



## VUCA Stands for the Times We Live In

By Joel Smith, PMI Board of Directors President, Kohler Co.



Joel Smith

Volatile, uncertain, complex and ambiguous – that’s VUCA. Coined by the U.S. Army War College, VUCA is an apt descriptor of the times we live in.

Because change is happening – and even more change can occur at virtually any moment – PMI is more valuable than ever to our industry.

In the last few months alone, our industry needed to respond to and stop proposed amendments to drastically lower product flow rate requirements in Los Angeles County, to President **Donald Trump** expressing his personal dissatisfaction with older “low-flow” plumbing products, and to continued uncertainty about tariffs on Chinese imports.

The environment in which we conduct business requires the stabilizing force that PMI provides. By rallying together under the PMI banner, we harness the collective power of our industry in a way none of our companies can do alone.

Whether your company is large or small, you have much to gain from PMI involvement. For Kohler Co., where I work, PMI provides a lot of bang for the buck – far, far more than if we tried to duplicate what PMI does on our own. Small companies can have a much bigger voice as part of PMI than alone.

Now, at the beginning of the year and of my term as board president, is a good time to emphasize that this collective power only becomes available when individual members become involved and engaged. With the stakes as high as they are these days, PMI’s power is only as strong as the contributions of our members. PMI’s voice is strengthened, diversified and amplified according to the number of members participating in any one of our many initiatives.

One measure of this engagement is how many different PMI member organizations are represented during discussions

about issues and engaged in aiding PMI’s response to them. Another measure is how many different individuals within your organization contribute to PMI’s important work. Improving member performance on both measures is a worthy goal for all of us.

PMI benefits the industry through the power of numbers. When a complete industry is aligned on something, it has a much more impactful message. No matter where PMI representatives go, speaking with the voice of the entire industry carries a lot of weight. The collective brain power of the industry working in a structured way through PMI to address issues is incredibly valuable.

Now is a good time to make a New Year’s resolution. If you or your company were not represented at the PMI19 Conference, start making plans now to join us in San Diego for PMI20. If you personally did not have the opportunity to contribute to a committee or initiative, now is the time to raise your hand. If you’d like more individuals from your company to participate in PMI, take some time soon to organize a presentation or lunch to introduce the benefits your colleagues can receive from PMI involvement.

PMI is only as effective as each of us wants it to be. During these VUCA times, we need all hands on deck. We need you. Let’s make 2020 a remarkable and successful year for PMI and all of its members.

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# The Wisdom of the Wise Flush

By Kerry Stackpole, IOM, FASAE, CAE, PMI CEO/ Executive Director



Kerry Stackpole

Since President **Donald Trump** announced his plan to have the EPA review water efficiency rules, many opinions have been written in response to his remarks. Some

argue that energy and water standards reflect government overreach. Others point out that government has an important role to play in helping Americans protect and conserve natural resources.

What seems to go unrecognized is the realization that water and water efficiency comes with no free lunch. An adult deprived of water or liquids for three to four days will be in serious distress. While clean and safe drinking water has largely been taken for granted in America, recent events have proved that assumption to be faulty. Forty out of 50 state water managers expect water shortages under average conditions in some portion of their states over the next decade. The push to relax Bush-era energy legislation would undoubtedly result in higher energy bills for homes and businesses.

It's hard to beat the amazing water-efficiency gains created by the collaboration of the plumbing products industry and the Environmental Protection Agency's WaterSense program. Created in 2006, the WaterSense program has spurred the development of products that have

saved more than 3.4 trillion gallons of water and \$84.2 billion in water and energy expenses. The plumbing products industry is delivering more consumer choice than ever in water-saving fixtures and fittings. There are more than 30,000 WaterSense-certified products including 3,394 toilets, 16,358 faucets, and 8,144 showerheads.

While some localities and states continue the push for lower flow rates, it is neither sensible nor necessarily safe to require lower and lower flush rates and water flows without understanding their impact on the health and safety of consumers. At a time when poorly maintained water systems at a hot tub fair result in a deadly outbreak of Legionnaire's disease that killed three people and sickened more than 140, everyone needs to take note.

