

## EWTS Provides Glimpse of New Morning for Plumbing Industry

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



Kerry Stackpole

In what ways can you imagine wastewater being used? Are there new ways to save water that we need to develop or explore? Is Hunter's Curve an obsolete tool for developing pipe sizes and water flows? These were among the many questions discussed by participants at the May 2022 Emerging Water Technology Symposium (EWTS) in San Antonio.

This year's meeting certainly felt like many of us are ready to move on to meet new challenges, after being preoccupied with the COVID pandemic during the past two years. COVID threatened to crush us, both physically and economically, but failed because the best and brightest among us explored new ideas and created innovative vaccines and medicines destined to defeat the virus. Our industry did its part, too, contributing touchless faucets and fixtures, anti-microbial surfaces, and water purification systems designed to reduce the spread of infections, as well as energy-efficient designs that deliver safe, responsible plumbing.

Stepping up to meet the challenges of the times is nothing new for Plumbing Manufacturers International. For the past 68 years, PMI has helped manufacturers, legislators, regulators, and consumers navigate the complex world of plumbing. Yet, there is so much more to do. The impacts of climate change have brought us hell and high water. Hell in the form of raging wildfires. High water in the form of coastal flooding. Rising temperatures have contributed to a once-in-a-century drought across the American West. We have so much to do to reduce carbon emissions from our operations and supply chains. Your active engagement in building awareness in your communities and in the marketplace of ideas is needed to make a difference.

At EWTS, there was a broad array of extraordinary speakers sharing information about the latest ideas for water systems,

key research efforts for water flows, and toilet re-inventions. They discussed water infrastructure, sanitation technologies, waterway pathogens, risk management, and energy and conservation strategies. All in service to making our world a better place in which to live and thrive. The learning curve at EWTS was steep and challenging, but in truth, the stakes could not be higher for our families, our friends, and our fellow citizens.

The great thing for you to know is we're not alone. PMI partners with the American Society of Plumbing Engineers, the Alliance for Water Efficiency, and IAPMO to co-convene this gathering of the leading university researchers, government policymakers, manufacturers, industry professionals, non-government organizations, public utilities, consultants, and plumbing labor organizations. The productive and engaging relationship between industry organizations has never been more important. We are committed to continuing to do our part for safe, responsible plumbing.

You can read more about EWTS on pages 6 and 8. If you registered for EWTS, you can access recordings of the sessions at [pmi.kmsihosting.com](http://pmi.kmsihosting.com). If you didn't register, videos of the sessions will be released this summer and will certainly be worth viewing, as they provide a glimpse of where our industry is heading in the new day. Watch for details.

## INSIDE

PMI CEO Joins ITAC 8 . . . . .	2
Gain Washington's Insights at Forum . . . . .	5
States Prepare to Spend Infrastructure Funds .6	
Leaders Address Key Issues at EWTS . . . . .	8

# PMI CEO to Amplify Plumbing Industry's Voice on Trade

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

**Kerry Stackpole's** recent appointment to a federal advisory committee will help amplify the collective voice of plumbing manufacturers on important international trade issues, such as Section 301 tariffs and counterfeit plumbing product sales.

Stackpole, Plumbing Manufacturers International's CEO and executive director, began serving a four-year term in May on the Industry Trade Advisory Committee (ITAC) 8, which covers building materials and forest products. The committee is one of 15 managed by the Department of Commerce and the Office of United States Trade Representative (USTR) to help U.S. businesses compete nationally and internationally.

"This gives us a seat at the international trade table and the ability to interact with policy makers and decision makers to provide direct input on the impact of trade agreements for our industry," Stackpole said.

ITAC 8 is part of the International Trade Administration, which promotes trade and investment in U.S. businesses and ensures fair trade with rigorous trade-law enforcement. The committee provides detailed policy and technical advice, information and recommendations to the Secretary of Commerce and the USTR on trade barriers, negotiation of trade agreements, and implementation of existing trade agreements affecting building materials and forest products. An integral link between industry and the U.S. government, the ITACs are a public-private partnership that engage business leaders in formulating U.S. trade policy, according to the ITAC website.

## PMI's priorities reflect members' concerns

Stackpole said he's looking forward to helping identify issues that impact PMI member companies. His current list of priorities includes counterfeit and

noncompliant plumbing products being shipped into the U.S., theft of plumbing product intellectual property by foreign governments, and Section 301 tariffs.

