task.

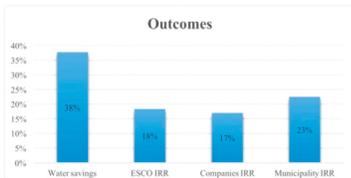
Birtherd earlier this year by technology marketers who want to alleviate the global water crisis, GlobalWaterWorks is focused on showcasing the experts and technologies that not only make water work for the planet and its people, but are also helping International Code Council customers deliver additional profits.

GlobalWaterWorks Examples

Among the solutions that GlobalWaterWorks has already showcased are:

- The Business Case for Water Projects (youtu.be/hV_geGE9FDI), published by the Milken Innovation Center, documenting the potential for 38% water savings from an integrated water management program that encompasses leak detection water monitoring treatment and reuse.

MODELLING RESULTS - STAKEHOLDERS IRR



- Israel's approach to integrated water resource management (youtu.be/CZYCuPrU3rQ at 1:19).
- The NASA-inspired shower of the future (youtu.be/Sa66FQnhW-I at 20:54), which saves 80% of the water and energy by recycling and filtering two gallons.
- The Zero Net Energy, Zero Carbon Green Idea House (youtu.be/Sa66FQnhW-I at 11:59), which saves 30% of the

water and cost less to produce than your ordinary house.

The last two of these case studies were discussed at the International Emerging Technology Symposium co-sponsored last May by PMI.

Environmentally conscious organizations have advocated for decades to better manage our water resources. But, it's only in the last few years, with the introduction of advanced metering, drones, satellites, big data and the internet of things, that the world has been able to measure what we've always wanted to manage.

Case Study Requirements

To qualify as a GlobalWaterWorks case study, the case study must incorporate the following:

- The technology must already be deployed in a commercial or industrial setting;
- The water and energy savings must be documented; and
- Testimonials, and ideally spreadsheets or ROI calculations, need to be available to help others in seeing the relevance of the solution and making the business case.

A key to GlobalWaterWorks success is its unique operating model, which relies on today's digital strategies and social networks to connect those in search of solutions with the technologists and experts who can help. The result is more than 40,000 viewers of its YouTube channel (bit.ly/GWWYouTube) and webinars that are regularly garnering more than 85 global registrants.

We aren't water experts. GlobalWaterWorks' goal is lend our marketing expertise to showcase the experts and technologists at PMI, in SWAN and in Israel, Singapore, Australia and more.

The GlobalWaterWorks team holds memberships in all of the major water associations and online water networks, and focuses on raising visibility by distributing stories and webinar opportunities across the existing organizations and networks.

Make an Impact

If you or someone you know has a case study that meets the criteria noted above, please submit it to the GlobalWaterWorks showcase: www.globalwaterworks.org/impact.

To stay apprised of GlobalWaterWorks initiatives, you are also invited to join the GlobalWaterWorks LinkedIn discussion group (bit.ly/GWW_LI). In that group, you are invited to contribute content and to ask questions of global water experts and technology innovators spanning Singapore to Australia, the UK, Netherlands and the Americas.

GlobalWaterWorks is seeking sponsors to help showcase solutions alongside the industry's largest events and in targeted media channels. For more information on these sponsorship opportunities, contact Mary.Eggert@gwworks.org; 312-282-6048.



Mary Conley Eggert, founder and chief innovation officer, GlobalWaterWorks meets with Barbara C. Higgins at PMI headquarters

PMI and AWE Collaborate on Water Efficiency Study

Study to gauge potential water savings from replacing older toilets with high-efficiency models

Plumbing Manufacturers International (PMI) and the Alliance for Water Efficiency (AWE) announced a joint partnership on a study to determine potential water savings that could be achieved by replacing older, inefficient toilets with high-efficiency models.

The “Saturation Study of Non-Efficient Water Closets in Key States” will focus

on Arizona, California, Colorado, Georgia and Texas – all states which have recently experienced serious water shortages. The study will determine the number of non-efficient toilets that remain within the installed residential base of plumbing fixtures as well as determine the potential water savings that could be achieved through replacement of those non-efficient models.