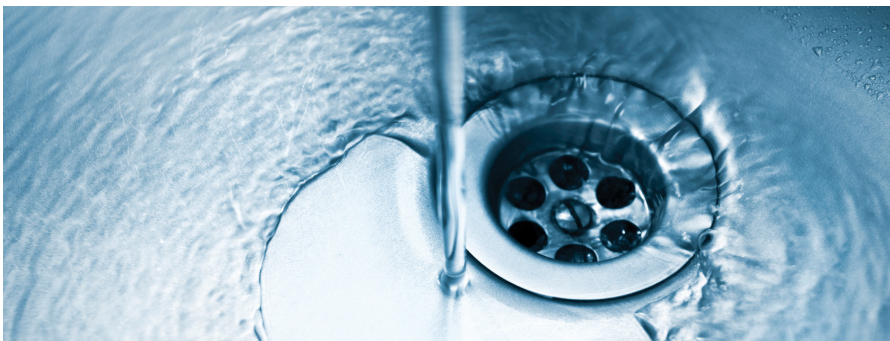
The California Camp Fire wildfires ravaged homes and destroyed communities. The fires also impacted drinking water sources and systems. Speaking at the PMI19 Manufacturing Success Conference in St. Pete Beach, Fla., Professor **Andrew Whelton**, Ph.D., of Purdue University, described the enormous impact the high heat of wildfires created on water systems. Water utilities faced a host of challenges including fire ash settling on lakes and reservoirs, erosion and run-off, post wildfire rainfalls, presence of multiple trace minerals, and changes in source water chemistry. The Camp Fire that burned through Paradise, Calif., and the earlier Tubbs Fire in Santa Rosa deposited benzene in the drinking water

system. Repairing the water system will be a long-term effort expected to cost more than \$300 million.

And make no mistake, health and safety are top-of-mind concerns for plumbing product manufacturers. The industry remains responsive to the call for improving safety in all of its products. In the early 1990s, the first series of lead-free plumbing products came to market. In Feb. 2006, when California's AB 1953 was approved, plumbing product manufacturers successfully used the approved transition period to redesign their products to meet or exceed the new wetted surface lead content standard of 0.25%. Plumbing product manufacturers didn't oppose the standard. We opposed misleading consumers into believing the needed changes could happen overnight. In the end, the California legislature saw the wisdom of taking a collaborative approach to the issue.

Recent efforts to demonize the plumbing products industry for not going along with proposed changes to faucet testing procedures overlooks the reality that 73% of faucets already meet or exceed the newly proposed standard. No one is saying they oppose the new standard, what they are saying is that this sort of change cannot happen overnight. Proponents of the change made no allocation for time to transition the remaining 27% of faucets that would not meet the new highly restrictive test standard.

Plumbing product manufacturers don't oppose sensible, consensus-based standards; however, we do oppose misleading consumers into believing complex manufactured products can magically meet new test standards overnight. Manufacturers will meet the challenges required for any new standard given reasonable time to refine their engineering and manufacturing processes. Our industry and history have proven it time and time again. This time will be no different.



# PMI's Ambassador of the Year: Shabbir Rawalpindiwala



Shabbir Rawalpindiwala

**Current title and employer:** Manager Codes & Standards at Kohler Co.

**My first job:** Testing engineer for a Swiss-based company, test-

ing all sorts of items, including plumbing and construction products.

**Length of time in the plumbing manufacturing industry:** 21 years.

**My proudest plumbing manufacturing career achievement:** There are many, however, one in particular involved getting a code change passed to allow shower receptors measuring 60 inches by 30 inches to match the footprint of a five-foot bathtub. The new code allows seniors to replace their bathtubs with shower receptors, so they won't have to step over a threshold – and, most importantly, remain at home so they can age gracefully. This has helped the industry tremendously. In addition, I have enjoyed participating in the harmonization of various industry standards developed by different organizations in the U.S. with CSA Group Canadian standards.

**I started a career in the plumbing manufacturing industry because:** Everyday there is something new to tackle and opportunities to participate in the development of a new product or concept.