"Our participation in ITAC 8 is an extension of PMI's long-standing efforts to engage on these issues. We'll continue to count on our members to help us illuminate these challenges more brightly, too," he stated. Another of the committee's duties involves recognizing any loopholes in trade agreements that an organization may try to exploit or that causes unintended problems, and then discuss and fix those issues, he explained.

As an example, Stackpole noted a current issue interfering with U.S. plumbing manufacturers' ability to trade with Canada. In May 2021, the government of Canada published an order to add plastic manufactured items to Schedule 1 of the Canadian Environmental Protection Act, 1999, according to the [canada.ca](https://www.canada.ca) website. Stackpole said labeling all plastic as toxic, even plastics that are contained in plumbing products, will cause the unintended consequence of confusing consumers.

Section 301 tariffs that former President **Donald Trump** put in place four years ago is another area in which PMI would like to provide feedback through ITAC 8. Stackpole recalled the intense work PMI engaged in to push hard against

the tariffs – sending letters to the International Trade Commission, meeting with policy makers, and delivering feedback to the Trump administration. Those efforts helped PMI and other industry groups keep about 80 plumbing items off the tariffs list; however, more work needs to be done, Stackpole said.

## Making deeper connections with industry allies

Stackpole said his time on the committee will strengthen PMI's connections with associated industry partners and allies, delivering additional benefits. It also adds another layer of protection to PMI's robust early-warning system to detect significant trade and legislative issues that impact PMI members, he added.

Gaining the perspectives of other building materials and related associations on the committee, such as the National Wooden Pallet & Container Association, Southern Forest Products Association and Georgia-Pacific LLC, will help expand PMI's global view and provide important insights.

For example, if wood becomes too expensive, homebuilding could slow, resulting in lower demand for plumbing fixtures. "This helps us connect the dots by applying that knowledge and education to PMI's tracking system," Stackpole said.



# Industry Marketing Committee Starts Work June 23. Join Us!

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

The innovation of WaterSense product manufacturers has saved 5.5 trillion gallons of water over the past 15 years. While saving water, these innovations have resulted in comforting showerheads, reliable toilets and smart faucets. The plumbing manufacturing industry is an economic force, generating a total annual economic impact of \$85.5 billion, 464,370 jobs, \$26 billion in wages, and \$11.2 billion in tax revenue.

Yet, too often, rather than giving our industry a fair shake, media amplify untruths about plumbing products uttered by public figures. Misreporting on water contamination often centers the problem around an endpoint device rather than lead service lines. Public officials create unrealistic expectations about how reduced flow rates are the answer to a historic drought. Great American plumbing companies, which have been an economic mainstay for decades, get overlooked as business news reports focus the attention of talented young people on the latest darlings of the technology sector.

## How can we shine a light on our industry's positive contributions?

Join PMI's Industry Marketing Committee, and you will have the opportunity to contribute toward the development of a marketing program for the industry while enjoying a fun and enriching experience. With the inaugural meeting scheduled for 1 p.m. CT on June 23, the group will work to market the plumbing manufacturing industry to current and potential stakeholders as PMI member companies work to find solutions to current and anticipated challenges.

These challenges include attracting talented and dedicated workers to the industry, continuing a tradition of safeguarding the health and safety of communities, reducing waste and mitigating the effects of climate change, responding effectively to global trade



dynamics, and illuminating the industry's innovation.

## A great opportunity for anyone interested in marketing

"It's a chance for our industry's brightest marketing minds to step forward," said Plumbing Manufacturers International CEO/Executive Director **Kerry Stackpole**. "We want PMI members who don't work in marketing but are interested in it to participate, as well. It will be a great networking opportunity for all, and everyone will gain a fresh perspective on marketing in relation to the challenges our industry faces."

Like most committees, the group will start by discussing big-picture issues and gradually home in on a focus that makes the best sense given industry priorities and budget. Here are some examples of the kinds of questions the committee will be considering:

- What kinds of people will comprise the plumbing manufacturing workforce of the future? How do we assure a diverse and inclusive talent pipeline for our industry? Where do we find the people we need and how do we recruit them into the industry?
- Considering the public health challenges facing our society, where can

our industry best focus its efforts and make a lasting and meaningful contribution?

- How can we develop momentum behind industry efforts to reduce waste and mitigate the effects of climate change?
- How can we best showcase the innovation, economic strength and value of our industry to policymakers and stakeholders?
- What are the strongest attributes of the plumbing manufacturing industry? What kinds of programs or venues will be required to showcase industry strengths and capabilities?