“This study is part of PMI’s and AWE’s ongoing advocacy efforts to examine how improved water efficiency can bring practical solutions to states and

regions with water supply issues,” said **Barbara C. Higgins**, PMI CEO/Executive Director.

“We are pleased to partner with PMI on this important research project, which we hope will highlight the remaining number of inefficient toilets still in use in these five critically water-short states and how much water can be saved by their replacement,” said **Mary Ann Dickinson**, AWE’s President and CEO.

The study will be completed by the end of February 2017 and will be posted on the PMI and AWE websites.

PMI Executives: Save-the-Dates for 2017 Events!

PMI’s goal for each of these invitation-only events is to raise the visibility of PMI and the plumbing manufacturing industry. The fly-ins provide an outstanding opportunity for PMI to educate policymakers. Please save these dates and join us!

January 11, 2017

PMI Strategic Advisory Council (SAC) Lunch Meeting, Orlando, Fla., during the KBIS/IBS Show

11 a.m. – 2 p.m. (lunch provided), Orange County Convention Center, Room W 240 B. Note: Conference credentials are NOT required to gain access to this room.

April 4-5, 2017

Executive Forum and Fly-In, Washington D.C.

June 13-14, 2017

Executive Forum and Fly-In, Sacramento, Calif.

Register for CDA’s 2017 Brass Scrap Summit

Registration is now open for the Copper Development Association (CDA) 2017 Brass Scrap Summit, to be held from 9 a.m. to 1 p.m. on Feb. 21, 2017. The stakeholder summit will focus on ways to control deleterious impurities in brass scrap affecting all segments of the value chain. PMI will be hosting the summit at its Rolling Meadows headquarters. A group block has been reserved at the Embassy Suites in Schaumburg, Ill., for the nights of Monday, Feb. 20, and Tuesday, Feb. 21. Click the link or call the number below to reserve a room under the block (group code: “CDA”). The group rate is \$125 per night.

Register now - copper.org/SCRAP2017/

Book hotel - goo.gl/oL665E

PMI Celebrates the Holidays

PMI extends sincere thanks to its team of consultants, staff, and guests who joined us at Cooper’s Hawk Winery and Restaurant outside of Chicago, Illinois to celebrate the holidays. Pictured here are PMI’s accountant, public relations expert, graphic/web designer, press, consultants and officers from the Board of Directors. PMI was happy to welcome all the way from Orlando, Florida, **Matt Sigler’s** family to include his wife, **Cheli** and daughters, **Grace** and **Hannah!** And **Frederick Desborough**, all the way from California!



Front Row: Nate Kogler, Pete Jahrling, Sandy Lesniewski, Kevin Lesniewski, Cindy Lipka, Frederick Desborough, Hannah Sigler, Cheli Sigler, Grace Sigler, Mary Zeh, Ken Chalmers, Barb Higgins and Trey Higgins. Back Row: John Mesenbrink, Bob Mader, Maureen Baird, Marc Paquette, Wayne Silverman, Mike Comm, Rick Schildgen, Ann Geier, Genny Valek, Ray Valek, Matt Sigler and Jodi Stuhrberg.

International Code Council (ICC) and PMI to Sign MoU

Later this month, at the Design Week Show in Orlando, the International Code Council (ICC) and PMI will enter into a Memorandum of Understanding (MoU). The MoU specifically details ways in which the two venerable organizations will work together to explore the promotion of mutual interests within the industry as related to education, training, advocacy and harmonization of North American product standards.

In addition, when mutually beneficial, the two organizations will identify and promote new and existing sustainability opportunities and services collaboratively to their members and the industry, including ICC's green training programs.

ICC and PMI also will open a dialogue between them designed to consider ways the organizations might aid best practices in the plumbing industry, and to consider ways to seek collaborations with other industry groups to promote effective delivery of continuing education programs for workers, and recruit-

ment of new workers. They also will work together to identify for possible collaboration joint areas of interest in legislative and regulatory advocacy and to investigate the feasibility of jointly-produced educational conferences.