**Advice I'd give someone just starting a career in the plumbing manufacturing industry:** Each day will bring exciting challenges as you represent Kohler in the dynamic field of codes, standards, compliance/certification, water conservation, energy conservation, and sustainability. Our company is very diversified for engineers, so they

can experience anything from designing toilets, to bathtubs and faucets, to steam generators, as well as work with new technologies, the Internet of Things and the latest electronics. There also is a broad range of other areas to experience, including assuring product compliance and certification to industry standards, and designing, developing and providing specifications for new and current products.

**If I weren't in the plumbing manufacturing industry, I'd be:** Still working in the area of codes, standards and certification. I enjoy what I do immensely!

**As a PMI ambassador, I promote PMI within Kohler by:** Urging various department managers to participate in providing feedback on important projects, including changes in codes and standards. I also distribute PMI draft comments on various issues to the departments that can add their value and expertise. In addition, I have helped my company work through PMI on challenging codes and standards because PMI has good influence, sources and contacts that help us accomplish things much faster than we can on our own. Recently, I distributed PMI's "Inside My PMI" newsletter to some of my colleagues, calling their attention to the PMI19 Conference presentation by **Alex Chausovsky**, an economist who presented the PMI Market Outlook. We've also shared within the company the PMI survey results on the impact of WaterSense products; these results have been quite a handy tool to use when discussing water conservation with water utility companies when they're looking to further lower flow or consumption rates. We refer to that study and encourage people to replace their current products with WaterSense products – instead of lowering flow rates.

**What is your current role in PMI? What do you hope to accomplish in this role?** I participate in various

committee conference calls, crafting position statements on legislative issues or regulations, working with the parties involved to come up with an amicable resolution that benefits both sides. I enjoy working with PMI members to bring about positive changes in the area of codes and standards that are beneficial to the industry. For example, a group of us were able to work with **Matt Sigler**, PMI technical director, on a Canadian building code change requiring grab bars and stanchions for showers. We also worked on formulating a position statement to respond to legislation in Colorado on lowering flow rates and worked with Los Angeles County, which sought to reduce flow rates even lower than the current California standard, and were successful in helping them maintain their current standard.

**I'm currently reading:** "The Guardians" by **John Grisham**.

**My hidden professional talent is:** Cooking. It's not really a professional talent, but I have cooked for my co-workers and friends. I really enjoy finding good recipes to try out and like combing through Bon Appetit magazine.

**Best advice I ever received:** Work diligently, honestly and – above all – with integrity.

**My favorite movie:** The very first "Star Wars."

**When I face a challenge at work (or in life):** I try to think how to solve the problem, discuss it with some of my co-workers, finalize and then solve it.

**In my spare time:** I like to do crosswords, sudoku and read.

If you are interested in becoming a PMI ambassador for your company, contact **Jodi Stuhrberg**, PMI association manager, at [jstuhrberg@safep plumbing.org](mailto:jstuhrberg@safep plumbing.org).

# The Inside Scoop on Improving Water Quality, Delivery

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

PMI19 Conference attendees got the inside scoop on several important technical topics affecting the plumbing manufacturing and construction industries. Speakers shared new information about how to improve water quality to prevent harmful bacteria growth, such as Legionella; deliver hot water more efficiently with well-planned architectural designs; and solve the negative effects of low flow rates in building plumbing systems.

**Patrick Gurian**, Ph.D., associate professor, civil, architectural and environmental engineering, Drexel University, discussed “The Water Quality Balancing Act: Insights from Subject Matter Experts, Facility Managers, and Data.” He explained that a Legionella problem exists because many building plumbing systems provide favorable growth environments for the bacteria.

He weighed management strategies, including flushing, heat shock, better hydraulics, temperature control and shock chlorination, against resulting issues, such as scalding, corrosion and opportunistic premise plumbing pathogens (OPPPs) and concluded that good engineering design, innovation, the right standards, and operational support can help address any challenges.

Focusing on the potential for OPPP growth, including Legionella, Gurian reviewed several plumbing design elements, such as low-flow fixtures, electronic faucets, hot- and cold-water mixing (i.e., thermostatic mixing valves), and electric water heaters. To prevent microbial growth, “keep hot water hot and cold water cold,” he suggested, and avoid design elements that produce lukewarm water (less than about 120°F/49°C).