The frequency of future meetings will be decided by the committee. As the group begins to make progress toward its goals, guest experts will likely be invited to share fresh perspectives and ideas and to help pinpoint strategies and tactics.

Contact PMI Director of Programs and Administration **Jodi Stuhrberg** to indicate your interest.



## Downtown Louisville Brings Vibrant, Urban Cool to PMI22

Plumbing Manufacturers International staff is developing an exciting program for the PMI22 Manufacturing Success Conference, Oct. 24-27 in Louisville, Kentucky. You will have the opportunity to explore topics including the economic outlook, sustainability and climate change, extended producer responsibility, trade and tariffs, supply chain, workforce development, product and plumbing system innovation, and much more!

### Omni Hotel reflects vibrancy of city

The conference's main venue, the Omni Louisville Hotel, reflects the past, present and future of this vibrant Kentucky city. Its downtown Louisville location is an easy walk to Main Street's popular restaurants and local culture. Blending historic surroundings with modern comforts, the Omni reflects the essence of the city and invites you into an unforgettable stay.

### Keep up your healthy habits while you're away

The hotel has a comprehensive, 24/7 fitness center and healthy meal options. You also can request in-room fitness kits including a five-pound kettlebell, mini contour weights, a muscle therapy foam roller, push-up bars, and a yoga mat.

All of the spacious guest rooms and suites are non-smoking, offer views of the city, and include a work desk and chair, computer modem hook-ups and data ports.



### Historic West Main Street and Museum Row

With its unique streetscape program and collection of museums and cultural institutions celebrating icons such as Muhammad Ali and the Louisville Slugger, West Main Street offers its vitality and creative energy to residents and visitors alike. The district's extraordinary collection of Victorian cast-iron historic facades combine with striking contemporary architecture to be one of the most creative arts-inspired cultural areas in the nation.

Museum Row is home to nearly 10 local attractions in one historic neighborhood, located a block south of the Ohio River. These



must-see attractions include the Louisville Slugger Museum & Factory, Muhammad Ali Center, Frazier History Museum, Kentucky Science Center and more. Bourbon enthusiasts will enjoy the Evan Williams Bourbon Experience. Art lovers will enjoy Glassworks, KMAC, 21c Museum Hotel, and the Kentucky Center for the Performing Arts.

### Fourth Street

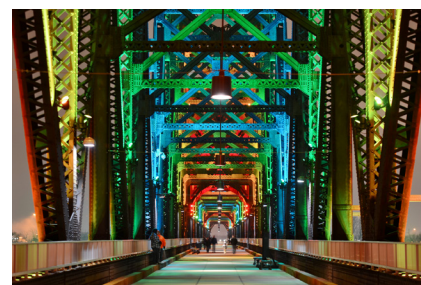
Once the residential address of prominent merchants, Fourth Street became downtown's primary retail, corporate and entertainment corridor during the 19th and 20th centuries. Stretching from the Ohio River, south to Broadway, these seven blocks have seen a dramatic transition through the years – from pastoral to residential use, followed by rapid commercial growth, urban decay and now sweeping revitalization. South of Broadway you'll discover one of the city's nine Carnegie libraries. Built between 1906 and



1908, the Louisville Free Public Library Main Branch's grounds were designed by famed landscape architect Frederick Law Olmsted.

Fourth Street has become the place for diners, shoppers, theater-goers and urbanites to see and be seen. The avenue houses the city's two grand, historic hotels – the Brown and the Seelbach – each famous in their own right. The 304-room Embassy Suites Downtown is a modern hotel housed in the former Stewart's Dry Goods Building and is listed on the National Register of Historic Places in Louisville.

Check out a show at the historic Louisville Palace. Opened in 1928, the theatre is a lavish Spanish baroque revival style with fountains, statues and tapestries. In the foyer, the "Ceiling of Celebrities" contains 141 medallion faces of famous men, including the palace's architect John Eberson.



Enjoy the tried-and-true traditions at one of the many established downtown restaurants or enjoy one of the new eateries at Fourth Street Live! The \$70-million entertainment district has revitalized downtown, adding a variety of restaurants and entertainment venues, and reconnecting the city's riverfront to its main east/west thoroughfare, Broadway.

Make plans to connect with your PMI colleagues at PMI22!