PMI also shares MoUs with American Rainwater Catchment Systems Associa-

tion (ARCSA), American Society of Plumbing Engineers (ASPE), Bathroom Manufacturers Association (BMA), Canadian Institute of Plumbing and Heating (CIPH), International Association of Plumbing and Mechanical Officials (IAPMO), Plumbing Products Industry Group (PPIG) and US Department of Commerce (DOC).

PMI Welcomes New Committee Co-Chair



Martin Knieps

2017 PMI Board President **Pete Jahrling** has named **Martin Knieps**, director of technical marketing, Viega LLC as Committee Co-Chair of the Advocacy/Government Affairs Committee. Martin will serve with Advocacy/Government Affairs Committee Co-Chair **Jay Burnett** of Delta Faucet Company. The Board Liaison for the committee is **Nate Kogler** of Bradley Corporation.

Thank you in advance, Martin, for your service to PMI. Thanks also to all of the great candidates who stepped up to be considered for this leadership position.

Read a profile of Martin in the October 2015 issue of *Ripple Effect*: goo.gl/PBsftw

PMI 2017 Board of Directors is Ready for New Challenges



Meet the 2017 PMI Board of Directors: **Todd Teter**, vice president and general manager US wholesale, Moen, Inc.; Board Secretary-Treasurer, **Nate Kogler**, director of product management, Bradley Corporation; Immediate Past Board President, **Paul Patton**, senior manager, R & D and regulatory research & development, Delta Faucet Company; Board Vice President, **Scott McDonald**, vice president of marketing, Fluidmaster, Inc.; **Michael Miller**, director of product partnerships, LSP Products; **Joel Smith**, director - new product engineering, global faucets, Kobler Company; Board President, **Pete Jahrling**, director of product engineering and intellectual property, Sloan Valve Company; and **Chip Way**, director, OEM sales, Lavelle Industries

On the Road With PMI

Barbara C. Higgins met December 2 with Moen Inc. President **David Lingafelter** and **Todd Teter**, vice president and general manager - US wholesale, and PMI board member, at corporate headquarters in North Olmstead, Ohio. Moen has been a PMI member since 1957.



The following week, Barb travelled to Travellers' Rest, S.C. to meet with the team at T&S Brass and Bronze Works, Inc., and is shown above left with President **Claude Theisen**. T&S has been involved with PMI since 1966. Claude was president in 2006 and his father was president twice, in 1976 and 1977. Barb also met with the technical team to review emerging legislative and regulatory issues. Shown above right: **Mike Potvin**, compliance engineer; **Gene Fasse**, design engineer; **Barbara C. Higgins**, PMI CEO/executive director; and **Jeff Baldwin**, engineering manager.



Pfister executives joined Barb Higgins for a productive member value meeting December 14. Shown here: (left to right) Mark Bloom, vice president, engineering; Tim Goff, chief marketing officer; Barbara C. Higgins, PMI CEO/executive director; Phil Szuba, senior vice president and general manager; and Matt Zimmer, vice president, marketing.



PMI met with the American Water Works Association (AWWA) met in November to collaborate on common issues. Shown here: Tommy Holmes, Legislative Director, AWWA; G. Tracy Mehan, Executive Director of Government Affairs, AWWA; Steve Via, Director of Federal Relations, AWWA; and Stephanie Salmon, President, Potomac Government Relations and PMI Government Affairs Advocate. Present but not shown is Barbara C. Higgins, CEO/executive director who is behind the camera.



Where in the world is Tulare, California? Ray Fisher, president and Steve Sebahar, vice president of operations, pinpoint the headquarters of Fisher Manufacturing for Barbara C. Higgins, CEO/executive director during her December visit.



Cheryl and Ray Fisher (left) treated PMI to a festive holiday dinner on December 12 in Visalia, near Fisher headquarters.

2017 PMI LEADERSHIP

BOARD OF DIRECTORS

Peter Jahrling, Sloan Valve Company
President

Scott McDonald, Fluidmaster
Vice President

Nate Kogler, Bradley Corporation
Secretary-Treasurer

Paul Patton, Delta Faucet Company
Immediate Past President

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

Todd Teter, Moen, Inc.
(1/16-12/17)

Joel Smith, Kohler Company
(1/17-12/18)

Chip Way, Lavelle Industries
(1/17-12/18)

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