He also reviewed parameters for building water quality, including residual disinfectants and temperature in plumbing system pipes, and then made recommendations for residual concentrations

of chlorine and free chlorine residuals and for ideal temperatures for water heaters and hot water.

**Gary Klein**, president of Gary Klein Associates, Inc., presented on “The Benefits of Good Design: Floor Plans Versus Flow Rates,” discussing a recent California Energy Commission (CEC) hot water study.

The study’s goals included developing code change recommendations that can significantly increase hot water distribution system efficiency in new construction and existing buildings, characterizing the impact of low-flow fixtures on distribution system performance, and determining the theoretical lowest flow possible for hot water fixtures.

Klein said the CEC research is important for several reasons: plumbing fixture flow rates, flush volumes and appliance fill volumes have been reduced every decade since the 1950s; pipe sizing rules have not been revisited since the 1940s; and the median square footage of a house is about 1.5 times larger than it was in 1970. As a result, hot water takes much longer to arrive than before, more energy is lost when pipes cool down, occupants become dissatisfied, and potentially unsafe conditions develop in the piping network, he added.

He discussed systems and water pipe layout methods evaluated by his research team and presented several detailed floor plans that feature ideally located water heaters closer to “wet room” areas (i.e., bathrooms, kitchens and laundry rooms) in single-family and multi-family unit housing.

**Andrew Whelton**, Ph.D., associate professor of civil engineering and environmental and ecological engineering at Pur-



*Gary Klein recruits volunteers from the audience for his presentation on the benefits of good design*

due University, spoke on the importance of plumbing after a disaster and provided an update on a national plumbing study, sponsored by six universities including Purdue, on “Right Sizing Tomorrow’s Water Systems for Efficiency, Sustainability, and Public Health.”

He reviewed the goals of the four-year study – currently in its third year, which include improving the public’s understanding of decreasing flow rates; clarifying factors and their interactions that affect drinking water quality; and creating a risk-based decision support tool to help guide decision makers in operating and maintaining premise plumbing systems to minimize health risks.

Whelton reported on the team’s extensive research of water quality in homes, including measuring levels of Legionella, and reported that water service line chlorine levels varied significantly during the day and throughout the week – and by season.

He also shared research on water quality in a LEED-certified school and the team’s conclusions: the presence of OPPPs in premise plumbing can be affected by the frequency of water use in a building and the rapid rate of disinfectant loss in green buildings – caused by high water stagnation – needs to be better understood and addressed.

PMI members can view all conference presentations at [tinyurl.com/wcgdrpp](http://tinyurl.com/wcgdrpp).

# NEWgenerator – Daniel Yeh’s Reinvented Toilet Explained

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

Having the PMI19 Conference in south Florida gave PMI the wonderful opportunity to invite **Daniel H. Yeh, Ph.D.**, to present. The recipient of a “Reinvent the Toilet” grant from the Bill and Melinda Gates Foundation, Yeh was featured on the Netflix show “Inside Bill’s Brain” and on the Daily Show ([tinyurl.com/yxfp66hw](http://tinyurl.com/yxfp66hw)).

His PMI19 presentation centered on his reinvented toilet, called the NEWgenerator. The University of South Florida professor spoke of water, energy, sanitation and food as the grand challenges facing our global society today. His NEWgenerator produces water, energy in the form of biogas, and nutrients that can be used to grow food while providing non-sewered sanitation and resource recovery.

“In nature, there is no such thing as waste,” he explained. “Everything is biorecycled.” His goal was to accelerate nature in a box by achieving biorecycling through the NEWgenerator.

## Sanitation without sewers among 10 breakthrough technologies

In an article in MIT Technology Review titled “How We’ll Invent the Future ([tinyurl.com/y2ksvuqo](http://tinyurl.com/y2ksvuqo)),” **Bill Gates** called sanitation without sewers accomplished by inventions such as the NEWgenerator as one of 10 breakthrough technologies. “Most of the prototypes are self-contained and don’t need sewers, but they look like traditional toilets housed in small buildings or storage containers,” he wrote. “The NEWgenerator toilet, designed at the University of South Florida, filters out pollutants with an anaerobic membrane, which has pores smaller than bacteria and viruses.”