# Gain George Washington's Insights at PMI CEO Thinking Forum

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

If there is one American name synonymous with leadership, it's George Washington. Our nation's first general and president, Washington led the colonial army to victory over the British, then led a fledgling nation with a brand new constitution for eight years.

If you had the opportunity to meet with George Washington today, what would you ask him? How would he respond to the leadership challenges facing our nation and industry today? What insights would he provide about competing against larger and better-funded forces?

The upcoming Sept. 8 PMI CEO Thinking Forum at Mount Vernon's George Washington Leadership Institute will allow PMI member company executives to enter Washington's home for a day and to adopt his viewpoint of the challenges they face. If you're a CEO, president, senior executive, or business owner interested in taking a day among peers to explore fresh perspectives on leadership, strategy, and the keys to driving change, sign up for the VIP list ([tinyurl.com/2p8u3saz](https://tinyurl.com/2p8u3saz)) to receive the latest details about PMI's CEO Thinking Forum.

To help prepare for the day, all registrants will receive a copy of the Washington biography, "His Excellency," signed by author **Joseph Ellis**.

## The opportunity to 'Be Washington'

This exclusive, not-to-be-missed executive event will take PMI member company executives inside of Washington's mind and enable them to apply his leadership lessons to the plumbing manufacturing workplace and business environment. Their personal exploration into Washington's leadership ability will allow them the time to reflect and explore new leadership strategies, understand the qualities of authentic leadership, and gain new insights into how to inspire others.

During a special hour-long digital interactive experience, attendees will have the unique opportunity to "Be Washington." Faced with the same information and choices as Washington, executives will use their own judgment to decide what to do in each situation. Each scenario will be followed by facilitated discussion about the historic example and contemporary leadership principles.

Designed with the specific challenges facing the plumbing manufacturing industry in mind, this exceptional value for PMI member companies and their executives will also provide the chance to renew relationships and dialogues with industry peers. Together, they will learn high-level leadership lessons that will be useful and powerful in the months and years ahead.

Attendees also will experience several delightful surprises over the course of the day, all guaranteed to add to their knowledge and appreciation of the founder of our country.

## Top strategists to facilitate the program

**Dr. Peter Cressy** and **Heather Soubra** have been scheduled to lead the forum.

Dr. Cressy is the director of executive leadership programs at the institute. Having an Ed.D. in organizational development focused on decision making and leadership, he



served 28 years in the United States Navy in command and senior staff positions, followed by eight years in higher education as a college president, university chancellor, and tenured professor of management. He later served 16 years as the president and CEO of the Distilled Spirits Council trade association.

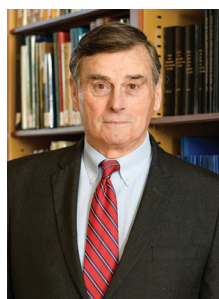
A member of the institute's faculty, Soubra translates George Washington's approach to leadership strategy into tangible leadership practices for today's



*Heather Soubra*

leaders. Her instruction incorporates practical tools and resources that can be used right away. As the former senior vice president, strategic initiatives, at the International Dairy Foods Association, she has experienced firsthand the challenges and opportunities faced by leaders in a complex organization.

Stay tuned for additional information about program details and overnight accommodations. Be a part of PMI's celebration of Washington's enduring relevance to our nation, our freedoms and our lives!



*Dr. Peter Cressy*

# States Prepare to Spend Water Infrastructure Funds

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

In 2022, states will begin spending \$55 billion in federal water infrastructure funding from the 2021 Infrastructure Investment and Jobs Act. However, workforce shortages, supply chain issues and other challenges will likely delay some projects – raising questions about states' ability to spend the funding within the five-year IIJA timeline.

A panel of experts at the May 10-11 Emerging Water Technology Symposium (EWTS) discussed how the plumbing industry can provide technical help and guidance to help states spend the funds. On the panel were **Dain Hansen**, executive vice president of government affairs, IAPMO; **Ed Osann**, senior policy analyst, National Resources Defense Council; and **Stephanie Salmon**, government relations consultant, Plumbing Manufacturers International.

The largest investment in clean drinking water in American history, the \$55 billion water infrastructure package will help replace lead service lines and eliminate PFAS (per- and polyfluoroalkyl) from drinking water.

Salmon discussed PMI's strong support of the IIJA funding, which includes \$15 billion for lead removal projects, with \$3 billion of it for states and cities. This money can go toward the identification and removal of lead pipes. While this funding is a good start, industry experts

estimate the cost of fully replacing all lead pipes in the U.S. could be as much as \$60 billion. Additional investments will be needed from federal and state authorities to replace an estimated 6 million to 10 million lead service lines in the U.S.