Gates said the challenge now is to make toilets like the NEWgenerator cheaper and more adaptable to communities of different sizes. “It’s great to build one or two units,” said Yeh. “But to really have the technology impact the world, the

only way to do that is mass-produce the units.” With his invention now in field trials in Trivandrum, India, and Durban, South Africa, Yeh said he hopes to build up to the mass production stage.

The NEWgenerator works by taking organic waste through a high-rate anaerobic biodigester, which safely removes bacteria and viruses. The biodigested product then goes through membrane filtration and electrochlorination to produce purified water. Biogas and nutrients are byproducts of this process.

## NEWgenerator produces recycled water, carbon dioxide, electricity, nutrients and minerals

For example, in addition to producing recycled water, the NEWgenerator produces carbon dioxide that can be recycled to grow algae and make biodiesel, electricity to provide off-grid power to nearby users, and nutrients and minerals recovered as solid fertilizer to be sold or used in urban agriculture.

The NEWgenerator’s small footprint makes it easy to transport, install and maintain. The machine’s functioning can be monitored by a phone app.

Yeh envisions NEWgenerators being used as decentralized satellite facilities that supplement centralized wastewater treatment systems. The practical nature of the invention provides sensible options for integrated wastewater management. The NEWgenerator’s off-grid operation is adaptable to many different settings, including slums and informal settlements; eco-tourism locations; schools, parks and housing develop-



Dr. Daniel H. Yeh, Ph.D., explains the NEWgenerator toilet

ments; single or multiple toilets or households forming a mini-grid; and emergency and humanitarian settings.

He said the ISO 30500 standard for non-sewered sanitation systems ([tinyurl.com/u5djtom](http://tinyurl.com/u5djtom)) will drive and guide business opportunities related to the NEWgenerator.

PMI members can review Yeh’s entire presentation at [tinyurl.com/wcgdrpp](http://tinyurl.com/wcgdrpp).



# Data Privacy: Preparing to Comply with New State Laws

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

Without federal legislation on data privacy, several states have created their own laws – such as the California Consumer Protection Act (CCPA), leaving U.S. businesses facing a host of legal and liability questions.

**Joan Stewart**, Of Counsel, Wiley Rein LLP, helped shed some light on this complicated issue at the PMI19 Conference in November, as she discussed “U.S. Privacy Update Developments at the Federal and State Level.”

She shared an overview of the current proposed federal legislation, including the Klobuchar bill (S. 189), which would cover online platforms including websites, apps and internet access services. She also covered the Blackburn bill (S. 1116), encompassing broadband internet access services and edge services.

Stewart explained why companies should care about what the states are doing. With no federal legislation, states are adopting privacy and cybersecurity laws, which expose companies to different and, sometimes, competing requirements. Action at the federal level remains unclear. “Companies need to develop data governance practices that comply with the patchwork of new state

laws while remaining nimble enough to allow for innovation in the digital marketplace,” she added.

## The FTC’s role in protecting privacy

Providing an overview of the Federal Trade Commission’s (FTC) role, Stewart said the FTC has the authority to protect against unfair or deceptive business practices and is reconsidering its 2012 Privacy Report, a framework and best practices for data privacy. She said the FTC chairman has promised “vigorous” enforcement of privacy laws and has continued to bring enforcement actions against companies.

Stewart also discussed the current privacy data laws at the state level, including California’s CCPA, a Nevada data privacy law (SB220), and biometrics privacy laws in Illinois, Texas and Washington.

She provided details on what CCPA is, who must comply and its impact on a company’s marketing, explaining that the law applies to a for-profit business that collects and controls California residents’ personal information and does business in California. In addition, CCPA applies to a for-profit business that meets at least one of the following qualifications: annual gross revenues in excess of \$25 million; receives or discloses the personal information of 50,000 or more consumers, households, or devices per year; or derives 50% or more of its annual revenues from selling California residents’ personal information.

## California’s privacy law provides consumers with several rights

Under CCPA, which took effect on Jan. 1, 2020, Stewart said a consumer (a California resident) has several rights, including the right to delete certain information; opt-out; ask that a company does not sell his or her information; and receive equal service/nondiscrimination.



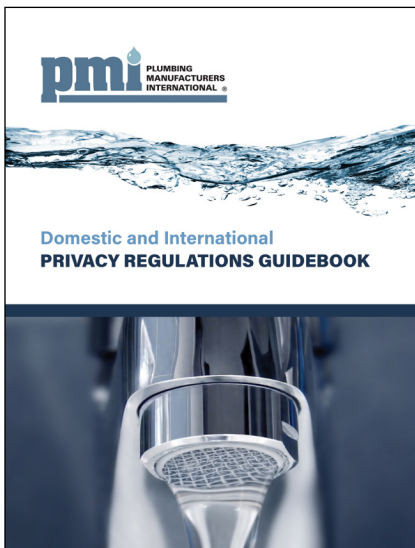
Joan Stewart discusses U.S. privacy law developments

She also discussed several upcoming important dates in 2020 that businesses should be aware of, including July 1 – the deadline for the attorney general’s final rules and the latest date for CCPA enforcement to begin; and Nov. 3 – the potential for a ballot initiative and “CCPA Part 2.”

Stewart provided an update on the revision to Nevada’s data privacy law, which she said was modified in 2019 to allow consumers to opt-out of the sale of their personal information in certain circumstances.

Because the landscape of privacy laws continues to rapidly evolve, Stewart offered several compliance tips for businesses: know what data you’re collecting directly and from third parties; know why you’re collecting that data and who you’re sharing it with; and review your company’s privacy policy to ensure it accurately explains your current collection and use practices (i.e., automatic collections such as cookies and beacons). She also presented a detailed “compliance checklist” that businesses can use to cover their bases.

PMI members can view Stewart’s conference presentation at [tinyurl.com/wcgdrpp](https://tinyurl.com/wcgdrpp) and access the “Domestic and International Privacy Regulations Guidebook” Stewart helped create for PMI members at [tinyurl.com/w6ncg7e](https://tinyurl.com/w6ncg7e).



# Economic, Accessibility Experts Exceed Expectations

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

PMI Conference attendees expect to gain insights and information worth the price of admission. Presentations by economist **Alex Chausovsky** and accessibility standards expert **Dave Yanchulis** at PMI19 fulfilled this expectation and more.

## An economic forecast with 99% accuracy

A director at ITR Economics, which produces the quarterly PMI Market Outlook ([tinyurl.com/y3fhovta](http://tinyurl.com/y3fhovta)), Chausovsky provided a valuable glimpse into the future – a forecast that comes with a 99% accuracy track record.

His forecast included projections of U.S. gross domestic product, industrial production, retail sales, housing and employment, as well as industrial production in Europe, Canada and China.

His projections were based on macro-economic data, global issues impacting businesses such as tariffs and other trade uncertainties, and profit concerns. Because leading indicators can be mixed, it's important for companies to know where they are in the business cycle (recovery, accelerating growth, slowing growth or recession) and what indicators matter to them.

The PMI Market Outlook includes key management objectives for each phase

in the business cycle. “Using this tool will help you to know when to hire, when to fire, when to build, when to penetrate new markets and more,” he said.

Chausovsky provided his analysis of the impact of recent U.S. tax reform, discussed drivers of recessions and depressions, and gave his take on the tariffs situation.

PMI members can review the details of Chausovsky's presentation and gain advice applicable to personal and business finances at [tinyurl.com/wcgdrpp](http://tinyurl.com/wcgdrpp).

## ADA standards and requirements for plumbing elements and facilities

The director of the Office of Technical and Information Services, U.S. Access Board, Yanchulis provided an overview of American Disabilities Act standards and requirements for plumbing elements and facilities, including toilets, bathroom faucets, and showerheads.

After explaining the board's mission of “advancing full access and inclusion for all,” Yanchulis walked attendees through new construction requirements for single-user and multi-user toilet rooms. Requirements for both adults and children include the location and required clear floor space for water closets, flush control operation, seat height, grab bar location, and toilet paper dispenser location.

Yanchulis also explained requirements for wall-hung and stall-type urinals, lavatories and sinks including faucet controls, and bathing facilities including roll-in showers.