PMI also supports federal and state programs that fund water quality testing and water filters, replace legacy water fountains and faucets in schools and daycare centers, and improve drinking water in underserved and disadvantaged communities.

"There's been some frustration in many cities where lead levels in drinking water are still high, and they desperately need new water pipes and updated plumbing products. We're going to continue to push for additional funding for these programs," Salmon said.

## 'Use it or lose it'

Before receiving funding, states must submit intended use plans to the Environmental Protection Agency. The majority of water infrastructure funding, about \$43 billion, will flow through the Clean Water and Drinking Water State Revolving Funds and must be used within five years.

Osann described the water infrastructure funding as a "use it or lose it" situation. Salmon said she believes Congress will consider granting states flexibility to spend the money past the five-year mark because of ongoing pandemic and supply chain issues. Osann agreed and added that more funding will be needed beyond five years to fix ongoing drinking water issues, such as lead service line replacement.

Every state's intended use plan and project priority list will be posted for public

review and comment, so the plumbing industry and related associations can offer feedback, Hansen reported. Many industries are reaching out to states via letters and meetings to help with infrastructure implementation projects. Hansen noted that IAPMO has sent letters discussing water quality issues and other items to address in intended-use plans to every state governor. He suggested plumbing industry associations work together to send a joint letter listing top infrastructure priorities to all state governors.

## Workforce, materials shortages pose challenges

The panel discussed material and labor shortages states will face in their efforts to spend the money in a timely manner. "There's going to be a real scramble for engineering and design talent to get these projects scoped out so they can actually come to reality," Osann said. Salmon added that there's potential for a longshoremen strike this summer at the west coast ports – which could cause further delays in getting needed materials for projects. Contract negotiations are underway for a contract that expires on July 1.

The EPA has set up a \$50 million fund to provide technical assistance to the more than 40,000 small water systems in the U.S. and tens of thousands of small sanitation districts to "get this money moving," Osann noted.

PMI would like more states to consider rebate programs to encourage their residents to replace legacy bathroom fixtures with WaterSense fixtures – especially in drought-ridden areas, Salmon said.

PMI members who registered for EWTS can access presentations at [pmi.kmsihosting.com](https://pmi.kmsihosting.com). Those who did not register for the meeting will be able to purchase access at a later date. Stay tuned for details.





# Liabilities Rise Despite Unknowns About Microplastics

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

Health and environmental concerns about microplastics are driving potential new regulations and liabilities for plumbing manufacturers and other businesses. Unfortunately, existing research on microplastics' impact on drinking water and health risks remains spotty – leaving room for uncertainty and confusion.

“What’s interesting about microplastics compared with other pollutants is that the public seems to understand them. Sometimes you can even see them, and it just seems wrong that they exist,” said **Megan Baroni**, partner, Robinson + Cole, and co-presenter of Plumbing Manufacturers International’s May webinar, “Microplastics Regulations on the Horizon – How Might They Impact the Plumbing Manufacturing Industry?”

Baroni shared what she called “staggering” statistics about plastics: they can be found on every continent and in every ocean and ecosystem on earth; humans consume a credit card’s worth of plastic – equivalent to 5 grams – every week in their food and water; and humans have produced 8.3 billion metric tons of plastic in the last 65 years – the majority of which is now considered waste.

While potential liability is lurking around the issue of microplastics leaching into drinking water, the science is still developing, said Baroni, who counsels clients on environmental, health and safety issues. Not much data exists about the types of health issues potentially caused by microplastics either.

## California sets microplastics strategy

California leads the way on the potential for microplastics regulations. The state developed a microplastics strategy, with a focus on research. Studies on microplastics' effects on drinking water and the potential impact of microplastic leaching from plastic piping are lacking, Baroni noted.

The scientific community has been debating the official definition of microplastics related to size and morphology. California defines “microplastics in drinking water” as plastic particles that are greater than one nanometer and less than 5,000 microns. For context, most bacteria are about one nanometer, said **Catie Boston**, principal scientist and risk assessor for Roux and a board-certified toxicologist. “Plastics don’t go away. They just break down into smaller and smaller pieces,” she said.

California also recently released a draft methodology for sampling microplastics in drinking water and soil. “Once a standardized sampling method is in place, that’s going to be a real tipping point for seeing lawsuits coming,” Baroni said.