*Dave Yanchulis presented on accessibility standards*

The standards for roll-in showers require grab bars, with a folding seat (if installed) attached to a wall. The shower spray unit and controls on the back wall must be able to be reached from the seat, and the grab bars cannot overlap the seat. Yanchulis also explained the requirements for transfer showers, in which a person leaves a wheelchair to sit in a seat that's required within the shower.

He also reviewed requirements for shower spray units; shower seats; bathtubs, including ones with a permanent seat; and drinking fountains. He said technical bulletins on toilet rooms, bathing facilities and drinking fountains will be published soon.

PMI members can review his presentation at [tinyurl.com/wcgdrpp](http://tinyurl.com/wcgdrpp).



*Alex Chausovsky gave PMI19 attendees a look into the future of the plumbing products market*

## PMI Members: Join us at KBIS 2020!

PMI staff will be hosting a coffee break and briefing from 10:30 to 11:30 a.m., Jan. 22, at the Westgate Hotel in Las Vegas. The briefing will cover the benefits of PMI membership, recent PMI accomplishments, a legislative update, and plans for 2020!

## Meet the 2020 PMI Board of Directors & Committee Chairs

PMI announced the election of **Joel Smith** as president of the 2020 PMI Board of Directors during the PMI19 Conference. The director of faucets product engineering at Kohler Co., Smith succeeds **Nate Kogler**, the director of product management at Bradley Corporation. Kogler will continue to serve on the board as immediate past president.

**Todd Teter**, senior vice president and general manager, House of Rohl, was elected vice president, and **Martin Knieps**, director, technical marketing, for Viega LLC, will serve as secretary/treasurer.

Smith said he was honored and excited about 2020. While telling members at PMI19 to be ready for a continual string of surprises and a rapid pace of change, he stated that PMI was “uniquely positioned” to adapt to new issues and challenges such as consumer privacy, trade and tariffs, and fulfilling members’ educational needs. “We’re always on and thinking ahead,” he said. “We’re only scratching the surface of PMI’s potential.”

Smith presented a commemorative crystal gavel and Florida flag to Kogler in appreciation of his service as 2019 board president. The flag flew over the Florida state capitol on the first day of the PMI19 Conference. Kogler acknowledged his fellow board members and members who made his time as president so rewarding.

Other members of the 2020 board will be **Michael Martinez**, product compliance manager, Delta Faucet Co.; **Sal Gattone**, vice president, engineering, LIXIL; **Daniel Gleiberman**, manager, product compliance and government affairs, Sloan Valve Co.; and **Fernando Fernandez**, director codes and standards, TOTO USA.

2020 committee co-chairs will be:

### Advocacy/Government Affairs Committee

**Lowell Lampen**, Kohler Co.  
**Troy Benavidez**, LIXIL

### Technical Committee

**C.J. Lagan**, LIXIL  
**Bob Neff**, Delta Faucet Co.

### Commerce Committee

**Elton Perkins**, Fluidmaster, Inc.  
**Liz Renfro**, Delta Faucet Co.

### Water Efficiency and Sustainability Issue Committee

**Cambria McLeod**, Kohler Co.  
**Will Wang**, Fluidmaster, Inc.



*Plumbing Manufacturers International 2020 Board of Directors (l-r): Michael Martinez, Delta Faucet Co.; Sal Gattone, LIXIL; 2020 Board President Joel Smith, Kohler Co.; Board VP Todd Teter, House Of Rohl; Immediate Past President Nate Kogler, Bradley Corporation; Fernando Fernandez, TOTO USA; Board Secretary/Treasurer Martin Knieps, Viega LLC; & Daniel Gleiberman, Sloan Valve Co.*

## 2020 PMI LEADERSHIP

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**Todd Teter, Moen Incorporated**  
Vice President

**Martin Knieps, Viega LLC**  
Secretary-Treasurer

**Nate Kogler, Bradley Corporation**  
Immediate Past President

**Michael Martinez, Delta Faucet Company**

**Sal Gattone, LIXIL**

**Daniel Gleiberman, Sloan Valve Company**

**Fernando Fernandez, TOTO USA**

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