## Federal statutes allow for legal actions against companies

There are three federal statutes under which people can take legal action against companies for microplastics abuse: the Clean Water Act, Resource Conservation and Recovery Act and Clean Air Act. These are the lawsuits that bring awareness to the issue and move policy, Baroni said.

Most citizen lawsuits occur under the Clean Water Act. Those legal actions typically are taken against companies that discharge plastic and microplastics from their manufacturing processes into water bodies, Baroni noted.

Citizen groups also have successfully sued the Environmental Protection Agency under the Clean Water Act. The EPA manages lists of polluted water bodies and these groups’ lawsuits have forced the EPA to list water bodies impaired specifically by microplastics, Baroni stated.

People take legal action for microplastics use less frequently under the Clean Air Act. Baroni explained that citizens and

environmental groups have been calling for the EPA to regulate air emissions involving plastics and manufacturing processes.

## Potential areas of liability are growing

Possible liability areas for microplastics use are growing – such as with product packaging. Some businesses may even run into trouble making sustainability claims about products and company goals.

Extended producer responsibility laws, which focus on packaging, are on the upswing in the U.S., Baroni said. Maine and Oregon have passed laws in the last year requiring producers to pay the costs of recycling and disposing of plastic packaging.

Critical questions remain about microplastics and company liabilities. For example, Boston asked: will switching to a greener alternative to plastic packaging or a greener product with little to no plastic be cleaner and better in the long run? Could the replacement potentially be more damaging? “These are big question marks and there’s a lot of complex decision making that needs to take flight. The science isn’t certain or clear right now,” she said.

Another area of potential liability involves companies making sustainability claims about their products, reduction in plastic packaging, and general recycling efforts. “There are a lot of plaintiffs out there scrutinizing these claims and suing companies for greenwashing – for essentially saying they’re doing something to help the environment and then pointing out all the ways they’re not,” Baroni said.

PMI members who missed the live webinar can watch it on demand. ([safeplumbing.org/members/webinars-videos](https://safeplumbing.org/members/webinars-videos)).

## Industry Leaders Address Key Issues at EWTS

The seventh Emerging Water Technology Symposium returned as an in-person event for the first time in four years, bringing together industry, manufacturing, water utility and government leaders from around the world. A focus of this year's event was on resources communities require to build safe and resilient plumbing systems that can meet the growing list of challenges to America's drinking water.



The May 10-11 event in San Antonio was co-convened by the Alliance for Water Efficiency, the American Society of Plumbing Engineers, Plumbing Manufacturers International, and IAPMO.

PMI CEO and Executive Director **Kerry Stackpole** spoke at the event. He said the relationships between the organizations represented at EWTS had likely never been more important than they are now. He stated that while the best and brightest among us devised medical solutions to the COVID pandemic, the plumbing industry also played an important role.

"What's also important is how our industry responded," he said. "Our industry's experience and our focus became touchless faucets, antimicrobial surfaces, water purification systems, all kinds of energy-efficient devices focused on safe and responsible plumbing. We all had a contribution to make, and I think our industry stepped up."

Stackpole said wildfires, flooding and drought being experienced by various regions of the United States are creating a need for those in the plumbing industry to help shape the future.

"Your active engagement here, in your communities back home, and in the marketplace of ideas, where we will have opportunities to share ideas with one another, will make all the difference," he said. "You actually are able to turn the dial on this, and I think that's really exciting."

IAPMO Executive Vice President of Advocacy and Research **Pete DeMarco** discussed the importance of the symposium. "As an industry we have a number of high priority research needs that relate to water quality as well as water and energy efficiency," he stated. "This year's event brought together some of the brightest minds industry has to offer – all focused on how we make our plumbing and mechanical systems safer and more resilient to meet the challenges ahead."

One of this year's keynote speakers was **Robert Puente**, president and CEO of the San Antonio Water System. His presentation looked at three ways that SAWS, which serves 2 million customers over four counties, uses innovation to deliver water to its customers: advanced metering deployment, "smart" manhole covers, and conservation.

"It's all about innovation," he said. "And I think if you talk to our employees, although they will tell you that it's their idea, we know that they got their idea from coming to events like this. Every good idea, you should expect it to be stolen, to be used by someone else, and you should be flattered by that. I think anything that you look at here started somewhere else, and we went to conferences in other cities and were able to bring back the ideas to SAWS to really get the innovation aspect in this."

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